

A G E N D A

FOR THE REGULAR MEETING OF RED DEER CITY COUNCIL
TO BE HELD IN THE COUNCIL CHAMBERS, CITY HALL,
MONDAY, MAY 14, 1990,
COMMENCING AT 4:30 P.M.

- (1) Confirmation of the Minutes of the Meeting of April 30, 1990.

PAGE

(2) UNFINISHED BUSINESS

- 1) Social Planning Manager - Re: F.C.S.S. Board Report/
Brassard Report, "Claiming My Future" .. 1

(3) PUBLIC HEARINGS

- 1) Assistant City Clerk - Re: Land Use Bylaw Amendment
2672/K-90 .. 16
- 2) City Clerk - Re: Road Closure Bylaws 3011/90 and 3012/90
.. 18

(4) REPORTS

- 1) Bylaws & Inspections Manager - Re: Taxi Bylaw/
Discounting of Monthly Accounts .. 21
- 2) Engineering Department Manager - Re: 1990 budget
overexpenditure/sidewalk construction application/Ron
Jutte/December 1989 .. 25
- 3) Engineering Department Manager - Re: Traffic Bylaw
Amendment 2800/C-90/Traffic Control Devices .. 28
- 4) Recreation, Parks & Culture Board - Re: Bid to Host the
1992 Provincial Energize Conference .. 29
- 5) Finance & Audit Committee - Re: Budget Variance
Report/1989 Accounts Receivable Write-Offs .. 30
- 6) Manager Economic Development - Re: Disposal of Public
Utility Lot/Riverside Light Industrial Park .. 53

- 7) Assistant City Clerk - Re: Fine Paper Tender .. 55
- 8) Director of Community Services - Re: Proposed Amendments to the 1990 Social Planning Budget .. 61
- 9) City Assessor - Re: The Fairways Condominium Complex/Lots 1 and 2, Blk. 10, Plan 892-2209/Street Name Change/65 Ave. to Farrell Ave. .. 69
- 10) City Assessor - Re: Parkland Humane S.P.C.A./Lease Agreement/Lot 43, Blk. 13, Plan 782-2628/77 St. & 45 Ave. Close .. 74
- 11) Red Deer Tourist & Convention Board - Re: "The Crossing"/Heritage Ranch/Red Deer Tourism Opportunity Study .. 76
- 12) Bylaws & Inspections Manager - Re: Unsightly Premises/Lots 36-38, Blk. B, Plan K8/P. Koubsky and I. Beglau .. 78
- 13) City Clerk - Re: Request for Resolutions/1990 A.U.M.A. Convention September 26-28 .. 79
- 14) Engineering Department Manager - Re: 1990 City's Transportation Study Update .. 80
- 15) Engineering Department Manager - Re: Development Agreement/Melcor Developments/Eastview Estates Phase 10 .. 83

(5) WRITTEN ENQUIRIES

(6) CORRESPONDENCE

- 1) Renee Hermann - Re: Handicapped Parking Permit Request .. 90
- 2) Reid Crowther & Partners Ltd. - Re: Melcor Developments/Lot 8 MR, Blk. 7, Plan 862-1357/Deer Park Phase V/Redesignation to Laneway .. 95
- 3) Victoria Lines-Schulz - Re: Fitness Clinic/104, 3947 - 50A Ave. .. 103
- 4) Towne Centre Association of Red Deer - Re: The International Downtown Association Conference/September 8-12, 1990/Edmonton .. 110
- 5) Canada Trust Realtor - Re: 5338 - 43 Avenue/Rezoning Request/Lot 9, Blk. F, Plan K9/R1 to R2 .. 112

ADDITIONAL AGENDA

FOR THE REGULAR MEETING OF RED DEER
CITY COUNCIL TO BE HELD ON MONDAY, MAY 14, 1990,
AT 4:30 P.M., IN THE COUNCIL CHAMBERS OF
CITY HALL, RED DEER

UNFINISHED BUSINESS

- 1) Finance & Audit Committee - Re: Power Grid Charge (R3
Zoning)/Downtown Underground System .. 1

REPORTS

- 1) City Assessor - Re: Pt. Lot R-3, Blk. 9, Plan 772-2780/
Mobile Home Lots .. 10

NOTICES OF MOTION

- 1) City Clerk - Re: Alderman Pimm/Firecrackers & Fireworks
.. 19

DATE: May 16, 1990
TO: F.C.S.S. Board
FROM: City Clerk
RE: F.C.S.S. BOARD REPORT - BRASSARD REPORT
"CLAIMING MY FUTURE"

I would advise that the recommendation from the F.C.S.S. Board that Council endorse the F.C.S.S. Board report regarding the Brassard Report "Claiming My Future" received brief consideration at the Council meeting of May 14, 1990.

At the above noted meeting Council passed the following motion agreeing to await further contact with the Minister.

"RESOLVED that Council of The City of Red Deer hereby agrees that no further action be taken at this time regarding the Brassard Report "Claiming My Future" and that Council await further contact with the Minister as outlined in the letter from the Mayor and as presented to Council May 14, 1990."

I am enclosing herewith for your information a letter which was sent from the Mayor to the Minister and which is referred to in the above noted resolution.

Trusting you will find this satisfactory, and we thank you for your continued interest in this matter.


C. SEVCIK
City Clerk

CS/jt

Att.

c.c. City Commissioners
Director of Community Services
Social Planning Manager

- June 7/90 - bd



FAMILY AND SOCIAL SERVICES

Office of the Associate Minister

107 Legislature Building, Edmonton, Alberta, Canada T5K 2B6

403/422-0141 Fax 403/422-6042

May 29, 1990

His Worship R. J. McGhee
Mayor of Red Deer
P. O. Box 5008
Red Deer, Alberta
T4N 3T4

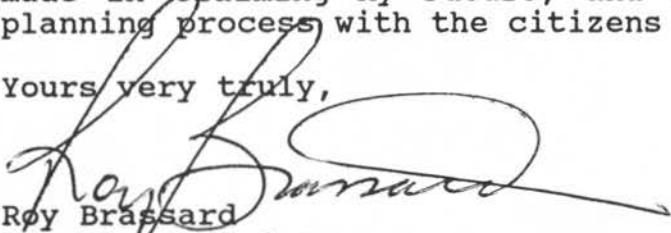
Dear Mayor McGhee:

Thank you for your letter of May 1, 1990, confirming your support for the general thrust of our Report, "Claiming My Future", and offering your cooperation to achieve the objectives of the Report.

I agree with your suggestion to set up a Community Study Group to review the implications of the report and to continue the process of change. I would be pleased to have representatives of our department, both at the regional and provincial levels, involved with this initiative. I have asked Mr. Ken Maskiw, our Executive Director, Services to Persons with Disabilities, to arrange for one of his staff to coordinate arrangements for an early meeting with your representatives.

I appreciate your expression of support for the recommendations made in Claiming My Future, and look forward to a cooperative planning process with the citizens of Red Deer.

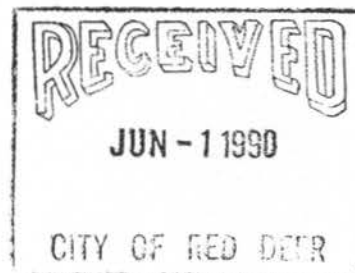
Yours very truly,


Roy Brassard
Associate Minister
M.L.A., Olds-Didsbury

cc: Honourable John Oldring
Minister
Family and Social Services

Mr. Stockwell Day
M.L.A., Red Deer North

/rlm



Copy to: Members of Council, M. Day, FCSS Board Chairman, C. Curtis,
C. Sevcik, R. Assinger - for follow up. (May 22/90 - dh)



Centre West, 10035 - 108 Street, Edmonton, Alberta, Canada T5J 3E1

In Replying Please Quote:

May 15, 1990

His Worship
Mayor R.J. McGhee
City of Red Deer
Box 5008
Red Deer, Alberta
T4N 3T4

Dear Mr. Mayor:

I have received a copy of your letter to Associate Minister Roy Brassard. The Minister has asked me to appoint one of my staff to serve as Corporate Office Representative to your proposed Community Study Group.

It is my pleasure to appoint Ms. Paula Dorval to the study group. Ms. Dorval has responsibility for coordinating analysis and planning regarding "Claiming My Future" for Services to Persons with Disabilities. She can be reached through this office at 427-6367.

The initiative you have taken in suggesting the establishment of a Community Study Group is most welcome and we are pleased to be able to participate with you in this very important matter.

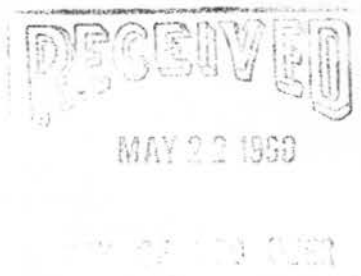
Sincerely,

A handwritten signature in dark ink, appearing to read "Ken Maskiw".

Ken Maskiw
Executive Director
Services to Persons with Disabilities

PD/jw

cc: Honourable Roy Brassard
Dr. Stan Remple
Con Hnatiuk



Office of the Mayor



May 1, 1990

The Honourable Roy Brassard
Associate Minister
Family and Social Services
Government of Alberta
107 Legislature Building
Edmonton, Alberta
T5K 2B6

Dear Mr. Brassard:

Thank you for taking the time on Monday, April 23rd, to meet with representatives of our City Council and the Family and Community Support Services Board to discuss the implications of the Brassard Report - Claiming My Future, to our community. As we had indicated during the meeting, we are supportive of the general thrust of the Report and wish you success in your continuing efforts to obtain support from your cabinet colleagues to effect the changes necessary to ensure a better future for the mentally handicapped.

The City of Red Deer would like to cooperate with you and your Department in this project. It is our sincere hope that we can work effectively together to achieve the objectives of the report.

We would like to suggest, as a start, that The City of Red Deer, through its Social Planning Department, attempt to set up a Community Study Group including representatives from your Department and some of the services in the community to review the community implications of the Report in an attempt to continue the process of change at the local level. Such a study group would be an opportune vehicle for your Department to discuss plans for Michener Centre as well as other departmental initiatives and solicit community response to them. As our Council had also mentioned, we would like to have our community involved in any decisions concerning the future of Michener Centre and the implications of the many excellent recommendations contained in the Report.

...../2

The Honourable Roy Brassard
Page 2
May 1, 1990

It is our hope you will respond favourably to our suggestion. I look forward to hearing from you.

Sincerely,

A handwritten signature in black ink, appearing to read 'R. J. McGHEE'.

R. J. McGHEE
Mayor

/kl

c.c. The Honourable John Oldring, Minister of Family and Social Services
Mr. Stockwell Day, M.L.A. Red Deer North
City Commissioner
Members of Council
F.C.S.S. Board Chairman
Director of Community Services
Social Planning Manager
City Clerk

NO. 1

SP-2.758

DATE: May 7, 1990

TO: CHARLIE SEVCIK
City Clerk

FROM: RICK ASSINGER
Social Planning Manager

RE: F.C.S.S. BOARD REPORT
Brassard Report "Claiming My Future"

At the F.C.S.S. Board meeting of May 1, 1990 it was noted that several board members had attended the joint meeting of City Council, representatives of the F.C.S.S. Board, and the Honourable Roy Brassard. Having attended said meeting the F.C.S.S. Board members felt that the earlier report regarding this issue, presented to Council at an earlier date, should be brought forward again. The following resolution was passed:

"THAT the Red Deer & District Family & Community Support Services Board, having considered the meeting between Red Deer City Council, F.C.S.S. Board representatives and the Honourable R. Brassard, hereby recommend to Council of The City of Red Deer endorsement of the F.C.S.S. Board report regarding the Brassard Report 'Claiming My Future'".

Appropriate action on this matter is respectfully requested.



RICK ASSINGER

RA/kl

Commissioner's Comments

As directed by Council, we have responded to the Minister and would suggest that no further action be taken at this time and for Council to await further contact with the Minister as outlined in the letter.

"R.J. MCGHEE"
Mayor
"M.C. DAY"
City Commissioner

Office of the Mayor



May 1, 1990

The Honourable Roy Brassard
Associate Minister
Family and Social Services
Government of Alberta
107 Legislature Building
Edmonton, Alberta
T5K 2B6

Dear Mr. Brassard:

Thank you for taking the time on Monday, April 23rd, to meet with representatives of our City Council and the Family and Community Support Services Board to discuss the implications of the Brassard Report - Claiming My Future, to our community. As we had indicated during the meeting, we are supportive of the general thrust of the Report and wish you success in your continuing efforts to obtain support from your cabinet colleagues to effect the changes necessary to ensure a better future for the mentally handicapped.

The City of Red Deer would like to cooperate with you and your Department in this project. It is our sincere hope that we can work effectively together to achieve the objectives of the report.

We would like to suggest, as a start, that The City of Red Deer, through its Social Planning Department, attempt to set up a Community Study Group including representatives from your Department and some of the services in the community to review the community implications of the Report in an attempt to continue the process of change at the local level. Such a study group would be an opportune vehicle for your Department to discuss plans for Michener Centre as well as other departmental initiatives and solicit community response to them. As our Council had also mentioned, we would like to have our community involved in any decisions concerning the future of Michener Centre and the implications of the many excellent recommendations contained in the Report.

...../2

The Honourable Roy Brassard
Page 2
May 1, 1990

It is our hope you will respond favourably to our suggestion. I look forward to hearing from you.

Sincerely,

A handwritten signature in black ink, appearing to read 'R. J. McGHEE', with a stylized, cursive script.

R. J. McGHEE
Mayor

/kl

c.c. The Honourable John Oldring, Minister of Family and Social Services
Mr. Stockwell Day, M.L.A. Red Deer North
City Commissioner
Members of Council
F.C.S.S. Board Chairman
Director of Community Services
Social Planning Manager
City Clerk

DATE: February 8, 1990

TO: MAYOR McGHEE
COUNCIL

FROM: COLLEEN PALICHUK
F.C.S.S. Board Chairman

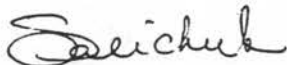
RE: BRASSARD REPORT
- Claiming My Future

The above report was released in November, 1989 and copies were provided to The City of Red Deer by Mr. Roy Brassard, Associate Minister of Family and Social Services. Along with the release of the report was the request that Mr. Brassard meet with members of City Council to discuss the document. The Social Planning Manager was asked to review the report, solicit other input, and prepare a response for the consideration of the F.C.S.S. Board and Red Deer City Council.

The attached response to the Brassard Report was prepared by the Social Planning Manager and reviewed by the F.C.S.S. Board at its last meeting on February 6, 1990. Some F.C.S.S. Board members also read the full report.

F.C.S.S. Board members feel that this report is very important to the city of Red Deer mainly because of the location of Michener Centre here. It has a much greater significance to the city of Red Deer than any other community throughout Alberta. In general, our Board is in support of the philosophical direction of the Brassard Report but concerned about some of the major issues as identified in the Social Planning Manager's response. We agree with the recommendations of the Social Planning Manager and would urge Council to adopt these recommendations as well.

If Council is in agreement, we would suggest that the Response to the Brassard Report be forwarded to the Honourable Roy Brassard with the invitation that he and members of his department meet with representatives from Red Deer City Council, the F.C.S.S. Board, and the administration to discuss the Report and its implications.



COLLEEN PALICHUK

/ki

c.c. Craig Curtis, Community Services Director

RESPONSE TO THE BRASSARD REPORT
CLAIMING MY FUTURE
A PERSON WITH A MENTAL DISABILITY
- TODAY AND TOMORROW

Prepared By: Social Planning Department
City of Red Deer
January, 1990

THE BRASSARD REPORT

The Brassard Report is a philosophical document on mentally handicapped persons in our society. It was prepared by a committee appointed by former Social Services Minister, Mrs. Connie Osterman in May, 1988. The report was released in November, 1989.

In a news release accompanying the Report, Mr. Roy Brassard, Committee Chairman and Associate Minister of Family and Social Services stated, "...the document challenges all members of society to recognize and accept that people with mental disabilities are equal citizens and, therefore, have the right to enjoy the same opportunities, expectations, rights, and responsibilities as everyone else." The Committee "... wants society to put the emphasis on people's abilities rather than focusing on disabilities and calls upon Albertans to challenge the assumptions generally held about people with mental disabilities."

The Report suggests a general philosophical direction for government agencies working with the mentally handicapped, and communities throughout Alberta. It specifically addresses the issues of family support, accommodation, education, training and employment, finances, recreation, transportation, medical services, guardianship, and legal questions concerning the mentally handicapped.

GENERAL OVERVIEW

The Brassard Report is rather idealistic and utopian in its outlook. In the introduction (p. 5) the Report states: "To this end, the Brassard Report speaks to a time when all people will be accepted within the community, whatever their abilities or disabilities, whatever their advantages or handicaps. We look to a time when people with mental disabilities will be fully integrated into the community, about the year 2010." Later, the Report states (p. 8) "When we look at the year 2010 then, we see a time when people with mental disabilities will be using the same services that are available to everyone in our society." Referring specifically to institutions for the mentally handicapped, it states (p. 53) "In a future based on full citizenship and total integration into the community, there will be no need for institutions to provide services for people with mental disabilities. In an era of total integration, it will no longer be seen as appropriate to segregate and congregate individuals based on the sole fact that they have a mental disability."

The Report's major conclusion is that the mentally handicapped should increasingly be treated like other citizens of Alberta. Over time, there should be a decreasing need to give special treatment to these citizens through segregated programs. A major

implication of this approach is contained in a recommendation (p. 77) as follows: "That the Alberta Government make a commitment to having services provided to people with disabilities by the same departments of government responsible for providing them to the general population." This would require departments such as Education, Transportation, Recreation and Culture, and Manpower to incorporate the needs of the mentally handicapped into their plans rather than set up special units in the department of Family and Social Services.

In fact, some of the philosophical thrust of integration of the mentally handicapped has been occurring in our society since the mid-1970's when de-institutionalization and "normalization" of the mentally handicapped population was begun. It is interesting to note that only four of Michener Centre's current resident population are under the age of 18. Therefore, the de-institutionalization of the mentally handicapped has been effective, at least in reducing the number of mentally handicapped children admitted to institutional care.

CONCLUSIONS

The objective of integrating the service needs of the mentally handicapped in other government departments such as Transportation, Education, Recreation and Culture, and Manpower rather than through segregated programs in the Family and Social Services Department is a logical approach to further promoting integration of the mentally handicapped in our society. It is expected that there will be some resistance by government departments and considerable determination by the supporters of this approach will be necessary. Communities should support this provincial initiative and could attempt to promote integration at the community level as well by encouraging recreation, education, transit, and other local authorities to incorporate the needs of the mentally handicapped in their programs.

Full integration of the mentally handicapped is a laudable objective; whether or not it is an achievable objective is the issue. Many of the profoundly and severely mentally handicapped will always need "institutional-type" care whether this is in a large setting, such as Michener Centre, or in a community group home.

Michener Centre will continue to be down-sized. This is consistent with the approach that has been taken since the mid-70's. The Report suggests, hopefully, that Michener Centre would no longer be required by the year 2010. Most informed opinions are in general agreement that there will always be a need for Michener Centre. Whether it can be downsized to 800, 500, or 300 is the more difficult question.

If full integration of the mentally handicapped in our society is the objective, families will need considerably more support to keep mentally handicapped youngsters at home.

This, in itself, implies increased support from Alberta Family and Social Services. Furthermore, community agencies providing services for the mentally handicapped will need additional support if full integration is to be achieved. As the Report states (p. 19), the services "...have long waiting lists, severe budget restraints, stringent criteria for eligibility...". Further, the Report expresses concern about fragmentation of services, lack of coordination between service providers, and a pressing need for relief services for families caring for mentally handicapped youngsters. This, again, requires increased support from Alberta Family and Social Services.

As stated, the Brassard Report is an idealistic document suggesting the goal of full integration of the mentally handicapped in our society. There will need to be a major commitment of resources to achieve this goal - a commitment from the Provincial Government and communities throughout Alberta. Without the commitment of significant resources the goal of further integration, let alone full integration, cannot be realized. In fact, pursuing the objective of greater integration without a well developed plan supported by all of the partners in the plan, will lead to further problems for the mentally handicapped and their families and possibly personal danger to the mentally handicapped living in community settings.

IMPACT ON RED DEER COMMUNITY

The Brassard Report will likely have a much greater impact on the Red Deer community than any other community in Alberta because of the presence of Michener Centre. The impact will be felt in two significant ways:

- 1) Michener Centre is Home to over 1,140 Residents.

Even though many of the residents will be relocated to other communities throughout Alberta, Michener Centre and Red Deer will still be considered "home" to many of them. If circumstances in their relocation do not work out, it is most likely (as has been the experience over the past 15 years) that they will return to Red Deer seeking accommodation and support from the community.

Of course, many of the residents will wish to remain in Red Deer when they leave Michener Centre. This will create additional demand on limited community resources in Red Deer. Again, the commitment of additional resources must be forthcoming from the Province for this plan to be effective.

A related, and perhaps more significant impact on the Red Deer community, is the demands on other community resources including the police and fire protection. Police and fire officials have indicated that they are concerned about mentally handicapped persons living in the community without adequate

supervision because they are ill-equipped and ill-prepared for totally independent community living. This not only creates problems for police and fire officials, but puts the mentally handicapped in some personal danger.

2) Michener Centre is a Major Employer.

Michener Centre employs approximately 1,650 people either directly or indirectly and is the second largest employer in the Red Deer Community. Any plan to phase-out Michener Centre will inevitably lead to loss of employment for those currently working there.

One suggestion has been made that those currently employed in the institution can be relocated to community-based services for the mentally handicapped. This will happen to some extent; however, a major concern has been identified in that wages of people working in community-based services are on average approximately 75% of the wages of those working at Michener Centre. It has been suggested that wages in community settings will need to be increased considerably in order to attract the people with experience and understanding of the needs of the mentally handicapped currently employed at Michener Centre.

MAJOR ISSUES

There are four major issues that need to be seriously considered in order for the integration thrust of the Brassard Report to be effective:

1) Better Preparation of the Institutionally Mentally Handicapped for Community Living.

Many people familiar with this issue state that Michener Centre could do better in preparing the mentally handicapped for community living. The community survival skills are not sufficiently developed in former residents of Michener Centre to enable them to function independently in the community. Much greater attention needs to be given to this issue if any plan to further downsize Michener Centre is to be effective.

2) Support for Community Agencies.

As has been mentioned in the Brassard Report, a well-developed, well-coordinated, and effective system of support services needs to be in place to assist families in caring for the mentally handicapped and to assist the mentally

handicapped themselves who are moving into independent living. The Brassard Report itself points out that services have long waiting lists, experience severe budget restraints, and have developed stringent criteria for eligibility for services as a result. Further, there is a desperate lack of relief services for families taking on full responsibility for caring for their children. A major commitment to supporting community services is necessary for the Brassard Report proposals to be effective.

3) Need for Institutionalization.

Many people feel that there will always be a need for institutionalizing some of the profoundly and severely handicapped individuals in our society. The goal of total integration of all mentally handicapped persons is seen to be unrealistic. Therefore, any plan to implement any recommendations in the Brassard Report should include a continuing role for Michener Centre in the future.

4) Additional Demands on the Municipal Tax Base

To fully implement the Brassard Report, additional demands will be made on local authorities to meet social service, transportation, housing, recreation, and education needs of the mentally handicapped. It is uncertain, at this time, what level of commitment there is from these local authorities in assuming greater responsibility for the mentally handicapped under the Brassard proposals. Increased provincial financial support for this initiative may be necessary through the respective provincial departments before commitments from local authorities can be obtained and before the plan can be put into effect.

RECOMMENDATIONS

In light of the major impact that implementation of the Brassard Report recommendations will have on Michener Centre and the Red Deer Community and with regard to the major issues identified above, it is recommended:

- 1) That the City of Red Deer support the general thrust of the Brassard Report in promoting the integration of the mentally handicapped by treating citizens with disabilities in the same way as the general population.
- 2) That the City of Red Deer express its caution about the major issues identified in the Response to the Brassard Report prepared by the Social Planning Department.

- 3) That the City of Red Deer invite the Honourable Roy Brassard, Associate Minister of Family and Social Services and representatives of his department, to a special meeting with representatives of Red Deer City Council, the Family and Community Support Services Board, and members of the administration to discuss the Brassard report and the implications to The City of Red Deer.

DATE: February 9, 1990

TO: CITY COUNCIL

FROM: CRAIG CURTIS
Director of Community Services

RE: "CLAIMING MY FUTURE - A PERSON WITH A
MENTAL DISABILITY - TODAY AND TOMORROW"
A Report by the Brassard Committee

1. I represented the City at the official release of the above report and discussed a number of the issues with Roy Brassard in his capacity as Chairman of the Review Committee. I believe that the report is very well intentioned, but somewhat idealistic in its recommendations.

2. RECOMMENDATION

I endorse the comments of the Social Planning Manager and the F.C.S.S. Board, and recommend that City Council:

- support the general thrust of the Brassard Committee Report entitled, "Claiming My Future", in promoting the integration of the mentally-handicapped into the community;
- express its concern regarding the major issues identified in the response prepared by the Social Planning Department;
- invite the Honourable Roy Brassard, Associate Minister of Family & Social Services, and representatives of his department to meet with members of City Council, the F.C.S.S. Board and the administration to review the implications of the recommendations for the City.



CRAIG CURTIS

CC:dmg

- c. Rick Assinger, Social Planning Manager
Colleen Palichuk, Chair, F.C.S.S. Board

13

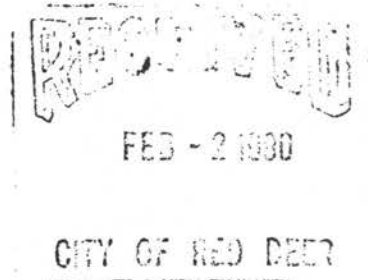
Parent Organization - MICHENER CENTRE

Please reply to:

M. LAVIGNE
5607 - 174 ST.
EDMONTON ALTA.
T6M 1E2

January 30, 1990

Mayor R. G. McGhee,
City of Red Deer,
Box 5008,
Red Deer, Alberta.
T4N 3T4



Dear Mayor McGhee:

Michener Centre is an excellent protected home for the mentally handicapped and to my knowledge, is the largest employer of manpower in the city of Red Deer. Approximately 65 residents per year are put out into the community and there are approximately only 3 admissions per year. The centre employs 1650 people.

This downsizing of Michener Centre by the Government is alarming to the parents and friends of the mentally handicapped. Fortunately, at present, those of us who have guardianship of our dependent "adult" children can veto their placement in the community but how long this will continue we do not know. Unfortunately, there are many residents who do not have family members to lobby for their protection.

In 1989 a review of services to the handicapped was conducted by a panel, headed by Roy Brassard, who is now Associate Minister of Social Services. They travelled throughout Alberta, visiting various institutions and facilities and meeting with the public. The results of this review was published in a "discussion paper" entitled "Claiming My Future". The many representations by those in favor of protective institutional care were almost totally ignored. If the idealistic, but totally unrealistic proposals contained in this paper are followed through by the Government, the eventual closure of Michener Centre is inevitable.

With continued placements of the mentally handicapped in the community the social problems that the city of Red Deer will face, such as that outlined in the attached newspaper article, will no doubt multiply. Those leaving Michener Centre will probably stay in the community of Red Deer as that has been home to them for a long time and they are familiar with the area. So, instead of having the benefit of a large industry employing many people and spending thousands of dollars on goods and services Red Deer will likely end up with major social problems. It is a known fact that many of the problem street people in the United States are mentally handicapped.

- 2 -

In light of all of this, I believe it is time for the City of Red Deer to give its support to our organization. Our objective is to keep Michener Centre open for those in need. Obviously this is also in the best interests of the city of Red Deer.

Our next meeting will be held at Michener Centre Recreation Centre on Sunday, February 11, 1990 at 10.30 a.m. If you are concerned and interest in helping us, you, or a representative would be most welcome at this meeting.

Yours very truly,



Mrs. Mairead M. Lavigne
President

THE CITY OF RED DEER
CLERK'S DEPARTMENT

RECEIVED	
TIME	<i>pm</i>
DATE	<i>February 15/90</i>
BY	<i>ps.</i>

Petty crimes tied to release of mentally disabled

The Canadian Press

Red Deer

The transfer of mentally handicapped people to the community from a Red Deer institution has caused an increase in thefts and other petty crimes, police say.

Officers at the court hearing of a former Michener Centre resident say they're being flooded with complaints about small crimes committed by former residents of the mental-health facility.

"We've been inundated with these people lately and it's for pet-

ty things like theft," Const. Terry Clóvechok said in court.

He made the comment after Jerry Morrison, a former Michener Centre resident, appeared on a charge of possessing a stolen accordion.

Court was told Morrison was a permanent resident of Michener Centre until April 1988 when he was released under the guidance of Roman Catholic Social Services. The supervision ended in August.

Michener Centre spokesman John Stanley said the institution has no control over who stays or

leaves.

"We have advice for the guardians, but they have the ultimate decision over where the person resides," Stanley said.

Judge M. H. Porter asked Morrison if he knew the meaning and consequences of stealing.

"You get in trouble, go to jail," Morrison mumbled. "I know that's not right, but I didn't take anything. Someone else took it and I told him to take it away from my place."

Morrison pleaded not guilty. The case has been adjourned.

Commissioners' Comments

As can be seen from the attached documentation, the general consensus on the Brassard report is that while the major objective is laudable the document tends to be idealistic and does not address many of the practical considerations which must be taken into account should the recommendations of the report be implemented.

In view of this, we would recommend that Council reserve judgement on the report and not take a position until Council has had the opportunity to discuss the implications of the report with the Hon. R. Brassard, Associate Minister of Family & Social Services. To this end, we would recommend that Council arrange to meet with the Minister and his staff at the earliest opportunity to fully present our concerns.

"R.J. MCGHEE"

Mayor

"M.C. DAY"

City Commissioner

Office of the Mayor



March 8, 1990

Mr. Roy Brassard
Associate Minister of Family
and Social Services
Government of Alberta
107 Legislature Building
EDMONTON, Alberta
T5K 2B6

Dear Sir:

RE: BRASSARD REPORT - CLAIMING MY FUTURE

The above noted report was considered by Council of The City of Red Deer at its meeting held on March 5, 1990.

At the above noted meeting, Council passed the following motion requesting an opportunity to meet with the Minister and his staff:

"RESOLVED that Council of The City of Red Deer hereby reserves judgement on the Brassard Report pending an opportunity to discuss the implications of said report with the Hon. R. Brassard, Associate Minister of Family and Social Services.

Council further agrees to meet with the Minister and his staff at the earliest opportunity to fully present the City's concerns."

The decision of Council in this instance is submitted for your information. By way of a copy of this letter, we are requesting the Social Planning Manager, Mr. R. Assinger, to co-ordinate a meeting with your office and City Council at the earliest opportunity.

....2

Mr. Roy Brassard
Associate Minister of Family
and Social Services
March 8, 1990
Page 2

Trusting you will find this satisfactory.

Yours truly,

A handwritten signature in black ink, appearing to read "R. J. McGhee". The signature is stylized with a large, looped "M" and a cursive "Ghee".

R. J. McGHEE
Mayor

CS/jt

c.c. The Hon. John Oldring
Mr. S. Day, M.L.A. Red Deer North
City Council
Director of Community Services
Social Planning Manager
City Commissioner
City Clerk

DR. GORDON ROY BAILEY

DIRECTOR-ENDOCRINE DIABETES CLINIC

Specialist-Internal Medicine
B.Sc.,M.D.,F.R.C.P.[Can]

Phone 343-8972

#108 3947 50A Ave.
Red Deer, Alberta
T4N 6V7

14 May 1990

TO RED DEER CITY COUNCIL:

RE: Victoria Lines-Schulz/FITNESS CLINIC

I am very pleased to have this opportunity to support the "Fitness Clinic" which Victoria Lines-Schulz has proposed to develop at 104 3947-50A Avenue, Red Deer.

As director of the Endocrine Diabetes Clinic, I am asked to consult on patients from all over Central Alberta who are referred for management of diabetes mellitus, hypercholesterolemia, hypertension, severe obesity, and cardiac problems. Our management of these problems stresses a sensible, safe, graduated exercise and weight reducing program as a priority of their overall treatment.

Over the past year, we have asked Victoria Lines-Schulz to develop an exercise educational program to assist those patients who need to initiate or modify an exercise program. Basic concepts of exercise physiology are reviewed. A proper warm up and warm down phase is emphasized and all patients are taught to monitor their pulse during exercise. Emphasis is placed on safety and exercise routines are provided which allow the patient to continue to exercise in their home without the use of expensive equipment.

Victoria is a very sincere, knowledgeable and committed exercise specialist who provides a valuable service to our patients.

Sincerely yours,



Dr. Gordon Bailey

Submitted to City Council

Date: 90/05/14

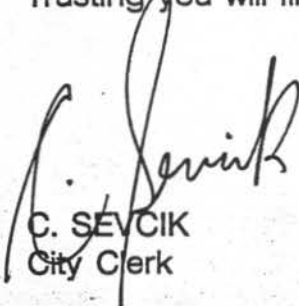
DATE: April 3, 1990
TO: City Assessor
FROM: City Clerk
RE: ROAD CLOSURES - EDGAR INDUSTRIAL PARK -
BYLAWS 3011/90 AND 3012/90

Your report dated March 26, 1990 pertaining to the above was presented on the Council agenda of April 2, 1990 and at which meeting Council gave first reading to Road Closure Bylaws 3011/90 and 3012/90, copies of which are enclosed herewith.

This office will now proceed with notification and advertising for a public hearing pursuant to the provisions of the Municipal Government Act.

Trusting you will find this satisfactory.

*get copies from
Wilma*


C. SEVCIK
City Clerk

May 14

CS/jt

Att.

c.c. Director of Engineering Services
Economic Development Manager
Red Deer Regional Planning Commission
Council & Committee Secretary - Wilma

DATE: March 26, 1990
TO: City Clerk
FROM: City Assessor
RE: ROAD CLOSURES - EDGAR INDUSTRIAL PARK
PART OF N. $\frac{1}{2}$ SECTION 31 - 38 - 27 - W4TH
(SEE ATTACHED PLANS)

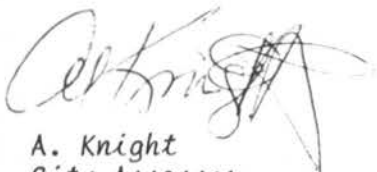
We respectfully ask City Councils approval of road closure Bylaws for the existing rights-of-ways shown cross hatched on Plan #1 on the attached plan:

Closure #1 - All of Edgar Crescent and corner cut-offs which lie to the north of the northwesterly limit of Edgar Drive as shown on Plan 812-1569.

and

Closure #2 - All of Edgar Avenue and corner cut-offs which lie to the north of the northwesterly limit of Edgar Drive as shown on Plan 812-1569.

These Closures are required to register the realignment of Edgar Industrial Crescent shown as shaded on Plan #2.



A. Knight
City Assessor

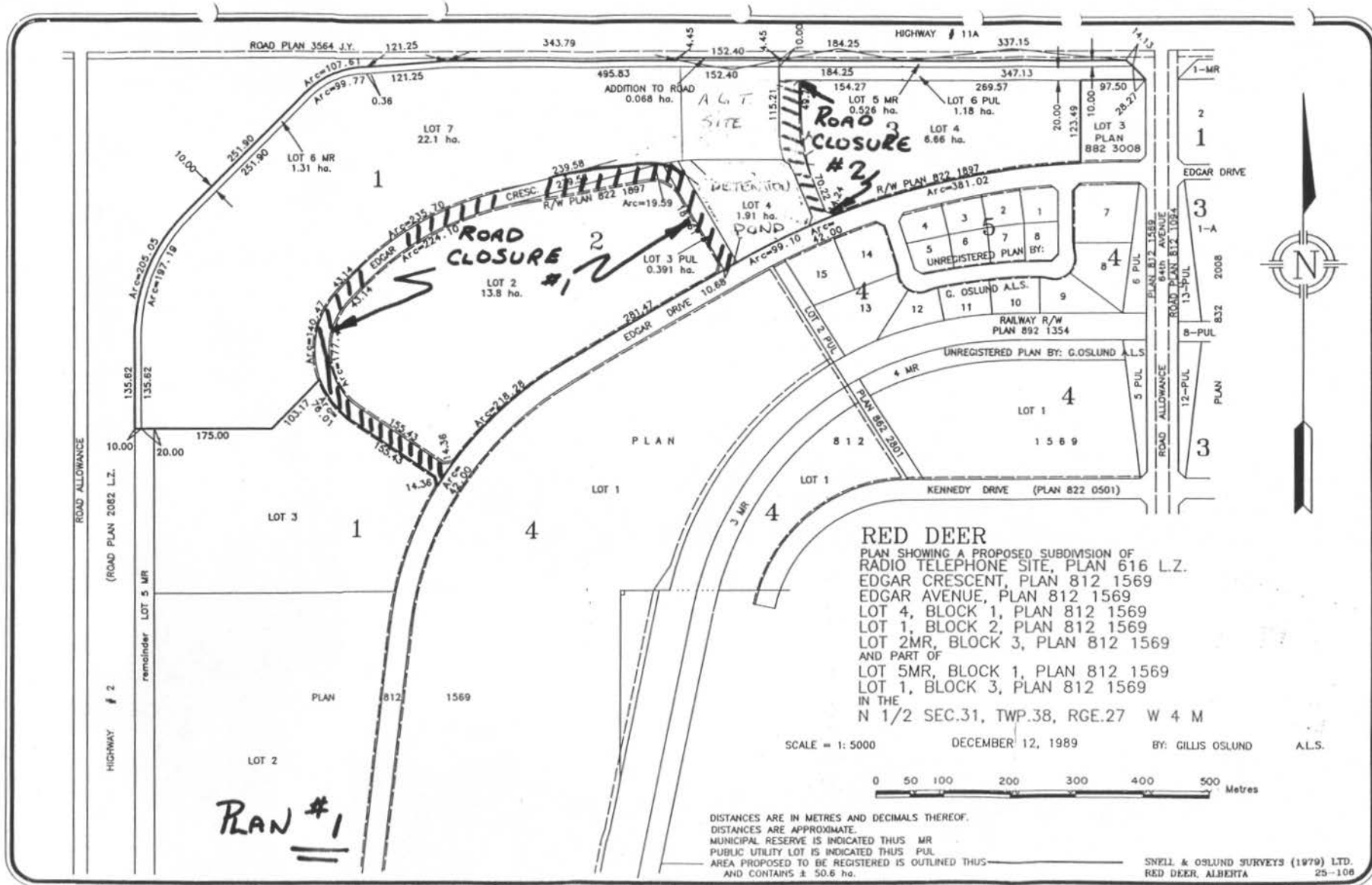
WFL/dm
Att.

cc Director of Finance
Director of Engineering
Manager of Economic Development

Commissioner's Comments

We would recommend Council give first reading to the Bylaws.

"M.C. DAY"
City Commissioner



BYLAW 3011/90

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

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

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

"All of Edgar Crescent and corner cut-offs which lie to the north of the northwesterly limit of Edgar Drive as shown on Plan 812-1569

EXCEPTING THEREOUT ALL MINES AND MINERALS".

2. This Bylaw shall come into force upon the final passing thereof.

READ A FIRST TIME IN OPEN COUNCIL this day of 1990.

READ A SECOND TIME IN OPEN COUNCIL this day of 1990.

READ A THIRD TIME IN OPEN COUNCIL AND FINALLY PASSED this day
of 1990.

MAYOR

CITY CLERK

BYLAW 3012/90

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

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

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

"All of Edgar Avenue and corner cut-offs which lie to the north of the northwesterly limit of Edgar Drive as shown on Plan 812-1569

EXCEPTING THEREOUT ALL MINES AND MINERALS".

2. This Bylaw shall come into force upon the final passing thereof.

READ A FIRST TIME IN OPEN COUNCIL this day of 1990.

READ A SECOND TIME IN OPEN COUNCIL this day of 1990.

READ A THIRD TIME IN OPEN COUNCIL AND FINALLY PASSED this day
of 1990.

MAYOR

CITY CLERK

DATE: May 16, 1990
TO: F.C.S.S. Board
FROM: City Clerk
RE: F.C.S.S. BOARD REPORT - BRASSARD REPORT
"CLAIMING MY FUTURE"

I would advise that the recommendation from the F.C.S.S. Board that Council endorse the F.C.S.S. Board report regarding the Brassard Report "Claiming My Future" received brief consideration at the Council meeting of May 14, 1990.

At the above noted meeting Council passed the following motion agreeing to await further contact with the Minister.

"RESOLVED that Council of The City of Red Deer hereby agrees that no further action be taken at this time regarding the Brassard Report "Claiming My Future" and that Council await further contact with the Minister as outlined in the letter from the Mayor and as presented to Council May 14, 1990."

I am enclosing herewith for your information a letter which was sent from the Mayor to the Minister and which is referred to in the above noted resolution.

Trusting you will find this satisfactory, and we thank you for your continued interest in this matter.



C. SEVCIK
City Clerk

CS/jt

Att.

c.c. City Commissioners
Director of Community Services
Social Planning Manager

NO. 1

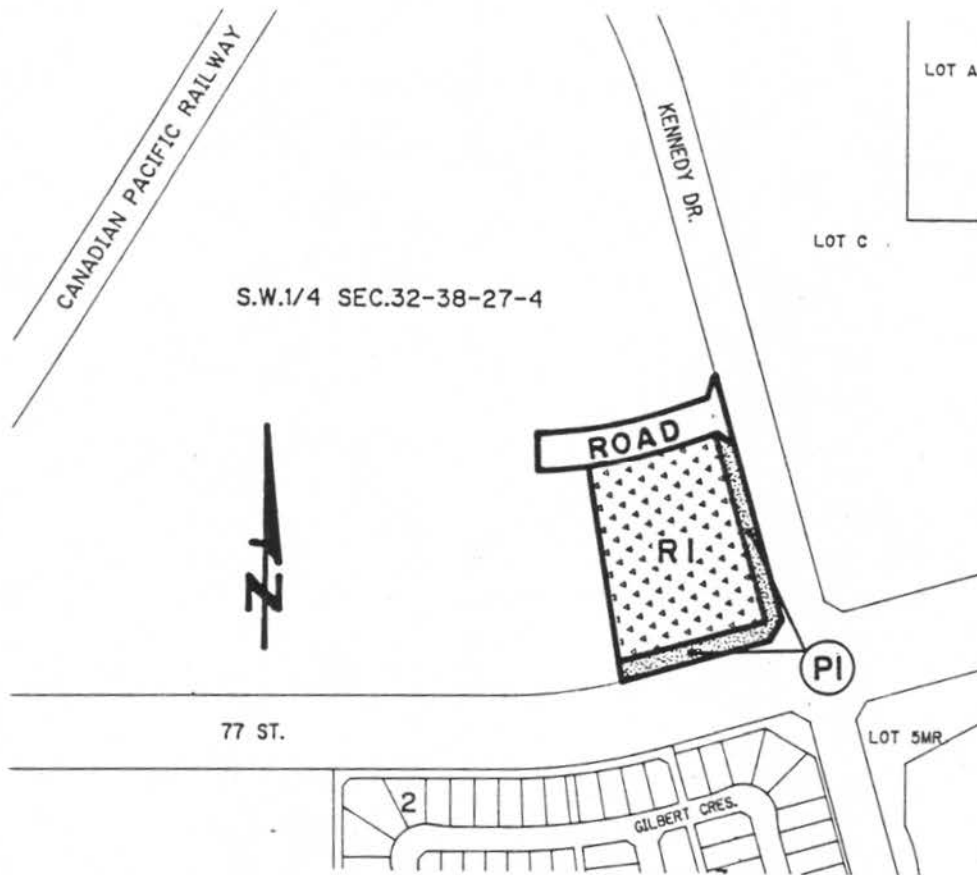
DATE: April 19, 1990
TO: City Council
FROM: Assistant City Clerk
RE: PUBLIC HEARING - LAND USE BYLAW AMENDMENT 2672/K-90

A public hearing has been advertised in regard to the above noted Land Use Bylaw Amendment, to be held on Monday, May 14, 1990, in the Council Chambers of City Hall, commencing at 7 p.m. or as soon thereafter as Council may determine.

Bylaw 2672/K-90 pertains to the creation of a church site in the Kentwood Subdivision on land purchased by the Christian Missionary Alliance Church.

K. KLOSS
Assistant City Clerk

KK/jt



Change from AI to RI , PI , and ROAD .

AI - FUTURE URBAN DEVELOPMENT DISTRICT
 RI - RESIDENTIAL (LOW DENSITY) DISTRICT
 PI - PARKS AND RECREATION DISTRICT



THE CITY OF RED DEER

P. O. BOX 5008, RED DEER, ALBERTA T4N 3T4 FAX: (403) 346-6198

City Clerk's Department 342-8132

April 20, 1990

Jack Valentine
Christian Missionary Alliance Church
#304, 4820 - 50 Avenue
RED DEER, Alberta
T4N 4A4

Dear Mr. Valentine:

RE: LAND USE BYLAW AMENDMENT 2672/K-90,
CHURCH SITE - KENTWOOD SUBDIVISION

At the Council meeting of Tuesday, April 17, 1990, first reading was given to Land Use Bylaw Amendment 2672/K-90, a copy of which is enclosed herewith for your information.

This office will now proceed with preparation of advertising for a public hearing to be held on Monday, May 14, 1990 commencing at 7 p.m. or as soon thereafter as Council may determine. The advertising is scheduled to appear in the Advocate on Friday, April 27 and Friday, May 4, 1990.

You are welcome to attend the public hearing should you so desire. If you have any questions, please do not hesitate to contact the undersigned.

Trusting you will find this satisfactory.

Sincerely,

K. KLOSS
Assistant City Clerk
KK/jt
Att.

c.c. Red Deer Regional Planning Commission
Council & Committee Secretary - Wilma



RED DEER

*a delight
to discover!*

BYLAW 2672/K-90

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

COUNCIL OF THE CITY OF RED DEER IN THE PROVINCE OF ALBERTA ENACTS AS FOLLOWS:

1. The "Use District Map" as referred to in Section 1.4 is hereby amended in accordance with the Use District Map No. 8/90 attached hereto and forming part of the Bylaw.
2. This Bylaw shall come into force upon the final passing hereof.

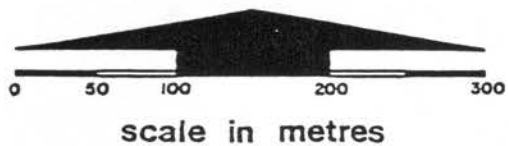
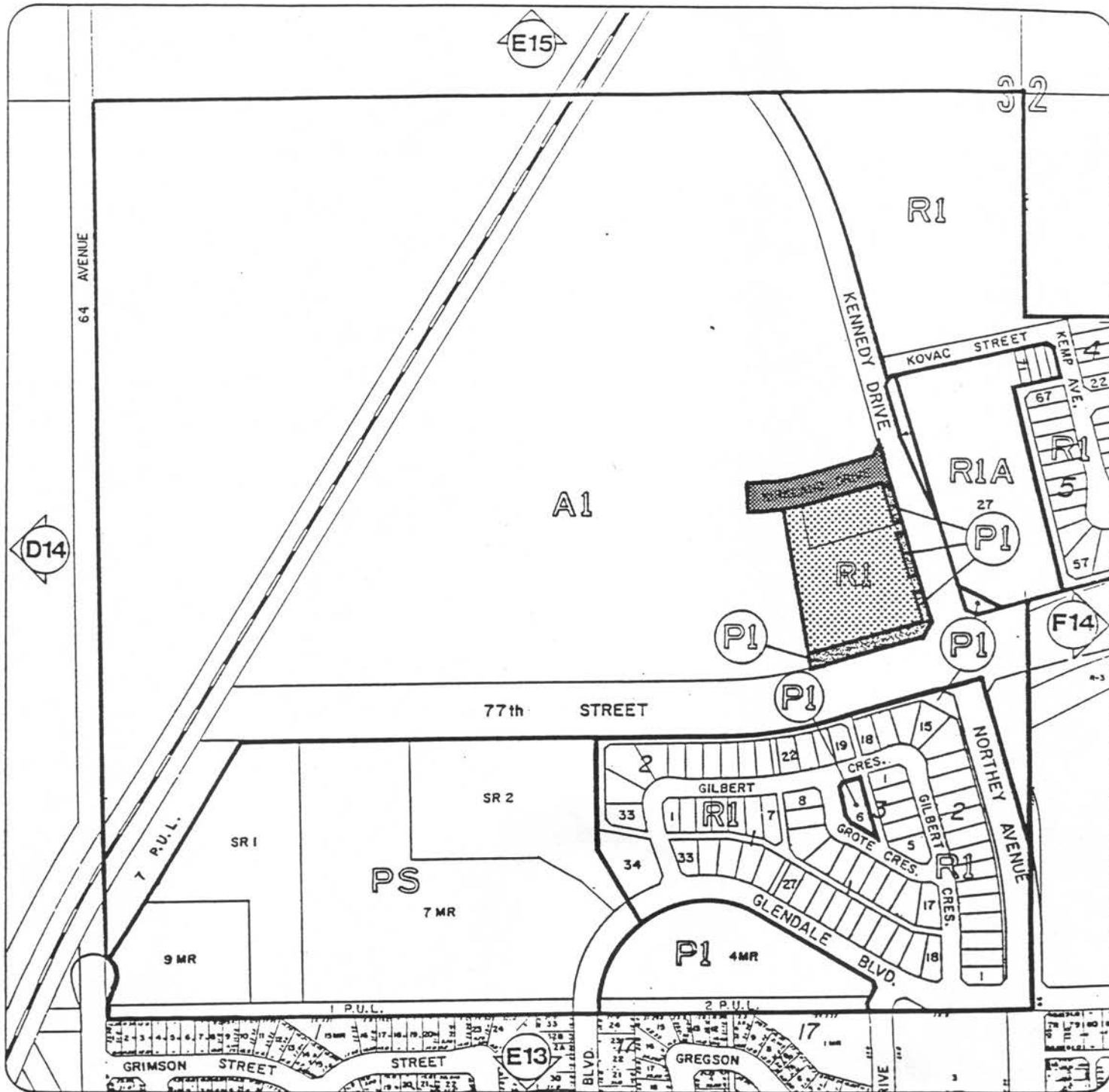
READ A FIRST TIME IN OPEN COUNCIL this 17 day of April 1990.

READ A SECOND TIME IN OPEN COUNCIL this day of 1990.

READ A THIRD TIME IN OPEN COUNCIL AND FINALLY PASSED this day of 1990.

MAYOR

CITY CLERK



Revisions :

MAP NO. 8/90
(BYLAW No. 2672/K-90)

Change from A1 to R1 , P1 ,
& ROAD .

DATE: April 19, 1990
TO: Red Deer Regional Planning Commission
FROM: Assistant City Clerk
RE: LAND USE BYLAW AMENDMENT 2672/K-90

Council of The City of Red Deer at its meeting held on April 17, 1990 gave first reading to the above noted bylaw.

Bylaw 2672/K-90 pertains to a proposed Land Use Bylaw Amendment to create a church site in the Kentwood Subdivision (Christian Missionary Alliance Church).

Enclosed herewith is a copy of the above noted bylaw. This office will now proceed with the advertising for a public hearing to be held on Monday, May 14, 1990 at 7 p.m. or as soon thereafter as Council may determine.

Trusting you will find this satisfactory.



K. KLOSS
Assistant City Clerk

KK/jt

Att.

c.c. Director of Community Services
Director of Engineering Services
Bylaws & Inspections Manager
City Assessor
E. L. & P. Manager
Fire Chief
Council & Committee Secretary - Wilma

BYLAW 2672/K-90

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

COUNCIL OF THE CITY OF RED DEER IN THE PROVINCE OF ALBERTA ENACTS AS FOLLOWS:

1. The "Use District Map" as referred to in Section 1.4 is hereby amended in accordance with the Use District Map No. 8/90 attached hereto and forming part of the Bylaw.
2. This Bylaw shall come into force upon the final passing hereof.

READ A FIRST TIME IN OPEN COUNCIL this 17 day of April 1990.

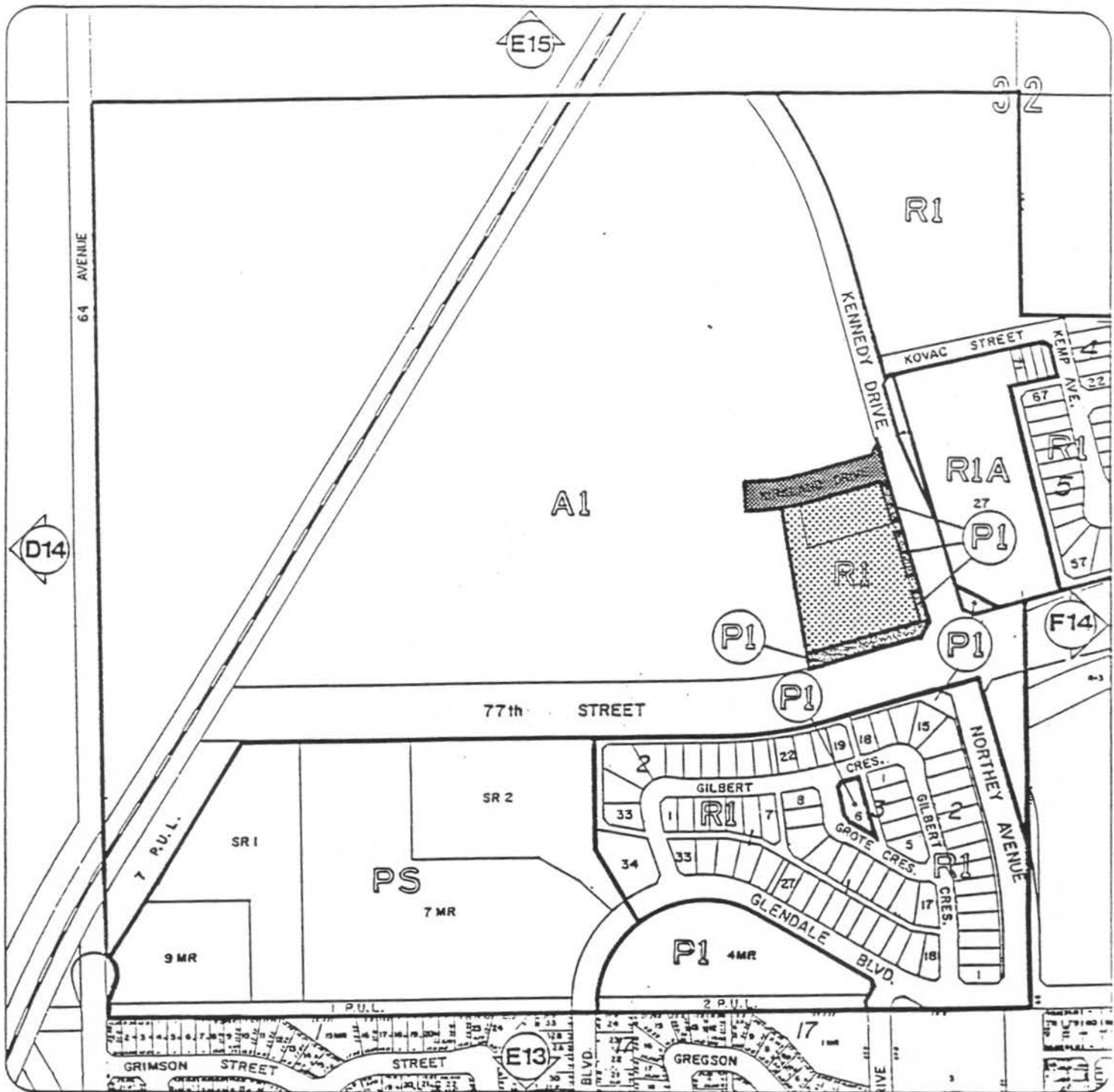
READ A SECOND TIME IN OPEN COUNCIL this day of 1990.

READ A THIRD TIME IN OPEN COUNCIL AND FINALLY PASSED this day
of 1990.

MAYOR

CITY CLERK

Land Use Districts



scale in metres

Revisions :

MAP NO. 8/90
(BYLAW No. 2672/K-90)

Change from A1 to R1, P1, & ROAD.

LAND USE BYLAW AMENDMENT

"PLAN"

1. The Council of The City of Red Deer propose to pass Bylaw 2672/K-90 being an amendment to the Land Use Bylaw of The City of Red Deer.
2. The purpose of the proposed amending Bylaw No. 2672/K-90 is to amend the land use classification of the property referred to in the above plan.
3. A copy of the proposed amending Bylaw may be inspected by the public at the office of the City Clerk, City Hall, Red Deer, between the hours of 8:00 o'clock in the forenoon and 4:30 o'clock in the afternoon Mondays to Fridays inclusive.
4. The Council of The City of Red Deer will hold a Public Hearing in the Council Chambers of City Hall, Red Deer, on Monday, the 14th day of **MAY 1990** at 7:00 p.m., or as soon thereafter as Council may determine, for the purpose of hearing presentations for or against the proposed amending Bylaw.
5. Any person claiming to be affected by the proposed bylaw shall be heard. Any other interested party may be heard if Council agrees.
6. To ensure the Public Hearing is conducted in an orderly manner, each speaker shall be limited to a maximum of 10 minutes, exclusive of questions put to the speaker by Council. Speakers must direct their remarks to the advisability of the bylaw under consideration and should not repeat at length points made by other speakers.
7. No written representation or petition shall be heard by Council of The City of Red Deer unless:-
 - (a) such representation or petition is filed with the City Clerk no later than 4:30 p.m. on the Monday prior to the date of the Public Hearing;
 - (b) it contains the names and addresses of all persons making the representation, and
 - (c) it states the names and addresses of all persons authorized to represent a group of persons or the public at large.

DATE OF FIRST PUBLICATION of this Notice: April 27th, 1990.

DATE OF LAST PUBLICATION of this Notice: May 4th, 1990.

C. SEVCIK, CITY CLERK

**THE CITY OF RED DEER**

P. O. BOX 5008, RED DEER, ALBERTA T4N 3T4 FAX: (403) 346-8195

City Clerk's Department 342-8132

April 20, 1990

Jack Valentine
Christian Missionary Alliance Church
#304, 4820 - 50 Avenue
RED DEER, Alberta
T4N 4A4

Dear Mr. Valentine:

RE: LAND USE BYLAW AMENDMENT 2672/K-90,
CHURCH SITE - KENTWOOD SUBDIVISION

At the Council meeting of Tuesday, April 17, 1990, first reading was given to Land Use Bylaw Amendment 2672/K-90, a copy of which is enclosed herewith for your information.

This office will now proceed with preparation of advertising for a public hearing to be held on Monday, May 14, 1990 commencing at 7 p.m. or as soon thereafter as Council may determine. The advertising is scheduled to appear in the Advocate on Friday, April 27 and Friday, May 4, 1990.

You are welcome to attend the public hearing should you so desire. If you have any questions, please do not hesitate to contact the undersigned.

Trusting you will find this satisfactory.

Sincerely,

K. KLOSS
Assistant City Clerk

KK/jt

Att.

c.c. Red Deer Regional Planning Commission
Council & Committee Secretary - Wilma

**RED DEER***a delight
to discover!*

DATE: April 19, 1990
TO: Red Deer Regional Planning Commission
FROM: Assistant City Clerk
RE: LAND USE BYLAW AMENDMENT 2672/K-90

Council of The City of Red Deer at its meeting held on April 17, 1990 gave first reading to the above noted bylaw.

Bylaw 2672/K-90 pertains to a proposed Land Use Bylaw Amendment to create a church site in the Kentwood Subdivision (Christian Missionary Alliance Church).

Enclosed herewith is a copy of the above noted bylaw. This office will now proceed with the advertising for a public hearing to be held on Monday, May 14, 1990 at 7 p.m. or as soon thereafter as Council may determine.

Trusting you will find this satisfactory.



K. KLOSS
Assistant City Clerk

KK/jt

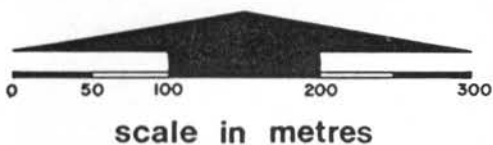
Att.

c.c. Director of Community Services
Director of Engineering Services
Bylaws & Inspections Manager
City Assessor
E. L. & P. Manager
Fire Chief
Council & Committee Secretary - Wilma

City of Red Deer --- Land Use Bylaw

Land Use Districts

E14



Revisions :

MAP NO. 8/90
(BYLAW No. 2672/K-90)

Change from A1 to R1 , P1 ,
& ROAD .

DATE: May 16, 1990
TO: Red Deer Regional Planning Commission
FROM: City Clerk
RE: LAND USE BYLAW AMENDMENT 2672/K-90

Council of The City of Red Deer gave second and third reading to the above noted Land Use Bylaw Amendment, a copy of which is enclosed, following the public hearing, at its meeting held May 14, 1990.

Bylaw 2672/K-90 pertains to the church site in the Kentwood Subdivision purchased by the Christian Missionary Alliance Church.

Trusting you will find this satisfactory and that you will be sending us the revised sheets for inclusion in the office consolidation copy at your earliest convenience.



C. SEVCIK
City Clerk

CS/jt

Att.

c.c. Director of Community Services
Director of Engineering Services
Bylaws & Inspections Manager
City Assessor
E. L. & P. Manager
Fire Chief

BYLAW 2672/K-90

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

COUNCIL OF THE CITY OF RED DEER IN THE PROVINCE OF ALBERTA ENACTS AS FOLLOWS:

1. The "Use District Map" as referred to in Section 1.4 is hereby amended in accordance with the Use District Map No. 8/90 attached hereto and forming part of the Bylaw.
2. This Bylaw shall come into force upon the final passing hereof.

READ A FIRST TIME IN OPEN COUNCIL this 17 day of April 1990.

READ A SECOND TIME IN OPEN COUNCIL this 14 day of May 1990.

READ A THIRD TIME IN OPEN COUNCIL AND FINALLY PASSED this 14 day of May 1990.

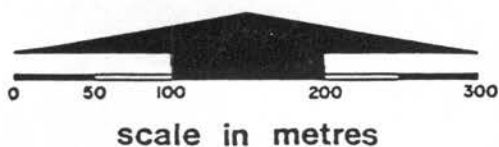
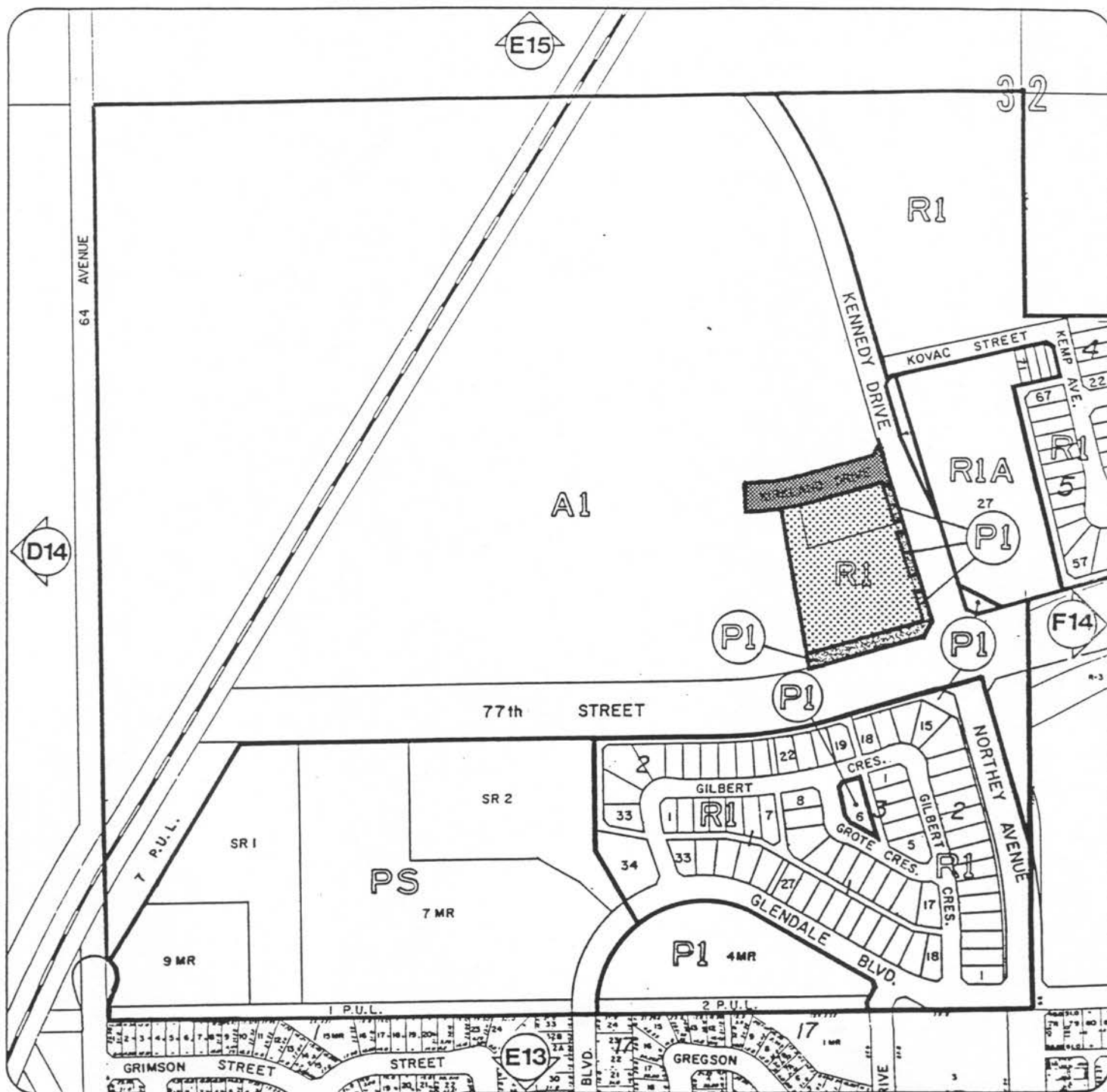

MAYOR


CITY CLERK

City of Red Deer --- Land Use Bylaw

Land Use Districts

E 14



Revisions :

MAP NO. 8/90
(BYLAW No. 2672/K-90)

Change from A1 to R1 , P1 ,
& ROAD .

NO. 2

DATE: May 7, 1990
TO: City Council
FROM: City Clerk
RE: PUBLIC HEARING - ROAD CLOSURE BYLAWS 3011/90 AND 3012/90

A public hearing has been advertised in regard to the above noted Road Closure Bylaws to be held on Monday, May 14, 1990, commencing at 7 p.m. or as soon thereafter as Council may determine.

Bylaw 3011/90 pertains to the closure of

"All of Edgar Crescent and Corner Cut-offs which lie to the north of the northwesterly limit of Edgar Drive as shown on Plan 812-1569.

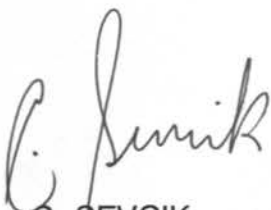
Excepting Thereout All Mines and Minerals."

Bylaw 3012/90 pertains to the closure of

"All of Edgar Avenue and Corner Cut-offs which lie to the north of the northwesterly limit of Edgar Drive as shown on plan 812-1569.

Excepting Thereout All Mines and Minerals."

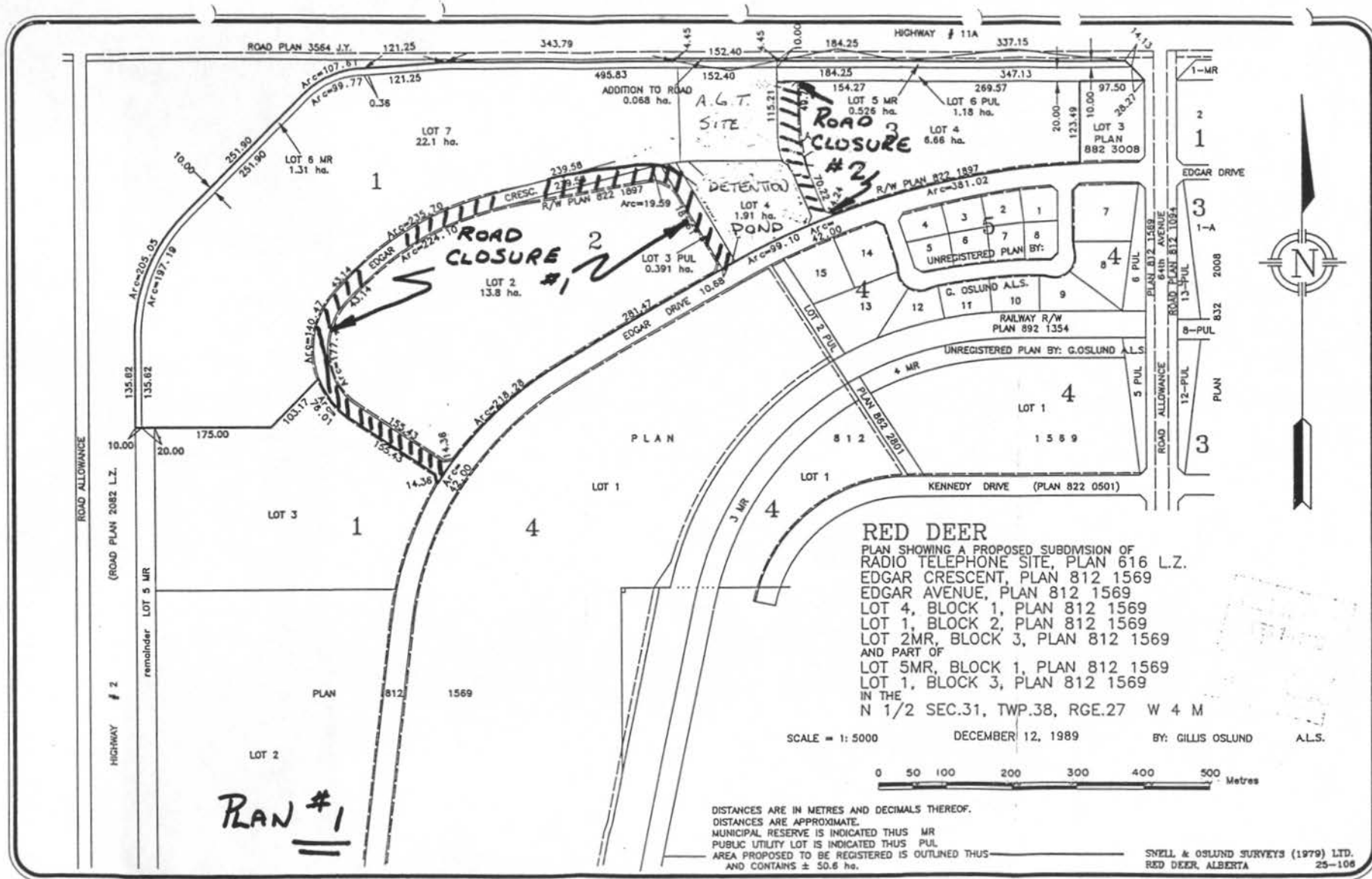
The road closures are shown on Plan No. 1 following hereafter. The closures are required to register the realignment of Edgar Industrial Crescent as shown on Plan No. 2.

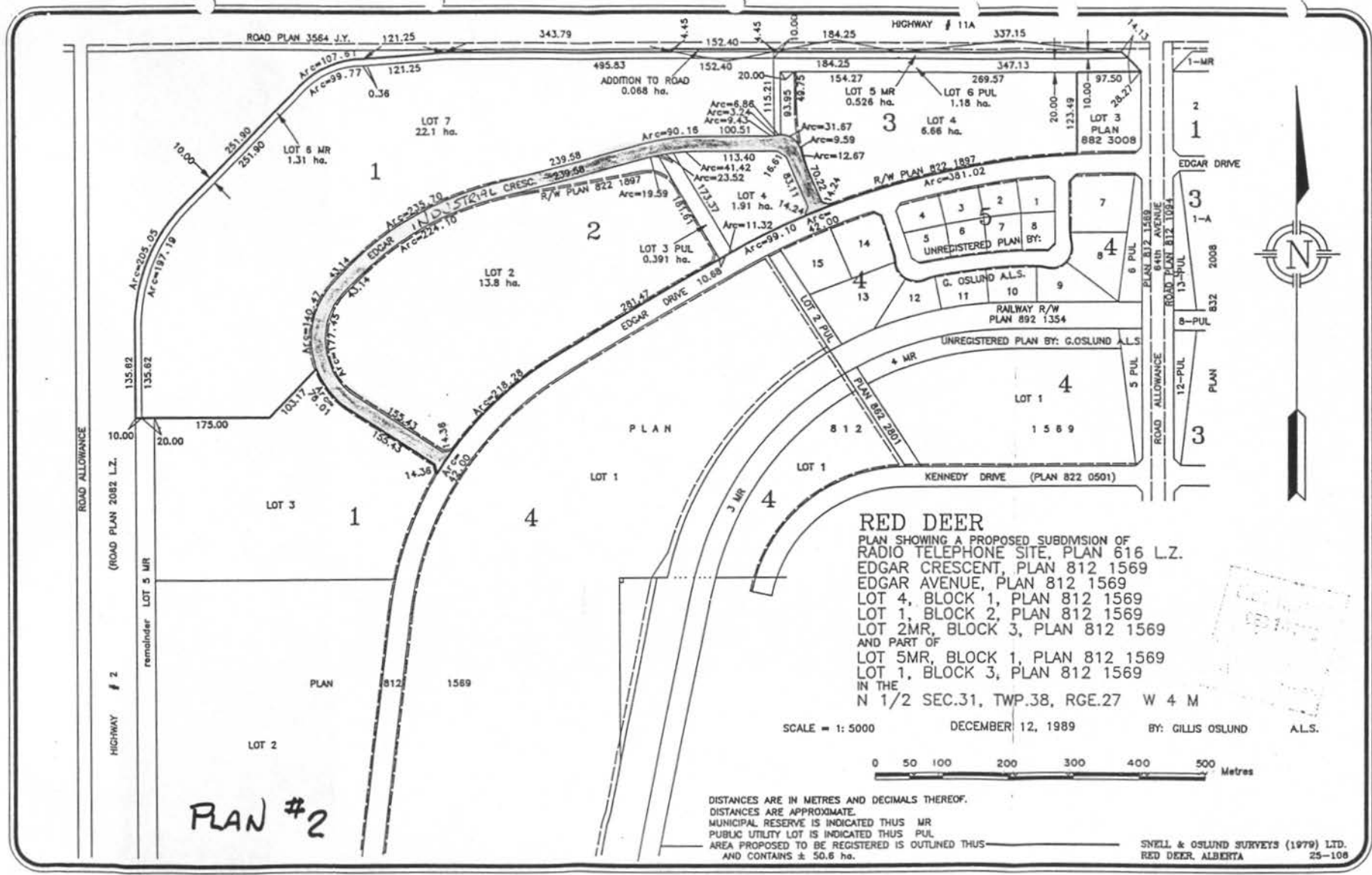


C. SEVCIK
City Clerk

CS/jt

Att.





PUBLIC NOTICE

"PLAN"

Pursuant to the provisions of Section 180 of the Municipal Government Act, the Council of The City of Red Deer intend to pass the following Bylaws which, if finally passed, will provide for the closure of roads in The City of Red Deer as outlined in the plans above and described as follows:

BYLAW 3011/90

"All of Edgar Crescent and corner cut-offs which lie to the north of the northwesterly limit of Edgar Drive as shown on Plan 812-1569.

Excepting thereout all mines and minerals."

BYLAW 3012/90

"All of Edgar Avenue and corner cut-offs which lie to the north of the northwesterly limit of Edgar Drive as shown on Plan 812-1569

Excepting thereout all mines and minerals."

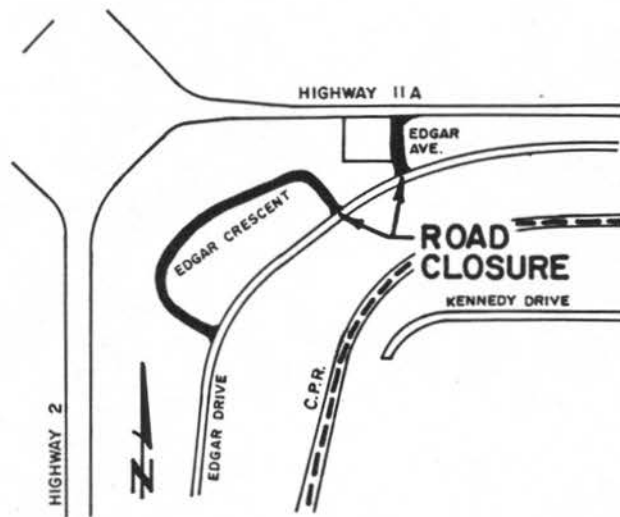
Any person who claims that he or she will be affected prejudicially by the passing of the above mentioned bylaw shall be afforded an opportunity to be heard by Council either by himself/herself or by his or her agent.

The Council proposes to pass the aforementioned bylaw at its regular meeting scheduled to commence at 7:00 p.m., or as soon thereafter as Council may determine, on MONDAY, MAY 14th, 1990, at which time all persons claiming to be prejudiced shall be heard.

DATE OF FIRST PUBLICATION OF THIS NOTICE April 12th, 1990.

DATE OF LAST PUBLICATION OF THIS NOTICE April 20th, 1990.

C. Sevcik, City Clerk



BYLAW NO. 3011/90 & 3012/90

ADVERTISEMENT		
PAPER	EDG	DATE
Advertise	45348	Apr. 12 & 20/90
Address		
Name		
Street		
City		
State		
Zip		

PUBLIC NOTICE

"PLAN"

Pursuant to the provisions of Section 180 of the Municipal Government Act, the Council of The City of Red Deer intend to pass the following Bylaws which, if finally passed, will provide for the closure of roads in The City of Red Deer as outlined in the plans above and described as follows:

BYLAW 3011/90

"All of Edgar Crescent and corner cut-offs which lie to the north of the northwesterly limit of Edgar Drive as shown on Plan 812-1569.

Excepting thereout all mines and minerals."

BYLAW 3012/90

"All of Edgar Avenue and corner cut-offs which lie to the north of the northwesterly limit of Edgar Drive as shown on Plan 812-1569

Excepting thereout all mines and minerals."

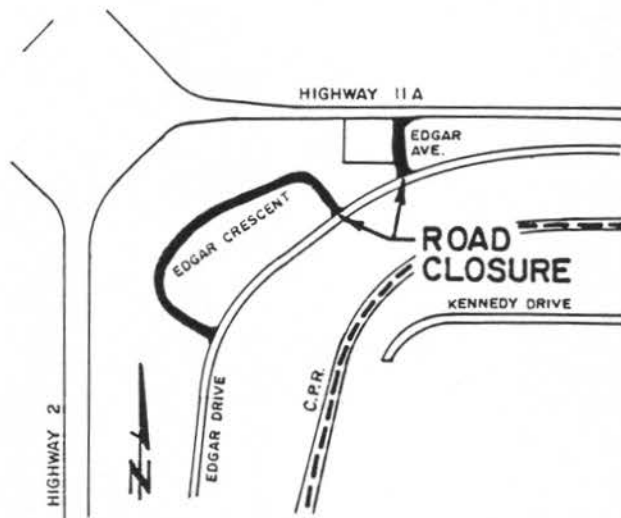
Any person who claims that he or she will be affected prejudicially by the passing of the above mentioned bylaw shall be afforded an opportunity to be heard by Council either by himself/herself or by his or her agent.

The Council proposes to pass the aforementioned bylaw at its regular meeting scheduled to commence at 7:00 p.m., or as soon thereafter as Council may determine, on MONDAY, MAY 14th, 1990, at which time all persons claiming to be prejudiced shall be heard.

DATE OF FIRST PUBLICATION OF THIS NOTICE April 12th, 1990.

DATE OF LAST PUBLICATION OF THIS NOTICE April 20th, 1990.

C. Sevcik, City Clerk



BYLAW NO. 3011/90 & 3012/90

DATE: May 15, 1990
TO: City Assessor
FROM: City Clerk
RE: ROAD CLOSURE BYLAWS 3011/90 AND 3012/90

This is to advise that a public hearing was held in regard to the above noted Road Closure Bylaws, May 14, 1990 in the Council Chambers of City Hall. Second and third reading was given to both bylaws following the public hearing.

Bylaw 3011/90 pertains to the closure of

"All of Edgar Crescent and corner cutoffs which lie to the north of the northwesterly limit of Edgar Drive as shown on Plan 812-1569.

Excepting thereout all mines and minerals."

Bylaw 3012/90 pertains to the closure of

"All of Edgar Avenue and corner cutoffs which lie to the north of the northwesterly limit of Edgar Drive as shown on Plan 812-1569.

Excepting thereout all mines and minerals."

Enclosed herewith is a certified copy of each of the above noted bylaws which will be required by Land Titles.

Trusting you will find this satisfactory and that you will take appropriate action.



C. SEVCIK
City Clerk
CS/jt
Att.

c.c. Director of Engineering Services
Economic Development Manager
E. L. & P. Manager
Urban Planning Section Manager

BYLAW 3011/90

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

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

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

"All of Edgar Crescent and corner cut-offs which lie to the north of the northwesterly limit of Edgar Drive as shown on Plan 812-1569

EXCEPTING THEREOUT ALL MINES AND MINERALS".

2. This Bylaw shall come into force upon the final passing thereof.


READ A FIRST TIME IN OPEN COUNCIL this 2 day of April 1990.

READ A SECOND TIME IN OPEN COUNCIL this 14 day of May 1990.

READ A THIRD TIME IN OPEN COUNCIL AND FINALLY PASSED this 14 day of May 1990.

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

MAYOR



CITY CLERK

CITY CLERK

BYLAW 3012/90

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

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

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

"All of Edgar Avenue and corner cut-offs which lie to the north of the northwesterly limit of Edgar Drive as shown on Plan 812-1569

EXCEPTING THEREOUT ALL MINES AND MINERALS".

2. This Bylaw shall come into force upon the final passing thereof.

READ A FIRST TIME IN OPEN COUNCIL this 2 day of April 1990.

READ A SECOND TIME IN OPEN COUNCIL this 14 day of May 1990.

READ A THIRD TIME IN OPEN COUNCIL AND FINALLY PASSED this 14 day of May 1990.

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

Jim Ghee MAYOR
C. Senik CITY CLERK
C. Senik CITY CLERK

NO. 1

DATE: May 1, 1990
TO: City Clerk
FROM: Bylaws and Inspections Manager
RE: TAXI BYLAW

FILE NO.

Could you arrange to have the following items placed before Council for their consideration?

Recently, the Bylaw Department became aware that Section 5.1 of the Taxi Bylaw was not being observed by one of the taxi companies operating in Red Deer. The company was discounting some of its customers, who have accounts that are paid on a monthly basis. After we met with a representative of the taxi company, the practise was stopped. Subsequently, we received the attached letter from the Public School Board, who were one of the taxi company's customers.

The matter was considered by the City Tax Commission (Police Commission), who heard from representatives of the cab companies. Two of the three companies felt the Bylaw should not be changed; the other one felt that it should be changed. Attached is a copy of the report to the Commission, and their resolution dealing with the matter.

We recommend the Bylaw remain as it is.

Yours truly,



R. Strader
Bylaws and Inspections Manager
BUILDING INSPECTION DEPARTMENT

RS/vs

DATE: April 27, 1990
TO: Bylaws and Inspections Manager
FROM: Chairman, Policing Committee
RE: TAXI BYLAW

At the April 24, 1990 meeting of the Policing Committee, consideration was given to a request for an amendment to the Taxi Bylaw to permit discounting of monthly bills for early payment, and the following recommendation is submitted for Council's consideration:

"THAT the Taxi Commission endorse the Taxi Bylaw as it presently exists."

Appropriate documentation is attached to this memo for the information of Council.

Respectfully submitted,



B. CHRISTENSEN, Chairman
Red Deer Policing Committee

WV/jt

Att.

DATE: April 10, 1990

File No: 90-304

TO: Taxi Commission

FROM: Bylaws and Inspections Manager

RE: TAXI BYLAW

Recently, it was drawn to our attention that certain taxi companies were discounting their monthly accounts. The City Solicitor has advised that, in his opinion, this practice is contrary to the provisions of the Taxi Bylaw. We then contacted the company, who agreed to stop the practice immediately, and they advised their customers of this. Subsequently, we have received a request from one of these customers to have the Bylaw amended to permit discounting of monthly bills for early payment.

The following information was received from the other municipalities:

Edmonton	- allow discounts on any written contract
Calgary	- does not permit discounting
Lethbridge	- does not permit discounting
Medicine Hat	- allows discounting for early payment

The reason for not allowing discounts, is to discourage a company from effectively lowering fares to a level that would discourage competition. Once competition was eliminated, then prices could be raised to whatever level was permitted; either by legislative bodies, or through customer resistance.

Under our Bylaw, a maximum charge is set, and any increases must be approved by Council. Our present system prevents a taxi company discounting, or a high volume customer from putting pressure on a taxi company to discount. The question, then, is: Should the City be involved in setting a minimum of prices or should the marketplace be the final arbitrator?

It appears the method of dealing with discounting is split amongst the cities contacted. Given this split, we would suggest that the Commission support the position adopted by the taxi industry, and support the Bylaw.

Yours truly,

R. Strader
Bylaws and Inspections Manager
BUILDING INSPECTION DEPARTMENT

RS/vs

COPY



RED DEER PUBLIC SCHOOL DISTRICT NO. 104

4747 - 53 Street

RED DEER, ALBERTA
T4N 2E6Phone (403)343-1405
Fax (403)347-8190

BOARD OF TRUSTEES

B.I. HOPFNER
Chairman
L.L. CAMPBELL-CARDWELL
S.A. DYMIANIW
L.E. GODDARD
L.D. HARRIS
K.G. HAUCK
D.R. PICKERING

April 6, 1990

ADMINISTRATIVE STAFF

K.A. JESSE
Superintendent of Schools

D.A. BLACKER
Deputy Superintendent

L.A. PIZZEY
Assistant Superintendent

R.E. CONGDON
Assistant Superintendent
(Business Services)

Mr. Ryan Strader
The City of Red Deer
P.O. Box 5008
RED DEER, Alberta
T4N 3T4

Dear Mr. Strader:

Re: Taxi By-Law

We would request your assistance in having Council amend the Taxi By-Law as it relates to the provision of not allowing a taxi company to provide for an early payment discount on monthly billings.

Thank you for your assistance in this matter.

Yours sincerely,

R. E. Congdon
Assistant Superintendent
Business Services

CO-ORDINATORS

A. BURLEY
DR. R.B. DRYSDALE
E.M. KULMATYCKI
R.R. LANG
R.W. PAWLOFF
J. ST-JEAN

REC:jhb

Commissioner's Comments

We would concur with the recommendations of the Police Commission.

"R.J. MCGHEE"
Mayor

"M.C. DAY"
City Commissioner

**THE CITY OF RED DEER**

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

City Clerk's Department 342-8132

May 16, 1990

Red Deer Public School District #104
4747 - 53 Street
RED DEER, Alberta
T4N 2E6

Attention: Mr. R.E. Congdon
Assistant Superintendent
Business Services

Dear Mr. Congdon:

RE: TAXI BYLAW

At the Council meeting of May 14, 1990 a report from the Bylaws & Inspections Manager, advising that Section 5.1 of the Taxi Bylaw was not being observed by one of the taxi companies operating in Red Deer, received consideration. At the above noted meeting Council also received recommendations from the Policing Committee that Council endorse the Taxi Bylaw as it presently exists.

Council, however, agreed that an amendment to the bylaw be considered by passing the following motion.

"RESOLVED that Council direct the Administration to prepare a bylaw amendment allowing for administrative discounts."

The decision of Council in this instance is submitted for your information, and we will advise you in due course when the draft amendment comes back to Council for consideration.

....2

Mr. R.E. Congdon
Red Deer Public School District #104
Page 2
May 16, 1990

Trusting you will find this satisfactory, and we thank your for your attendance at the Council meeting of May 14, 1990.

Sincerely,



C. SEVCIK
City Clerk

CS/jt

c.c. Bylaws & Inspections Manager

DATE: May 16, 1990
TO: Bylaws & Inspections Manager
FROM: City Clerk
RE: TAXI BYLAW AMENDMENT ALLOWING FOR
ADMINISTRATIVE DISCOUNTS

Your report dated May 1, 1990 regarding Section 5.1 of the Taxi Bylaw not being observed by one of the taxi companies operating in Red Deer, received consideration at the Council meeting of May 14, 1990.

At the above noted meeting, Council did not agree with the recommendations of the Policing Committee to endorse the Taxi Bylaw as it presently exists, and in fact, passed the following motion.

"RESOLVED that Council direct the Administration to prepare a bylaw amendment allowing for administrative discounts."

In passing the above noted motion, Council agreed that the draft bylaw amendment come back to Council through the Policing Committee.

We trust that you will ensure an appropriate amending bylaw is drafted for consideration by the Policing Committee and, that in due course, said amendment will be referred to Council as directed.


C. SEVCIK
City Clerk

CS/jt

c.c. City Commissioner
Policing Committee
City Solicitor

NO. 2


130-059

DATE: April 27, 1990
TO: City Clerk
FROM: Engineering Department Manager
RE: COUNCIL RESOLUTION OF DECEMBER 11, 1989
RON JUTTE - SIDEWALK CONSTRUCTION

In reviewing our files, we have noticed the attached copy of your memo dated December 13, 1989, addressed to both the Directors of Engineering and Financial Services. Upon further review of the 1990 Budget with the Treasury Department, we find that the item was omitted from the 1990 "add back" list.

Accordingly, we are resubmitting the item for Council's consideration. Mr. Jutte is still requesting the sidewalk construction. The estimated project cost is \$9,000 and is located as per the attached plan. This amount has not been included in the current operating budget and approval now will likely involve a budget overrun.

We apologize for the oversight and seek Council's direction.


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

KGH/emg
Att.

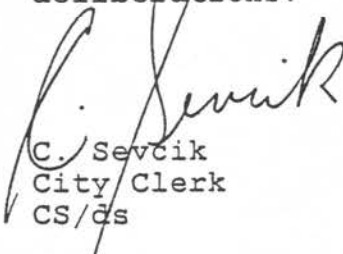
c.c. Director of Financial Services

DATE: December 13, 1989
TO: Director of Engineering Services
Director of Financial Services
FROM: City Clerk
RE: RON JUTTE/SIDEWALK APPLICATION

A request from Ron Jutte to construct a sidewalk adjacent to his property, 6552 - 58 Ave. received consideration at the Council meeting of December 11, 1989, and at which meeting Council passed the following motion.

"RESOLVED that Council of The City of Red Deer having considered request from Ron Jutte to construct a sidewalk adjacent the property, 6552 - 58 Avenue hereby agrees that construction of a sidewalk from the cul de sac all the way to 65 Street be included as an adback in the 1990 budget for Council's consideration and as recommended to Council December 11, 1989, by the Commissioners."

The decision of Council in this instance is submitted for your information and appropriate action. Trusting you will ensure that this proposed construction is considered during 1990 budget deliberations.



C. Sevcik
City Clerk
CS/ds

Commissioner's Comments

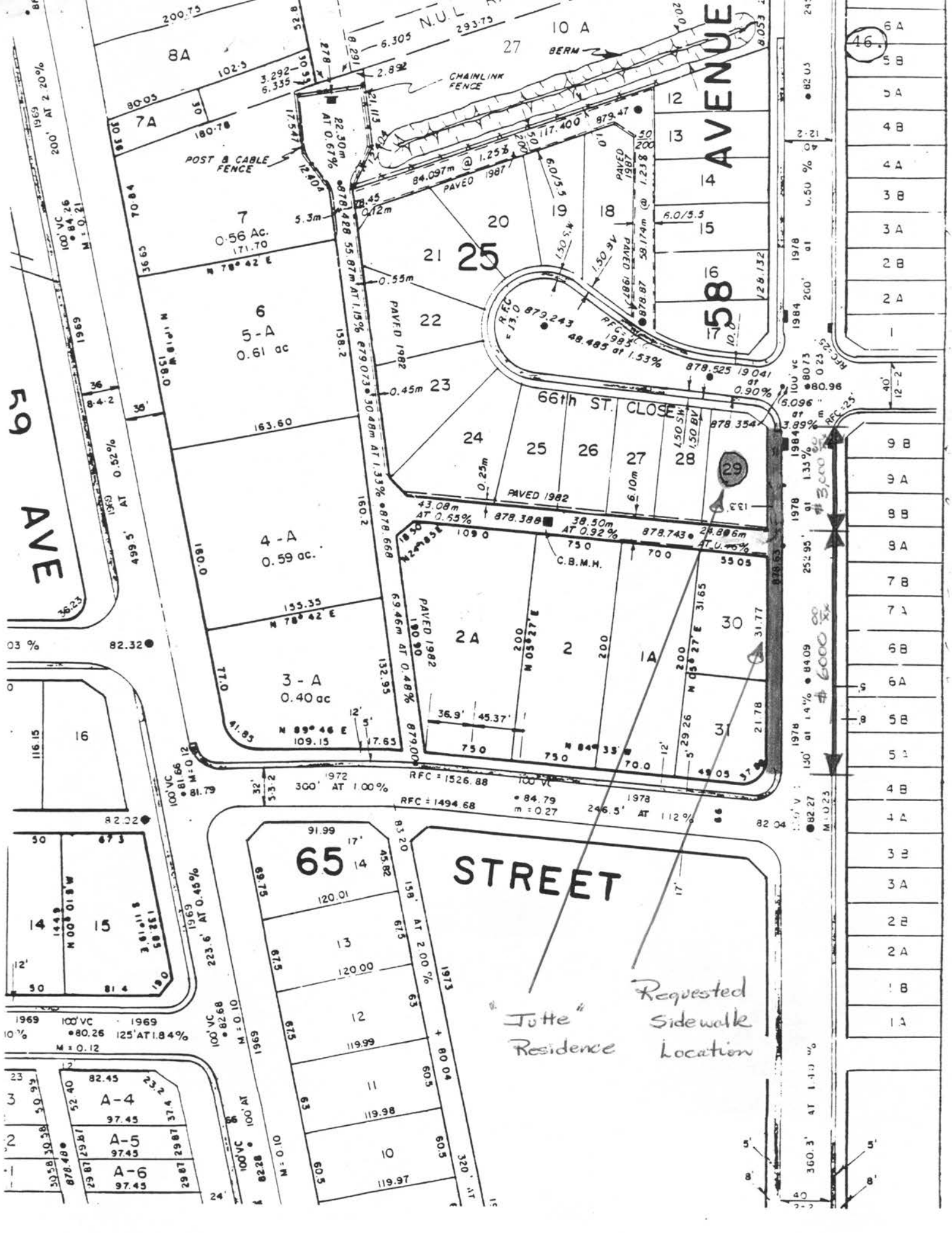
As indicated Council discussed this item December of '89 and unfortunately, it was missed during 1990 budget deliberations. We would recommend Council support the request as a 1990 budget overexpenditure.

"R.J. MCGHEE"

Mayor

"M.C. DAY"

City Commissioner



DATE: May 15, 1990
TO: Engineering Department Manager
FROM: City Clerk
RE: SIDEWALK CONSTRUCTION - WEST SIDE OF 58 AVENUE
NORTH OF 65 STREET

Your report dated April 27, 1990 pertaining to the above matter was considered at the Council meeting of May 14, 1990 and at which meeting Council passed the following motion.

"RESOLVED that Council of The City of Red Deer hereby agrees to the construction of a sidewalk along the west side of 58 Avenue between the cul-de-sac and 65 Street, to be charged to the 1990 budget as an over-expenditure and as recommended to Council May 14, 1990."

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

Trusting you will find this satisfactory.


C. SEVCIK
City Clerk

CS/jt

c.c. Director of Financial Services

**THE CITY OF RED DEER**

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

City Clerk's Department 342-8132

May 15, 1990

Mr. Jack Valentine
Christian Missionary Alliance Church
#304, 4820 - 50 Avenue
RED DEER, Alberta
T4N 4A4

Dear Mr. Valentine:

RE: LAND USE BYLAW AMENDMENT 2672/K-90

Further to our letter of April 20, 1990 wherein we advised of a public hearing in regarding to the aforementioned Land Use Bylaw Amendment, I wish to advise as follows:

At the Council meeting of May 14, 1990, Land Use Bylaw Amendment 2672/K-90 was given second and third reading by Council following the public hearing. Enclosed herewith is a copy of the aforementioned bylaw amendment as finally approved by Council. In order to proceed further with the proposed development, it will be necessary for you to submit an application to the Bylaws & Inspections Manager for receipt of all permits and necessary approvals prior to any construction taking place.

....2

*a delight
to discover!*

Mr. John Valentine
Christian Missionary Alliance Church
Page 2
May 15, 1990

The decision of Council in this instance is submitted for your information and I trust you will find same satisfactory. If you have any questions please do not hesitate to contact the undersigned.

Sincerely,



C. SEVCIK
City Clerk

CS/jt

Att.

c.c. Bylaws & Inspections Manager
City Assessor
Director of Engineering Services
E. L. & P. Manager
Fire Chief

BYLAW 2672/K-90

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

COUNCIL OF THE CITY OF RED DEER IN THE PROVINCE OF ALBERTA ENACTS AS FOLLOWS:

1. The "Use District Map" as referred to in Section 1.4 is hereby amended in accordance with the Use District Map No. 8/90 attached hereto and forming part of the Bylaw.
2. This Bylaw shall come into force upon the final passing hereof.

READ A FIRST TIME IN OPEN COUNCIL this 17 day of April 1990.

READ A SECOND TIME IN OPEN COUNCIL this 14 day of May 1990.

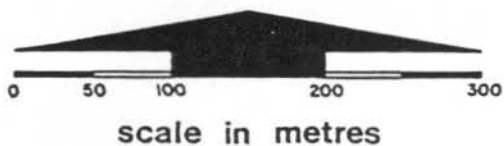
READ A THIRD TIME IN OPEN COUNCIL AND FINALLY PASSED this 14 day of May 1990.

MAYOR



CITY CLERK





Revisions :

MAP NO. 8/90
(BYLAW No. 2672/K-90)

Change from A1 to R1 , P1 ,
& ROAD .


NO. 3

620-011

DATE: April 25, 1990
TO: City Clerk
FROM: Engineering Department Manager
RE: REVISION TO TRAFFIC BY-LAW NO. 2800/82

To provide the Director of Engineering Services and the Engineering Department Manager with signing authority for the installation and removal of traffic control devices, we request that the Traffic By-law be revised as per the attached proposed amendment.

The format of the amendment has been previously approved by the City Solicitor.


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

LM/sl

c.c. City Solicitor

Commissioner's Comments

We would concur with the recommendations of the Engineering Department Manager and recommend the amending bylaw be given three readings at this meeting.

"R.J. MCGHEE"
Mayor
"M.C. DAY"
City Commissioner

DATE: May 16, 1990
TO: Engineering Department Manager
FROM: City Clerk
RE: REVISION TO TRAFFIC BYLAW 2800/82
AMENDING BYLAW 2800/C-90

Your report dated April 25, 1990 pertaining to the above matter was considered at the Council meeting of May 14, 1990.

At the above noted meeting, Council gave three readings to Amending Bylaw 2800/C-90 which provides the Director of Engineering Services and the Engineering Department Manager with signing authority for the installation and removal of traffic control devices. Enclosed herewith is a copy of the aforesaid Amending Bylaw, including the revised page for your office consolidation copy.

Trusting you will find this satisfactory.



C. SEVCIK
City Clerk

CS/jt

Att.

c.c. Bylaws & Inspections Manager
R.C.M.P. City Detachment
City Solicitor

BY-LAW NO. 2800/C-90

BEING a By-law to amend the Traffic By-law No. 2800/82.

THE MUNICIPAL COUNCIL FOR THE CITY OF RED DEER, IN THE PROVINCE OF ALBERTA, DULY ASSEMBLED, HEREBY ENACTS:

That By-law No. 2800/82 be amended as follows:

1. That section 4 be amended by adding thereto the following:

"(w) "Traffic Control Device" for the purposes of this by-law means any sign, signal, marking or device placed, marked or erected under the authority of the Highway Traffic Act, the Motor Transport Act, or this by-law for the purpose of regulating, warning or guiding traffic".

2. That section 104 be amended by deleting subsection (1) therefrom and substituting in its place and stead the following:

"(1) The Council hereby delegates to the City Engineer and the Manager, and in the alternative thereof unto a Commissioner, the power to prescribe where traffic control devices are to be installed or removed".


3. This by-law shall come into full force and effect upon third reading thereof.

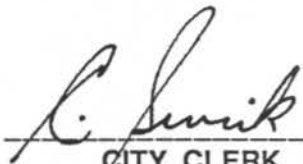
READ A FIRST TIME IN OPEN COUNCIL THIS 14 DAY OF May, A.D. 1990;

READ A SECOND TIME IN OPEN COUNCIL THIS 14 DAY OF May, A.D. 1990;

READ A THIRD TIME IN OPEN COUNCIL AND FINALLY PASSED THIS 14 DAY OF May,

A.D. 1990.


MAYOR


CITY CLERK

FILE NO.: R-33604

DATE: APRIL 24, 1990
TO: MAYOR & COUNCIL
FROM: JACK ENGEL, CHAIRMAN
Recreation, Parks & Culture Board
RE: BID TO HOST THE 1992 PROVINCIAL ENERGIZE CONFERENCE

Alberta Recreation and Parks hosts an annual conference called Energize. This conference is for Recreation, Parks & Culture Board members and elected officials from across the Province. It is held in February each year, and for the most part has been alternated between Edmonton and Calgary. This major conference attracts approximately 400 delegates annually.

Alberta Recreation and Parks have indicated a willingness to offer this conference outside of Edmonton and Calgary, and they are asking municipalities to consider whether or not they would like to host such a conference with the next available one being in 1992. The Recreation, Parks & Culture Board, having considered this, passed the following resolution:

It was moved by Len Luders and seconded by Barry Stotts

"THAT the Recreation, Parks & Culture Board recommend to City Council that The City of Red Deer express to Alberta Recreation and Parks an interest and willingness to host the 1992 Energize Conference."

MOTION CARRIED

An expression from you, of your support, will assist our Board in declaring our willingness to assist in hosting this conference in Red Deer.

per 
JACK ENGEL

/cjm

c. Craig Curtis

Commissioner's Comments

We would recommend Council support the hosting of the 1992 Energize Conference. Any costs associated with this function will be brought forward to Council. Red Deer has hosted this conference in the past and the City cost has not been significant.

"R.J. MCGHEE"
Mayor
"M.C. DAY"
City Commissioner

Copies to: Council

Director of Community Services
Rec. Parks & Culture Bd

90/05/30
ls.


RED DEER

*a delight
to discover!*

file

DATE: May 28, 1990

TO: Mayor and Members of Council

FROM: Afzal Rajan, Chairman
Red Deer Tourist and Convention Board

RE: **BID TO HOST THE 1991 PROVINCIAL ENERGIZE CONFERENCE**

The Red Deer Tourist and Convention Board is pleased to endorse the recommendation of the Recreation, Parks and Culture Board that The City of Red Deer express interest and willingness to host the 1992 Energize Conference.

We understand that this conference attracts approximately 400 delegates annually. Red Deer's convention facilities can comfortably accommodate a group of this size. We have a number of advantages over Edmonton and Calgary, including central location within the province, ease of travel within the city, room and meal costs, and the hospitality of a smaller urban centre. We also have a superb park system, and many other recreation and culture programs which could be showcased as part of the conference program.

We would be pleased to assist in developing a formal bid for the conference.

Respectfully submitted,



Afzal Rajan
Chairman

RED DEER TOURIST AND CONVENTION BOARD

WM/mm

cc: Lowell Hodgson

DATE: May 15, 1990
TO: Recreation, Parks & Culture Board
FROM: City Clerk
RE: BID TO HOST THE 1992 PROVINCIAL ENERGIZED CONFERENCE

Your report dated April 24, 1990 pertaining to the above topic was considered at the Council meeting of May 14, 1990 and at which meeting Council passed the following motion in accordance with your recommendations.

"RESOLVED that Council of The City of Red Deer hereby agrees to express to Alberta Recreation and Parks an interest and willingness in hosting the 1992 Energized Conference and as recommended to Council May 14, 1990."

The decision of Council in this instance is submitted for your information and by way of a copy of this memo we are requesting the Recreation & Culture Manager to take appropriate action. As noted in the Commissioners' comments, any costs associated with this function are to be brought forward to Council.

Trusting you will find this satisfactory.


C. SEVCIK
City Clerk

CS/jt

c.c. Director of Community Services
Recreation & Culture Manager
Director of Financial Services

NO. 5

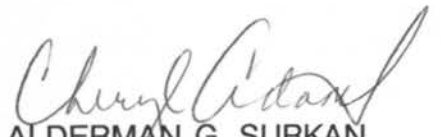
DATE: April 17, 1990
TO: City Council
FROM: Finance and Audit Committee
RE: BUDGET VARIANCE REPORT -
1989 ACCOUNTS RECEIVABLE WRITE-OFFS

At the April 9, 1990 meeting of the Finance and Audit Committee, consideration was given to reports from the Director of Finance on Budget Variances for 1989, as well as the 1989 Accounts Receivable Write-Offs. Both reports were reviewed at length by members of the Committee, with the following resolution being introduced and passed.

"THAT the Finance and Audit Committee, having considered the Budget Variance Report and the 1989 Accounts Receivable Write-offs, hereby recommend to Council of The City of Red Deer that the Budget Variance Report be adopted, and that approval be given to write off Accounts Receivable for 1989 in the amount of \$110,309.03 as outlined in the report from the Director of Finance dated April 5, 1990."

The Finance and Audit Committee considered submission of the detailed Accounts Receivable Write-Offs report to City Council, however, it was felt that only the summary was necessary with copies of the detailed report being made available to those who wish to review same.

Attached herewith for your review is a copy of the above noted summary as well as the Budget Variance Report. Same is submitted to you for your consideration and final approval.


ALDERMAN G. SURKAN
Chairman
Finance and Audit Committee

CGA/jt

Att.

1.
FILE:
OPERATING

DATE: April 5, 1990
TO: CITY COUNCIL
FROM: CITY COMMISSIONERS
DIRECTOR OF FINANCIAL SERVICES
RE: 1989 OPERATING BUDGET AND ACTUAL RESULTS

INTRODUCTION

Council policy states that no later than April 30th of the year following, a report on significant variances is to be submitted to Council by the Director of Financial Services and the City Commissioners for the previous year:

1. Identifying significant budget variances, and
2. Explaining the reasons for the variances.

This report is submitted in accordance with the policy.

COMPARISON OF 1989 BUDGET AND ACTUAL RESULTS

The City of Red Deer operates based on a number of "funds" that consist of self-balancing revenue and expenditure accounts. Each fund is intended to provide specific services.

A comparison of the budgeted surplus (deficit) with the actual results for each fund follows:

COMPARISON OF BUDGETED SURPLUS (DEFICIT) FOR 1989

FUND DESCRIPTION	IN THOUSANDS OF \$			PAGES
	SURPLUS (DEFICIT)		VARIANCE	DETAILING
	BUDGET	ACTUAL	FAVOURABLE (UNFAVOURABLE)	SIGNIFICANT VARIANCES
General Fund	(\$ 617)	\$441	\$1,058	6 - 12
Parking Fund	(98)	(295)	(197)	13 - 14
Water Utility	(241)	(373)	(132)	15
Sewer Utility	(321)	(261)	60	16
Garbage Collection	10	19	9	-
	(1,267)	(469)	798	

.....\2

City Council
 April 5, 1990
 Page 2

The favourable variance of \$798,000 for 1989 represents .7% of the operating expenditures. In 1988, for comparison, the variance was \$1,658,000 or 1.8% of operating expenditure.

The above table indicates that \$469,000 of prior years accumulated surplus was used to fund the 1989 Operating Budget. The following table discloses how the individual fund accumulated surplus balances changed in 1989.

SUMMARY OF ACCUMULATED CHANGES

FOR 1989

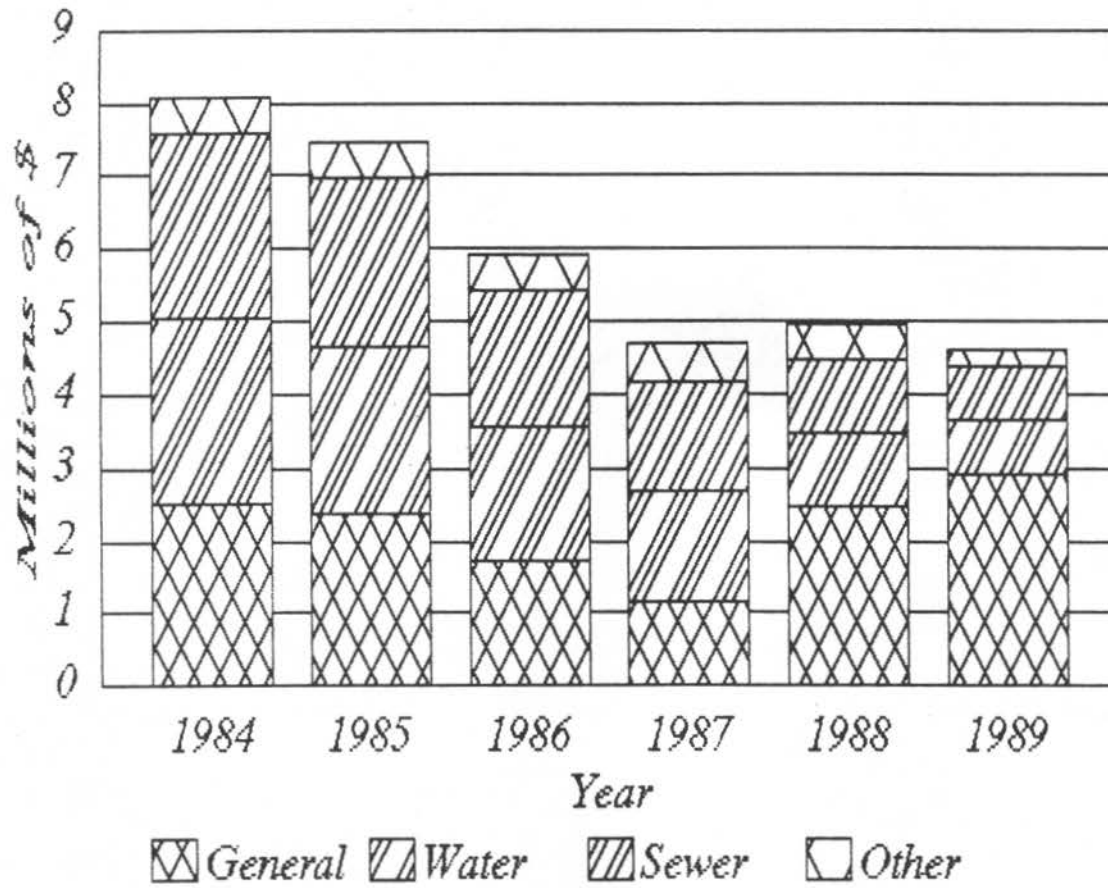
(IN THOUSANDS OF \$)

FUND DESCRIPTION	ACCUMULATED SURPLUS (DEFICIT) BALANCE	1989 SURPLUS (DEFICIT)		ACCUMULATED SURPLUS (DEFICIT) BALANCE
	DEC. 31/88	BUDGET	ACTUAL	DEC. 31/89
General Operating	\$2,458	\$ (617)	\$441	\$2,899
Parking Fund	36	(98)	(295)	(259)
Water Utility	853	(241)	(373)	480
Sewer Utility	1,002	(321)	(261)	741
Landfill	268	0	0	268
Garbage Collection	199	10	19	218
	<u>4,816</u>	<u>(1,267)</u>	<u>(469)</u>	<u>4,347</u>

The following graph illustrates the changes in accumulated surplus for the years 1984 to 1989.

...../3

*GENERAL & UTILITY ACCUMULATED SURPLUSES
1984 TO 1989*



City Council
April 5, 1990

There are three funds where any surplus for the year is transferred to reserve accounts. The following table discloses how actual transfers to the reserves compared with the budget for 1989.

TRANSFERS TO RESERVES

FUND DESCRIPTION	IN THOUSANDS OF \$			PAGES DETAILING SIGNIFICANT VARIANCES
	BUDGET	ACTUAL	VARIANCE FAVOURABLE (UNFAVOURABLE)	
E. L. & P.				
Utility	\$ 516	\$1,338	\$ 822	19 - 20
Landfill				
Replacement	239	341	102	17
Equipment Fund	647	1,155	508	18
	<u>1,402</u>	<u>2,834</u>	<u>\$1,432</u>	

The actual transfers to reserves were \$1,432,000 more than was budgeted.

Appendix "A" summarizes the 1989 budget. The balance of the report provides information on the significant net function variances in excess of \$50,000.

The figures in this report are still subject to adjustment as a result of audit.

If clarification or more information is required, please contact the Director of Financial Services at your convenience.

City Commissioners
Director of Financial Services

AW:mrk

Att.

THE CITY OF RED DEER
STATEMENT OF NET FUNCTION OPERATING SURPLUS OR (DEFICIT)
FOR THE YEAR ENDING DECEMBER 31, 1989

PAGE	NO.	FUNCTION DESCRIPTION	SURPLUS OR (DEFICIT)		VARIANCE FAVOURABLE (UNFAVOURABLE)	
			1989 BUDGET	1989 ACTUAL	AMOUNT	%
	6	GENERAL REVENUES	\$24,611,197	\$25,380,837	\$769,640	3.1%
	6	MISCELLANEOUS PROGRAMS	(117,499)	(66,188)	51,311	43.7%
	7	POLICE PROTECTION	(4,394,743)	(4,227,309)	167,434	3.8%
	8	FIRE & AMBULANCE	(5,101,496)	(4,996,085)	105,411	2.1%
	13	PARKING FUND	0	(197,312)	(197,312)	
	8	PROTECTIVE INSPECTIONS	(420,758)	(369,937)	50,821	12.1%
	18	EQUIPMENT FUND	0	0	0	
	9	ENGIN. & PUBLIC WORKS	(6,920,644)	(7,003,181)	(82,537)	-1.2%
	-	AIRPORT	(67,500)	(36,954)	30,546	45.3%
	10	PUBLIC TRANSIT	(1,436,327)	(1,378,807)	57,520	4.0%
	-	OTHER TRANSIT	(218,130)	(226,817)	(8,687)	-4.0%
	15	WATER UTILITY	0	(131,556)	(131,556)	
	16	SEWER UTILITY	0	59,733	59,733	
	17	GARBAGE DISPOSAL	0	0	0	
	-	GARBAGE COLLECTION	0	8,619	8,619	
	-	SOCIAL SERVICES	(249,977)	(246,656)	3,321	1.3%
	-	DAY CARE SUBSIDIES	(87,230)	(63,563)	23,667	27.1%
	11	PARKS	(1,492,354)	(1,551,937)	(59,583)	-4.0%
	-	CEMETARIES	(74,030)	(93,480)	(19,450)	-26.3%
	-	ECON DEV & OTHER SERV	(910,083)	(865,191)	44,892	4.9%
	12	RECREATION & CULTURE	(3,120,426)	(3,196,754)	(76,328)	-2.4%
	19	EL & P UTILITY	0	0	0	
		TOTALS	0	797,462	797,462	

GENERAL FUND

NET FAVOURABLE VARIANCE \$1,058,000PROGRAM AND DESCRIPTIONVARIANCE
FAVOURABLE
(UNFAVOURABLE)

The net favourable variance of \$1,058,000 was primarily the result of the following significant variances.

GENERAL REVENUESTaxation

(65,432)

This was basically the result of the Provincial Education Foundation Levy being \$56,324 higher than the taxes levied because the Province did not announce the levy increase until June, 1989.

Tax Penalties

(59,698)

Penalties on unpaid property taxes were significantly below budget by 16% because the amount of unpaid taxes continues to reduce. At December 31, 1988 it was \$1.52 million and at December 31, 1989 it was \$1.28 million.

Interest Revenue

817,000

Interest revenue was \$817,000 over the budget provision of \$910,000 because of very favourable interest rates and a good working capital position.

LEGAL SERVICES

80,722

The cost of legal services was significantly below budget of \$166,000 because of a recovery of \$21,244 incurred in previous court actions and less legal work than in previous years resulting in the expenditure being \$59,478 below budget.

MISCELLANEOUS PROGRAMS

(140,487)

The unfavourable variance was the result of a number of variances including:

MISCELLANEOUS PROGRAMS

<u>DESCRIPTION</u>	<u>VARIANCE</u>
1. E. L. & P. contribution was 4% over budget of \$4.15 million because of higher utility revenues than budgeted.	\$177,000
2. Property and business tax alterations were less than the budget provision of \$115,000 because of fewer appeals than expected.	\$ 78,237
3. Provision for uncollectible accounts receivable exceeded budget. This is difficult to estimate.	(85,318)
4. Cancellation of Eastview recreation tax levies and provision for write off of accumulated levies that was not budgeted.	(247,980)
5. Franchise revenue from the Water and Sewer Utilities was less than budgeted because Utility revenues were less than budgeted.	(28,864)

VARIANCE
FAVOURABLE
(UNFAVOURABLE)

POLICE SERVICES

167,434

The major reasons for the 4% favourable variance from budget was that the R.C.M.P. contract provision was 5% or \$195,881 under the budget provision of \$4,110,230. A significant unfavourable variance that offset it was fine revenue being 6% or \$37,699 under the budget provision of \$600,000.

VARIANCE
FAVOURABLE
(UNFAVOURABLE)

DESCRIPTIONFIRE AND AMBULANCE

105,437

The major reasons for the favourable variance of 2% from budget were:

<u>DESCRIPTION</u>	<u>AMOUNT</u>	<u>% VARIANCE</u>
Prevention - salaries	\$11,923	5%
Prevention - contracted services	5,870	98%
Suppression - salaries	49,942	1%
Fire equipment rental revenue	18,454	231%
Ambulance revenue	22,372	6%

Prevention salaries were underspent because an inspector and a clerk position were hired later than budgeted.

There was a budget provision made for the first time in Prevention for contracted services for possible legal costs to do prosecutions that were transferred from the Province. It was determined that it was not required to the extent budgeted and was reduced for 1990.

Suppression salaries were under budget because of firefighters being sick and charged to the sick bank or being on Worker's Compensation.

Fire equipment revenue was over budget because an agreement was negotiated with the County to reimburse costs of sending the rescue truck to accidents. In addition, the Province agreed to pay for calls to highway accidents.

Ambulance revenue was up because of increased usage.

PROTECTIVE INSPECTIONS

54,554

The major favourable variance was building permit revenue that was \$51,262 or 23% over the budget provision of \$225,000 due to increased construction activity.

VARIANCE
FAVOURABLE
(UNFAVOURABLE)

DESCRIPTIONENGINEERING AND PUBLIC WORKS

(82,537)

The unfavourable variance was primarily the result of the following variances:

<u>DESCRIPTION</u>	<u>VARIANCE</u>	
	<u>\$</u>	<u>%</u>
General Mtce.	\$20,529	15%
Drafting	24,557	14%
Street & Traffic Light Mtce.	(48,897)	(32%)
Traffic Light & Controller Mtce.	(20,194)	(26%)
Pavement Repairs for Others	90,075	-
Crack Filling	54,960	46%
Other Mtce. - Roads and Lanes	77,684	15%
Sidewalk Repairs	(117,426)	(27%)
Bridge Mtce.	33,522	15%
Drainage Mtce.	28,928	10%
Snow and Ice Control	(261,505)	(53%)

General maintenance was underspent because there was provision made for roof repairs that was not required. In addition, the City now charges for barricades and this resulted in extra revenue.

Drafting was underspent because more costs were charged to projects than anticipated.

Street and Traffic Light maintenance was overspent because the E. L. & P. department was able to do a catch up program on replacing burnt out streetlights. This has resulted in a significant reduction in complaint calls.

The Traffic Light and Controller Maintenance was overspent because more work was required than anticipated to make adjustments to the computerized traffic light system.

Pavement repairs for others was underspent because the recoveries were higher than the expenditures.

Crack filling was underspent because the program was started late and the program was not completed.

VARIANCE
FAVOURABLE
(UNFAVOURABLE)

DESCRIPTIONENGINEERING AND PUBLIC WORKS (CONT'D)

Maintenance of roads and lanes was underspent because weather conditions were better than normal. In addition, one frost boil was deferred until 1990 for repairs.

Repairs on sidewalks was overspent because a project for \$42,900 was charged to the operating budget that was to be debentured. In addition, the repairs completed exceeded the budget provision.

Bridge maintenance was underspent because work started late and was not completed. In addition, the Fall came too early to complete some planned culvert work.

Drainage maintenance was under budget because the weather was better than expected and there were no major collapses.

Council had approved an overexpenditure of \$250,000 for snow and ice control.

PUBLIC TRANSIT

57,520

The favourable variance was primarily the result of the following significant variance.

<u>DESCRIPTION</u>	<u>VARIANCE</u>	
	<u>\$</u>	<u>%</u>
Transit Operators Salaries	57,478	5%

The underexpenditure was the result of being able to cut overload buses due to the mild winter weather.

PARKS

(59,583)

The unfavourable variance was primarily the result of the following:

<u>DESCRIPTION</u>	<u>VARIANCE</u>	
	<u>\$</u>	<u>%</u>
Administration	(31,582)	(12%)
Tree Nursery	(10,862)	(73%)

VARIANCE
FAVOURABLE
(UNFAVOURABLE)

DESCRIPTIONPARKS (CONTINUED)

Administration was overspent because of approval for an unbudgeted expenditure on the East Hill park site (\$10,000), receiving \$4,000 less from the Provincial government for the horticultural advisor than expected and the budget for exempt staff salaries was budgeted too low by \$9,000.

The Tree Nursery was overspent because it had been anticipated more stock could be used and revenue recovered but it was found the stock was still too small to use.

RECREATION AND CULTURE

(76,328)

The unfavourable variance was primarily the result of:

<u>DESCRIPTION</u>	<u>VARIANCE</u>	
	<u>\$</u>	<u>%</u>
Recreation Centre	(\$17,786)	(4%)
Arena	(42,680)	(39%)
Kinsmen Arenas	(12,007)	(10%)
Community Shelters	17,392	23%
G. H. Dawe	(21,649)	(3%)

The Recreation Centre accounts were over-spent because revenue was down for admissions (10%), concessions (23%) and locker income (23%). In addition, lifeguard salaries were overspent by \$6,051 or 4% because of sick time and extra promotions and bookings.

The Arena was overspent because the Rustlers did not rent the facility so Semi Pro hockey revenue was down \$8,499 (35%) and concessions recovery by \$4,096 (32%). Caretakers salaries were overspent \$9,304 (8%) because coverage for early morning operation was not budgeted adequately. There were also a number of unbudgeted repairs required to the ice equipment totalling \$7,712.

The Kinsmen arenas were overspent because utilities for a full year of operation of both facilities was underestimated by \$13,888 (34%).

RECREATION AND CULTURE (CONTINUED)

Community shelters was underspent because part of the 1989 costs for the rink operation were charged to 1988.

G. H. Dawe was overspent because pool admissions were under budget by \$36,209 (27%) and arena admissions and rentals by \$14,546 (17%).

PARKING FUND

NET UNFAVOURABLE VARIANCE (\$197,312)VARIANCE
FAVOURABLE
(UNFAVOURABLE)PROGRAM AND DESCRIPTION

The unfavourable variance of \$197,312 was primarily the result of the following significant variances:

REVENUE

(282,172)

The following revenues were under budget:

<u>DESCRIPTION</u>	<u>VARIANCE</u>	
	<u>\$</u>	<u>%</u>
Meter revenue	(\$258,913)	(39)
Fines revenue	(44,573)	(13)

Meter revenue was below budget because of delayed implementation of new meters and meter changing. The fine rate increase was not implemented until September 1, 1989.

ENFORCEMENT

45,837

The following expenditures were under budget:

<u>DESCRIPTION</u>	<u>VARIANCE</u>	
	<u>\$</u>	<u>%</u>
Salaries	21,708	9%
Commissionaires	17,127	12%

Salaries was below budget because the Parking Administrator was hired later than budgeted and the 1/2 time Clerk position was not filled.

The Commissionaires expenditure was below budget because the new metered area was not implemented in 1989 so additional commissionaires were not hired.

VARIANCE
FAVOURABLE
(UNFAVOURABLE)METER MAINTENANCE

34,617

Maintenance costs were 10% under budget because the new meter installations planned were not completed.

LOT MAINTENANCE

11,587

The budget provision was 7% underspent. Not as much maintenance work was required due to favourable weather conditions.

WATER UTILITY

NET UNFAVOURABLE VARIANCE (\$131,556)

<u>PROGRAM AND DESCRIPTION</u>	<u>VARIANCE FAVOURABLE (UNFAVOURABLE)</u>
The significant variances were:	
<u>REVENUE</u>	(343,345)
Residential revenue was \$323,382 or 14% under budget. Forfeited discounts were \$22,635 or 30% under budget.	
<u>ADMINISTRATION</u>	22,957
The major variance was a reduction in the franchise fee paid to the operating fund because it is based on a percentage of revenue. The actual was \$16,902 or 4% below budget.	
<u>PUMPING OPERATIONS AND MAINTENANCE</u>	55,480
The major variance was City utilities which were \$41,823 or 10% under budget. This was the result of less water sales requiring less pumping.	
<u>TRANSMISSION AND DISTRIBUTION</u>	124,558
Maintenance was under budget by 13% because of fewer water main breaks than normal and those that did occur were not as difficult as usual.	

SEWER UTILITY

NET FAVOURABLE VARIANCE \$59,733PROGRAM AND DESCRIPTIONVARIANCE
FAVOURABLE
(UNFAVOURABLE)

The significant variances were:

REVENUE

(95,844)

The significant revenue variances were:

<u>DESCRIPTION</u>	<u>VARIANCE</u>	
	<u>\$</u>	<u>%</u>
Residential revenue	\$24,631	1%
Commercial revenue	(164,752)	7%
Forfeited Discounts	44,743	-

SEWAGE TREATMENT AND DISPOSAL

87,909

The significant variances were:

<u>DESCRIPTION</u>	<u>VARIANCE</u>	
	<u>\$</u>	<u>%</u>
Salaries	47,522	9%
Contracted Services	20,621	21%
Repair Recovery	20,565	-

Salaries were underspent because of an unfilled position for part of the year and provision for breaking ice was not needed as anticipated.

Contracted services was underspent because computer software was not replaced as was expected.

Recovery of repair costs on the lagoon was not budgeted.

SEWAGE COLLECTION SYSTEM

61,620

The variance on maintenance of the system was 9% on a budget of \$710,850. This was the result of major pieces of equipment being out of service and not allowing the proposed program to be completed.

LANDFILL

NET FAVOURABLE VARIANCE IN TRANSFER
TO REPLACEMENT RESERVE WAS \$102,000

<u>PROGRAM AND DESCRIPTION</u>	<u>VARIANCE FAVOURABLE (UNFAVOURABLE)</u>
The significant variances were:	
<u>REVENUE</u>	\$65,021
Revenue exceeded budget by 9%.	
<u>WASTE DISPOSAL</u>	36,904
Only \$140 of the \$50,000 budget for consulting services was spent. This was offset by an over-expenditure for salaries of \$9,559 or 21% of the budget provision because of additional maintenance being required.	

EQUIPMENT FUND

NET FAVOURABLE VARIANCE \$508,000

<u>PROGRAM AND DESCRIPTION</u>	VARIANCE FAVOURABLE (UNFAVOURABLE)
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<u>REVENUE</u>	\$381,732
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The favourable variance of 16% from the budget of \$3,017,220 was primarily the result of the vehicle rental recovery being 10% or \$311,265 over budget.

<u>EXPENDITURES</u>	125,955
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There were various accounts that were over and under budget and contributed to the favourable variance such as:

<u>DESCRIPTION</u>	FAVOURABLE (UNFAVOURABLE) VARIANCE	
	<u>\$</u>	<u>%</u>
Mechanic Labour	19,480	6%
Radio Rental	(21,741)	(24%)
Insurance	75,341	45%
Parts	31,907	5%
Equip. Rental Int.	17,580	27%
Gas, Oil.	(35,919)	(9%)

Mechanic labour was underspent because of a mechanic on sick leave and an employee being on union business on a frequent basis.

Radio rentals depends on the number of vehicles being used and is difficult to project.

Insurance costs were below budget because the City continues to experience favourable rates.

Parts were underspent because there were fewer repairs required than normal.

Gas and Oil was overspent because equipment usage was higher than normal, as reflected in rental revenue exceeding budget.

E. L. & P. UTILITY

NET FAVOURABLE VARIANCE IN CONTRIBUTION

TO RESERVE FOR FUNDING CAPITAL COSTS \$822,000

<u>PROGRAM AND DESCRIPTION</u>	<u>VARIANCE FAVOURABLE (UNFAVOURABLE)</u>
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REVENUE

The utility revenue was higher than budgeted:

866,399

<u>DESCRIPTION</u>	<u>VARIANCE</u>	
	<u>\$</u>	<u>%</u>
Residential Revenue	\$155,634	2%
Commercial Revenue	662,892	4%
Forfeited Discounts	49,201	19%

ADMINISTRATION

(911,837)

The significant variances were:

<u>DESCRIPTION</u>	<u>VARIANCE</u>	
	<u>\$</u>	<u>%</u>
Salaries	47,947	6%
Hourly Wage Employees	10,610	11%
Transfers to General Operations	(177,752)	4%
Transfer to Capital Reserve	(821,766)	-
Capital Expenditure	24,377	70%

Salaries and hourly wage employees were underspent because replacement for vacation leave was not required to the extent anticipated as a result of vacation leave being staggered. In addition, a person was required only 1/2 time due to a lower workload than anticipated.

The Transfer to General Operations was overspent because the franchise levy is based on actual revenues and revenues were higher than budgeted.

The Transfer to Capital Reserve is the total utility variance from budget. It means \$821,766 more was able to be transferred to the reserve for capital expenditures than was budgeted.

E. L. & P. UTILITY (CONTINUED)

The favourable variance on capital expenditure was the result of not purchasing all computer software anticipated and actual costs for purchases being less than budgeted.

<u>PROGRAM AND DESCRIPTION</u>	<u>VARIANCE FAVOURABLE (UNFAVOURABLE)</u>
<u>TRAINING OF PERSONNEL</u>	19,776
The variance was 56% from budget because not as much training was completed as anticipated.	
<u>CUSTOMER BILLING AND COLLECTION</u>	(26,862)
The provision for meter reader salaries was overspent due to high staff turnover requiring more expensive staff to be used for replacement.	
<u>PURCHASE OF SUPPLY</u>	(45,115)
Additional power was purchased that was offset by additional revenue because of usage by customers.	
<u>DISTRIBUTION MAINTENANCE</u>	97,635
This is difficult to estimate. It does appear, however, that as a result of capital improvements less maintenance is being required. In addition, there was no bad storm damage.	

FILE:

ACCTSREC

DATE: April 5, 1990
 TO: DIRECTOR OF FINANCIAL SERVICES
 FROM: TREASURY SERVICES MANAGER
 RE: 1989 ACCOUNTS RECEIVABLE WRITE-OFFS

Attached are listings of general, business tax, mobile home and utility accounts receivable recommended for write-off in the 1989 financial year which will require Council approval.

Shown below is a summary of the accounts recommended for write-off in 1989 along with comparative figures for the previous four years:

	RECOMMENDED WRITE-OFF 1989	1988	1987	1986	1985
General Accounts	\$ 28,887.32	\$194,468.27	\$40,362.81	\$27,357.33	\$ 15,728.81
Business Tax	20,313.45	16,107.71	8,569.54	9,845.21	10,339.44
Mobile Home Licenses	8,017.61	6,369.07	3,889.28	1,492.30	2,015.56
Utility Accounts	\$ 53,090.65	47,019.40	38,609.19	49,278.98	76,959.93
	<u>\$110,309.03</u>	<u>\$263,964.45</u>	<u>\$91,430.82</u>	<u>\$87,973.82</u>	<u>\$105,043.74</u>
% of Total Billings	.24	.58	.21	.22	.31

- (1) The general accounts write off for 1988 was significantly higher than previous years write offs because of the inclusion of two accounts:

Simcoe & Erie re: Water reservoir failure	\$115,054
Elkana Management Limited re: Heritage Ranch	\$ 52,587

- (2) Business Tax -

Business tax write-offs of \$20,313.45 represent accounts where the businesses have closed operations without paying the current year's tax. When all attempts by City staff to collect the accounts have failed (usually in the form of attempted seizure of assets by the Sheriff) the accounts are turned over to the Credit Bureau and recommended for write-off at the following year end.

- (3) Mobile Home Licenses -

Mobile Home license write-offs of \$8,017.61 represent accounts where the occupants have terminated their residency without paying the current year's license fee in total. One of the major contributing factors to the increase in Mobile Home writeoffs was the Provincial Government's decision to dispense with the Homeowner Grants effective for the 1987 licensing year. This decision in effect shifted a much larger collection problem to City staff who are now attempting to collect the entire license fee as opposed to only the balance after application of the Homeowner Grant.

- (4) Utilities -

Total 1989 Utilities write-offs of 53,090.65 represent businesses that have ceased operations for one reason or another, and people who have moved away from the City. The 1989 utility write-off breakdown is as follows:

Director of Finance
 April 5, 1990
 Page 2

	<u>COMMERCIAL</u>	<u>RESIDENTIAL</u>	<u>TOTAL</u>
Recommended Write-Off	\$ 17,841.79	\$ 35,248.86	\$ 53,090.65
Number of Accounts Represented	27	429	456
Revenue Produced in 1988	\$22,093,000	\$12,880,000	\$34,973,000
Write-Off as % of Revenue	.08%	.27%	.15%

The following table summarizes the write offs and reserves for 1989.

	<u>1989 WRITE OFFS</u>	<u>1988 RESERVE PROVIDED</u>	<u>1989 RESERVE REQUIRED</u>	<u>CHARGE TO: 1989 OPERATIONS (1 - 2 + 3)</u>	<u>COMPARABLE 1988 CHARGE</u>
General	\$ 28,887	\$36,422	\$ 66,513	\$ 58,978	\$ 66,835
Business tax	20,313	21,619	16,661	15,355	20,179
Mobile Homes	8,018	1,472	8,875	15,421	6,984
Utility Accounts	53,091	36,881	46,564	62,774	52,923
	<u>\$110,309</u>	<u>\$96,394</u>	<u>\$138,613</u>	<u>\$152,528</u>	<u>\$146,921</u>

D. G. Norris
 Treasury Services Manager

DGN/mrk

Commissioner's Comments

We would recommend that Council approve the write-offs as outlined in the attached information. Council should note that the detail for the write-offs is not submitted to Council this year as recommended by the Finance Committee, but this information is available through the Director of Financial Services if Council so desires on a confidential basis.

"R.J. MCGHEE"
 Mayor

"M.C. DAY"
 City Commissioner

DATE: April 17, 1990
TO: Mayor
Aldermen
FROM: Assistant City Clerk
RE: 1989 OPERATING BUDGET AND ACTUAL RESULTS

Attached for your information and perusal is a report from the City Commissioner/Director of Financial Services dated April 5, 1990, re: 1989 Operating Budget and Actual Results.

This report shall be put on the Council agenda of May 14, 1990, however it is Council's policy that no later than April 30, a report on significant variances is to be submitted to Council members and for this reason, we are submitting this report to you now. It is being delayed to the May 14 meeting as the Director of Financial Services will be away for the April 30 Council meeting.

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

Respectfully submitted,



K. Kloss
Assistant City Clerk

KK/ds

Encl.

c.c. City Commissioner
Director of Financial Services

sent out April 20/90

DATE: May 16, 1990
TO: Finance & Audit Committee
FROM: City Clerk
RE: BUDGET VARIANCE REPORT
1989 ACCOUNTS RECEIVABLE WRITE-OFFS

Your report pertaining to the above matters received consideration at the Council meeting of May 14, 1990 and at which meeting Council passed the following motions.

"RESOLVED that Council of The City of Red Deer hereby approves the Budget Variance Report as presented to Council May 14, 1990."

and

"RESOLVED that Council of The City of Red Deer hereby approves the 1989 Accounts Receivable Write-Offs in the amount of \$110,309.03 as summarized in the report of the Treasury Services Manager and as presented to Council May 14, 1990".

At the above noted meeting, the following members of Council indicated that they wish to receive a detailed copy of the Accounts Receivable Write-Offs:

Alderman Pimm
Alderman McGregor
Alderman Guilbault
Alderman Campbell

By way of a copy of this memo, we are requesting the Director of Financial Services to ensure that copies are sent to the aforementioned members of Council.

Trusting you will find this satisfactory and we thank you for your report in this instance.


C. SEVCIK
City Clerk

CS/jt
c.c. Director of Financial Services

DATE: May 2, 1990

TO: Mayor and Members of Council

FROM: Alan Scott
Manager Economic Development

RE: DISPOSAL OF PUBLIC UTILITY LOT -
RIVERSIDE LIGHT INDUSTRIAL PARK

A recent redesign and subdivision of lots in the Riverside Light Industrial Park has resulted in a portion of the public utility lot, originally reserved for rail access, becoming surplus to our needs. The 20 ft. wide lot is adjacent to existing industrial properties in the subdivision and would best lend itself to consolidation with these lots. We have contacted the adjacent property owners and they have expressed an interest in acquiring the property and consolidating it with their industrial parcels.

An in-house appraisal of the land has indicated a market value of unserviced industrial property of \$34,400 per acre. We therefore request that Council approve authorizing the Economic Development Department to offer these parcels to the interested property owners at the appraised market value of \$34,400 per acre.

Originally the properties were offered to property owners on either side of the utility lot, but property owners to the north expressed no interest in acquiring the land. Those to the south however, are prepared to purchase the entire 20 ft. easement. The one parcel would be 200 ft. in width by 20 ft. deep, while the other parcel would be 100 ft. in width by 20 ft. deep.

There is no future need for this railway right of way, as the public utility lot on either side was previously cancelled.

Respectfully submitted,



Alan V. Scott
MANAGER ECONOMIC DEVELOPMENT

AVS/mm

Commissioner's Comments

We would concur with the recommendations of the Economic Development Manager.

"R.J. MCGHEE"
Mayor
"M.C. DAY"
City Commissioner

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ARC= 81.25
RAD= 478.00

78.40

67

STREE

188.52

70.63

78.60

PLAN

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0689

R-9

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PLAN 822 3080
UTL R/W PLAN 822 3081

STREET

UTL R/W PLAN 822 3081
LOT 28

PLAN

892 2868

LOT 29

UTL R/W PLAN 822 3081

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PLAN 882 2192

R/W PLAN
5218 N.Y.

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DATE: May 15, 1990

TO: Economic Development Manager

FROM: City Clerk

RE: DISPOSAL OF LOT R5, BLOCK 3, PLAN 2151 M.C.
RIVERSIDE LIGHT INDUSTRIAL PARK

Your report dated May 2, 1990 pertaining to the above was considered at the Council meeting of May 14, 1990 and at which meeting Council passed the following motion.

"RESOLVED that Council of The City of Red Deer, having considered a report from the Economic Development Manager dated May 2, 1990 re: the disposal of Lot R5, Block 3, Plan 2151 MC, located in the Riverside Light Industrial Park, and as outlined in the plan presented to Council May 14, 1990, hereby approve the sale of the said lands to adjacent property owners subject to the following conditions:

1. Sale price to be market value as established by the City at \$34,400 per acre.
2. The usage of the property to be consistent with the I-1 zoning.
3. The lands to be disposed of in accordance with the provisions of the Planning Act with the proceeds from the sale of reserve lands to be deposited in the Public Reserve Fund,

and as recommended to Council May 14, 1990 by the Administration."

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

On the understanding that the property owners are prepared to acquire said lot, this office will proceed with preparation of advertising and posting in accordance with the provisions of the Planning Act. We will require an account number for which to charge the said advertising.

Economic Development Manager
Page 2
May 15, 1990

Trusting you will find this satisfactory.



C. SEVCIK
City Clerk

CS/jt

c.c. Director of Engineering Services
Director of Financial Services
Director of Community Services
City Assessor
Urban Planning Section Manager
Council & Committee Secretary - Wilma

Council May 14/90

DATE: MAY 1, 1990
TO: CITY CLERK
FROM: ASSISTANT CITY CLERK
RE: FINE PAPER TENDER

At the Council meeting of April 17, 1990, the Administration were directed to submit to Council the quotes received for our paper tender.

Quotation requests were sent to 13 companies, of which only 2 companies submitted quotes. These companies were Crown Paper (our current supplier of paper) and Xerox Canada. Crown Paper was low bid in all areas of the tender, and therefore my analysis will focus upon this company.

When we request quotations on Fine Paper, we ask for prices on approximately 40 different paper items. Of these 40, 70% to 75% of our purchases are 8½" X 11" and 8½" X 14" white bond paper. This represents the bulk of purchases as well as the bulk of our paper usage. (Note: Of the 8½" X 11 bond and 8½" X 14 bond purchases, the breakdown is 91% and 9% respectively.)

In 1989, the City ordered 2.1 million sheets of 8½" x 11" and 200,000 sheets of 8 1/2" X 14" paper. Of the 8½" X 11" paper ordered, approximately 1.0 million was utilized by the Printroom, and 1.1 million used by Purchasing/Stores Department for distribution to other City departments for their general use, i.e. photocopying, typing. Of the 8½" X 14" ordered, the split was approximately 50% between the above-noted areas.

Following are the quotes received for 8½" X 11" and 8½" X 14" paper for both virgin paper and 50/50 recycled paper (50% virgin, 50% recycled):

Size	Price Per Thousand Virgin	Price Per Thousand Recycled
8½" X 11"	\$7.70	\$10.00
8½" X 14"	9.70	\$12.71

2.....

Page 2
City Clerk
May 1, 1990

Using 1989 volumes, the cost to the City based on the above prices would be:

<u>Size</u>	<u>Virgin</u>	<u>Recycled</u>	<u>Difference</u>
8½" X 11"	\$16,170	\$21,000	\$4,830
8½" X 14"	<u>1,940</u>	<u>2,542</u>	<u>602</u>
	\$18,110	\$23,542	\$5,432

As can be seen, the City would have to pay \$5,432.00 more per year through totally using recycled paper. In addition to the cost factor of recycled paper, I would like to bring to your attention other concerns that have arisen which would have an effect on the City, namely:-

1. To compare 50/50 white recycled paper and virgin white paper, the difference is not that extreme. Where one does see the difference is when the paper is used for copying, especially in high speed copiers where there is a higher level of heat generated. Also, recycled paper tends to be more prone to curling, which causes problems in double-sided. As well, with some recycled paper the backside of double-sided copies have shown through to the front side, making the document hard to read. These are concerns that, until we have tested the recycled paper, we cannot determine to what extent they may arise.
2. Recycled paper, because of its consistency is more prone to retain static electricity which can increase the number of jams experienced by a copying machine. To what extent this jamming may occur is not known at this time, however, could be evaluated. I would advise that with regard to static electricity, currently in the Printroom we have two floor humidifiers which operate throughout the day. These humidifiers are used to help reduce the static on our current virgin paper in order to reduce jams which in turn reduces staff handling time and increases efficiency.

Again, the extent of these problems are not fully known and can only be determined by testing over a period of time.

3.....

Page 3
City Clerk
May 1, 1990

Consideration should also be given to the aspect of double-sided copying, whether the decision is either to go to virgin paper or recycled paper. It may be said that going to a higher level of double-siding city documents, we can reduce the amount of paper used, thus reducing paper cost. This is true, however, double-siding will not work for all printing jobs or for all departments. Many print jobs are one page, i.e. forms, and cannot be backed up. Also for double-sided, the Printroom copier is designed for this task. The operator places a report in the document-feeder, and the machine does the rest, including such things as: reduction, enlarging, stapling and multiple copying, all in one process. With other City departments which utilize the other 1.1 million sheets of paper, backing up on their machines is very time consuming as their photocopiers are not designed with an automated back-up feature. The process they must take is as follows:

If they were to back up a 10 page report, they would first have to arrange originals so that you first copy pages 1-3-5-7-9. You would then place the odd number of pages in the machine upside down in order to then copy pages 2-4-6-8-10 on the backs. This has to be done to ensure that page 2 is backed up on page 1, etc. Also, City copiers other than the Printroom's copier, are not designed to make multiple backed-up copies, so staff time would be greatly increased. The City departments are aware the Printroom offers double-sided copying to them and many do take advantage of this service.

RECOMMENDATIONS:

With regard to this matter I would recommend as follows:

1. That the Fine Tender paper be awarded to Crown Paper. This tender can be awarded prior to any decision being made as to whether the City uses virgin or recycled paper or a combination thereof. This tender basically just establishes the prices that it costs for us to obtain paper, and a decision is required immediately as our current tender ends MAY 31, 1990.
2. That if it is Council's direction to use recycled paper, they:
 - (a) authorize the expenditure of additional funds to purchase said recycled paper;

4.....

Page 4
City Clerk
May 1, 1990

- (b) direct that City departments substitute the use of virgin white paper with 50/50 8½" X 11" and 8½" X 14" white recycled paper.

City Clerks would continue to monitor the use of recycled paper, and should any problems arise such as those outlined in this report, a further report would be submitted to Council.

Trusting you will find this satisfactory.

Respectfully submitted,

K. KLOSS
ASSISTANT CITY CLERK
KK/sp

FILE:

RECYCTEN

DATE: April 18, 1990
TO: CITY CLERK
FROM: DIRECTOR OR FINANCIAL SERVICES
RE: TENDER FOR FINE PAPER REQUIREMENTS

Council at their meeting of April 17, 1990 requested the tenders received for the above be submitted to Council. Council is apparently wanting to compare the price for our regular paper with the cost of recycled paper before award of the tender.

In order to properly consider the bids for recycled paper, it is necessary that we try to determine, as much as possible, if it is satisfactory for our existing uses (eg. copiers, etc.)

It would be appreciated if you could submit a report to Council on the tenders received for the supply of fine paper.

By copy of this memo to the Purchasing Agent I am requesting that for future awards of tenders for supply of paper products, if the price for recycled paper is the same or less than non-recycled paper, then the recycled paper is to be given the tender. This assumes, of course, the recycled paper would be of satisfactory quality for our requirements.

Your cooperation is appreciated.



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

AW/mrk

c.c. Purchasing Agent

Commissioner's Comments

As indicated in the attached report the cost to supply bond paper to the City is \$18,110. If recycled paper is used this cost will increase by \$5,432 to a total cost of \$23,542. This is a substantial difference in cost. For this reason, we cannot support the use of recycled paper with these additional taxpayers' dollars.

Our major concern is the additional undefined cost as a result of using recycled paper. For this reason, we would further recommend that we acquire a small amount of recycled paper (say 10,000 sheets) to test for compatibility with copying machines, double sided printing, etc. so that next year we are in a better position to advise Council on the full cost impact of using this product.

"R.J. MCGHEE"
Mayor

"M.C. DAY"
City Commissioner

DATE: April 20, 1990

TO: Print Room Operator

FROM: Assistant City Clerk

RE: 1. USE OF RECYCLED PAPER
2. RECYCLING PAPER
3. BACKING UP OF DOCUMENTS

I would advise that at the Council meeting of April 17, 1990, consideration was given to the above noted topic.

With regard to the first item, use of recycled paper, Council directed that when tenders for fine paper requirements are received, same are to be submitted to Council for consideration. Council, at that time, depending on price and quality of the recycled paper, will determine the extent of use of recycled paper for the City.

With regard to the second item, recycling paper, attached is a report from the City Commissioner outlining that a recycling program is to commence within the City beginning May 1, 1990. In this regard, I would ask that you retain the boxes in which our paper supplies are shipped for use only for City related matters, giving priority for those departments which require boxes to begin this recycling program.

With regard to the last item, backing up of documents mainly relative to Council agenda, the following Council agendas are to be backed up:

1. Alderman Surkan's agenda
2. The media agendas
3. The public's agendas

The decision of Council in this instance is submitted for your information and appropriate action. If you have any questions, please do not hesitate to talk to me.



K. KLOSS
Assistant City Clerk

KK/jt

Att.

DATE: April 20, 1990
TO: Director of Financial Services
FROM: Assistant City Clerk
RE: FEASIBILITY OF USING RECYCLED PAPER AND RECYCLED PRODUCTS -
WRITTEN INQUIRY - ALDERMAN SURKAN

At the Council meeting of April 17, 1990, consideration was given to the above noted written inquiry.

Although no formal resolution was passed at said meeting, Council did direct that tenders received for the supply of fine paper be submitted to Council prior to the award of same.

Once this office has received said tender, we will summarize same and submit a report to City Council. With regard to recycling paper products, which I assume is included in this tender, Council agreed that not only should consideration be given to the cost of recycled paper, but also the quality of said paper.

Trusting you will find this satisfactory.



K. KLOSS
Assistant City Clerk

KK/jt

c.c. Purchasing Agent

DATE: May 16, 1990
TO: Purchasing Agent
FROM: City Clerk
RE: FINE PAPER TENDER

The attached reports regarding the above tender were presented to Council May 14, 1990 and at which meeting the following motion was passed.

"RESOLVED that Council of The City of Red Deer, having considered report dated May 1, 1990 from the Assistant City Clerk re: Fine Paper Tender, hereby concurs with the comments of the Commissioners and as presented to Council May 14, 1990."

As noted in the report from the Assistant City Clerk, the Fine Paper Tender may be awarded to Crown Paper immediately as our current tender ends May 31, 1990. Council did not authorize the expenditure of additional funds to purchase recycled paper except for a very limited amount to test for compatibility with copying machines, double-sided printing, etc. so that, as suggested by the Commissioners, we are in a better position to advise Council on the full cost impact of using this product the next time we tender.

We would request that you order a minimum quantity of 8½" x 11" and 8½" x 14" recycled paper to be submitted to the departments for testing purposes. We would request that the paper be used in the photocopiers, laser printers, typewriters, etc. and that comments and observations be obtained back from the various departments on its performance in the various equipment. We would appreciate receipt of a copy of all responses in due course for submission to Council.



C. SEVCIK
City Clerk

CS/jt

c.c. City Commissioners
Directors
Department Heads
Machine Operator Clerk

DATE: May 16, 1990
TO: Purchasing Agent
FROM: City Clerk
RE: FINE PAPER TENDER

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C. SEVCIK
City Clerk

CS/jt

c.c. City Commissioners
Directors
Department Heads
Machine Operator Clerk

DATE: May 16, 1990
TO: Purchasing Agent
FROM: City Clerk
RE: FINE PAPER TENDER

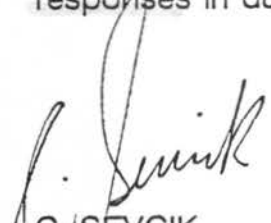
MAY 16 1990

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C. SEVCIK
City Clerk

CS/jt

c.c. City Commissioners
Directors
Department Heads
Machine Operator Clerk

DATE: 1990 08 21

TO:

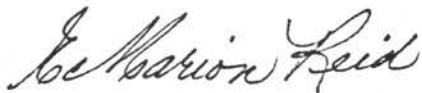
FROM: ASSISTANT PURCHASING AGENT

RE: RECYCLED BOND PAPER

In order to be in a position to advise Council on the full cost impact of using recycled paper, your department, among others, has been selected to test this batch of recycled paper for compatibility for use with copying machines, double sided printing, etc.

It is requested the paper be used in photocopiers, laser printers, typewriters, etc. One method may be to test on a particular multicopy run of photocopies.

Please provide your observations and comments on test results, in writing, to the Purchasing department by October 5, 1990.



Marion Reid
Assistant Purchasing Agent

MR/kp

Oct - 4 1990

TO RUTH

FROM IRENE

DEPT. PRINT ROOM

DATE Oct 4 1990

RE Recycled Paper.

MESSAGE

I found running recycled paper two sided
on my 1090 machine. I had a lot of trouble.
I wasted alot of paper & had a lot of jams.
It ran one sided ok except at times I got
extra sheets of paper coming out.

The recycled card stock jammed
Irene

REPLY

DATE _____ 19 _____

I had to have the service man out
three times that week. It seemed to be
hard on the machine alot of paper chust

DATE: October 4, 1990

OCT - 5 1990

TO: Marion Reid
Assistant Purchasing Agent

FROM: Donna Hamel
Chief Executives' Secretary

RE: RECYCLED BOND PAPER

With reference to the above and your memo of August 21, 1990 we would comment as follows:

- 1) We did not experience any problems using this paper in our Laser Printer (Toshiba -Page Laser 12),
- 2) We did, however, have problems with our copier. (Canon NP 1215) Paper jammed when using the automatic document feeder. We had the Canon service man in to check our machine because of our problems with the automatic document feeder, and he used paper he had brought with him and had no problem - as soon as he left, our problems continued.

Submitted for your consideration.



Donna Hamel

OCT - 1 1990

SP-2.921

DATE: October 1, 1990

TO: MARION REID
Assistant Purchasing Agent

FROM: KATHRYN LEFEBVRE
Community Services Division

RE: RECYCLED BOND PAPER

The Community Services Division used the recycled bond paper in our Minolta EP4230 photocopier and in our Toshiba Pagelaser 12 printer and had absolutely no problems. Our photocopier has double-sided copying capabilities which are used extensively and we had no jamming or other difficulties.

As far as the Community Services Division is concerned, the recycled bond paper creates no problems in our machines. If the City were to start purchasing this paper we would be pleased to use it.



KATHRYN LEFEBVRE

TO	Marion	FROM	Dennis O'Brien
	Purchasing Dept	DEPT.	G.H. Dawe
		DATE	Oct 11

RE Recycled Paper

MESSAGE

We found the paper to be very satisfactory for all our purposes except for photo copying 2 sides. The paper did not seem to want to go through the copier twice in quick succession.

Thanks Dennis

REPLY

DATE _____ 19__

SEP 14 1990

660-096

DATE: September 13, 1990
TO: Assistant Purchasing Agent
FROM: Engineering Senior Secretary
RE: RECYCLED BOND PAPER

The Engineering Department has used the recycled bond paper in the Toshiba PageLaser 12 Printer and the Sharp SF8800 Photocopier. We did not experience any jamming problems with the paper on either machine. We do not have any idea what the long-term effect will be on these machines with respect to dust or dirt from the recycled bond paper.



Eira Marie Garvin
Senior Secretary

/emg

OCT - 4 1990

Pm

DATE; OCTOBER 3, 1990
TO; MARION REID, ASSISTANT PURCHASING AGENT
FROM; FIRE DEPARTMENT
RE; RECYCLED BOND PAPER

As Deputy Chief Dubois is on vacation, I am replying to your memo 1990 08 21.

The recycled paper that you provided to us was tested by our Department. This was conducted as a "blind" test and people using the paper had no idea that it was different in any way from the paper regularly stocked.

The result was that this paper is fully acceptable and there was no difference at all using this paper as compared to regular paper. I did not receive one complaint.



Connie Barnaby

SEP 11 1990

DATE: SEPTEMBER 10, 1990

TO: MARION REID
ASSISTANT PURCHASING AGENT

FROM: CHARLENE JONES
GARAGE CLERK

RE: RECYCLED BOND PAPER

With regards to your memo dated August 21, 1990, I have found no problems using the recycled paper in the photocopier or the laser printer.


Charlene Jones
Garage Clerk

pm

DATE: October 4, 1990

TO: Assistant Purchasing Agent

FROM: Assessment, Tax & Land Department

RE: RECYCLED BOND PAPER

In reply to your memo of August 21, 1990, this is to advise that no negative feedback was received regarding the use of recycled 8 1/2 x 14 bond paper.

Norma Lovell

Norma Lovell

/ngl

DATE: September 14, 1990

TO: Assistant Purchasing Agent

FROM: Kerry Perkins

RE: RECYCLED PAPER PROJECT

The recycled paper was used in the laser printer, the photocopier, and the typewriters. We found no apparent differences in quality of print and it didn't jam in the photocopier.

Kerry Perkins

FILE NO.: R-34232

DATE: OCTOBER 1, 1990

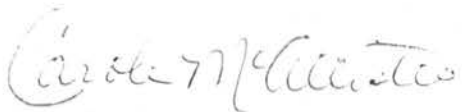
TO: MARION REID
Assistant Purchasing Agent

FROM: CAROLE McALLISTER
Recreation & Culture

RE: RECYCLED BOND PAPER

OCT - 2 1990

Further to your memo of August 21 and the recycled bond paper that we received, we wish to advise that we were very pleased with the way the paper responded to use in our equipment. We used the paper on a number of runs, including double sided copying in our photocopier, runs through the laser printer, and of course, was used on all typewriters with no problems to report.



CAROLE McALLISTER

/cjm

DATE: September 12, 1990

TO: Marion Reed
Purchasing Department

FROM: Melanie Jones
Transit Department

RE: RECYCLED BOND PAPER

I used the recycled bond paper in both the laser printer and photocopier and found no apparent differences in the running of the machines (no jams) and the copies made.

mjones

Melanie Jones
Transit Clerk Steno

mj

20 LETTER

10 LEGAL

Copy of Erna's list
90 8-21

Gene
City Clerks - Erna Teske (Print Room) - Xerox 1090 RDH/FIN * - *Brene* - 90/10/04

Donna Hamel
City Clerks - Erna Teske - Toshiba BD 5620

4 Commissioners Office - Erna Teske - Canon NP1215AF * - *W. Hamel* - 90/10/04

April Community Services - Kathryn Lefebvre - Minolta EP4230 * - *K. Lefebvre* - 90/10/01

* *343-2222* G.H. Dawe - D O'Brien - Canon NP4540RDF * *P. O'Brien - 90/10/11* *Shut down therefore leave w/Carol @ Recreation*

3358 Engineering - Eira Marie Garvin - Sharp SF-8800 * - *E. Garvin* - 90/09/13

C. Barnaby
4 XTE Fire Station #3 - D. Dubois - Ricoh FT4480 *on Vacation* * - *C. Barnaby* - 90/10/03

3230 Garage - Charlene Jones - Sharp SF-7700 * - *C. Jones* - 90/09/10

3119 Land & Tax - Norma Lovell * Canon NP3325 * - *N. Hamel* - 90/10/04

3238 Public Works - Leanne Christensen ** Ricoh FT5560

3273 Purchasing - Kerry Perkins - Toshiba BD8412 * - *K. Perkins* - 90/09/14

21-218 *3225* Recreation - Carole McAllister - Canon NP6650 *(plus Dawe's batch)* * - *C. McAllister* - 90/10/01

3225 Transit - Melanie Jones - Xerox 1025 R/E/3T SADH * - *M. Jones* - 90/09/12

* - indicates - response rec'd.

OCT 26 1990

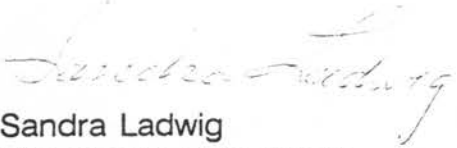
DATE: OCTOBER 26, 1990
TO: PURCHASING DEPARTMENT
FROM: SANDRA, CITY CLERKS
RE: USE OF RECYCLED PAPER IN TOSHIBA PAGELAZER 12 PRINTER

I apologize for the delay in replying to your request.

We began using recycled paper in the printer on August 23, 1990. June, Donna and I, as steno's found it to be totally satisfactory, except that when we sent an original Agenda or Minutes into the Print Room (Irene) for duplicating, often the copies run by Irene from the original had lines down them.

I understand from Jim Ham that we have been using the wrong Toner in our machine, and this could have been the reason why we got black lines down the paper, and perhaps it wasn't the recycled paper at all.

I trust that the above will be satisfactory.


Sandra Ladwig
City Clerk's Department
On behalf of the Steno's here
in the main part of the office.
/sp

DATE: FEBRUARY 7, 1991
TO: CITY CLERK
FROM: ASSISTANT CITY CLERK
RE: RECYCLED PAPER

HISTORY

At the Council meeting of April 17, 1990, the Administration were directed to submit to Council the quotes received for our Fine Paper Tender. On May 14, 1990 the quotes were presented to Council for review.

I believe the main reason Council requested to review this matter was to determine if the City should be embarking on the use of recycled paper for all City departments. From the analysis presented to Council, it was outlined that based on our current paper volume it would cost the City an additional \$5,432.00 per year to convert to using only recycled paper. This additional cost was as a result of the higher price of recycled paper over virgin paper (a 23% premium over virgin paper).

In addition to price, some questions were raised as to the effect of recycled paper on such machines as photocopiers and laser printers relative to excess paper dust, increased static electricity, curling of paper and double sided copying.

As a result of discussion relative to the above, Council agreed not to support the use of recycled paper at this time however did agree to acquire a small amount (approximately 10,000 sheets) of recycled paper to test for compatibility with copying machines, double sided printing, etc.

In August of 1990 recycled paper was distributed to various departments with a request that the departments use the paper in photocopiers, laser printers, typewriters, etc. to determine any disadvantages in using said paper. Responses were received by the departments involved (copies attached) with varying responses.

ANALYSIS

Attached as Schedule A, is a summary of the department responses as they pertain to the use of recycled paper in photocopiers.

As can be seen, 3 departments have experienced problems with recycled paper with 8 departments experiencing no problems. It should be noted though that in 1989 the City ordered 2.3 million sheets of paper. Of this amount 1 department (City Clerk's

Print Room) used 1.2 million alone with all the other departments splitting the use of balance among themselves.

The 3 departments which had difficulty with the paper were the Mayor's Office, G.H. Dawe and the City Clerk's Print Room. The problems identified by the first two departments noted were paper jamming with the first and difficulty with double siding with the second. The third area, Print Room, I shall expand on this more thoroughly as I am more familiar with same and as this utilizes approximately 50% of the total paper usage.

The problems encountered were:

1. With double siding of documents, we experienced continual jams in the machine which resulted in a large wastage of paper.
2. With one sided copying, we found that the machine operated okay with the exception that paper was sticking together thus we received extra sheets in the output of paper. This not only increases paper wastage but adds considerably to the operator's time in checking for such occurrences.
3. Use of recycled card stock was next to impossible as it continually jammed.
4. We experienced an increase in service calls for the machine. Normally our service man is called about once or twice every two weeks. The week we used the recycled paper the service man had to be called in three times. A comment which he made was using the paper was harder on the machine as the amount of extra paper dust from the recycled paper is very noticeable.
5. Recycled paper tends to curl easier after it has been through a copier. What we find is that if we get a print job and we are asked to copy something which is on recycled paper, we are having to make a new master in order to run it through our machine. This is as a result of the curling of the paper.

The preceding outlines some major concerns about using recycled paper however I believe there can be a place for using recycled paper. As outlined in the responses, many departments found no problem with using recycled paper. What one must consider is when and where is it appropriate to use same and can we justify the extra amount it will cost to buy recycled paper.

RECOMMENDATION

1. That the City commence purchasing approximately 50% recycled paper and 50% virgin paper.
2. That all departments be required to use recycled paper with the exception of the City Clerk's Department, Mayor's Office and G.H. Dawe.
3. That only top quality recycled paper be purchased. This will assist in alleviating such problems as excessive paper dust, paper curling, etc.
4. That the preceding be subject to Council approval.

Trusting you will find this satisfactory.

A handwritten signature in black ink, appearing to read 'K. Kloss', written over the typed name.

K. Kloss
Assistant City Clerk

att.

USE OF RECYCLED PAPER
PHOTOCOPYING EQUIPMENT

DEPARTMENT	PROBLEMS	NO PROBLEMS
City Clerk's	Xerox 1090	
Commissioners' Office	Canon NP 1215	
Community Services		Minalta EP 4230
G.H. Dawe	Canon NP 4540 ROF	
Engineering Department		Sharp SF 8800
Fire Department		Ricoh FT 4480
Garage		Sharp SF 7700
Assessment, Tax & Land		Canon NP 3325
Purchasing		Toshiba BD 8412
Recreation & Culture		Canon NP 6650
Transit		Xerox 1025

Use of Recycled Paper Photocopying Equipment

"Schedule A"

	Problems	No Problems
City Clerks	Xerox 1090	
Commissioners Office	Canon NP 1215	
Community Services		Minolta EP 4230
C. H. Dams	Canon NP 4540 RDF	
Engineering Dept.		Sharp SF 8800
Fire Dept.		Ricoh FT4480
Garage		Sharp SF-7700
Assessment, Tax & Land		Canon NP 3325
Purchasing		Toshiba BD 8412
Recreation & Culture		Canon NP 6650
Transit		Xerox 1025

NO. 8

CS-2.775

DATE: May 7, 1990
TO: CITY COUNCIL
FROM: LOWELL R. HODGSON
A/Director of Community Services
RE: PROPOSED AMENDMENTS TO THE
1990 SOCIAL PLANNING BUDGET

The attached memo from the F.C.S.S. Board Chairman is self-explanatory. I support these allocations for 1990 only, with no commitment to these services beyond 1990. Any consideration for these projects in 1991 would be dependent upon available funds.



LOWELL R. HODGSON

LRH:dmg

Att.

- c. Rick Assinger, Social Planning Manager
Colleen Palichuk, Chairman, F.C.S.S. Board

SP-2.755

DATE: May 7, 1990

TO: MAYOR McGHEE & COUNCIL

FROM: COLLEEN PALICHUK, Chairman
F.C.S.S. Board

RE: PROPOSED AMENDMENTS TO 1990 SOCIAL PLANNING BUDGET

As Council is aware, the provincial budget presented in March announced some additional funding for F.C.S.S. Council will recall that the local 1990 F.C.S.S. budget was prepared assuming no increase in provincial funding. In fact, the provincial funding increase for our program was \$31,039.

The F.C.S.S. Finance Committee met on April 10 to consider appropriate allocation of these funds using priorities set during budget considerations. Recommendations were established and presented to the Red Deer & District F.C.S.S. Board at their May 1 meeting. The attached report details these recommendations. Also included is an analysis of proposed amendments. Please note the municipal share, which has already been approved, is sufficient when cost sharing with the province. The majority of the provincial allocation will be utilized.

After consideration of the report, the Board adopted the following recommendations subject to there being no problems with the Community Services Centre budget.

- Increase funding to the Community Information & Referral Service for Volunteer Referral	- \$ 4,000
- Increase funding to the Golden Circle for Outreach	- \$ 6,500
- Increase funding to the Sexual Assault Centre	- \$ 6,000
- Funding for the Oriole Park S.A.C.C. Program	- \$ 6,000
- Restored C.M.H.A. funding under F.C.S.S.	- \$12,000
- Transfer of S.A.C.C. costs to F.C.S.S.	- \$ <u>4,000</u>
TOTAL AMENDMENTS	\$38,500
PROVINCIAL SHARE (80%)	\$30,800
CITY SHARE	\$ 7,700

Mayor McGhee & Council

Page 2

May 4, 1990

File No. SP-2.755

In relation to the Community Services Centre, it is very difficult to project the expenditures for this project given no background on which to base estimates. It is our belief that there may be some overages for this first year but it is anticipated that this will be compensated by underexpenditures in other projects and by surpluses generated in the Community Services Centre budget in 1991.

We therefore request Council's approval for the recommendations approved by the F.C.S.S. Board to allow 1990 funding to be extended to the projects mentioned in the report.



COLLEEN PALICHUK

/kl

Att.

SP-2.745

DATE: April 25, 1990

TO: F.C.S.S. BOARD

FROM: LEE URQUHART, Chairman
Finance Committee

RE: PROPOSED AMENDMENTS TO 1990 BUDGET

Attached is a memo from the Social Planning Manager outlining additional provincial funding to our Program available for 1990. This additional funding was announced in the Provincial Budget presented in late March. Board members will recall that the 1990 budget was prepared assuming no increase in provincial funding. In fact, provincial funding increased for our program by \$31,039.

Board members will also recall that additional funding requests were made in the 1990 budget submitted to municipalities in our program as follows:

- 1) Restore full funding to the C.M.H.A. - \$12,000
- 2) Additional funding to the C.I.R.S. for a continuation of the part-time Volunteer Coordinator - \$12,000
- 3) Additional funding to the Sexual Assault Centre to make the Public Education Coordinator a full year position - \$ 8,000
- 4) Additional funding to the Golden Circle for a half-time Outreach Assistant - \$12,000

Red Deer City Council approved additional funding for item (1) Restore full funding to C.M.H.A. in the 1990 budget.

An updated report on these priority projects for additional funding for 1990 was prepared by the Social Planning staff for the Finance Committee meeting held April 10, 1990. In addition, additional funding was considered for another School Age Child Care program to commence at Oriole Park School this September. The funding required to proceed with these additional requests for 1990 is as follows:

.../2

F.C.S.S. Board
 April 25, 1990
 Page 2
 File No. SP-2.745

1)	Volunteer Referral (half-time) beginning September 1, 1990	- \$ 4,000
2)	Outreach Assistant (half-time) beginning June 1, 1990	- \$ 6,500
3)	Sexual Assault Education Coordinator full year funded	- \$ 6,000
4)	School Age Child Care program for Oriole Park in September	- \$ <u>6,000</u>
	TOTAL	\$22,500

The Finance Committee also was made aware that the \$12,000 to C.M.H.A. and \$4,000 of School Age Child Care funding could be cost-shared under the F.C.S.S. program rather than the Canada Assistance Plan. This would save the City sufficient funds to allow all of the above additional funding requests for the balance of 1990 to be met without any additional municipal funding required. It is therefore recommended that the F.C.S.S. Board recommend to City Council approval of amendments to the 1990 Social Planning Budget as follows:

- Increased funding to the Community Information & Referral Service for Volunteer Referral	- \$ 4,000
- Increased funding to the Golden Circle for Outreach	- \$ 6,500
- Increased funding to the Sexual Assault Centre	- \$ 6,000
- Funding for the Oriole Park S.A.C.C. Program	- \$ 6,000
- Restored C.M.H.A. funding under F.C.S.S.	- \$12,000

.../3

F.C.S.S. Board
April 25, 1990
Page 3
File No. SP-2.745

- Transfer of S.A.C.C. costs to F.C.S.S.	- \$ <u>4,000</u>
TOTAL AMENDMENTS	\$38,500
PROVINCIAL SHARE (80%)	\$30,800
CITY SHARE	\$ 7,700

It is also recommended that this additional funding be available for 1990 only and that there is no commitment to these services beyond 1990. Any consideration of further funding for 1991 is contingent upon available funds for that year.

Board concurrence with this report is requested.



LEE URQUHART

/kl

DATE: April 10, 1990

TO: FINANCE COMMITTEE
F.C.S.S. BOARD

FROM: RICK ASSINGER
Social Planning Manager

RE: 1990/91 PROVINCIAL ALLOCATION

Population: 73,163

A. Administration Grants (same as last year)

$$\begin{aligned}
 \$9.50 \times 5,000 &= \$47,500 \\
 1.10 \times 7,000 &= 7,700 \\
 .70 \times 61,163 &= 42,814 \\
 &\$98,014 \quad (1989/90 = \$97,236)
 \end{aligned}$$

B. Programs (increased by \$.35)

$$73,163 \times 12.60 = \$921,854 \quad (1989/90 = \$882,625)$$

ADJUSTED FOR CALENDAR YEAR

	<u>1990</u>	<u>1989</u>	<u>Difference</u>
A. Administration	97,820	97,144	+676
B. Programs	<u>912,047</u>	<u>881,008</u>	<u>+31,039</u>
TOTAL	1,009,867	978,152	31,715

April/1990

ANALYSIS OF PROPOSED AMENDMENTS
TO 1990 F.C.S.S. BUDGET

A. CURRENT BUDGET

	<u>City Share</u>	<u>Canada Assistance Plan</u>
Canadian Mental Health Association	\$ 6,000	\$ 6,000
School Age Child Care Costs	2,000	2,000
Volunteer Coordinator	--	--
Golden Circle Outreach	--	--
Sexual Assault Coordinator	--	--
 TOTAL	 <u>\$ 8,000</u>	 <u>\$ 8,000</u>

B. PROPOSED CHANGES

	<u>City Share</u>	<u>Provincial F.C.S.S.</u>
Canadian Mental Health Association	\$ 2,400	\$ 9,600
School Age Child Care Costs	2,000	8,000
Volunteer Coordinator	800	3,200
Golden Circle Outreach	1,300	5,200
Sexual Assault Coordinator	<u>1,200</u>	<u>4,800</u>
 TOTAL	 <u>\$ 7,000</u>	 <u>\$30,800</u>

Commissioner's Comments

As indicated in the attached report, the additional Provincial funding does not result in increased City funding. On this basis we would recommend Council support the amendments to the 1990 F.C.S.S. Budget.

"R.J. MCGHEE"

Mayor

"M.C. DAY"

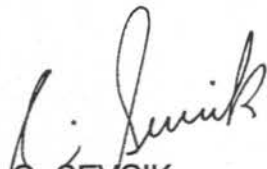
City Commissioner

DATE: May 15, 1990
TO: F.C.S.S. Board
FROM: City Clerk
RE: PROPOSED AMENDMENTS TO THE 1990 SOCIAL PLANNING BUDGET

Your report dated May 7, 1990 pertaining to the above topic was considered at the Council meeting of May 14, 1990 and at which meeting Council passed the following motion.

"RESOLVED that Council of The City of Red Deer, having considered proposed amendments to the 1990 Social Planning Budget as outlined in the report dated May 7, 1990 from the F.C.S.S. Board, hereby approves the amendments and as presented to Council May 14, 1990."

The decision of Council in this instance is submitted for your information and I trust you will find same satisfactory.


C. SEVCIK
City Clerk

CS/jt

c.c. Director of Community Services
Director of Financial Services
Social Planning Manager

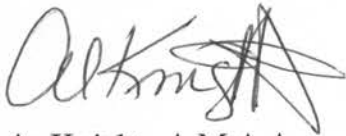
NO. 9

DATE: May 7, 1990
TO: City Clerk
FROM: City Assessor
RE: THE FAIRWAYS CONDOMINIUM COMPLEX
LOTS 1 AND 2, BLOCK 10, PLAN 892-2209
STREET NAME CHANGE - 65TH AVE. TO FARRELL AVE.
(PLEASE SEE ATTACHED MAP)

We respectfully submit for City Council's perusal and approval the request as attached to change the name of the street from which the Fairways Condominium Complex is presently addressed.

The request from Canawest Properties Inc. is to change the registered name "65th Ave." to "Farrell Ave".

The Fire Department, Red Deer Regional Planning Commission and City Assessor are in agreement with the change and do not foresee any difficulties with this request.



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

WFL/AK/ngl

Enc.

c.c. Fire Chief
Senior Planner

Canavest
Canavest Properties Inc.

April 16, 1990

Peter Robinson
Land Appraiser
P.O. Box 5008
Red Deer, Alberta
T4N 3T4

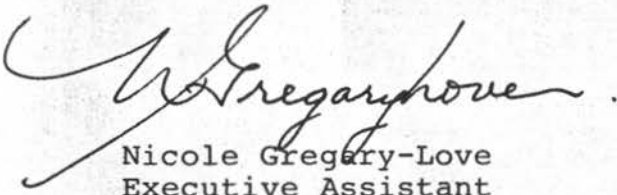
COPY

Dear Mr. Robinson:

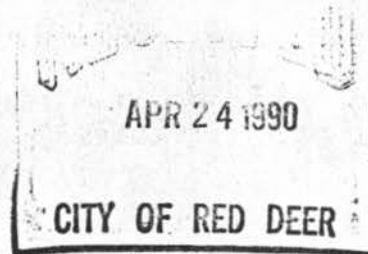
Re: Fairways Condominium Complex Red Deer AB

In response to your letter of April 6, 1990, we have selected the name of 'FARRELL AVENUE' to put in place of 65th Avenue, which was chosen from the list given to us by yourself.

Yours very truly,

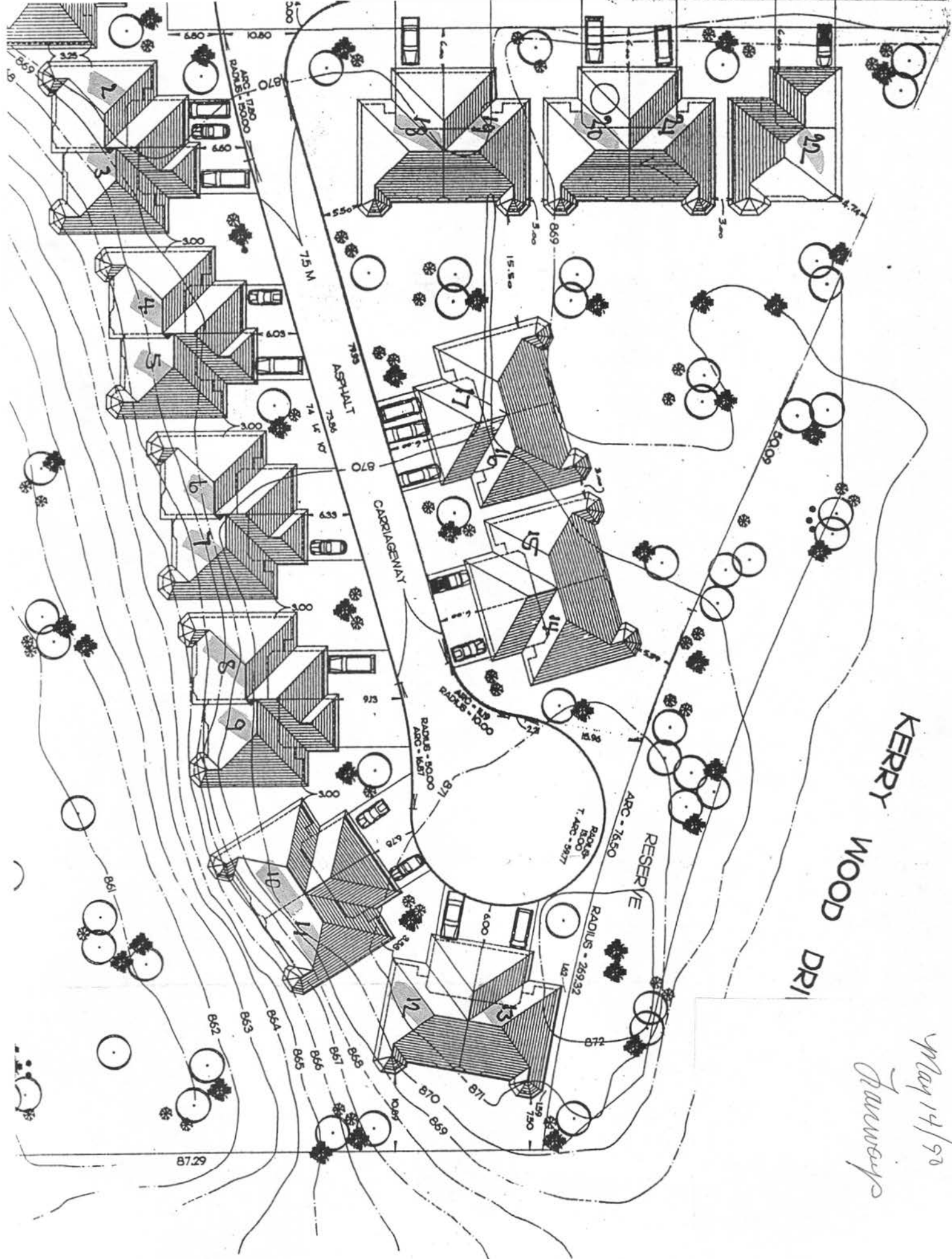

Nicole Gregory-Love
Executive Assistant

NGL/ats



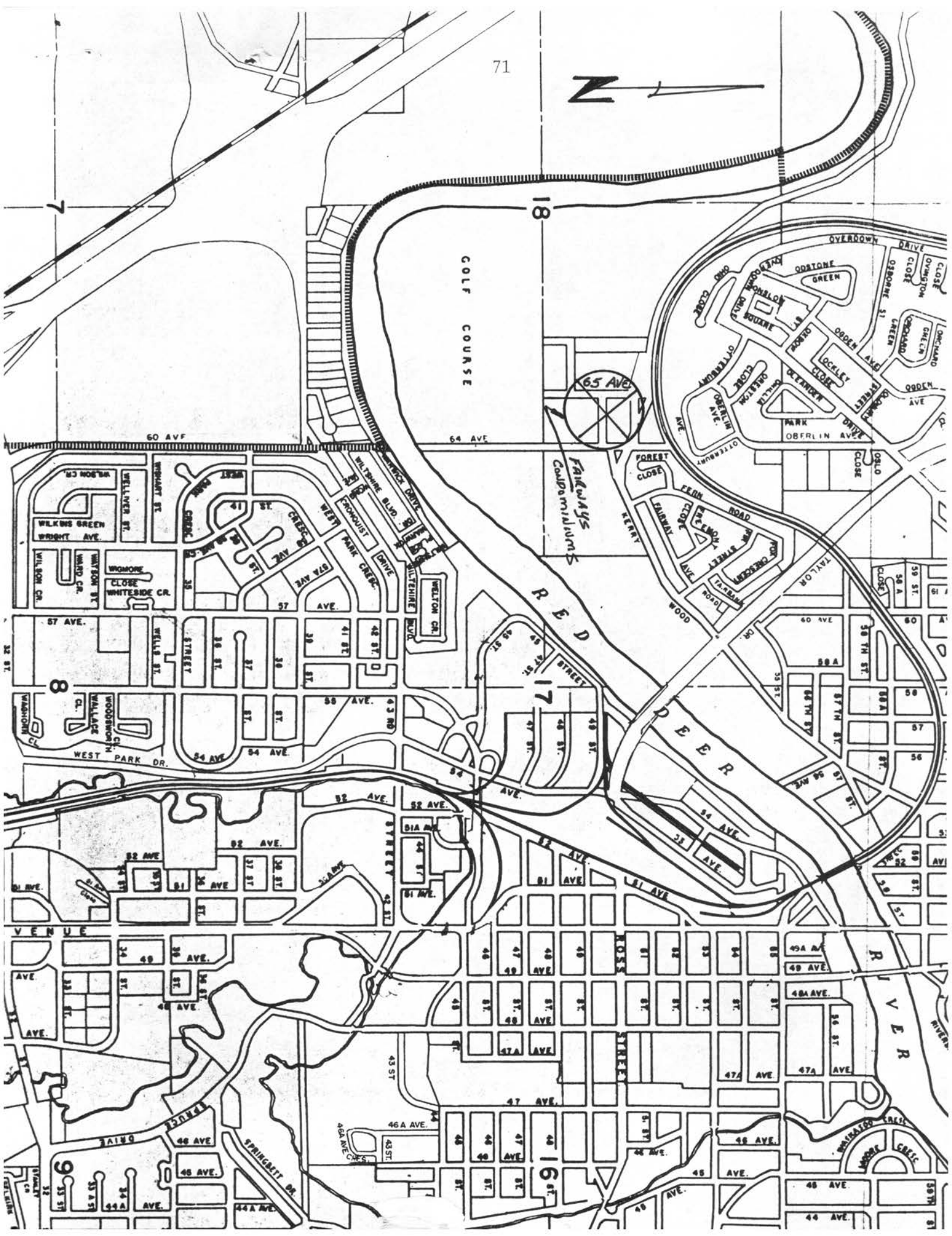
JOINT VENTURES & SYNDICATIONS

Suite 401, 1110 Centre Street N., Calgary, Alberta T2E 2R2 • Phone: 403/277-0557 • Fax: 403/277-0575



May 14/98
Dunway

64TH. AVENUE





Commissioner's Comments

We support the request and recommend Council pass a resolution changing the registered name from "65 Avenue" to Farrell Avenue".

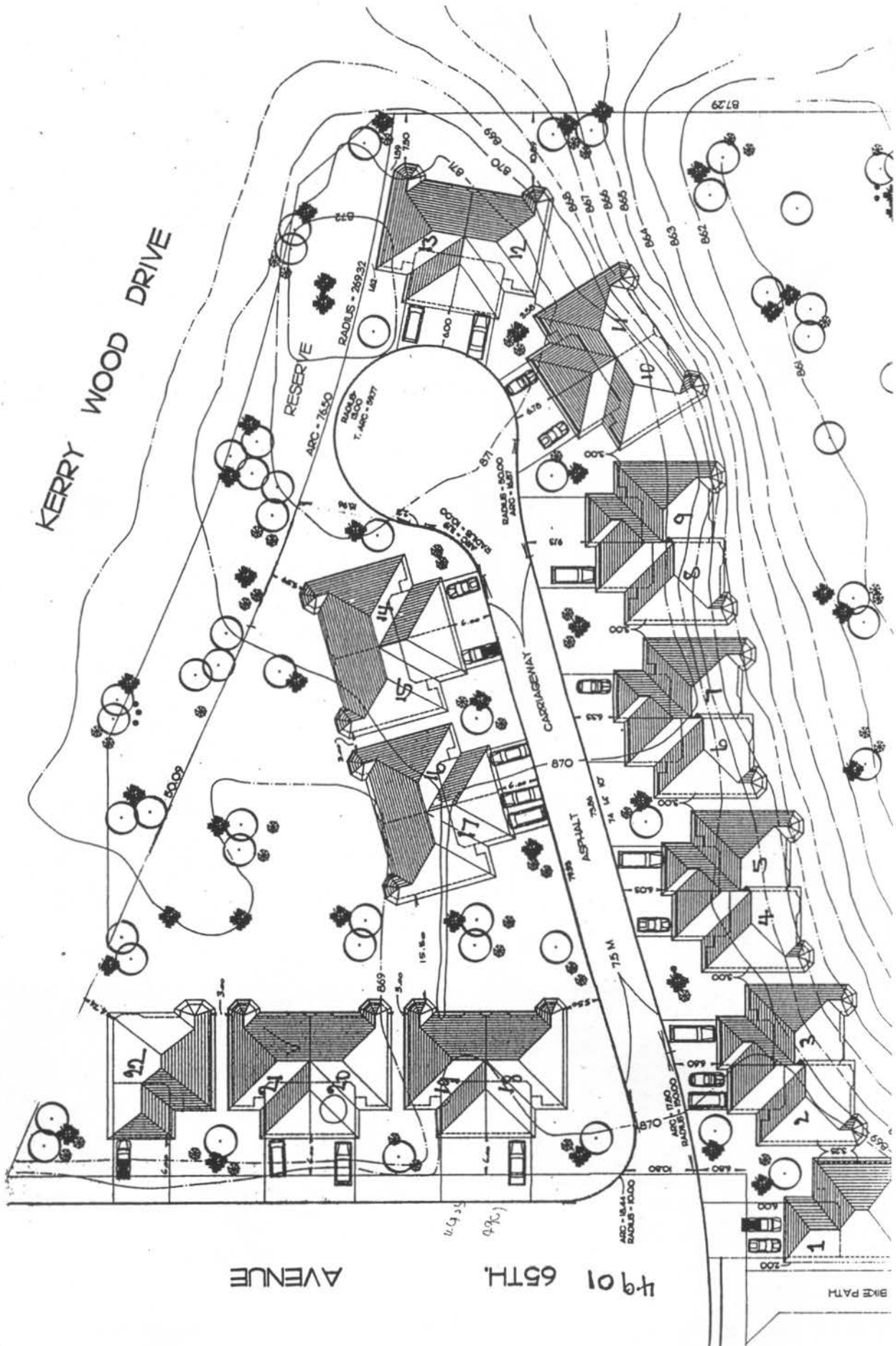
"R.J. MCGHEE"
Mayor

"M.C. DAY"
City Commissioner

AVENUE

4901 65TH.

BIKE PATH



DATE: May 15, 1990
TO: City Assessor
FROM: City Clerk
RE: THE FAIRWAYS CONDOMINIUM COMPLEX
STREET NAME CHANGE - 65 AVENUE TO FARRELL AVENUE

Your report dated May 7, 1990 pertaining to the above was considered at the Council meeting of May 14, 1990 and at which meeting Council passed the following motion agreeing to the name change.

"RESOLVED that Council of The City of Red Deer, having considered report dated May 7, 1990 from the City Assessor re: The Fairways Condominium Complex, hereby agrees to change the name "65 Avenue" to "Farrell Avenue" and as outlined on the plan presented to Council May 14, 1990."

The decision of Council in this instance is submitted for your information and I trust that your office will be notifying all those who will require notification, i.e. utilities, Post Office, affected adjacent properties, etc.

Trusting you will find this satisfactory.



C. SEVCIK
City Clerk

CS/jt

c.c. Director of Engineering Services
Fire Department
R.C.M.P. City Detachment
Red Deer Regional Planning Commission
Bylaws & Inspections Manager
E. L. & P. Manager


NO. 10

DATE: April 20, 1990
TO: City Clerk
FROM: City Assessor
RE: PARKLAND HUMANE S.P.C.A.
LOT 43, BLOCK 13, PLAN 782-2628
77 STREET AND 45 AVENUE CLOSE
(PLEASE SEE ATTACHED MAP)

We wish to advise City Council that the Parkland Humane S.P.C.A. has given notice in writing that they wish to continue the lease of these lands for a further five year term from May 8, 1990 to May 8, 1995.

This notice is in accordance with the September 8, 1980 lease agreement between The City of Red Deer and the Parkland Humane S.P.C.A.

Submitted for City Councils information.



Allan Knight

WFL/dm

Gale L. Prestash, B.Sc., LL.B.

BARRISTER, SOLICITOR, NOTARY
(1983 ALBERTA, 1987 BRITISH COLUMBIA)

TELEPHONE (403) 340-1600
FAX (403) 341-4167

YOUR FILE:

OUR FILE: P-1732

March 20, 1990

The City of Red Deer
Box 5008
RED DEER, Alberta
T4N 3T4

Attention: William F. Lees, Land Supervisor

Dear Bill:

Re: Lease Agreement

All that portion of Lot 43, Block 13, Plan 782 2628

Please be advised I act in a voluntary capacity with the Parkland Humane S.P.C.A. I am in receipt of your January 11, 1990 correspondence. I am advised by Mr. Swainson that you now have proof of co-insurance in accordance with the Lease.

Please take this as notice that the Parkland Humane S.P.C.A. hereby exercises its option to renew its Lease Agreement with the City for a further 5 year term. Please endorse the duplicate copy of this letter and return it to the writer as acknowledgement of receipt of notice.

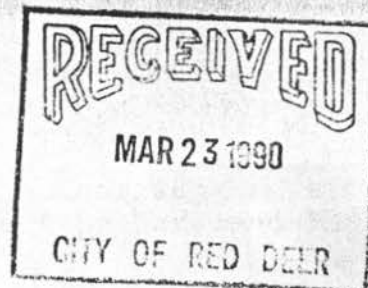
Thank you.

Yours truly,

Gale L. Prestash

GALE L. PRESTASH, Esq.

GLP/yb



Commissioner's Comments

Submitted for Council's information and concurrence.

"R.J. MCGHEE"
Mayor

"M.C. DAY"
City Commissioner

DATE: May 15, 1990
TO: City Assessor
FROM: City Clerk
RE: PARKLAND HUMANE S.P.C.A.
LOT 43, BLOCK 13, PLAN 782-2628

Your report dated April 20, 1990, advising that the Parkland Humane S.P.C.A. has given notice in writing that they wish to continue the lease of the above noted lands for a further period of five years, was considered at the Council meeting of May 14, 1990

Following is the resolution which was passed in regard to this matter.

"RESOLVED that Council of The City of Red Deer, having considered report dated April 20, 1990 from the City Assessor re: lease by the Parkland Humane S.P.C.A. of Lot 43, Block 13, Plan 782-2628, hereby approves a further five-year term from May 8, 1990 to May 8, 1995, and as recommended to Council May 14, 1990."

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

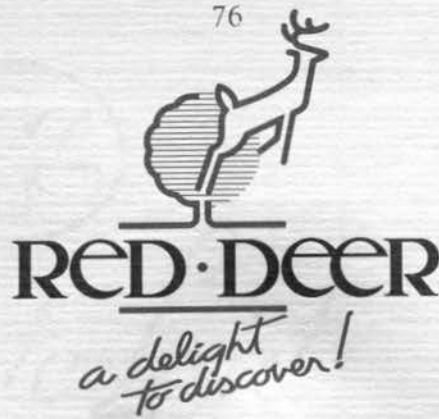
Trusting you will find this satisfactory.


C. SEVCIK
City Clerk

CS/jt

c.c. Director of Engineering Services
Bylaws & Inspections Manager
Urban Planner
Economic Development Officer

NO. 11



May 2, 1990

Mayor and Members of Council
The City of Red Deer
P. O. Box 5008
Red Deer, Alberta
T4N 3T4

Dear Mayor McGhee and Members of Council:

At a special meeting held on May 1, 1990, the Red Deer Tourist and Convention Board accepted the recommendations of the Red Deer Tourism Opportunity Study, and unanimously agreed to endorse the concept of "The Crossing". We feel that this exciting proposal for a tourist attraction, information and service centre at the Heritage Ranch site can become a major attraction and asset for Red Deer.

The Red Deer Tourist and Convention Board is pleased to formally submit the Red Deer Tourism Opportunity Study for Council's consideration. The Board requests that Council endorse the concept of "The Crossing" and authorize the Tourist and Convention Board to pursue the concept, with regional, provincial and other stakeholders.

In order to maintain the momentum which this development concept has gained, and to clearly demonstrate municipal commitment to the project when we approach the province, the Board suggests that Council consider allocating some funds to the project in the current year. We therefore request that Council provide a special allocation of up to \$5,000 in order to proceed with the design stage of "The Crossing" in 1990. We estimate the cost of conceptual design at \$30,000, with 75% funding available through the Community Tourism Action Program.

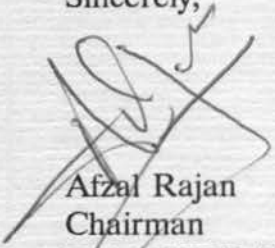
2/...

Mayor and Members of Council
Page 2
May 2, 1990

The Tourist Board also expressed our appreciation to the members of our Tourism Attraction Committee for the time and creativity they have committed to this project over the past two years. Working with the consultant, they have developed a very exciting proposal which is indeed attractive, achievable and affordable.

We look forward to Council's support of "The Crossing" and are excited by the prospect of working with you to make it a reality.

Sincerely,



Afzal Rajan
Chairman

RED DEER TOURIST AND CONVENTION BOARD

WM/mm

Commissioner's Comments

We would recommend Council support the request for funding as outlined.

"R.J. MCGHEE"
Mayor

"M.C. DAY"
City Commissioner

Submitted to City Council

Date: May 14/90



RED · DEER

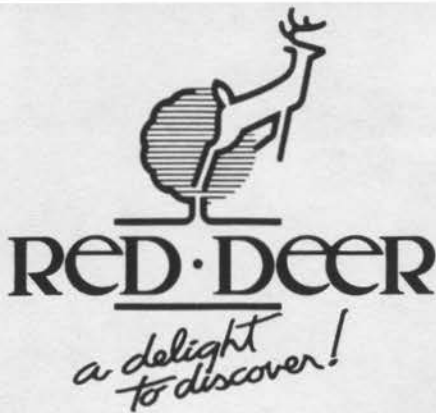
*a delight
to discover!*

"The Crossing"
at Red Deer

Red Deer Tourism Opportunity Study

Submitted to:
Red Deer Tourist Attraction Committee
March, 1990

by
Pannell Kerr Forster
Management Consultants
Edmonton



April 17, 1990

Chairman
Red Deer Tourist and Convention Board
P. O. Box 5008
Red Deer, Alberta
T4N 3T4

Dear Sir:

Please find enclosed the final report of the Red Deer Tourism Opportunity Study, entitled "The Crossing" at Red Deer.

The Committee has enjoyed working on this assignment, on the Board's behalf. We are very enthusiastic about the study's conclusions and recommendations. We feel The Crossing will be a unique and appealing tourist attraction, which would attract new visitors to The Crossing itself, and to other attractions and activities in Red Deer and the surrounding region.

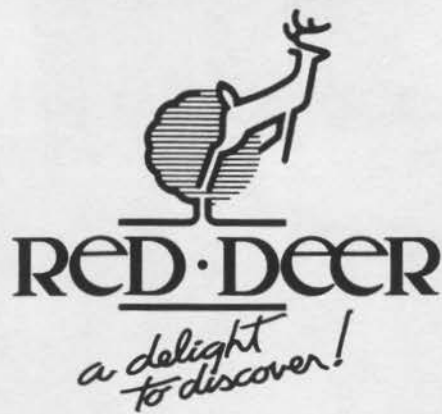
It has been a pleasure to work on this project and we hope the Board will share our enthusiasm about the results.

Sincerely,

Pat Henry, Chairman
RED DEER TOURIST ATTRACTION COMMITTEE

WM/mm

Enc.



Acknowledgements

It has been a challenge and a great pleasure to work with enthusiastic and dedicated volunteers on this very significant tourism development project. We would like to sincerely thank all those who contributed their time, their creativity, and their vision of the future to this project.

We would particularly like to thank the Steering Committee for their direction, their flexibility, and their common sense approach to the assignment. It was a pleasure to work closely with these people:

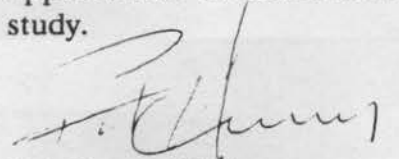
Mary Lawrence
Craig Curtis
Rod Kennedy

Gail Surkan
Dr. Robert Lampard
Jim Spiers

In addition, Gordon Fraser and Morris Flewwelling provided valuable input during the early stages of this project.

We gratefully acknowledge the funding which was provided for this project by the Canada Alberta Tourism Agreement and The City of Red Deer, through the Red Deer Tourist and Convention Board. We appreciate the confidence placed in our Steering Committee by the Tourist Board, in giving us the responsibility to oversee this project.

We also wish to thank the consulting team at Pannell Kerr Forster for the quality of their work and their dedication to this project. In particular, we would like to express appreciation to Kent Stewart for his enthusiasm and patience as project manager for this study.


Pat Henry, Chairman
Red Deer Tourism Opportunity Study

WM/mm

RED DEER TOURISM OPPORTUNITY STUDY

TABLE OF CONTENTS

1.0	INTRODUCTION	1
1.1	Background	1
1.2	Goals and Objectives	1
1.3	Process	2
2.0	EXECUTIVE SUMMARY	4
2.1	Sell the <u>Role</u> of Red Deer, Not Just Its Assets	4
2.2	Target Markets for "The Crossing" at Red Deer Include All Highway Travellers.	4
2.3	"The Crossing" Development Concept	5
2.4	The Capital Cost of "The Crossing" at Red Deer Will Be Between 3.6 to 7.7 Million Dollars. Operating Costs Will Be in the Order of \$297,000 Per Year.	6
2.5	Visitation to "The Crossing" at Red Deer can Reasonably be Estimated at 200,000 Persons Per Year by Full Operation. Revenue Could Be \$230,000.	6
2.6	Economic Impact of "The Crossing" at Red Deer Will Be Significant.	7
2.7	"The Crossing" at Red Deer Can Become a "Must See" Attraction for Red Deer. Strong Marketing is Required to Ensure This Position.	7
3.0	COMMUNITY AND TOURISM RESOURCES OF RED DEER	8
3.1	Overview of Red Deer	8
3.2	Business Climate	9
3.3	Tourism Attractions and Events	11
3.4	Tourism Services	13
3.5	Tourism Infrastructure	15
3.6	Tourism Hospitality	17
3.7	Tourism Promotion	17
3.8	Regional Assets	18
3.9	Conclusion	19
4.0	TOURISM TARGET MARKETS TO RED DEER	20
4.1	Pleasure Travel	20
4.1.1	Visitors to Events and Attractions	21
4.1.2	Sports Teams and Spectators	23
4.1.3	Motorcoach Tours	24
4.2	Business Travellers	25
4.3	Visiting Friends and Relatives	28
4.4	Passing Through	28

4.5	Personal Business	29
4.6	School Groups	29
4.7	Geographic Markets	31
	4.7.1 Destination Travellers	31
	4.7.2 National and International Markets to Alberta	32
4.8	Tourism Market Trends	35
	4.8.1 Demographic Trends	35
	4.8.2 Leisure Time	37
	4.8.3 Changing Leisure Interests	39
	4.8.4 Tourism Product and Marketing Growth	40
4.9	Market Positioning	41
4.10	Target Markets for Red Deer	43
5.0	THEME ASSESSMENT	47
5.1	Suitability Assessment	47
5.2	Competitive Analysis	48
	5.2.1 Transportation Theme	48
	5.2.2 Agriculture Theme	50
	5.2.3 Natural Environment Theme	51
5.3	Market Assessment	52
5.4	Conclusions and Recommendations	53
	5.4.1 Recommendations	54
6.0	"THE CROSSING" -- DEVELOPMENT CONCEPT	57
6.1	Introduction	57
6.2	Site Assessment	57
6.3	The Development Concept	59
6.4	Major Themes, Sub-Themes and Elements	61
	6.4.1 Provincial "Travelling On" Centre	63
	6.4.2 The Regional Centre	64
	6.4.3 A Red Deer Centre	65
	6.4.4 The Storyline	67
6.5	Indoor Components	67
	6.5.1 Attraction Components	68
	6.5.2 Service Components	70
	6.5.3 Other Services	72
6.6	Outdoor Components	73
	6.6.1 Attraction Components	73
	6.6.2 Service Components	74
	6.6.3 Infrastructure Components	75
7.0	PRELIMINARY FEASIBILITY ANALYSIS	77
7.1	Overall Approach	77
7.2	Estimated Capital Cost	77
7.3	Estimated Operating Costs	78
	7.3.1 Staffing	78
	7.3.2 Operations Cost	79
	7.3.3 Other Costs	79

7.4	Estimated Revenue From Operations	80
7.4.1	Visitation Estimates	80
7.4.2	Service Station	81
7.4.3	Restaurant	82
7.4.4	The Retail Operation	82
7.4.5	Rental Operations	82
7.4.6	Guided Operations	82
7.4.7	Total Revenue	83
7.4.8	Breakeven Analysis	83
7.5	Economic Impact Analysis	84
8.0	MARKETING, ORGANIZATION AND OPERATIONS	85
8.1	Marketing	85
8.1.1	Logo/Lettermark Development	86
8.1.2	Highway Signing	86
8.1.3	Publications	87
8.1.4	Display Materials	88
8.1.5	Audio Visual Materials	89
8.1.6	Trade and Consumer Shows	89
8.1.7	Direct Mail	90
8.1.8	Media Tours, FAM Tours and Publicity	90
8.1.9	Advertising	90
8.1.10	Advertorials	91
8.2	Organization and Operations	92
8.2.1	Private Sector Operation	92
8.2.2	Public Sector Operation	93
8.2.3	Hybrid Operation	94
8.3	Conclusion	95

1.0 INTRODUCTION

1.1 Background

The Red Deer Tourist Attraction Committee was created by the Red Deer Tourist and Convention Board in March, 1988. Its objective was to investigate the potential of developing one or more tourism attractions or themes for Red Deer.

The Committee, after having reviewed the assets of the community, felt that the function of Red Deer as a transportation centre and a crossroads between north and south, east and west, was the theme which offered the greatest potential for tourism development in Red Deer.

Red Deer offered potential for development of several other tourism themes along with or instead of transportation. The Committee concluded that the objective analysis and assessment of the transportation theme in relation to these others was required. The Red Deer Tourist and Convention Board and the Council of the City of Red Deer supported the Committee conclusion, and the project proceeded on that basis.

Pannell Kerr Forster was retained in November 1989 to objectively review the transportation theme, to comment on its potential from a tourism development perspective, and to suggest the variety of attractions, events, and promotion activities which might be employed to animate the theme for tourism.

1.2 Goals and Objectives

The purpose of the engagement, as stated in the Terms of Reference, was as follows:

"To evaluate the transportation theme as a major tourism generator, while addressing the strategic and operational elements of implementing this theme through a package of new and existing events and attractions."

The objectives of the project were as follows:

- a) To assess and, if appropriate, provide confirmation of the selected theme as suitable for Red Deer.
- b) To provide an indication of the potential success of the proposed theme.
- c) To review and provide identification of target markets, marketing techniques and general marketing structure, to promote the theme.
- d) To assess and identify types and costs of programs, events and facilities, both existing and recommended through the study, that would appropriately deliver and market the theme as a package.
- e) To assess and recommend an organizational structure required to execute, operate and manage the proposed theme, and any existing or recommended events, attractions or facilities promoted under the transportation theme umbrella.
- f) To develop a project plan, including budget projections, for implementation of the theme.
- g) To recommend simple and appropriate mission statements for theme development i) as a Red Deer project, and ii) as part of a regional effort.

1.3 Process

Pannell Kerr Forster employed the following process in its investigation of the theme potential:

- Community Tourism Resource Assessment
- Tourism Market Assessment
- Tourism Theme Assessment

The conclusion of the consultants was that Red Deer should develop, package, and sell its major attractions and events within three major themes:

- The Natural Environment
- Agriculture
- Transportation

The consultants recommended that the role of Red Deer as a central place in the province, as a distribution centre for industry and trade, and as an historic and current travel crossroads should become the focus. A major new attraction at or near Highway 2 should be considered.

The remainder of the study process focused on the concept and the development costing of this major attraction and service centre called "The Crossing" at Red Deer:

- Development Concept
- Estimated Capital Cost
- Estimated Operating Cost
- Estimated Revenue
- Economic Impact Analysis
- Organization and Operation
- Marketing Strategy

The Report, submitted in March, 1990, summarizes the findings of the consultants as approved by the Committee.

2.0 EXECUTIVE SUMMARY

The study process outlined in Section 1.0 was conducted and led the study team to the conclusions and recommendations outlined in summary form in the following pages.

2.1 Sell the Role of Red Deer, Not Just Its Assets

The study team concluded that the unique role and place of Red Deer at the crossroads of the province can be a powerful marketing tool which can be used to sell tourism to the city and to the region. All tourism assets of the City and of the region can be introduced to tourism markets by creating one central place of introduction.

This place of introduction has been named "The Crossing" at Red Deer. This attraction ties the role of Red Deer today with its role in history. It links past to future. It links east and west, north and south. It establishes Red Deer at the centre. It sells the region, because it is themed on the crossing of the country, of movement and change -- by settlement, through history, across cultures, and through time. The stories of the corridor, of the region, and of the community of Red Deer, incorporating the major themes of Environment, Agriculture and Transportation can be told in entertaining and enlightening ways at "The Crossing" at Red Deer.

2.2 Target Markets for "The Crossing" at Red Deer Include All Highway Travellers.

The target markets for "The Crossing" at Red Deer include all travellers on Highway 2, Highway 11, and other major feeder roadways to the site.

The priority target markets for the City of Red Deer as identified in this work include the following:

Pleasure Travel Markets	Total Market Potential
Priority #1 Edmonton and Calgary Resident Market	1,700,000
Priority #2 Sport Team/Tournament Market	500,000
Priority #3 Special Events Market	100,000
Priority #4 Visitors to Calgary and Edmonton Market	1,000,000
Priority #5 En Route Markets	1,000,000
Business Travel Markets	
Priority #1 Major Conventions Market	100,000
Priority #2 Corporate Meetings Market	100,000
Priority #3 Personal Business Market	100,000

Adding these figures would be inappropriate since a degree of double-counting is involved. However, it is clear that Red Deer is the city in Alberta with the largest two-hour market in the province. No other city in Alberta is in this position.

2.3 "The Crossing" Development Concept

The development concept for "The Crossing" at Red Deer has been considered for a site located at the present Heritage Ranch site on Highway 2. The physical structure itself would be incorporated with the existing Heritage Ranch structures. The site will contain the following components:

A Provincial "Travelling On" Centre -- an information centre for the entire province.

A Themed Regional Attraction and Sales Centre -- including displays, simulators, and live presentations by operators and communities.

A City of Red Deer Attraction and Sales Centre -- selling the major attractions, events, and opportunities of Red Deer, and selling tickets to those attractions.

A Traveller Service/Rest Centre -- including a themed restaurant, service station, washrooms, picnic area, playground, and gift/souvenir shop.

Within these major components, the themes, subthemes and elements of interest to tourists will be illustrated for the entire province, for the region to the west of Red Deer, and for the City of Red Deer.

2.4 The Capital Cost of "The Crossing" at Red Deer Will Be Between 3.6 to 7.7 Million Dollars. Operating Costs Will Be in the Order of \$297,000 Per Year.

Three alternative capital cost estimates were prepared to identify the range of possible costs of buildings, displays, and infrastructure for the development. These costs are very preliminary in nature. No land costs are included in the estimate, and the cost of the service station component is not included.

Operating costs for staff are estimated to be \$187,000 per year, assuming that provincial, regional, and Tourist Board staff were transferred to this site. Thus the costs represent the incremental staffing costs. Over seven "full time equivalent" positions would be created, without accounting for the restaurant or service station staffing.

Costs of up to \$110,000 for non-staff operating costs were estimated, assuming the City of Red Deer remains the landlord.

2.5 Visitation to "The Crossing" at Red Deer can Reasonably be Estimated at 200,000 Persons Per Year by Full Operation. Revenue Could Be \$230,000.

Conservative estimates of visitation based on highway capture ratios would see the attraction grow from 100,000 visitors to over 200,000 visitors at full operation.

Conservative spending estimates and assumptions concerning lease arrangements justify a net revenue between \$167,000 and \$230,000 per year by full operation. It will create 8 person-years of direct employment annually.

2.6 Economic Impact of "The Crossing" at Red Deer Will Be Significant.

"The Crossing" at Red Deer will generate \$ 10.9 million in economic impact and 144 person-years of employment from construction.

The total annual income impact on Alberta is expected to be \$847,600. The attraction is expected to generate 20 person-years of employment annually for Alberta.

2.7 "The Crossing" at Red Deer Can Become a "Must See" Attraction for Red Deer. Strong Marketing is Required to Ensure This Position.

This attraction can only be differentiated from the average attraction with strong and creative marketing. This marketing must put "The Crossing" at Red Deer "on the list" for all travellers on Highway 2. It must evoke images of entertainment, education, hospitality and service. When "The Crossing" at Red Deer delivers this product, word-of-mouth promotion will keep it on everyone's list.

3.0 COMMUNITY AND TOURISM RESOURCES OF RED DEER

3.1 Overview of Red Deer

Seventy-six years ago Red Deer was incorporated as a city, the fifth largest in the Province of Alberta. Today, the city has a population of 55,947 and ranks as the province's fourth largest city. A recent survey by Financial Post identified Red Deer as the country's second fastest growing city over the last ten years, with an average population growth since 1982 of 2.8%.

<u>Year</u>	<u>Population</u>
1982	48,562
1983	50,257
1984	51,070
1985	52,520
1986	54,192
1987	54,309
1988	54,400
1989	55,947

This trend is forecast to continue. The Red Deer Regional Planning Commission has projected the following population increases for Red Deer to the year 2001:

<u>Year</u>	<u>Population</u>
1991	63,455
1996	75,603
2001	89,130

The location of Red Deer, half-way between Calgary and Edmonton has been its key to economic and tourism success. Red Deer has become the distribution centre for a number of industries, a manufacturing centre for others, and a business services centre for a market region of some 150,000 persons.

The location of Red Deer has also established its place as a tourism centre. Equidistant from Calgary and area, with a population of some 732,000 persons, and Edmonton and area, with a population of 786,000 persons, Red Deer has established itself as the centre for provincial and regional meetings and conventions.

Red Deer is the centre and the hub of its region. It is a growing, modern city with a broad array of amenities, and it is a city poised for tourism growth.

3.2 Business Climate

The economy in Red Deer has prospered over the last decade and maintained a steady average growth rate of 4.7% a year for the past six years. In a Province characterized by recession, Red Deer has been successful during the crunch due to the diversity of the local economy. The City's key businesses include:

- services to the petroleum industry
- petrochemicals
 - Alberta Gas Ethylene
 - Cominco
 - Union Carbide
- agriculture
 - grain
 - livestock
- manufacturing
 - petroleum equipment
 - RV's
 - fire engines
 - steel pipe
 - metal and fibre cans
 - built-in vacuum systems
- food processing
 - Alpha Milk Co.
 - Fletcher's Fine Foods
 - Canada Packers

- Central Alberta Dairy Pool
- Drummond Brewery

Red Deer has reaped the benefits of its location between Edmonton and Calgary. This location advantage has attracted major businesses and creates employment and prosperity in the City. Major employers include:

<u>Employer</u>	<u>Employees</u>
Red Deer Regional Hospital	1,960
Michener Centre	1,400
Provincial Administration Office	700
Red Deer College	600
Novacor Chemicals	585
City of Red Deer	550
Public School & Separate Boards	500
Fletcher's Fine Foods	330
C.A.D.P. (Dairy)	205
Canada Packers	145
Red Deer Advocate	145
Union Carbide Canada Ltd.	126
National Oilwell Canada	121
Travelaire Trailer	120
Ipsco Inc.	103

Retail and service trade statistics by type of business for Red Deer show significant growth for the retail and service sectors in recent years.

The future of Red Deer as a business centre is very optimistic. If the major cities of Calgary and Edmonton grow larger, Red Deer will benefit as a distribution and supply centre and a centre for footloose industries which are looking for a quieter environment.

3.3 Tourism Attractions and Events

The list of tourism attractions and events of a community would differ depending on the tourism market segment you are targeting to attract. The tourism attractions and events which draw large numbers of people and which offer some transportation-related activities follow:

Attractions

The important tourism attractions of Red Deer in relation to the transportation theme, include the following:

- Waskasoo Park has some potential to support the transportation theme, primarily due to the historical significance of one of its attractions, and the overall related recreational utilization of the various park areas.
 - The Kerry Wood Nature Centre features environmental interpretation
 - Gaetz Lakes Sanctuary is a federal and provincial bird sanctuary
 - The Bower Ponds offer outdoor recreation, water based activity, and skating
 - Cronquist House Multicultural Centre acts as a meeting place
 - Heritage Ranch features an equestrian facility and trail rides
 - The River Bend Golf Course and Recreation Area consists of an 18-hole championship course, as well as being a site for picnics, hiking, and cross-country skiing.
 - Three Mile Bend is a multi-use recreation area with a summer ski jump, interconnected ponds, canoeing facilities, and hiking or cycling trails.
 - Seven canoe/boat launch facilities are situated throughout Waskasoo Park. Canoeing is available at Heritage Ranch, Bower Ponds and Three Mile Bend

- The system has over 75 km of trails suitable for bicycling and hiking and over 15 kilometres of groomed cross-country ski trails
 - Other transportation/recreational pursuits in Waskasoo Park include paddleboating, tobogganing, skating, cross-country skiing, and a BMX track
 - Fort Normandeau portrays the story of "The Crossing" at the Red Deer River, a natural ford which was used by settlers, natives, militia, and freighters during the early years.
- St. Mary's Church, City Hall Park, Red Deer and District Museum and Archives, Heritage Square, Old Court House Community Arts Centre.
 - The Historical Walking Tour is a self-guided tour using a brochure with a map which highlights Red Deer's historical points of interest. The tour begins from the Red Deer and District Museum.
 - Visitors may participate in a City Driving Tour using a tour route map which incorporates the major sites and attractions of Red Deer. The tour begins at the Chamber of Commerce Information Centre.

Events

- The Red Deer International Airshow is a very successful annual event related to air transportation. Organizers are planning to expand the event each year.
- Red Deer "International Festival of Flight" in 1988 included the Championship Hot Air Balloon Race, the North American Scale Model Championship, the Red Deer International Air Show, the World Aerobatic Championships, the Canadian Sport Parachute Championship, and the Western Canadian Experimental Aircraft Association Conference. This was a one time event.
- Fort Normandeau Days and Westerner Days can help promote the theme by featuring pioneer modes of transportation and the lifestyle of the early community who relied on ground and water transport.
- The Alberta Travel Association R.V. show and the Power Pull are other events tied to transportation.

Major events scheduled at the Westerner site in 1989 are listed below:

- The Westerner Exhibition site lists thirty-four events annually in addition to the weekly activities which occur at the site. Major events include consumer shows, trade shows, rodeos, horse shows, livestock shows, regional fairs, concerts, and automobile swap meets.
- Red Deer offers strength in its cultural events. The annual International Folk Festival draws many participants and spectators. Heritage Day is a major annual multicultural event. Performances at the Arts Centre occur all year and draw regional as well as Red Deer enthusiasts.

3.4 Tourism Services

Hotels, and particularly convention hotels dominate the tourism services of Red Deer. They are a major asset for the community, and in conjunction with the fortuitous location of Red Deer they draw a very large destination market to Red Deer. The tourism services of Red Deer include the following:

- Hotel and motel accommodation provides about 1,500 rooms and 10 meeting and banquet facilities.
- Restaurants in Red Deer number over 150.
- Financial institutions include ten banks and credit unions and five trust companies
- Over 80 various associations and organizations are active in the city such as arts organizations, interest clubs, musical groups, and sport groups.
- Numerous recreation facilities are available within the city and immediate area:
 - golf courses (1 in city, numerous others in area)
 - swimming pools (3 indoor, 1 outdoor)
 - curling rinks (2)
 - arenas (5+ outdoor rinks)
 - speed skating oval (1)

- baseball diamonds (2)
- fastball diamonds (3)
- soccer/football fields (2)
- racquetball/squash facilities (5)
- football fields (3)
- tennis courts (12)
- lawn bowl court (1)
- equestrian centre (1)
- campground (1)
- There are three major shopping areas and other smaller shopping centres and outlets.
- Red Deer has a local, regional and an auxiliary hospital, plus three medical clinics.
- The city has over 40 churches for a variety of denominations.
- Movie theatres number 11.
- Two major public libraries and a branch library provide information and leisure services.
- Lions Campground, located in Waskasoo Park, has 126 sites, 86 of these are fully-serviced with R.V. hook-ups.

Community Organizations

At least 16 local clubs and organizations reflect a transportation - related interest in the community. Many of these fall into the category of aircraft, railroad, or motorcycle clubs, the Royal Canadian Air Force Association (RCAF), cadets, and sport clubs; such as canoeing, flying, rowing, and sailing. The following list highlights the major groups:

- Central Alberta Chapter of Experimental Aircraft Association of Canada
- Alberta Central Model Railroad Club
- Central Alberta Radio Fun Flyers
- Red Deer Motorcycle Club
- Royal Canadian Air Force Association (#703 Wing)

- No. 7 Markerville Air Cadets (CFB Penhold)
- 1390 Red Deer Legion Army Cadet Corps
- 24 Squadron, Royal Canadian Air Cadets
- Central Alberta River Rats
- Red Deer Canoe and Kayak Club
- Red Deer Flying Club
- Red Deer Rowing Club
- Red Deer Snowmobile Club
- Central Alberta Sailing Club

3.5 Tourism Infrastructure

The tourism infrastructure of Red Deer relevant to the transportation theme includes the following:

Air

- A local aviation academy operates air charters, flight training, and provides aircraft maintenance. Management considers it the third or fourth busiest flight training school in the province.
- The Red Deer Industrial Airport is used for charter aircraft, small private planes, Canadian Forces 737s, the firefighting contingent and corporate, government and oil patch workers. As well, about 7,000 hours of charter flight training and aerial reconnaissance take place at the site yearly. Regional flight schools also use the airport as a navigation point. The Red Deer International Airshow is held annually at the airport.

Rail

- By the end of 1990, a portion of the current CP railway line is expected to be relocated further west of Highway 2A, away from the downtown core, leaving open 16 acres of commercial land for development. The \$68.8 million municipal/provincial joint project

will include 12 km of new main track, a 145 m bridge over the Red Deer River, and a 116 m tunnel under the highway. A new railway yard, consisting of bunkhouse, maintenance-of-way shop, and a mechanical storage building. The old landmark station, built in 1910, will remain in the downtown area and will be available for other uses.

- Canadian National's rail line is located east of the CPR line. The CN tracks eventually merge onto the CP tracks north of the Red Deer River.

Road

- The major north-south highways connecting Red Deer to Edmonton, Calgary, and other population centres are Highways 2 and 2A. Highway 11, also known as the David Thompson Highway leads directly to the Rockies, a major tourist destination.
- Greyhound Bus Lines and Red Arrow run daily to Red Deer from Edmonton and Calgary.
- A municipal bus service operates in Red Deer.
- Truck transport consists of over 70 truck firms who use the warehouse and terminal facilities.
- Red Deer has about seven auto dealers and nine auto rental/leasing companies.
- A manufacturer produces trailers, truck campers, motorhomes, and tent trailers, employing a staff range of 100 to 249.
- An emergency equipment company manufactures fire trucks and other related products.
- In 1986, the Red Deer labour force was 1,695 employees in the area of transportation, communications and other utilities.

Water

- Two whitewater rafting operators are located in Red Deer. Both offer popular one or two day trips on the Red Deer River.

Off-Road

- Two ski clubs and one cross-country ski club promote an interest in the sport.
- Snowmobile and motorcycle clubs operate in Red Deer. Snowmobile access to river is located at Great West Adventure Park.
- The BMX track in Waskasoo Park represents an off-road amenity, and competitions are held there regularly.

3.6 Tourism Hospitality

Red Deer has a reputation for a friendly, pleasant, small city atmosphere. The Tourism Information Centre is staffed year-round and the Chamber offers a convention hostess program for the convention and meetings market. Travel Alberta customer relations seminars are offered on a regular basis, and the Tourist and Convention Board is working with the Alberta Tourism Education Council in hospitality programs.

Red Deer College has introduced a hospitality and tourism program which will graduate trained hospitality staff.

3.7 Tourism Promotion

The Red Deer Tourist and Convention Board is responsible for coordinating promotion of Red Deer. Activities of the Board include:

- Provision of information/materials to tourist information centres in the region/province
- Participation in Take An Alberta Break campaign
- Convention sales effort
- Display program in Edmonton and Calgary.
- Development of promotion materials
- Media program, advertising, etc.

The David Thompson Tourist Council provides numerous promotional services and benefits for the entire Zone. These programs and projects include major

advertising campaigns, consumer shows, lure brochures, and events promotion. The targets are primarily other Albertans, especially those in Edmonton and Calgary. Other provinces, the United States, and overseas countries are also targeted in these promotions.

Major area attractions, events, and convention facilities conduct promotion outside Red Deer.

The local media, including three radio stations, two daily newspapers, and a television station, can provide free and paid promotion, also reaching the regional population audience.

Roughly 74% of Red Deer's 55,947 population are 15 years of age or over. Many of these individuals can be considered potential volunteers, some of whom already involve themselves in existing clubs, organizations, and activities.

3.8 Regional Assets

Regional assets which can be linked to Red Deer include:

- Area driving tours to specified points of interest can also include Red Deer, or link the city's attractions to those in the community.
- Adventure tour operators in the region offer pack trips, mountain trail rides, wagon tours, rafting and winter sleigh rides. About ten mountain and trail ride operators in the zone are listed with Alberta Tourism.
- It is estimated that eleven white water rafting outfits in the province, including two based in Red Deer, have day trips on the Red Deer River during May through September.
- A total of 25 travel information centres operated in the David Thompson Zone are useful in providing tourism literature and answering enquiries for events and attractions in the zone.

- The Canyon Ski Area, located 9 km east of Red Deer, offers equestrian trail rides for about seven months a year. In the winter months, ski lessons and programs are held on some of the areas eleven ski runs.
- Nearby lakes such as Sylvan, Pine, and Gull provide opportunities for water-based activities such as boating.

3.9 Conclusion

The inventory of the Red Deer product mix suggests a number of tourism strengths and identifies some weaknesses in the tourism system in Red Deer.

Hotels and the convention and meetings business is very strong. However, little cross-promotion of existing attractions is evident at this time.

The Waskasoo Park product is a very strong product. However, limited cross-promotion or external promotion is conducted.

Events such as the Airshow, the Westerner, and some trade and consumer shows are promoted outside the region, primarily in Edmonton and Calgary.

This review also suggests that the overriding tourism asset of Red Deer is its location and its accessibility. The essence of Red Deer as an economic entity is its role as a hub and as a trade centre between Edmonton and Calgary. It is this strength of Red Deer which should form the pillar upon which tourism growth is planned and realized.

4.0 TOURISM TARGET MARKETS TO RED DEER

The available tourism markets to Red Deer are drawn mainly from the population centres of Edmonton and Calgary. They include:

- people attending business meetings, conventions and conferences
- people visiting friends and relatives
- people visiting attractions
- people attending major events
- people who are en route between Alberta's largest centres

There are a number of ways to segment these markets. Segmenting by trip purpose yields the following segments:

- Pleasure Travel
- Business Travel
- Personal Business
- Visiting Friends and Relatives
- Passing Through
- School Groups

Geographic market segments include:

- Destination Albertans
- National and International Markets to Alberta

The total market potential of each segment will be considered in the following sections.

4.1 Pleasure Travel

Pleasure Travel markets to Red Deer may include the following:

- Visitors to Events and Attractions
- Sports Teams and Spectators
- Motorcoach Tours

4.1.1 Visitors To Events And Attractions

Five popular Red Deer attractions with 1988 annual attendance figures are listed below:

TABLE 4.1.1

Selected Major Red Deer Attractions (1988)

Canyon Ski Area	65,352
Cronquist House	5,550
Fort Normandeau	15,291
Kerry Wood Nature Centre	66,918
Red Deer and District Museum	36,788

Source: Red Deer Tourist and Convention Board

Red Deer Attraction operators

- Methods of counting attendance and what is included vary between attractions, so direct comparisons are not appropriate.
- The Canyon Ski Area, located outside of Red Deer, serves a provincial market as well as the local population. About 50% of its skiers are provincial residents, compared to the 30% from Red Deer.
- The majority of these attraction visitors are from Red Deer or Alberta. Considering the 5 attractions, 30-57% were from Red Deer, while 42-50% were from Alberta.
- Attendance was heaviest during the months of July and August.
- Major events and their approximate attendance are listed below:

Table 4.1.2
Selected Red Deer Major Events

<u>Event</u>	<u>Estimated Attendance</u>	<u>Year</u>
Sportsman Show, Westerner	8,000	1989
Cabane a Sucre, Heritage Ranch	2,000	1989
Silver Buckle Rodeo, Westerner	9,400	1989
Fort Normandeau Days, Ft. Normandeau	1,200	1988
Highland Games, Westerner	2,000	1989
Pork Congress, Westerner	5,000	1989
International Folk Festival, Canada Day	8,000	1989
Westerner Days	76,787	1989
Seven Sundays in the Park, Bower Ponds	9,450	1989
Red Deer International Airshow	45,000	1989
Heritage Day, various locations	3,600	1989
Oktoberfest, Westerner	1,400	1989
Fright-Nite, Parkland Mall	6,000	1989
Red Deer Kennel Club Dog Show, Westerner	1,500	1988
Agri Trade, Westerner	50,000	1988
Arts and Crafts Fair, Old Court House	6,000	1987
Christmas Parade, Downtown	2,500	1988
Christmas Exhibit, Museum	3,624	1988
Family Skate and Fireworks, Bower Ponds	3,000	1988

Source: Red Deer Tourist and Convention Board

- Westerner Days, the Agri-Trade Show and the International Airshow attracted some of the largest attendance volumes in 1988 and 1989.
- A previous survey indicates that most Festival of Flight event visitors were from Alberta. About 93% of the International Airshow respondents were of Alberta origin, 5.8% were from Canada, and 1.2% were from the U.S.
- Nearly three-quarters of the Festival of Flight visitors did not stay in Red Deer overnight.

- Festival of Flight participants usually stayed in hotels or motels, came in a party size of 2-3, and spent an average of \$100 per day.

4.1.2 Sports Teams And Spectators

Red Deer has approximately 104 sporting organizations, groups or teams. The city hosts regional, provincial and national tournaments each year.

Non-local participants are often from central Alberta, from other provinces, or international. The Red Deer Rustlers and College Kings have played against teams from the Soviet Union, Czechoslovakia, and Sweden in 1988. While spectator origin data is not available on a comprehensive basis, participant and spectator volumes by selected venues in 1987/88 are presented below:

	<u># Participants</u>	<u># Spectators</u>
Red Deer Arena	19,956	75,145
- Hockey, figure skating		
Great Chief Park	26,185	25,367
- Football, rugby, soccer		
Kinsmen Community Arenas	35,192	19,776
- ball hockey, broomball		
Kin City	43,962	24,089
- figureskating, baseball practice, ball hockey, schools		
Legion Track	8,172	-
- track and field - minor soccer		
Recreation Centre Complex	102,757	-
- indoor and outdoor pool, - tennis courts		
River Bend Golf Course and Recreation Area	76,000 (April-October, 1989)	
Dawe Centre - pool	135,117	
- arena	38,955	52,792
Michener Recreation Centre	97,500 (April-March, 1989)	

Source: Red Deer Recreation & Culture

- The above numbers do not differentiate between visitors and Red Deer residents. Participant or spectator counts at different events or venues are not mutually exclusive.
- Tournaments held in Red Deer in 1989 includes sports groups involved in volleyball, curling bonspiels, slowpitch, hockey, golf, bowling, basketball, swim meets, rugby, wrestling, softball, soccer and gymnastics.
- The seasonality of travel is largely dependent on the nature of the sport.
- Red Deer hosted the Alberta Summer Games in both 1975 and 1977. In 1988 Red Deer had the honour of hosting the Alberta Winter Games. Red Deer is currently bidding for the 1995 Canada Games.

4.1.3 Motorcoach Tours

Some motorcoach tours stop overnight in Red Deer before proceeding on to other destinations such as Calgary, Banff and Jasper. However, Red Deer is not a motorcoach destination.

In terms of motorcoach sightseeing tour packages to the David Thompson zone, 2,200 or 5% of non-Albertan household parties came in 1982. It was estimated that 300 household parties or 1% stayed overnight in the zone. (Alberta Travel Survey, 1982)

A recent Rocky Mountain Parks study has determined that approximately 160,000 overnight charter motorcoaches visited Banff and the same number visited Jasper during the June 1987 to June 1988 survey period. A portion of this overnight market may stay a night in Red Deer, especially if the trip is a "circle tour" involving Calgary, Edmonton and the Rockies.

Some operators are based in Alberta and other parts of Canada, while others are from the U.S., most notably the Pacific Northwest region. About 90 motorcoach tour operators are based in Alberta. Most tours occur during the months of May through August.

4.2 Business Travellers

Red Deer is a popular destination for meetings and conventions in Alberta. Its central location, in relation to Edmonton to the north and Calgary in the south, provides travel convenience for many delegates scattered in other centres in the province. Red Deer offers quality of meeting and accommodation facilities which meet demand, yet at a lower cost than similar facilities in Edmonton and Calgary.

While no detailed data is available for the total number of business meetings and conventions held in Red Deer, group size, or total attendees, the Chamber of Commerce management estimates the total convention and meetings business to be 60,000 - 70,000 visitors annually.

The table below shows the number of registered Red Deer conventions, the total number of delegates, and the average size of conventions held in Red Deer over a three year period. These are conventions for which the Red Deer Chamber of Commerce provided services only. Data is not available for other conventions in the city.

TABLE 4.2.1
Red Deer Conventions 1986 - 1988

	<u>1988</u>	<u>1987</u>	<u>1986</u>
Total Conventions	88	79	86
Total Delegates	22,135	19,840	17,242
Average Group Size	250	250	200

Source: Red Deer Tourist and Convention Board

Convention group sizes ranged up to 2000 delegates per session. Convention groups usually include associations, service groups, volunteer, or hobby organizations. In 1989, 106 conventions, trade shows and tournaments were registered. According to 1986 statistics, 20% of the conventions occurred during the month of May. July and August were slow conference periods.

The Westerner Exhibition Grounds hosts trade shows, livestock shows and other events. Currently, facilities can handle up to 3000 delegates. The \$28 million expansion of the Altaplex is scheduled to be completed in 1991. The 6000 seat multi-use facility named the Centrum, will host major trade shows, conventions, concerts and sports events. It will bring total available exhibition space up to 210,000 square feet.

Red Deer has approximately 16 hotels and motels with about 1500 rooms. The top five convention hotels, number of meeting rooms, capacity and annual occupancy are shown in the following chart:

TABLE 4.2.2
Red Deer - Convention Hotels 1988

Hotel	# Meeting Rooms	Capacity (Est)	% Occupancy
Red Deer Lodge	16-17	10-1500	70%
North Hill Inn	6	Up to 350	55-60%
Capri Centre	18	10-3000	60-65%
Black Knight Inn	11	Up to 600	50-55%
Great West Inn	12	5-550	45-50%

Sources: Red Deer Hotels
PKF - Calgary

The above data indicates that conventions of 3000 can be accommodated. Convention group size at the 5 hotels/motels ranged from 10-300 delegates.

About 25-50% of the groups came for conventions. Group sizes for meetings held at the above 5 facilities ranged from 4-600 people. More meetings than conventions are booked at these hotels. Management estimated that 50-75% of the groups came for meetings.

Most convention travellers are Albertans. A minority come from other parts of the country. About 65-90% of the delegates were from within the province, often Edmonton and Calgary. The remaining 10-35% are from other parts of Canada and the U.S.

Some pre and post conference leisure activity is planned by conference organizers. However, most groups don't schedule an extra day for activities. Thus leisure activities are primarily planned to occur during conventions, and are limited by available time. Bus tours are sometimes organized for groups to see Red Deer attractions such as the Kerry Wood Nature Centre, Cronquist House and St. Mary's Church. Groups can attend performances or take exercise breaks provided by the Kevin Sirois fitness centre. Both services are provided by Red Deer College. Spousal programs are occasionally planned during conferences, but most provincial delegates do not bring spouses. Other leisure pursuits by delegates in Red Deer include dining in local restaurants, golfing, ball tournaments (participants), curling, renting bikes to use on the Waskasoo Park trails, or just relaxation. Some hotel management report that many of their meeting/convention visitors participate in sports such as golf or swimming, but few partake of the attractions in the city.

All five convention hotels experienced growth in this market in the past 4-5 years. Most expect the growth trend to continue or at least remain level. The optimistic trend is expected primarily due to internal reasons such as excellent competitive rates, good service, and aggressive marketing. However, one hotel claimed that the proposed 9% federal GST would decrease business by 20% in the next 4-5 years. Overall, groups are concerned about optimizing costs. Red Deer hotel costs, meals, and travel offer a price advantage to this sector.

Another major reason for success is the abundance of associations and service clubs in Red Deer who host meetings and invite delegates from throughout Alberta.

As well, numerous smaller meetings, seminars and training sessions are held by Red Deer businesses, often in private boardrooms and offices, but occasionally scheduled in a public venue.

4.3 Visiting Friends and Relatives

Of the total 90,000 non-Albertans who stayed overnight in Red Deer, 36,000 or 40% were visiting friends and relatives as a primary trip purpose in 1982. Of the non-Albertans who visited the David Thompson zone as a main destination, 47% or 56,870 people were visiting friends and relatives. This compares to 1,211,790 visitors, 31% of all visits to Alberta, whose primary purpose was VFR.

In a separate survey, an estimated 548,000 Canadians or 35%, who came to the zone as a main destination, visited friends and relatives as a main trip purpose in 1986. Close to 493,020 Albertans or 33% zone destination travellers came for the same purpose. This group usually arrives in the spring or summer season, and are often accommodated by those friends or relatives.

VFR are often a very strong market for local events and attractions. Theme-based events offer a stronger promotional tool in attracting this group.

4.4 Passing Through

About 3% or 2,700 non-Alberta travellers who stayed overnight in Red Deer define their primary trip purpose as just passing through (1982 data). These visitors are usually enroute to another destination.

Highway 2 daily traffic, north and south of Highway 11 at Red Deer, numbered 16,360 and 19,340 vehicles, respectively in 1988. A large portion of travellers on this popular north-south corridor comprise pass-through traffic who do not stay overnight, or non-destination travellers who spend the night in Red Deer.

Many of these travellers are enroute to Edmonton, Calgary, or other destinations via Highway 2. This segment is composed primarily of Albertans.

4.5 Personal Business

The personal business market for visitors who stay overnight in Red Deer was estimated at 9,900 person-trips in 1988. Most trips of this nature tend to include personal shopping, legal, medical, financial services, and entertainment. This segment is mainly comprised of Albertans. The mode of transportation is usually by private vehicle, made on the weekend.

Personal business visitors largely consist of regional residents for whom Red Deer is the major service centre. These residents are often regular visitors to Red Deer, a fact which is not reflected in the overnight statistics which have been recorded here.

4.6 School Groups

The transportation theme has a high potential educational value for local and regional school groups at the kindergarten to grade 12 level.

The estimated student enrollment in Red Deer schools is 8,077. The total school population within approximately a one hour drive of the City is 26,800. Within a two hour drive, the cities of Calgary and Edmonton are included. The approximately school enrollment within two hours of Red Deer is 183,900.

Area school counties, districts and division enrolments in 1988 are charted below:

<u>Counties</u>	<u>Total Student Enrollment</u>
Canmore	1,757
Lacombe	3,626
Leduc	3,422
Mountain View	4,103
Parkland	8,523
Ponoka	2,758
Red Deer	5,021
Smoky Lake	759
Stettler	897
Strathcona	10,993
Wetaskiwin	2,193
Wheatland	2,317
<u>Districts</u>	
Calgary	82,082
Edmonton	65,459
Red Deer	7,545
<u>Divisions</u>	
Pincher Creek	1,114
Rocky Mountain	2,810
Rocky View	8,110
Starland	475
Total	<u>213,964</u>

Source: Alberta Education

- The historical and contemporary modes of transportation, as well as its importance to a community could be tied to the curriculum of various grade levels.
- These groups could be targeted for educational/recreational field trips to events and attractions, or specific guided tours.

4.7 Geographic Markets

4.7.1 Destination Travellers

- Regional visitors from central Alberta communities make frequent trips to Red Deer for a variety of reasons, including visiting events and attractions, business, or shopping.
- Some communities within a one or two hour driving radius of Red Deer and their respective populations are listed below:

<u>Communities (one hour radius)</u>	<u>1988 Population</u>
Lacombe	6,110
Ponoka	5,473
Wetaskiwin	10,103
Rocky Mountain House	5,261
Sylvan Lake	3,937

<u>Communities (two hour radius)</u>	<u>1988 Population</u>
Edmonton	576,249
Calgary	637,118
Drumheller	6,366
Airdrie	10,957
Camrose	12,968
Fort Saskatchewan	11,983
Leduc	13,126
St. Albert	38,318

Source: Municipal Affairs

- The one hour and two hour driving radius populations of all communities and municipalities within the area totals approximately 1,702,400 people.

One hour driving radius	139,179
Two hours driving radius	<u>1,563,267</u>
	<u>1,702,446</u>

- Regional travellers come to Red Deer year-round on day or overnight trips.

Edmonton's population numbered 576,249 in 1988. Edmonton and area population, was approximately 786,275. In addition, an estimated six million visitors came to Edmonton in 1988. The top activities of travellers to Edmonton in 1982 and 1986 were visiting friends and relatives, shopping, sightseeing, participating in sports, relaxing, and conference and business pursuits.

Calgary's 1988 population was 657,118, with the combined regional population at 732,609. In 1988, 8.2 million visitors were estimated to have visited Calgary (8.9 million is projected for 1989). About 75% were from Canada, 20% from the U.S., and 5% remaining from overseas. The top activities of Calgary visitors in 1982 and 1986 were sightseeing, visiting friends and relatives, participating in sports, relaxing, shopping and night life.

4.7.2 National And International Markets To Alberta

- Overall tourism visitation to Alberta in 1989 amounted to over 14 million overnight person-trips. Tourism revenue increased by 30% between 1986 and 1989, an increase from \$2.0 billion to \$2.6 billion. (Alberta Tourism, 1989)

TABLE 4.7.1
Origin of Overnight Visitors to Alberta
1988 (estimates)

Alberta	69.0%	9,634,656
Other Canada	18.2%	2,544,399
• British Columbia	7.1	
• Saskatchewan	6.6	
• Ontario	2.4	
• Manitoba	1.5	
• Other	0.7	
United States	10.4%	1,440,770
• Pacific	3.5	
• Mountain	1.8	
• East North Central	1.1	
• West north Central	1.0	
• Other	1.9	
Overseas	2.4%	399,493
• United Kingdom	0.6	
• Japan	0.4	
• West Germany	0.3	
• Australia	0.2	
• Other	0.9	
TOTAL	100.0%	14,000,000

Source: Travel Alberta

Recent estimates state that Albertans are the largest geographical group of travellers in their own province. British Columbia residents account for 7.1% of all overnight visits, while Saskatchewan residents account for 6.6%.

In 1988, British Columbia visitors (708,000) spent an average of 4.2 nights in Alberta, compared to those from Saskatchewan (710,000) who generally spent 3.5 nights.

International traveller origins, average nights and per capita expenditures are tabled below:

TABLE 4.7.2
Alberta International Visitors - 1987

<u>Country of Origin</u>	<u># Visitors</u>	<u># Nights</u>	<u>#Per Person/Day</u>
U.S.	1,430,465	3.9	\$ 71
U.K.	70,568	9.9	\$ 40
Japan	64,823	4.0	\$127
West Germany	34,029	9.2	\$ 48
Netherlands	15,145	13.2	\$ 30
France	9,636	7.2	\$ 56

Source: Travel Alberta

Most international visitors to Alberta came from the U.S. 1988 estimates state that Americans comprised 10.4% of the provincial visitors. Total U.S. expenditures in Alberta was approximately \$261 million.

Japanese travel to the province is anticipated to increase during the next few years. In 1987, visitation was estimated at 65,000. Projections of 90,000 visitors are expected by 1991, an increase of 28%. Several factors are responsible for the forecast, including Japanese government encouragement of international travel. The Japanese stay an average of four nights in the province and spend about \$127 per capita daily.

Recent data indicates that overseas travellers spend about nine to ten nights in Alberta and spend about \$60 per capita per day. Specifically, overseas visitors who stayed overnight in Red Deer in 1982 were 4% or 3,600.

4.8 Tourism Market Trends

A number of major trends which are affecting tourism destinations in North America are relevant to Red Deer:

- Demographic Trends
- Leisure Trends
- Changing Leisure Interests
- Tourism Product and Marketing Growth

4.8.1 Demographic Trends

The two major demographic facts influencing travel and tourism today and in the future are:

- The growing mature market
- The baby boom segment

The Mature Market

The mature market, defined today to be those who are 50+ are the wealthiest, most active, most mobile, segment in the history of North America. They are educated, they are active, and they are interested in experiencing a wide variety of activities. Those over 65 years will grow from 9-10% of the population to around 14-15% of total population in the next decade. The over 50 population will increase from 25% to some 40% of the population in the next fifteen years.

These educated, mobile, mature travellers have substantially caused the increase in motorcoach tours and in "fly and coach" tours during the past 5-10 years. This segment is characteristically interested in historic sites and attractions, in shopping and in safe, secure, moderately priced accommodation, or so the mass research implies.

Recent studies indicate that this segment is also responsible in part for wholly new travel segments such as:

Soft Adventure: Travellers who seek active adventure trips but combined with safety, good accommodation and sophisticated guides

Cultural Tourism: Travels which immerses the traveller in the life and culture of the area

Soft Adventure/Cultural: Travellers who seek both soft adventure and culture in the same trip

Cruise Travel: The cruise industry has grown 600% since 1980. It competes with land based destination areas.

The growing mature market may change the definition of tourism in the coming decade. A growing number of people may become temporary dwellers in a community, four or five months in a house, empty-nester community, R.V. park, or other accommodation. Increasingly they will "swap" homes with people in other cities. They will stay months instead of days and they will really try to experience the destination and its culture.

The Baby Boomers

The baby boomers generation, born between 1946 and 1963, are the record dominant force in the marketplace. Like the mature market, this segment is large, very broad in its interest and dominant because of its size. As this segment aged, it has changed and moved the entire economies of the countries of North America. It has "created" new destinations and it influences everything we can do in travel and tourism.

It influences the type of attractions we build and how they must change. for example, theme parks have evolved from places emphasizing the short term thrill of a ride to places which emphasize live entertainment, food and beverage and shopping.

The boomers have substantially ensured the success of the full service sun destination resort. They have been the major demand segment for the all inclusive resort. They caused the boom in ski hill development, and their demand for the mega-ski resort destination is causing the correction in the ski industry today. They are primarily responsible for the growth of the recreation vehicle market.

The boomers will continue in the future. At the minimum, they will begin to retire by the year 2000. By 2010 they will swell the retired population changing demand patterns very significantly.

The baby boom generation delayed having children until later years, causing the "baby bust" of 1965 - 1976. This will cause significant declines (15-20%) in the population 18-34 years old by the year 2000. Thus if you are selling a product which has age appeal in this range, you might consider repositioning the product in the coming decade.

The dominant generalization which one can make about the baby boom generation is that it is educated. It is the best educated, wealthiest, most mobile and sophisticated market segment in our history. It is also very diverse, and cannot be treated as a single segment. Comments in the section following will be dominated by the demographic forces outlined above.

4.8.2 Leisure Time

During the decade of the 70's it was commonly understood that leisure time was increasing and would continue to increase. Futurists predicted three day work weeks, deconcentration from cities, computerized cottage industry

networks, and a movement back to the land. It hasn't happened in a significant way.

The opposite has, in fact, happened in key travel market segments. Leisure time has decreased since about 1977. Urban professionals report very significant decreases in leisure time. Workaholism among the professional baby boom generation is more the norm than the exception. One U.S. study reports an average work week of 55 hours among professionals and a drop in discretionary leisure time of some 37% in the last decade. Another leisure researcher argues that professionals have chosen the rewards of work over the rewards of leisure.

Leisure time has not decreased purely due to workaholism. Increases in single parenting, in couples without children and in two income households have conspired to reduce leisure time. The net effect is a major leisure time crunch in a wealthy, educated and mobile population.

Short Getaway Market

A result of this trend has been rapidly changing travel behaviour. The travel segments known as the "short getaway", the "short break", the "weekend vacation", or the "short trip" segment has grown rapidly. The segment itself is diverse, but several travel experiences can be traced to the short getaway.

- high end intercity weekend travel to certain major city destinations such as Los Angeles, San Francisco and Vancouver
- resort destination travel by weekenders in/near resort areas
- in-city hotel getaway weekends
- short special interest tours in city destinations
- increasing crossover between business and pleasure travel

The short getaway traveller characteristically drives less than 400 kilometres, stays two nights in a hotel, and desires proximity to shopping

and night life. In at least one hotel research study the primary trip motivation was to "bounce back" from the stress and time pressure of the job.

The short getaway traveller is buying "an experience" - one which may come packaged with highly interesting, educational, special interest tours provided they are not long duration or exhausting experiences.

4.8.3 Changing Leisure Interests

Changing leisure interests are tied to demographics and leisure time. These leisure trends include the following:

Adventure Travel - Adventure travel segments have been growing rapidly in recent years. Exotic destinations and highly educational trips are in demand. High risk adventure is a small but rapidly growing area of adventure, with exotic destinations as targets.

Special Interest Tours - A rapidly growing segment of the travel industry, this segment still has only a small share of the travel market.

Educational Travel - This is not really a segment, but rather a major and growing trip purpose for leisure travellers. The phenomenal growth of Elder Hostel, of university based educational tours, and of the cultural tourism segment supports education as a major trip purpose.

Experiential Travel - People travel for an experience. The market today wants to be totally immersed in the experience - they want to participate at every step. The destination needs to bundle the various components of the "experiential image" for the potential customer.

Nature/Environment Travel - The interest in the natural environment has exploded in recent years, so much so that a recent newspaper poll ranked it the number one issue in Canada (Globe and Mail, 1989). Travel for

natural/environmental purposes might often be grouped with other segments -- cultural tourism, soft adventure, and others. However nature trips as a primary trip purpose have exploded recently. Whale tours, wildlife adventure tours, photographic tours, biological tours, and bird watching tours have grown in importance and frequency. Highly educational, these tours are often staffed with renowned experts in scientific fields relating to the area, and they cost a great deal of money.

4.8.4 Tourism Product and Marketing Growth

Tourism products and marketing have grown and changed dramatically in the past decade.

Tourism products have diversified to serve the very specific needs of a demanding clientele. Hotels have been through a boom period of new brands. They are now marketing "the experience" of the visit.

This decade has seen the creation of the mega-resort, the resort which is itself the destination, providing for the every need of the traveller.

The cruise industry has exploded, growing from 1/2 million to 3 million passengers, mostly in the past ten years. The ski industry has lost over half its hills in the past ten years. Those which remain are positioning to become the year round mega-resorts that we have seen in the sunbelt destinations.

The merger-mania of the 80's has affected the travel industry in much the same way as other industries were affected. Deregulation in North America at first caused a proliferation of products. Mergers, consolidations and bankruptcies have left a few "mega-carriers" positioned in major hubs and using regional carriers they own to supply those hubs.

Tourism marketing budgets have boomed in the 80's. The top six U.S. states spend over \$108 million US on marketing their destinations. Tourism Canada spends \$30 million. Tourism Alberta spends \$8 million (1989/90 budget and Team Tourism funding).

Destination areas within states are cooperating to increase their marketing power. Colorado ski hills will spend \$1.5 million advertising Ski Colorado this winter.

The point for Red Deer is this. The tourism game is becoming more and more a destination marketing game. The cost of entry is high. Red Deer should position itself where the cost-benefit relationship is the greatest.

4.9 Market Positioning

The study team conducted an open-ended 'role and place' assessment of Red Deer. This approach sought first to develop the economic/service role of a centre in the location of Red Deer and with its size. Two major factors dominated:

- **Strategic Location** - for footloose industry, for regional meetings and conventions, and for service industries which require central location for cost benefit reasons.
- **Service Centre** - providing personal and vehicle services to pass-through traffic and acting as a regional service centre.

The present role and place of Red Deer was identified by the team using an open ended process centring on "what do you think of when you think of Red Deer?" The results include:

- pass through city
- meeting place
- name association - red deer
- vehicle service centre - only one on Highway 2 where you don't have to pull off
- close to lakes

- nice place to live
- highest number of hotel rooms in the province
- colleges and institutions
- near to mountains
- near farm land
- has ski area
- rodeos
- near whitewater
- near Red Deer River - gateway to Badlands
- airshow
- agriculture shows

When questioned on knowledge of tourism assets, the following were mentioned:

- river valley
- wind and hail (bad weather area)
- Waskasoo Park
- nature
- good place to get gas and eat
- place of blizzards

Do these impressions reflect what or how the markets think of Red Deer? Certainly there is no science involved in the impressions. Our study team also does not represent tourism markets. However, it is interesting to note what does not come to people's minds when they think of Red Deer - transportation and history/heritage.

Summary

Red Deer has market position in the following areas:

- Primary Position
 - meetings and conferences
 - events - annual, sports
- Secondary Position
 - pass through services
 - close to lakes/recreation and mountains
 - a nice place to live.

The Red Deer products and its assets may be positioned in such a way as to appeal to certain of these existing and emerging markets. Red Deer can adjust its products, prices, accessibility and its promotion to attract and retain these new target markets.

It is a fundamental principle of marketing that you build on your strengths. Target markets should be set in the area of strength first.

4.10 Target Markets for Red Deer

Based on the location of Red Deer, its tourism assets, its present market position, its present marketing activities, and the experience of similar urban centres in North America, the markets Red Deer targets in order of importance should be as follows:

Pleasure Travel Markets

Priority #1: Edmonton and Calgary Resident Markets

The Edmonton and Calgary markets are clearly the major close-in markets which could be attracted to Red Deer. Target segments within this geographic market would be:

- families seeking a weekend getaway with a variety of activities
- adults seeking a weekend getaway experience with rest and relaxation or an educational component
- families and adults who are natural, environmental enthusiasts
- winter weekend downhill and cross country ski markets
- older couples seeking a soft adventure experience with a high educational component
- special interest/event markets for specific event activities.

Total Market Potential: approximately 1.7 million persons

Priority #2 - Sport Team/Tournament Markets

Red Deer location is ideal for positioning for the sport tournament market. The Centrum adds to the product side, while the strong hotel room supply in Red Deer represents an excellent opportunity to increase market share in the tournament marketplace.

Total Market Potential: exceeds 500,000 persons

Priority #3 - Special Event Markets

Red Deer is in an ideal position to host non-sporting events which are of interest to participants in the large markets of Edmonton and Calgary. These are already targeted and need only be increased.

Total Market Potential: over 100,000 visitors

Priority #4 - Visitors to Calgary and Edmonton

Together Calgary and Edmonton achieve over 14 million tourism visits annually. These visitors can be targeted by Red Deer. The segment which most obviously can be targeted is the visiting friends and relatives segment.

Total Market Potential: over 1 million persons

Priority #5 - En Route Markets

People who are en route between points could be targeted by Red Deer. These visitors would consist of:

- residents of Calgary or Edmonton en route between those destinations
- long haul tourism traffic in automobiles or recreation vehicles
- people destined for a recreation experience in David Thompson Country

- group touring traffic, and particularly the enroute motorcoach traffic

It should be noted that this market is very difficult to attract for more than a few minutes, unless you have sold them on planning a stop on that trip.

Total Market Potential: over 1 million persons

Business Travel

Priority #1 - Major Conventions Market

Red Deer is already positioned for major conventions. On the product side it must fight a defensive battle, improving product quality to remain competitive. On the market side, it must maintain a price advantage and strategies/services which make a Red Deer convention more personal/friendly than elsewhere. Target groups include:

- all Alberta based not-for-profit associations
- certain Canadian Associations - petroleum and agriculture in particular.

The corporate incentive market should not be targeted.

Total Market Potential: over 100,000 persons

Priority #2 - Corporate Meetings Market

The Alberta corporate meetings market should be targeted. Companies with a large staff and a presence throughout Alberta would be the first target.

Total Market Potential: over 100,000 persons

Priority #3 - Personal Business Markets

This market segment needs fine hospitality as much as it needs attractions. Events might be used to delay this segment for longer stays.

Total Market Potential: over 140,000 persons

The broad figures on market size suggest strongly that Red Deer could go a great distance in increasing its market share by enhancing its existing product mix and changing its positioning to attract more people from these target markets.

5.0 THEME ASSESSMENT

Assessment of the transportation theme for Red Deer was conducted in three stages:

- assessment of the assets of the community in relation to the theme;
- assessment of suitability of the theme; and
- assessment of market attractiveness of the theme.

The study team research background materials, conducted interviews with selected contacts in the community, and assessed the competition. The process finished with a half-day team meeting at which the theme analysis was conducted.

During the course of the interviews three community themes were suggested. Although the transportation theme was our primary investigation in this work, we assessed all three themes.

5.1 Suitability Assessment

The study team assessed the relative suitability of each of the three themes in relation to a number of factors which are internal to the City of Red Deer.

The ranking method allowed each study team member to give each theme/factor relationship a score of 5, 3, or 1, where five means "highest" or "most important". Scores were then added to give a total score for that cell. This method is a very simple way of recording the judgements of the study team. The factors can be weighted or ranked-ordered in subsequent meetings should the Committee wish more detail.

The aggregate scores can be found in the table following. Transportation scores the lowest of the three themes relative to internal assets of the community which would distinguish it from a tourism perspective.

Table 5.1.1
Suitability Assessment
Internal Assets

THEME	UNIQUENESS	ENVIRONMENTAL SUITABILITY	HISTORIC SUITABILITY	SOCIO-ECONOMIC SUITABILITY	INDUSTRY/SECTORAL SUITABILITY	SUPPORT FACILITIES	ORGANIZATION/ STAKEHOLDER SUPPORT	OVERALL RATING
Transportation	7	13	13	11	13	15	13	78
Agriculture	5	19	19	19	19	19	15	110
Natural Environment	9	17	13	11	13	19	15	88

Note: Maximum potential score of any cell is 25

Individual Rating: High = 5 Medium = 3 Low = 1

5.2 Competitive Analysis

Following relative ranking of the themes, the study team considered the competition and whether they would recommend development of any single theme for Red Deer.

The competition for each theme was assessed by the study team based on our past research and the preliminary competitor analysis conducted in this study.

5.2.1 Transportation Theme

Competition for the transportation theme attractions exists in almost every major city in North America. Train and car attractions, in particular, abound.

The most significant nearby competition includes:

Trains

- The Alberta Pioneer Railway, Edmonton
- Fort Edmonton Park, Edmonton
- End of Steel Park, Edmonton (proposed)
- Heritage Park, Calgary

- Fort Steele, B.C.
- Western Development Museum, Moose Jaw

Wagon

- Remington Carriage Museum
- Western Development Museum, Moose Jaw
- Western Development Museum, Saskatoon

Car/Truck

- Western Development Museum, Moose Jaw
- Western Development Museum, Saskatoon
- Fort Edmonton Park, Edmonton

Air

- Aviation Hall of Fame, Edmonton
- Boeing Aircraft Company, Seattle

Rail Stations

- Many communities in Canada

Emerging

- Reynolds-Alberta Museum

The most significant competition for the transportation theme from a nearby attraction is the Reynolds-Alberta Museum. Reynolds will interpret transportation in Alberta in the context of agricultural technology, throughout the province, and using many types of vehicles. It is a direct competitor as an attraction. It is in first place in as much as it will be built first. This attraction does not do much rail interpretation, so there may be opportunity to create activities and events which would expose rail history as a cross-selling feature with Reynolds-Alberta Museum.

The transportation theme, if it is developed as the only theme for Red Deer, would have significant difficulty as a tourism generator. First, Red Deer has no single overriding transportation element which is unique and a powerful draw. Second, there is a great deal of *competition* in most of the elements which would normally be considered transportation elements. Thus it is our view that the chances of succeeding with the transportation theme alone are low.

5.2.2 Agriculture Theme

Competition for the agriculture theme can be found throughout North America, although only nearby attractions are directly relevant. Examples of nearby competitive attractions include:

Living History Museums with Farms

- Ukrainian Cultural Heritage Village near Edmonton
- Heritage Park, Calgary
- Motherwell Homestead, Saskatchewan

Agricultural Attractions

- Ontario Agricultural Museum
- Manitoba Agriculture Museum
- Western Development Museums, Saskatchewan
- Federal Research Stations, Alberta and Saskatchewan

Emerging

- Reynolds Alberta Museum, Wetaskiwin
- Homestead Park, Strathmore

In addition to nearby attractions, the agricultural theme would compete with major attractions in North America for long haul destination traffic. In this national and international marketplace, the competition is very stiff. Red Deer could not successfully position itself to compete for destination traffic without spending a great deal of money.

Red Deer has a strong agricultural base, and the agriculture/processing theme should be a part of the story of Red Deer. The Sunnybrook Farm proposal, advanced by the Red Deer and District Museum Society, suggests the development of an agricultural interpretive centre at the Bower homestead site. This proposal could be but one of a number of agriculturally-themed attractions and events in the community.

5.2.3 Natural Environment Theme

The Waskasoo Park area and some of the environmental reserves offer a relatively unique urban-based ecological interpretation opportunity for Red Deer.

Environmental areas, themes and interpretive programs abound in Alberta, however, urban areas/programs are not as extensive. Direct competitors for such a theme in Red Deer might include:

- John Janzen Nature Centre, Edmonton
- Fish Creek Provincial Park, Calgary

There is a good deal of emerging "competition" in Alberta. However, these competitors may, in fact, build the market for this re-emergent interest in our environment rather than compete directly.

Red Deer already has major assets in place to support this theme:

- Kerry Wood Nature Centre
- Gaetz Lakes Bird Sanctuary
- Red Deer Canyon
- biological interpretive areas
- Ellis Bird Farm
- Burbank Paleontological Site

The natural environment theme for Red Deer could attract significant visitation. This theme should be considered as part of the package of themes/attractions of Red Deer.

5.3 Market Assessment

Market attractiveness was assessed from the point of view of the target markets which were outlined in previous sections. The team also accounted for the strong trends occurring in target markets.

The same scoring method as was used in the suitability assessment was used in this matrix.

The theme of natural environment scored highest in the market assessment by some 20 points. The major caveat which might work against the natural environment theme is the fact that interpretation is often free in such areas. The study team believes this is changing and it will change rapidly in the 1990's.

Table 5.3.1 outlines the results.

Table 5.3.1
Market Attractiveness

THEME	BROADNESS OF MARKET APPEAL	SIZE OF MARKET/SEGMENTS	WILLINGNESS TO PAY	NEARBY COMPETITION	TOTAL COMPETITION	FIT WITH REGIONAL THEMES	OVERALL RATING
Transportation	9	13	11	9	17	17	76
Agriculture	13	13	11	11	11	15	74
Natural Environment	21	17	15	9	11	25	98

Note: Maximum potential score of any cell is 25

Individual Rating: High = 5 Medium = 3 Low = 1

Theme Potential

The overall assessment of the three themes was made after the score was reviewed. The team was asked "Would you do any of these themes in Red Deer?"

The team believes that Red Deer should sell all of these themes as individual attractions in its mix. However, the connecting logo or theme which links these together would much better be the theme of Red Deer as THE CENTRE of the province.

The connecting nature of the centre theme allows Red Deer to appeal to all target markets by using activities which are connected to community assets and organization support strength. However, "the centre" is not a theme/logo which can be dramatically used as a selling feature for Red Deer. It is more a physical fact than a sales tool.

Committee members believed that the term "The Crossing" offered potential for Red Deer, particularly in view of the historic connection with Fort Normandeau as the river crossing place.

While the study team did not consider the term "The Crossing" as a city-wide theme, we agree with the Committee that it is an excellent name for a highway attraction which is suggested in a subsequent section.

In the next section we will develop these recommendations more fully.

5.4 Conclusions and Recommendations

Based on our suitability and market assessment of these three themes, our conclusion is that all three "themes" represent strong assets of the community. Each can contribute to the story of Red Deer, and each can be part of the group of anchor attractions of the community.

Around each central theme Red Deer should group its major attractions, its events, and its touring product to develop a co-ordinated message for the potential visitor.

Red Deer is in the enviable position of being the central point for people crossing our province, whether they are crossing between east and west or north and south.

Red Deer also suffers due to its essential nature as the crossing point because it lies in the "shadow" of two major urban centres. Red Deer gets taken for granted. It gets bypassed by travellers making a quick trip between Edmonton and Calgary.

The first step in promoting the major themes for Red Deer is to enhance the awareness of what it and the region along the Highway 11 corridor have to offer the traveller. Once awareness is raised, the quality regional product will be able to compete for travel bookings. This goal of generating awareness and booking travel to the region has been the driving force behind our recommendations.

5.4.1 Recommendations

The recommendations which are derived from our analysis are as follows:

Recommendation 1: That Red Deer investigate an attraction which highlights the whole city and all its assets. Such an attraction should be considered near the highway. This attraction could act as an area billboard, an information centre, an activity centre, and a stopping place for en route traffic.

Recommendation 2: That Red Deer consider a theme and logo which deals with its central place between Edmonton and Calgary, stressing time and distance to great fun. This attraction could symbolize that central place role.

Recommendation 3: That Red Deer consider the tourism development of its natural environment asset. Target markets should be people with environmental interest, conventions and meetings markets, short getaway markets, and school markets.

Recommendation 4: That Red Deer use the explore/adventure theme as a marketing theme in conjunction with the region. Red Deer should juxtapose its services, amenities, and activities against those of the region.

Recommendation 5: That the City of Red Deer vigorously promote and cross sell the major market segments which already come to Red Deer and those most likely to come.

While not a formal recommendation, we would also suggest that Red Deer take a new look at itself as part of this study. Red Deer is a city with a human environment, an ambience and a natural environment which may remind people of a quieter time.

Red Deer is a city which, relative to its population, may already be the most successful tourism-generating city in Alberta after Calgary and Edmonton. We have not analyzed the numbers, but we are confident Red Deer will be very close, if not the leader.

Red Deer has a very bright future. If Calgary and Edmonton grow, Red Deer will become closer to them in time and distance. Red Deer will experience growth and expansion in many footloose industries. The challenge of Red Deer, we think, will be to maintain its superior environment and its sense of community in the face of strong growth.

In 1982 the keynote speaker at the National Travel and Tourism Research Association Conference in Ottawa, Mr. Gordon Taylor, said:

"(The) four benefits that are critical (to the traveller) regardless of the purpose of travel and of the homeland of the traveller are:

1. Good Service
2. Friendliness of Local People
3. Value for Travel Dollar
4. Having many things to see and do."

These benefits sought by travellers have not changed since 1982, nor will they change in the future.

In the next section we begin to address the potential for the development of a major highway attraction in Red Deer.

6.0 "THE CROSSING" -- DEVELOPMENT CONCEPT

6.1 Introduction

The tourism attraction, information and service center would be located on Highway No. 2 in or near Red Deer. The Committee, after some deliberation, chose to call the facility "The Crossing". The study team thought this name was exceptional.

"The Crossing" describes what the traveller is doing -- crossing between two large cities, crossing the prairies to the mountains, and crossing the Red Deer River. It describes the historic role of Red Deer. It can be used to highlight Fort Normandeau and the heritage of Red Deer.

"The Crossing" is also a name which evokes images of a stopping house along a carriage route between communities, which is what occurred in Red Deer. It may evoke images of food, beverage, and accommodation services, of hospitality, and of travellers sharing tales of their explorations and adventures.

"The Crossing" at Red Deer can be animated. It can be all of those things to the traveller bisecting Alberta. It requires sensitive development, careful staff selection, and a sense of the dramatic to animate the experience.

6.2 Site Assessment

Two sites were assessed by the study team:

- A generic 8-10 acre site on highway No. 2 where the service strip now exists.
- A portion of the Heritage Ranch site.

These site assessments were not conducted in detail or using a rigorous analytical system, as it was apparent that larger issues were involved. Rather, the study team chose to list the advantages and disadvantages of each location relative to the target markets, and to have the Steering Committee select the preferred site. The analysis of advantages and disadvantages can be found in Table 6.0 following.

TABLE 6.0

RED DEER TOURISM OPPORTUNITY STUDY

RELATIVE ADVANTAGES OF ALTERNATIVE
DEVELOPMENT SITES FOR "THE CROSSING"

	HERITAGE RANCH	LOCATION ON "THE STRIP"
ADVANTAGES	<ul style="list-style-type: none"> Land is already owned by the City. Significant improvements have already been placed on the site - access, trails, picnic area, a restaurant, etc. Site is located at "The Crossing" and near Fort Normandeau. Site has ready access to Waskasoo Park and to many of the natural/environmental assets of Red Deer. Site offers potential panoramic view of River Valley not offered on other sites. Located near Highway 11, increasing potential to capture east and west bound traffic. 	<ul style="list-style-type: none"> High volume of through traffic -- it has slowed to 80 kilometres and is preparing to stop. High levels of service stops -- target market is readily available to the centre. Provides opportunity to build centre <u>alone</u> -- the food, beverage, and vehicle services could be provided by existing private operators. Provides opportunity to capture northbound and southbound traffic.
DISADVANTAGES	<ul style="list-style-type: none"> Southbound traffic is not as likely to stop -- unless expensive arrangements are made. Site is in northbound land <u>north</u> of the service strip -- much of the traffic will have stopped recently before approaching this site. Highway signage approach required to offset disadvantages will be expensive. Vehicle services are not available on the site. 	<ul style="list-style-type: none"> Parcels are privately held -- frontage parcels are very expensive or not available. Is not located within the city. Name "The Crossing" not as appropriate in this location. Not near river -- crossing place. Not strongly tied to natural environment so could not animate the theme as well. No existing infrastructure -- trails, picnic sites, etc.

In the judgement of the study team, the Heritage Ranch site offers major advantages and the qualified market has been attracted to the site. However, the cost of getting the qualified market to the property is greater than at the alternate site. The study team feels that a carefully conceived signing approach might be used, starting in Calgary and Edmonton and drawing customers towards Red Deer.

The highway strip site offers the advantage of attracting large numbers of highway travellers. However a smaller proportion of them would arguably be in the direct target market segments for the site, the City, and for the region.

The Heritage Ranch site offers all the advantages of single ownership. The owner has control -- architectural control, traffic control, and control over new development. This control element is critical to maintaining the ambience the operator attempts to create on the site.

In subsequent sections, the consultants have assumed the Heritage Ranch site to be the site for "The Crossing" at Red Deer.

6.3 The Development Concept

The concept of "The Crossing" as an enroute stopping place where the traveller may sample the hospitality, the adventure, the exploration opportunities, and the beauty of Alberta can be animated with a combination of high technology and high levels of service. The overall concept for "The Crossing" at Red Deer would include the following major functions:

A Provincial "Travelling On" Centre - This function would include information, highly colourful and graphic representation of the province; provincially staffed services, and in the future a high technology information and booking service which will inform travellers crossing Alberta what to expect in the region ahead.

A Themed Regional Attraction and Sales Centre - "The Crossing" at Red Deer would sell the adventure and exploration opportunities and assets of the region as we have identified them in the Regional Tourism Generator Study. High technology equipment/attractions would be used to offer visitors "a taste of adventure" and to encourage return visits.

A City of Red Deer Attraction and Sales Centre - The facility would be a Red Deer attraction. It would be used to increase awareness of Red Deer and its opportunities. It would cross-sell Red Deer attractions, guided tour operations, and adventure/recreation opportunities. It would place Red Deer as the service centre of the region and "the centre" of David Thompson Country. It would place Red Deer as the anchor of the Adventure/Exploration corridor to the west.

Again high technology components would allow visitors to simulate experiences offered in the city. However, "The Crossing" would also be the staging area for a number of these opportunities. Thus people would be able to start their Red Deer adventure or exploration from this development.

A Traveller Service/Rest Centre - This function would include all services -- food and beverage, washrooms, vehicle fuel services, picnic areas, adventure playgrounds, trails, and other travel-related services appropriate to the site.

A Retail Centre - This function will offer the visitor high quality Alberta arts and crafts for sale. It will provide a mailing service to ship direct to your home. It will highlight the crafts producers of the corridor region in particular, but it will also offer opportunities to purchase crafts from throughout the province.

"The Crossing" at Red Deer could, however, position itself as a major Goods and Services Tax Rebate Centre. International visitors could receive their rebate for purchases in Canada at this operation. The

likelihood, of course, is that they would spend the rebate at "The Crossing" at Red Deer! The potential of becoming the GST Rebate Centre is unknown. However, it could prove to be an excellent positioning tool for "The Crossing" at Red Deer.

The functional relationships between components of the development are illustrated on the page following.

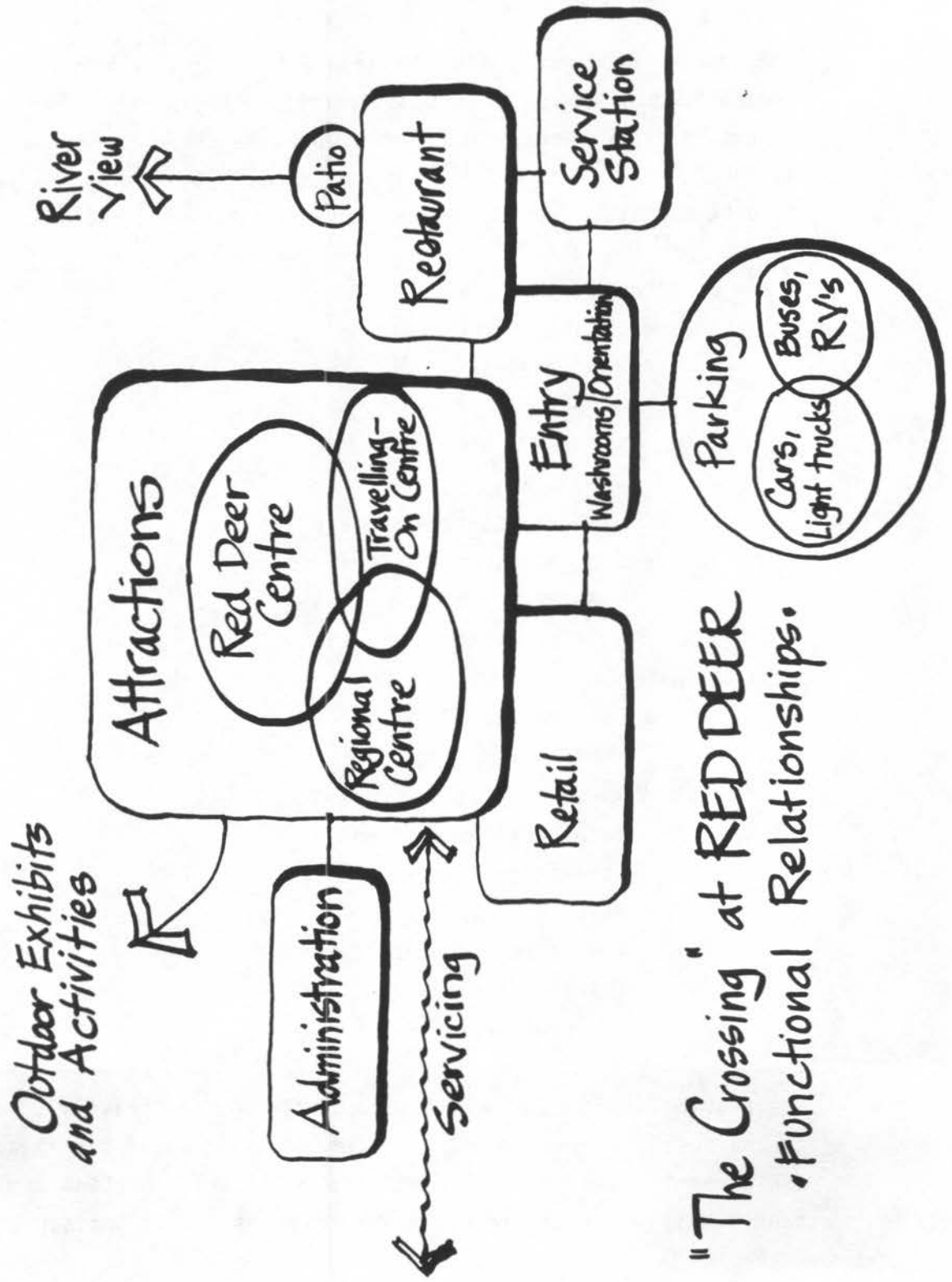
6.4 Major Themes, Sub-Themes and Elements

The overall purpose of "The Crossing" is to sell Red Deer, to sell the Corridor Region, and to sell Alberta. "The Crossing" would not normally sell the visitor on a regional adventure opportunity (for example) on that trip. Rather "The Crossing" would give the traveller a taste of the experience and would increase the opportunity to sell them on a return visit or to help them create a "circle tour" which includes the region.

The themes, sub-themes, and major elements cannot be outlined in detail in this conceptual document. These aspects will be detailed in subsequent work on "The Crossing" at Red Deer. However, a broad outline of the major themes and elements may be outlined for:

- The Provincial "Travelling On" Centre
- A Regional Centre
- A Red Deer Centre

These three aspects are considered in the following subsections.



6.4.1 Provincial "Travelling On" Centre

This major provincial tourism information and sales centre would be dedicated towards selling opportunities to experience any or all of Alberta's experiences. The themes would be those themes we sell to our national and international markets as well as themes we sell to the Alberta markets. The sub-themes and elements would include:

- Alberta Adventures
 - Outdoor Adventures
 - Mountains
 - Lakes
 - Rivers
 - Non-Consumptive
 - Resort Centres
 - City Adventure/Exploration
 - Major Attractions
 - Major Events
- Alberta Exploration
 - Our Heritage
 - Historic Sites
 - Communities/Settlement
 - Cultural Attractions
 - Heritage Events
 - Major Attractions
 - West Edmonton Mall
 - Reynolds-Alberta
 - Tyrrell Museum

The provincial function would concentrate on the "travelling on" regions to the south, north, and west of Red Deer. It would use themes, format, and elements used by the province to sell both Albertans and non-Albertans. While this centre would identify the David Thompson Corridor and

the City of Red Deer, it would refer the visitor the specific section or area of the centre which deals with these areas.

6.4.2 The Regional Centre

The Regional Centre would use the regional Adventure/Exploration themes to afford people a sampling of the wide array of opportunities available to the regional visitor.

The major themes and sub-themes dealing with the regional product including the following:

MAJOR THEME

SUB-THEME

EXPLORE OUR WESTERN HERITAGE

Major Elements

- Native Culture
- Exploration
- Settlement
- Culture Ethnicity
- Agriculture
 - Education
 - Processing
 - Technology
- Energy Industry
- Events

Native Heritage

- David Thompson Heritage
- Agricultural Heritage
- Cultural Heritage

ADVENTURE WEST

Elements

- Natural Features
- Scenery
- Rivers and Lakes
- Natural Environment
- Protection Areas
- Events

Soft Adventure

- Hard Adventure
- Natural/Scenic Adventure

Source: West Central Region Tourism Generator Study Interim Report #2.

Twenty nodal initiatives have been suggested for the West Central Region, one of which includes the development of "The Crossing" at Red Deer itself. These initiatives, when they have been fully considered and developed, will consolidate the major elements in the recommended "sales

pitch" for the West Central Region. The material in Appendix A outlines in graphic form the nodal attractions recommended for the region.

6.4.3 A Red Deer Centre

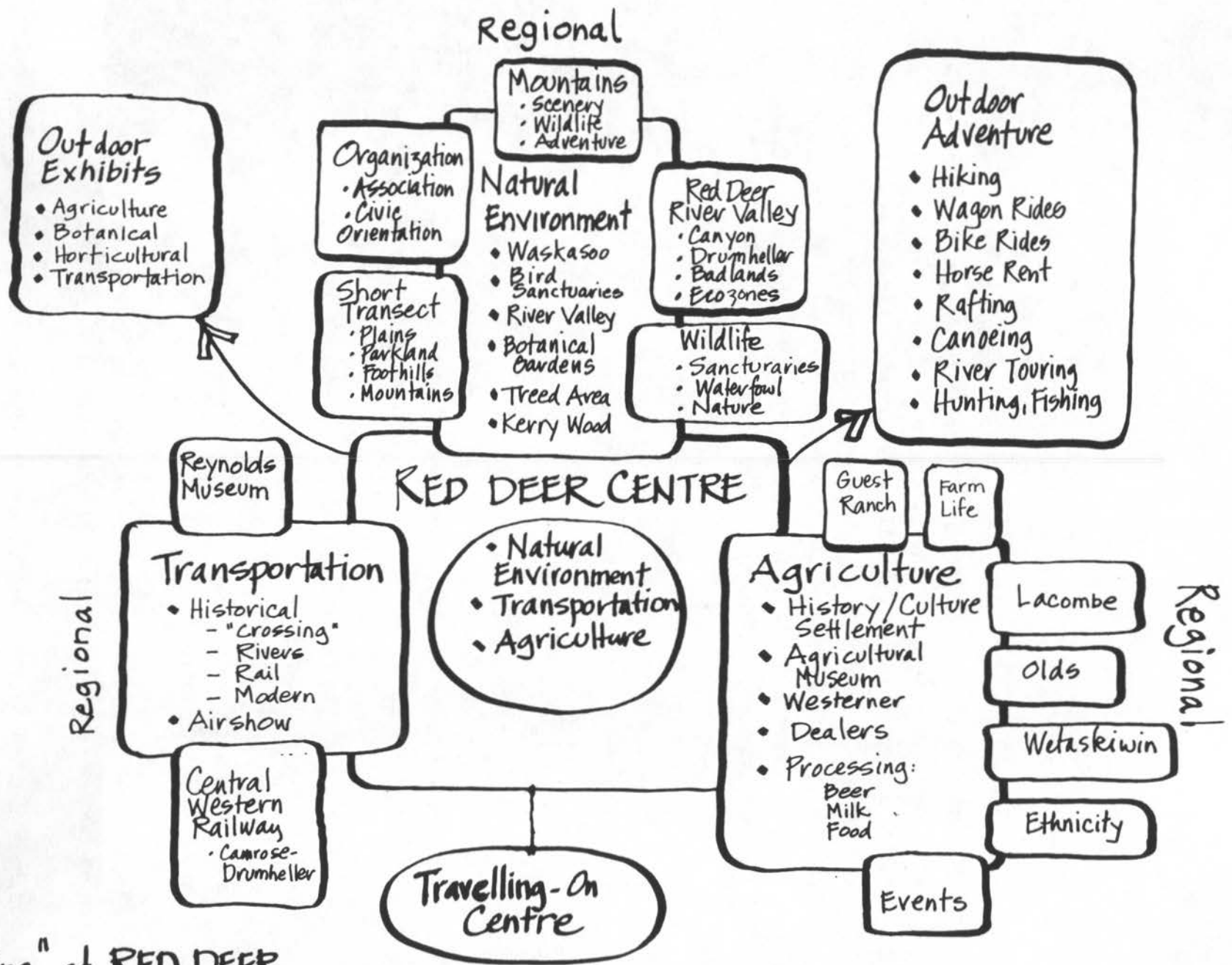
The major sub-themes and elements for Red Deer can readily be consolidated within the overall themes of adventure and exploration. These major themes and subthemes will radiate around a central or core element which invites people to Explore Red Deer:

EXPLORE RED DEER

- Its Pre-History (Native Cultures)
- Its History
- Its Natural History and Environment
- Its Settlement
- Its Sport/Recreation Elements
- Its Community
- Its Culture
- Its Industry

Aspects of each of these exploration elements may be present in each major theme as it is presented. However, the weight attached to each element would change depending on the major theme being presented.

The figure on the following page illustrates how the major themes and some of the minor themes of the community can be consolidated and demonstrated at "The Crossing". The graphic representation also suggests how these major themes may be tied to elements in the region which will be or have been developed for tourism. These ties are important to the Red Deer product and potential because they offer the opportunity for "circle route" travel and for longer duration stays than would otherwise be the case. In either instance, Red Deer will book more accommodation and longer stays if these ties can be achieved.



"The Crossing" at RED DEER
 • Attractions Components.

6.4.4 The Storyline

It is not possible within the scope of this project to detail the stories that would be told of Red Deer and the exhibits which might be developed. At a subsequent stage of the development of "The Crossing" a product called a "storyline matrix" will be developed. This matrix will connect the Themes, Sub-themes, and the Elements of the Red Deer story in a cohesive, logically ordered and interesting "argument" for Red Deer. The storyline matrix in this instance might also connect Red Deer with regional attractions through the components of the storyline.

The storyline for Red Deer would be animated using both indoor exhibits/activities and outdoor exhibits/activities. In the following sections these indoor and outdoor components are addressed.

6.5 Indoor Components

Indoor components of the development must be co-ordinated to ensure the impact desired on the visitor. The indoor component of "The Crossing" at Red Deer will contain all five elements of the attraction described in a prior section:

- A Travelling On Centre
- A Regional Centre
- A Red Deer Centre
- A Service Centre
- A Retail Centre

The first three components are components of the attraction itself. The remaining two are service aspects of the development.

It has been assumed in this section and in all subsequent sections that the existing building at Heritage Ranch will be expanded to include the additional indoor components as identified. This will impact significantly on building

costs and on the design of the final development. It will not affect the functional relationships in a major way.

The components of each indoor areas are described in the subsections following.

6.5.1 Attraction Components

The conception of the attractions component cannot be completed until the storyline matrix is finalized. However, the major components of this area, as conceived by the study team, include:

Entry Area Graphics - Floor to ceiling graphics on the walls of the attraction area will highlight the adventure/exploration activities available in the region.

High Technology "Theatre" - A theatre set up as a kiosk or curtained theatre will encourage use of visitors without threatening them with a "long show". A laser disc driven show projected through a wall mounted high resolution, four foot by eight foot monitor will allow the visitor to take a "menu-driven" trip through the province, the region and through Red Deer. A mandatory five minute introductory film will dynamically illustrate the exploration and adventure available along this corridor and the City of Red Deer. Up to ten additional smaller monitors will be available throughout the attraction area so that people can select any aspect of the regional or provincial "menu" they desire at any time.

Regional Showcase Areas - These areas will be designed as showcase areas or "windows" where regional communities, attractions, operators, and event organizers may highlight their tourism offerings. These areas, which would be rented on a short term basis or leased on a longer term basis, would be allocated to a particular community or area of the region. These areas of the region could use high technology simulations, audio visual presentations, staffed

exhibit areas, mini "events" and/or static exhibitry to highlight their tourism opportunities.

Wall Exhibits - The walls of the high ceiling structure could be a very colourful map of the Highway 11 corridor, or of the West Central Region. Video monitors in the wall could highlight regional activities and opportunities. The "showcase windows" identified above could be located at the appropriate areas along the regional map.

Flexible Space - An area should be allocated as flexible space for demonstrations or live shows. Various associations and clubs might demonstrate, major events would highlight their "coming adventure", or small skits/drama productions could be presented by organizations such as Red Deer College. Craft displays could be presented by appropriate associations or craft people as part of the feature -- carving, pottery, quilting, furniture-making, stained glasswork, model building, model railroading, and many other crafts could be highlighted.

"No Desk" Staffing - The facility could experiment with "no desk" staffing. This would imply readily available and high technology monitors at convenient locations with knowledgeable staff acting as "guides" on the floor. The guide would take your question and take you to the monitors for help, guide you through selection, and personalize the experience with comments on the service or attraction you have asked about.

A desk function would also be provided for supply storage and to serve the "directions only" customers. Set up like a "command centre", this desk area would also be the booking facility for all regional opportunities. Floor staff would tie the individual back by phone to the office staff who would actually do the booking. This tie-back would be particularly important during peak periods.

Adventure Simulators - Simulators could be purchased and programmed to provide a very exciting, hands-on simulation of an adventure activity appropriate to the region:

- A kayak, canoe, or raft adventure on the Panther, the Red Deer, or the North Saskatchewan rivers
- A mountain climbing or ice climbing hiking adventure in the Siffleur Wilderness
- A Red Deer River Canyon environmental adventure on a raft
- An ATV adventure at Chambers Creek
- An aerial adventure -- stunt plane, balloon or glider at Red Deer Airshow
- A coal mine adventure in Nordegg
- Rodeo adventure -- ride a bucking bull at "The Westerner"

Each simulation could finish with a list of operators who offer the type of adventure or exploration simulated.

6.5.2 Service Components

Indoor service components would include the following:

Washrooms - Well signed washrooms accessible at the "front" of the building near the parking are necessary.

Public Telephones - Public pay, card and credit card phones should be located and well signed in the entry area.

Restaurant - The present 80-90 seat restaurant should be expanded to 100-150 seats. A patio development which overlooks the river valley should be attached.

The restaurant offerings should include some form of "Heritage Sampler" -- an opportunity to taste the historic food of the region. This sample may include buffalo, deer, elk, pork, rabbit, trout, and other historic foods. "Home baked" break should be provided along with the "stagecoach stew" or "Crossing Goulash" which may have been served at "The Crossing". Tankards of Crossing Ale may also be made available.

It is possible to theme the entire restaurant as a wayside inn from the stagecoach era, in which case all components of the restaurant would be carefully chosen to fit with the theme. Waitresses/waiters could also be trained third person interpreters to be used during the high season.

This restaurant could act as a major draw for the motorcoach touring segment if it was designed and positioned to handle such tours. Actors could be retained during the high season to develop a humorous, short, but lively "play" which tells a story of Red Deer or the region using motorcoach touring people as some of the players. It would operate something like a dinner theatre.

The "dinner theatre" concept could position "The Crossing" at Red Deer as one of the "must see" attractions for the convention and meetings market to Red Deer. If the Red Deer heritage story can be told in an enlightening, humorous, and participatory fashion, this restaurant could become a major attraction for residents and for tourists.

Finally, light, nutritious food should be available for restaurant visitors.

Retail Area - The retail area will highlight the arts and crafts products, the artist and the crafts people of the region. It will offer high quality crafts developed by the Native people of Alberta, and particularly by the Indian Bands of David Thompson Country.

The retail area should also have a souvenir areas which will sell lower cost items relating to the Alberta and the West Central Corridor experiences -- t-shirts, jackets, caps, and other souvenir items. An authentic David Thompson cap would be popular as well as reproductions of David Thompson mapping, etc.

Finally, the retail area should contain a bookstore. This would include books about Alberta, the region, about Red Deer, about the themes of the Centre, and about crafts. It would also retail slides, video tape, and cassettes on the Adventure and Exploration experience in the region and Alberta.

Finally, it would offer books or publications prepared by or about the major attraction of Red Deer and the region.

6.5.3 Other Services

One major additional service would be provided. A service station, operating on the site but in its own compound, should provide gas, fuel, propane, and minor vehicle services for the travelling public. It should not have a restaurant or snack food services although it should offer clean restrooms. Recreation vehicle pumpout and water services are not thought to be necessary, although they may be provided by the service station operator.

6.6 Outdoor Components

Outdoor components of the development would include:

- Attraction Components
- Service Components
- Infrastructure Components

The components comprising these two categories are described briefly in the sections following.

6.6.1 Attraction Components

Outdoor exhibits/attractions may be developed to enhance the overall attractiveness of "The Crossing". These outdoor exhibits could include:

Carriage Rides - Short rides in the "official" Calgary-Edmonton Stagecoach could be offered as a service. Informal exhibits would include these carriages and the story of their time of travel, costs, and number of passengers.

"Experience" Nature - Trail systems which stress environmental appreciation. These might include walking, equestrian, or bicycle trails and could be offered as a guided or self-guided experience.

Botanical Area - Representative species from "Alberta's shortest transect from prairie to mountain" could be highlighted in this area. Interpretation would be through signing, literature, the visitor centre, or by volunteer naturalists at certain times of the year.

Outdoor Display Area - This would be essentially flexible space permitting a broad range of activities. It could be fenced during a period to highlight the 4-H club and show animals just before the

Westerner. It could be used for major agricultural implement displays for a short period -- new tractors, combines, and other major equipment most urban people never see close up. It could be used to demonstrate motorcycle trails, ATV equipment, or other off-road equipment which fits with regional themes. It could offer static aircraft displays before the airshow.

This outdoor space could be rented to private operators provided their products or services were positioned to fit with the regional themes.

6.6.2 Service Components

The following examples of possible and recommended service components are appropriate for the site:

Access Trails - Well signed trails to the water area, the bridge across the river and to other elements of the site are critical.

Picnic Area - Picnic areas with water service should be expanded at the site.

Rental Operations - Opportunities to rent horses already exist on this site. In addition, rental of bicycles, four wheeled bicycles, or similar equipment should be available. In the future, golf cart rental may be provided.

Guided Outdoor Tours - Guided outdoor tour services will be sold indoors. However they will stage from an outdoor location near the parking area.

Adventure Playground - A themed adventure playground for children would highlight the agricultural, industrial, and transportation themes of Red Deer. The playground could include a petrochemical

operation, a grain elevator, and/or rail, carriage, or other similar "rides".

6.6.3 Infrastructure Components

On-site infrastructure would include the following:

Parking Areas - Adequate pull-through parking areas for motorcoaches and recreation vehicles must be provided, and as near to the public access area as is feasible. Picnic tables should be available in fairly close proximity to the RV parking area.

Parking for private cars should be adequate and as close to the attraction as possible.

Southbound Access - Access for southbound vehicles can be improved with creative, quality signing. Improvements to 32 Avenue, and to the roads immediately south of the Heritage Ranch site will improve this access. Parking areas on the west side of Highway 2 were considered, but they are not feasible due to the rail line in the area.

Landing Pad - An area of cleared land which has good visibility should be provided. This area may serve as a helicopter landing pad, for river valley tours during the high season. It may also serve as the launch pad for tethered hot air balloon viewing of the river valley or simply as a launch pad for balloon rides.

Boat Launch - If feasible, a boat launch should be provided at the north end of the site.

Landmark - A final piece of infrastructure might be a dramatic landmark which symbolizes Red Deer or "The Crossing". This landmark

must be "bigger than life" and a symbol which would be noticed by most traffic.

An idea which might relate directly to "The Crossing" at Red Deer may be to build a large balloon in the shape of a stagecoach to symbolize "The Crossing" at Red Deer. This stagecoach would be tethered on site, and would act as a money-making "ride" experience for families visiting "The Crossing". It could be lit in outline and used as signing which is visible from some miles outside the community.

Bus Stop - Finally, "The Crossing" at Red Deer could attempt to become the Red Deer express bus stop for scheduled service. Greyhound and the Red Arrow could stop here on their way between Edmonton and Calgary daily.

7.0 PRELIMINARY FEASIBILITY ANALYSIS

7.1 Overall Approach

The overall approach we take here to estimated visitation, revenue, expense, and net yield of the facility must remain very broad at this early state of product development. Detailed revenue estimates will be calculated at the subsequent, detailed stage of product development. The components of the overall approach include the following:

- Estimated Capital Cost
- Estimated Operating Budget
- Estimated Revenue from Operations
- Breakeven Analysis

Finally, an overall economic impact estimate can be made on the basis of the construction and operating revenues and employment generated by the facility. The following sections contain the results of this analysis.

7.2 Estimated Capital Cost

The study team estimated the capital cost of the projected facilities in very broad terms to be as follows:

**"THE CROSSING" AT RED DEER
CAPITAL COST ESTIMATE**

	<u>Low Estimate</u>	<u>Medium Estimate</u>	<u>High Estimate</u>
Buildings	\$ 1,500,000	\$ 2,500,000	\$ 3,000,000
Interpretation/Displays	\$ 1,000,000	\$ 2,000,000	\$ 2,500,000
Infrastructure (including signing on-site and off-site)	\$ 400,000	\$ 600,000	\$ 700,000
Contingency Fund (15%)	\$ 435,000	\$ 765,000	\$ 930,000
Project Management (Architectural, Consulting, Engineers, etc.) (10%)	\$ 290,000	\$ 510,000	\$ 620,000
	<hr/>	<hr/>	<hr/>
TOTAL	\$ 3,625,000	\$ 6,375,000	\$ 7,750,000

Thus in our broad estimate, the facility as described here can be constructed for a capital cost ranging between approximately \$3.6 million and \$7.8 million. This estimate does not include land costs, nor does it include the service station construction referred in the previous text. It also assumes the new development will be an expansion of the existing facility at Heritage Ranch.

7.3 Estimated Operating Costs

7.3.1 Staffing

The revenue generating elements of the facility which will be let to contract have been treated as net contributors to revenue. The staffing costs associated with those operations are not, therefore relevant to the operating cost section of the report.

It has been assumed that staff of the Red Deer Tourist and Convention Board will be housed in the facility and will operate it on a year-round basis. Since the Director is already on the Red Deer Tourist and

Convention Board payroll, only new staff requirements will be considered here. Staffing requirements are dealt with in Full Time Equivalent units.

Position	FTE	Estimated Cost
Tourism Information Centre Manager	1	\$ 30,000
Tourism Information Centre Consultants	1	\$ 25,000
Summer Student Costs (5 students)	1	\$ 25,000
Technical Equipment Maintenance	1/2	\$ 20,000
Maintenance and Grounds	1	\$ 18,000
Secretarial/Clerical Staff	2	\$ 44,000
Retail Operation	1	\$ 25,000
		<hr/>
TOTAL		\$ 187,000

7.3.2 Operations Cost

Operating costs will be incurred for marketing utilities, outdoor maintenance and repairs, snow removal, property taxes, fuel, equipment operations, and miscellaneous related items. Our estimate of these operating costs, exclusive of the contracted or leased operations (service station, restaurant, guided operations, rentals, retail) follows:

"The Crossing" at Red Deer Operating Cost (Annual)

<u>Low Estimate</u>	<u>Medium Estimate</u>	<u>High Estimate</u>
\$75,000	\$90,000	\$110,000

7.3.3 Other Costs

We are well aware that there are other minor costs for which we have not accounted here. We have assumed that these minor costs are absorbed in existing City work on the site.

7.4 Estimated Revenue From Operations

The tourism information and regional sales function of "The Crossing" will generate virtually no revenue in the first five years of operation. If the operation proves to be a successful 1-800 "Line to Adventure" and books a lot of tour business to operators in the region, it may generate some commission sales. However, we believe this will be inconsequential in the first few years of operation.

The other revenue generating components on the site include the following:

- The Service Station
- The Restaurant
- The Retail Operation
- The Rental Operations
- Guided Operations

These five business units will be considered separately on the basis of their net contribution to the business. However, our estimates of visitation must be developed first.

7.4.1 Visitation Estimates

Annual average traffic flow data implies that between 10.7 million and 12.7 million people annually pass by "The Crossing" in their rubber tire vehicles. While "The Crossing" will capture only a small proportion of this traffic "naturally" due to its location and visibility, the product

itself should generate increasing levels of planned, enroute visitation as the reputation of "The Crossing" at Red Deer grows.

Visitation to visitor information centres depends fundamentally on their location, the type and number of services for people and vehicles provided, and the way the attraction is promoted. The Gateway Visitor Information Centre in Edmonton is a good example of an attraction comparable to this Red Deer attraction.

Gateway Park saw over 100,000 visitors in 1989, and it offered no food service, no entertainment, and limited animation of the attraction itself. With proper promotional signing and good word-of-mouth advertising, "The Crossing" at Red Deer can exceed the performance of Gateway Park.

Our estimate of the potential of "The Crossing" at Red Deer is as follows:

<u>Year</u>	<u>Capture Ratio</u>	<u>Visitation Range</u>
Year 1	1.0%	101,000 - 127,000
Year 2	1.3%	139,100 - 165,100
Year 3	1.4%	149,800 - 177,800
Year 4	1.5%	160,500 - 190,500
Year 5	1.6%	171,200 - 203,200

In our conservative judgement, with proper marketing and awareness development, "The Crossing" at Red Deer will be able to generate 150,000 visitors by its first full year of operation (year 3) and over 200,000 visitors when its marketing impact has peaked. As traffic flows increase on Highway No. 2, these figures can be expected to increase proportionately. Good management of the operation is, of course, assumed.

7.4.2 Service Station

The service station will pay "The Crossing" at Red Deer on a basic monthly lease plus percentage of revenue basis. Net return to "The Crossing" at Red Deer is conservatively expected to be in the range of \$5,000 to \$8,000 per month.

7.4.3 Restaurant

The restaurant operation is assumed to generate on a base rental plus percentage of gross revenue basis. The base rate might be \$1,000 per month, while the flexible rate would be 5% of gross revenue. It is expected that the restaurant will yield \$4,500 to \$6,000 per month at full operation. This assumption also implies the restaurant is programmed to sell services to the business/meetings market as well as the pass through traffic.

7.4.4 The Retail Operation

The retail operation will be operated by the City or by a contractor. It will operate on the basis of a base rental rate plus percentage of revenue. This operation is expected to generate approximately \$4,000 to \$5,000 per month at full operations.

7.4.5 Rental Operations

The net yield from rental operations is expected to be low, based on Pannell Kerr Forster research concerning such operating at major leisure attractions. We will assume a net yield of \$5,000 per year from these operations.

7.4.6 Guided Operations

Guided operations will be treated as a service enhancement which helps draw visitors and improve the attractiveness of "The Crossing" at Red Deer. Its net yield to the City will be zero.

7.4.7 Total Revenue

Based on the assumptions and inferences above total annual revenue is expected to be as follows:

ESTIMATED ANNUAL REVENUE

Component	Low	High
Service Station	\$ 60,000	\$ 96,000
Restaurant	\$ 54,000	\$ 72,000
Retail Operation	\$ 48,000	\$ 60,000
Rental Operation	\$ 5,000	\$ 5,000
Guided Operation	-	-
	<hr/>	<hr/>
	\$ 167,000	\$ 233,000

The average return to the City of Red Deer for each highway traveller stopping at "The Crossing" is, based on these assumptions, between \$0.84 and \$1.17 for the highest level of visitation expected at the site.

7.4.8 Breakeven Analysis

Total incremental operating costs at the site have been estimated to be \$297,000, while revenues have been estimated at between \$167,000 and \$233,000. At the average per capita yield of \$0.83, total visitation of about 357,831 people would be required for breakeven on operations. At the higher yield of \$1.17 per capita, 253,846 visitors would be required for breakeven. With the projected visitation of 203,000 visits at full operation, a yield of \$1.46 per capita to Red Deer would be required to achieve breakeven.

Underlying these numbers are, as one may readily see, a large number of assumptions. Subsequent studies must verify numbers and adjust estimates to account for new information as it is obtained.

Breakeven, in this subsection refers to income equalling or exceeding costs only for incremental additions to staff and operating costs in the indoor elements. It is taken on operations only, and is before taxes and debt servicing.

7.5 Economic Impact Analysis

Based upon the Economic Impact Model used by Pannell Kerr Forster, the results of which are represented in Appendix B, the total economic impact of developing and operating "The Crossing" at Red Deer can be expected to be as follows:

ONE TIME CONSTRUCTION IMPACT		
	ALBERTA	CANADA
Construction Impact Employment Impact	\$ 10.9 million 144 person-years	\$ 13.9 million 172 person-years
TOTAL ANNUAL IMPACT		
	ALBERTA	CANADA
Income Employment	\$ 808,600 19 person-years	\$ 933,000 22 person-years

This economic impact analysis accounts for service station development and employment which was not included in this section.

8.0 MARKETING, ORGANIZATION AND OPERATIONS

Refining the concept, developing the site, and hiring the operating team for "The Crossing" at Red Deer will require a major effort during the coming year or so. The marketing of "The Crossing" at Red Deer will be equally important, and may be started shortly. These matters are considered in overview fashion in this section.

8.1 Marketing

Creative marketing of "The Crossing" at Red Deer will be critical to its success. It must achieve position as a "must see" attraction for those "coming to" and "passing through" the zone. The advertising budget should be set at \$20,000 for the first few years of operation, and 5% of gross revenue thereafter. The marketing budget will be a co-operative budget, with the private sector operators contributing to the fund.

The marketing program for "The Crossing" at Red Deer should achieve the following objectives:

- Establish "The Crossing" at Red Deer as a major stopping place/entertainment centre where one can obtain fuel, food, washrooms, and rest and relaxation at a fair price.
- Establish "The Crossing" at Red Deer as an entertainment centre where, during a short stop, the whole family can have fun, learn about Alberta, and participate.
- Establish "The Crossing" at Red Deer as a leisure centre where the highway traveller can relax, enjoy the outdoors, and participate in passive or active recreation pursuits.
- Establish "The Crossing" at Red Deer as the place to obtain visitor information about the city, the region and the province.

To achieve these objectives, "The Crossing" at Red Deer will use the complete promotion mix. The major elements of the promotion mix, and how "The Crossing" should use those elements is described below.

8.1.1 Logo/Lettermark Development

A unique logo/lettermark should be developed to symbolize "The Crossing" at Red Deer. This logo should symbolize the crossing of the province, our Alberta heritage, and the geographic context of this crossing. It might also conjure up images of hospitality and service.

The lettermark should be flexible, so that it may be transferred to:

- all forms of merchandise, including most of the service station merchandise;
- letterhead and print material of "The Crossing";
- placemats, flatware, cups, mugs, glasses, etc. from the restaurant;
- major merchandise items carried in the gift shop, including jackets, t-shirts, and caps;
- all books, magazines, videos, slides and other souvenir material carried by the operators in the region; and
- all promotional materials produced by the region and by the city.

8.1.2 Highway Signing

"The Crossing" at Red Deer should be positioned to intrigue travellers throughout Alberta. Creative signing should be used on major routes to establish the image described by all objectives.

Lighted signing should be concentrated on or near Highway 2 within urban boundaries beginning in Edmonton and Calgary and working towards "The

Crossing" at Red Deer. They should establish that "The Crossing" at Red Deer is:

- food, beverage, fuel, hospitality
- entertainment, education, fun
- outdoor recreation, heritage
- visitor information

Themed highway signing for "The Crossing" at Red Deer should also be placed on Highway 1, Highway 11, on Highway 2 south of Calgary, and on Highway 16 near Edmonton. The logo/lettermark of "The Crossing" at Red Deer should be a central element of each sign. However each one should contain a different message. Some examples may include:

- "Our Culinary Heritage at the Crossing"
- "Step into the Past: The Crossing at Red Deer"
- "The David Thompson Story: The Crossing at Red Deer"
- Explore Western Heritage: The Crossing at Red Deer"
- From Prairie to Mountains: The Crossing at Red Deer"

The subsidiary line in the case of each sign would include "food, gas, picnic, etc."

8.1.3 Publications

"The Crossing" at Red Deer will begin with a few brochures. Over time it will develop a range of publications and lettermark products which tell its story. One lure and one service brochure are all that is required in the short run. The lure brochures should be distributed widely, with particular concentration in Calgary, Edmonton, Banff, Jasper, and Drumheller in the following properties:

- Tourism Information Centres
- hotels, motels, RV parks, campgrounds
- car rental operations

- major attractions
- service stations which do not compete with "The Crossing"
- major attractions

"The Crossing" at Red Deer should also produce:

- A "Signature" Card -- using the lettermark and logo, this card with the story of "The Crossing" would be attached to all merchandise sold at the gift shop.
- A "Small" Pamphlet -- or book which tells the story of "The Crossing" and highlights Fort Normandeau.
- Cook Books -- "The Crossing" at Red Deer should, in time, develop its own cookbook with recipes of the corridor region.
- Placemats -- while not specifically a publication, placemats which can be taken with the customer are popular with children. They can also be used as a learning tool.
- A Catalogue -- if "The Crossing" at Red Deer establishes itself as a provincial level attraction which sells the complete craft product line of the region, there may be potential in developing a limited mail order business. Purchasers of gift shop goods of a certain value would be placed on a mailing list, and a catalogue would be mailed to the client.

8.1.4 Display Materials

"The Crossing" at Red Deer will participate in major consumer and trade shows as a major attraction of Red Deer. A display should be developed for this purpose. Its main use should be in cooperative presentations at trade and consumer shows in Edmonton and Calgary, and at mall displays

where these are done in cooperation with the Zone, the City of Red Deer, or consortia of operators.

Posters of "The Crossing" at Red Deer should be created and sold in the retail outlet. A means of producing a custom family poster at "The Crossing" should also be considered. A distinctive bumper sticker should be produced and offered to those who want it on their vehicles.

8.1.5 Audio Visual Materials

A short video product should be produced for use by the patterns on the site for marketing promotions, by hotels and associations for convention marketing, and by the tourism operators of the region.

Packages of slides of "The Crossing" at Red Deer, of the crafts of the corridor, of adventure experiences in the corridor, etc. should be sold in the craft/souvenir shop.

"The Crossing" at Red Deer should be positioned as a major attraction in all relevant provincial and zone publications. It should also be listed in the AAA, CAA, AMA and other travel guide books. Where appropriate, it should be shown on relevant maps.

8.1.6 Trade and Consumer Shows

"The Crossing" at Red Deer should be highlighted at trade and consumer shows. However, the display would be part of the Red Deer booth, and this booth would be staffed by the Red Deer Tourist and Convention Board.

The major trade shows attended by the Province and by David Thompson Country Tourist Council should be targets of "The Crossing" at Red Deer. However, zone representatives should be responsible for selling the attraction as one of the many attractions of the zone.

8.1.7 Direct Mail

The catalogue approach noted in an earlier section is the major direct mail approach recommended for "The Crossing" at Red Deer as an attraction. However, "The Crossing" at Red Deer should figure prominently in all material mailed out through its function as a regional tourism information and sales centre. This direct mail response to enquiries would be a major function executed primarily by zone staff.

The key tour operators which are targeted by Red Deer and the zone would be approached through a coordinated direct mail personal selling, trade show, and FAM tour campaign. This would be coordinated by the Zone.

8.1.8 Media Tours, FAM Tours and Publicity

"The Crossing" at Red Deer should be promoted strongly through media and FAM tours. Continuous media communication and promotion will ensure they are aware of the changes occurring at "The Crossing" at Red Deer throughout the year.

Publicity may be ensured through regular, meaningful contact with the press in major centres. Press release and draft human interest articles should be written on a regular basis and circulated to a contact list of the appropriate writers in the major cities and for the regional weeklies in Alberta.

8.1.9 Advertising

Television advertising is not recommended as a tool for "The Crossing" at Red Deer unless it is part of a cooperative campaign selling a major event in the region. Most television coverage should come as publicity on the regional entertainment shows offered in major cities. If the service station is part of a chain which does television advertising "The Crossing"

at Red Deer should promote a cooperative advertising which highlights that firm's commitment to our western heritage.

Radio advertising should be in the major Edmonton and Calgary markets and locally through "on-location" broadcasting of special events. This should also be done as a co-op between operators or retailers.

Magazine advertising should be used by "The Crossing" at Red Deer. This attraction should take a position in the major travel directories:

- Woodall's (RV) Guide
- CAA Directory
- AAA Directory
- Accommodation Guide
- Adventure Guide
- other Alberta Tourism publications
- major Calgary and Edmonton tourism publications

"The Crossing" at Red Deer should also consider advertising in:

- Westworld - the AMA magazine
- Alberta Report - as a community profile insert
- in flight magazines for the Alberta and Western Canada routes
- others where appropriate

8.1.10 Advertorials

Advertorials may be considered for anniversary dates, or as seasonal promotions. They would not be a method of first choice for this attraction.

8.2 Organization and Operations

The consultants were asked to consider the alternatives available for the organization and operation of "The Crossing" at Red Deer. In considering all three alternatives, the following assumptions were made:

- Ownership of the land is retained by the City of Red Deer and site maintenance is their responsibility.
- The structures are owned by the City of Red Deer, and their maintenance remains a City responsibility. The exception would be the service station structure, which would be owned by the private operator.

With these assumptions as a basis for consideration, three alternative organization and operation alternatives were identified:

- Private Sector Operation
- Public Sector Operation
- Hybrid Operation

Each alternative will be considered briefly following.

8.2.1 Private Sector Operation

In this alternative, the development would be split into separate business units, each of which would operate independently of the others. The major business units would be:

- the Service Station
- the Restaurant
- the Craft/Souvenir Shop
- Rental Operations
- Information Services

The City of Red Deer would essentially act in the role of property manager of a retail mall. Each tenant would pay rent on a "base plus percentage of volume", or on a square footage lease basis. Each would contribute towards the marketing function, which would be handled by one of the operators, by an outside promotion house, or by the City of Red Deer.

The information services function in this scenario would be staffed by a private operator. It would be a contractual requirement for the right to operate the restaurant or gift shop. Commissions from the booking function would supplement the income of the operator, who may also be an outbound tour operator and travel agent.

The advantage of this method of operation is that the City of Red Deer can act as landlord and allow private business to run the operation.

The disadvantages of this method include:

- lack of control over the hospitality function;
- difficulty in finding an operator of the information function; and
- lack of incentive to "cross-sell" other Red Deer and regional attractions.

Tight contracts and a regular audit function may be required to overcome these disadvantages.

8.2.2 Public Sector Operation

A fully public sector operation might imply the following:

- The Province of Alberta staffs and operates the provincial "travelling on" centre.
- The David Thompson Country Tourist Council staffs and operates the regional area of the visitor centre.

- o The Red Deer Tourist and Convention Board manages the entire operation, retaining staff to operate:
 - the restaurant
 - the gift shop
 - the visitor centre function
 - rental functions
- o The City of Red Deer acts as landlord.

The advantages of this approach is that the public goals and objectives -- the goals of information services, of cross-selling regional attractions, and of co-operative promotion may be more readily met. The operators from the region would potentially be better co-ordinated and motivated to exhibit at the site by such an organization.

The disadvantage of such an operation is reduction in the profit motive and the threat of permanent public subsidy. At the extreme, the business risk of the merchandising operation would be borne by the public instead of by a private operator.

8.2.3 Hybrid Operation

A hybrid operation would see the public and private sectors operating on the same site. The following arrangements could occur:

- o The City of Red Deer would be the landlord.
- o The Tourist and Convention Board would be the manager and co-operative marketer.
- o The Province of Alberta would either staff or fund the "traveling-on" component of the Centre.
- o The facility could serve as headquarters for other tourist-related organizations, who might also provide part time staff.

- The private sector would sign leases with the City of Red Deer to operate
 - the themed service station
 - the gift/souvenir shop
 - the restaurant
 - the rental operation

These operations would pay a negotiated base plus volume rate. The contracts would include requirements for certain costumes, hours of operation, and other details required to ensure the ambience of the site. The manager would ensure cross-selling, the use of volunteers, hospitality training, and other less tangible but important business support systems.

The advantages of this option are:

- one manager is clearly responsible
- the private sector is doing what it does best
- public goals are met, including the goal of collaborative marketing

The disadvantages of this option might include:

- perception that the attraction is "public"
- perception by the private highway operators that this facility has been given preferential treatment
- conflict between public tourism and economic development agencies concerning funding, staffing, and who pays

While it is clear to the consultants that the hybrid option is preferred in this case, the Committee and the communities involved must weigh the options and choose that which is palatable to all parties concerned.

8.3 Conclusion

"The Crossing" at Red Deer is a tourism development opportunity which has good potential for success:

- it is relatively unique
- it has a large travelling market nearby
- it builds on the collective power and business interests of a whole region
- it uses various for profit and non-profit resources of the region
- it sells the customer today and tomorrow
- it has the potential of introducing the traveller to the tourism offerings of the City of Red Deer

While this concept is by no means the final concept for this attraction, it should launch Red Deer on a process of refining and detailing what is a good initial business idea. The process which should follow this work, then, might be as follows:

- Introduce the concept to Council and the community.
- Seek approval of the concept from regional tourism operators and organizations.
- Seek provincial agreement -- in-principle with the means of sharing resources and the overall concept.
- Discuss concept and seek preliminary interest of private interest for certain operations.
- Conduct a detailed concept, design, site planning, costing, and promotion study which would result in a final "go-no go" decision.
- Retain architects and engineers for detailed design and costing.
- Begin pre-opening marketing campaign.
- Contract regional partners.
- Plan and launch gala opening.
- Monitor, evaluate, and adjust plans to market forces.

"The Crossing" at Red Deer can become a major attraction and asset for Red Deer. Creatively, flexibility, great service, and family fun are the core products. Sound, consistent, and creative marketing will keep the customers aware of the product and curious to try the experience. That is a formula for a successful tourism business.

APPENDIX A

ECONOMIC IMPACT MODEL

"THE CROSSING" AT RED DEER

1.0 ECONOMIC IMPACT ANALYSIS

1.1 Economic Impact Model

Analysis of the economic impact of "The Crossing" at Red Deer proposed on Alberta and Canada can be completed in general terms according to accepted practices for this type of study. Detailed impact analysis would require detailed regional input-output tables, information on regional leakages, and detailed knowledge of construction cost, staffing cost, visitor expenditures and other expenditures in the area. Despite the fact that these data are not available for this area, estimates can be made based on the experience of other projects and economic impact studies.

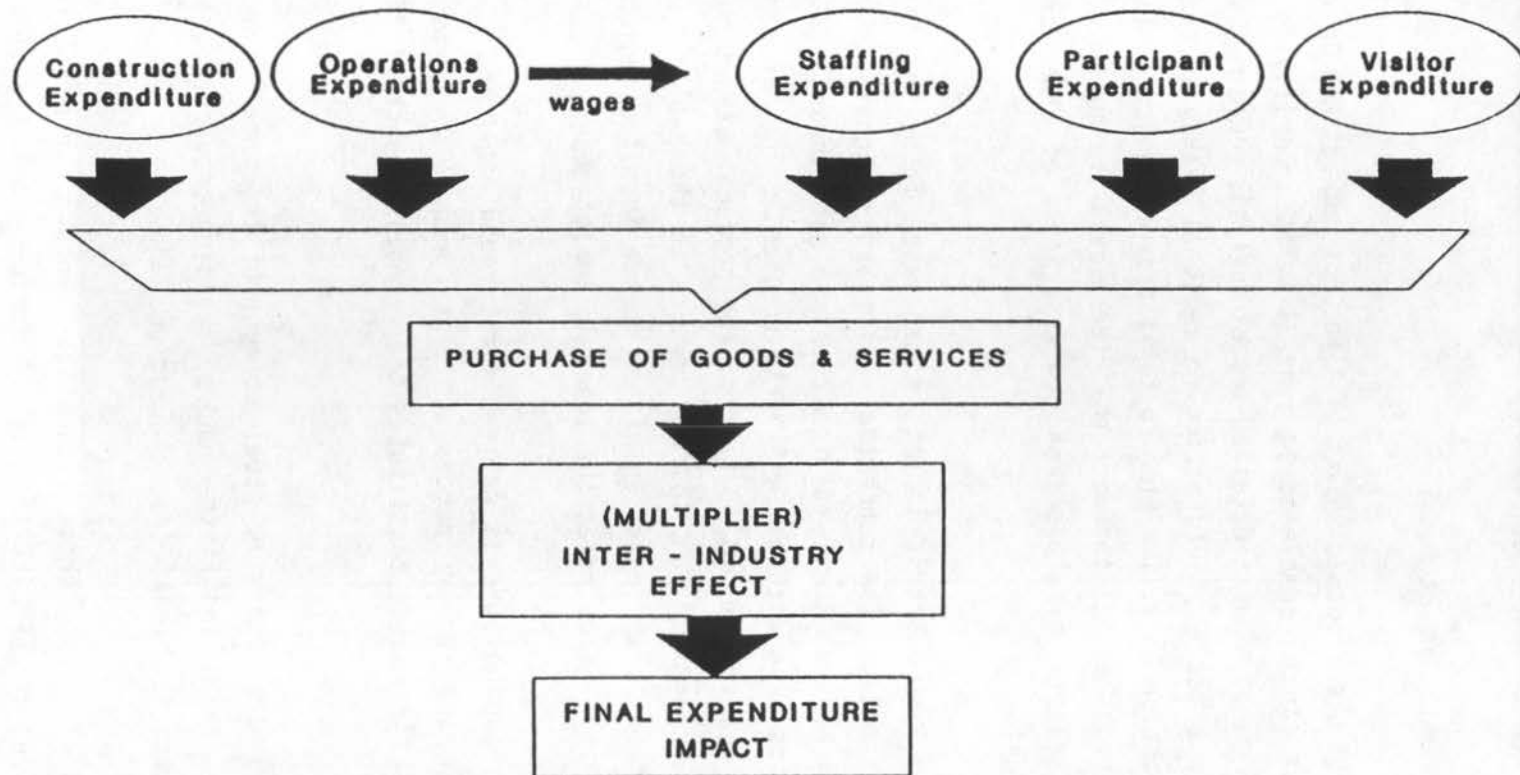
A model of how economic impact is generated forms the basis of any economic impact estimate. The conceptual basis and rationale of the economic impact model used here is borrowed from economic base theory. "The Crossing" at Red Deer induces expenditures in Alberta (region). Thus income enters the region, which implies the resort is part of the regional export base. That is to say the facility "exports" a tourism service to the public in return for revenue which represents an injection of new income into the region. The chart on the following page illustrates the economic impact model.

The direct expenditure is called 'first round' spending. This first round of spending in the region induces additional rounds of spending in the economy. The sum of all rounds constitutes the economic impact of "The Crossing" at Red Deer.

A second fundamental conceptual element of the model involves the concept of LEAKAGES. After the first round of spending occurs directly at the facility, income begins to "leak" from the region.

The effect of adding these sequential rounds of economic impact is called the INTERINDUSTRY MULTIPLIER EFFECT. A factor (called a multiplier) is used to estimate the impact of successive rounds of spending. Multipliers used in this analysis will be acceptable industry average multipliers.

RED DEER TOURISM OPPORTUNITY STUDY ECONOMIC IMPACT MODEL



Source: Adapted from the Office of Institutional Analysis, University of Calgary, 1987

An example might best illustrate both multipliers and leakages. The facility receives, let us say, \$100 in revenue from visitors. The direct impact is \$100. However, it uses \$40 of the income to purchase supplies and services from outside the region which are required in order to generate the \$100. Thus the first round impact inside the region is \$60, while the leakage outside the region is \$40. Alberta, by this argument, retains the full \$100. The multipliers used in this analysis have already accounted for leakages.

Three categories of first round economic impact are relevant:

- Construction Expenditure
- Operations Expenditure
- Visitor Expenditure

Expenditures in the first round of impact are used to purchase goods and services in the local community and elsewhere in Alberta. The interindustry multiplier effect then acts to increase the total economic impact of the facility. Each expenditure category will be considered separately in the following sections.

In this analysis we have restricted our assessment of employment impact to net new employment created by the addition of "The Crossing" at Red Deer to the existing development at Heritage Ranch. This analysis has the effect of eliminating the service station from consideration in the main text.

We will include the service station in the economic impact statement. Its capital cost will be assigned a value of \$500,000 and its operating employment will be three full time equivalent positions. Total operating cost will be \$130,000 per year.

These figures will be added to the figures in the text for the purpose of calculating economic impact.

1.2 Income and Employment Impacts

The impact estimates which follow are based upon available estimates at the time of writing - economic impact multipliers have been sourced from the Alberta Bureau of Statistics and tested against the broad ratios generated by Tourism Canada.

Construction

Income Impact of Construction Expenditures

Cost of constructing the entire complex has been estimated to be between \$7 million and \$11 million. We will use an assumed cost of \$11 million.

For assessment purposes, it has been assumed that an alternative or substitute investment in Alberta would not have been made in the next few years. Thus we assume the construction impact is a net new injection in to the Alberta economy.

Table 1 outlines the estimated construction impact on Alberta and Canada.

TABLE 1
INCOME IMPACT OF PROJECTED CONSTRUCTION
EXPENDITURES
(1989 DOLLARS)

	ALBERTA	CANADA	REGION
Net Construction Expenditure	\$7,750,000	\$7,750,000	
Construction Labour Income	\$3,100,000	\$3,100,000	
Other Construction Income Impact	\$3,487,500	\$4,650,000	
TOTAL DIRECT IMPACT	\$6,587,500	\$7,750,000	
Multiplier Effect	\$4,281,875	\$6,200,000	
TOTAL INCOME IMPACT	\$10,869,375	\$13,950,000	

	ALBERTA	CANADA
* Percentage of total cost for Construction Labour:	40%	40%
* Percentage of total cost for Other Construction:	45%	60%
* Multiplier	0.65	0.80

The total construction income impact for Canada is expected to be an estimated \$14.0 million. The impact on Alberta is estimated to be \$19,8 million (1989 dollars).

The above figures are derived from the net construction expenditures using conservative industry average ratios. The construction labour force is estimated to account for 40% of total cost. It is assumed that the entire labour force is from Alberta.

The "other construction impact" category, accounting for 45% total cost for Alberta and 60% of total cost for Canada, includes the cost of materials for construction. Necessary materials will, wherever possible, be acquired in Alberta.

The income multipliers of 1.65 for Alberta and 1.80 for Canada, have been sourced from the Alberta Bureau of Statistics.

Employment Impact of Construction Expenditures

Table 2 illustrates the expected employment impact of construction using construction industry normals for labour income, hourly wage and person-hours per year.

The total estimated construction employment effect in Canada is 172 person-years including 144 person-years in Alberta.

Operations Impact

Income Effect of Operating Expenditures

Operations expenditure refers to all operating costs. These costs are estimated to be at least \$297,000 per year for "The Crossing" at Red Deer and an additional \$130,000 for the service station operation for a conservative total of \$427,000 in direct operating costs.

TABLE 2
EMPLOYMENT IMPACT OF CONSTRUCTION
EXPENDITURES
(1989 DOLLARS)

	ALBERTA	CANADA	REGION
Construction Labour Income	\$3,100,000	\$3,100,000	
Equivalent Person Hours (At \$18 / hour)	172,222	172,222	
Indirect Person Hours (Multiplier)	86,111	137,778	
TOTAL PERSON HOURS	258,333	310,000	
TOTAL PERSON YEARS OF EMPLOYMENT	144	172	

	ALBERTA	CANADA
* Person wage per hour:	\$18	\$18
* Multiplier:	0.50	0.80
* Hours per person year:	1,800	1,800

Operating expenditures involve payments for staffing, building maintenance supplies, exhibit maintenance and renewal, site operating costs, insurance and marketing costs.

The estimated annual income impact of operations is expected to be approximately \$555,100 for Alberta and \$640,500 for Canada. The income effect of operating expenditures is shown in Table 3.

Employment Impact of Operating Expenditures

The employment impact from operating expenditures can be estimated if certain assumptions are accepted:

- payments to labour account for 46% of all operating expenditures; and
- most operating jobs are service sector jobs and average wages are \$10.00 per hour instead of \$18 for construction labour.

Table 4 records the results. The estimated annual employment impact of operations is expected to be 16.4 person-years in Canada including 14.2 person-years in Alberta.

Visitor Expenditure Impacts

Income Effect of Visitor Expenditures

"The Crossing" at Red Deer is a fuel and food stop for most visitors. Its strategy is to provide such a high level of fun and learning that people plan a destination trip to the region. It will therefore induce destination visits.

TABLE 3
INCOME EFFECT OF OPERATING
EXPENDITURES
(1989 DOLLARS)

	ALBERTA	CANADA	REGION
Estimated Operating Expenditure	\$427,000	\$427,000	
Multiplier Effect	\$128,100	\$213,500	
TOTAL	\$555,100	\$840,500	

	ALBERTA	CANADA
* Multiplier:	0.30	0.50

TABLE 4
EMPLOYMENT IMPACT OF OPERATING
EXPENDITURES
(1989 DOLLARS)

	ALBERTA	CANADA	REGION
Direct Operating Expenditure	\$427,000	\$427,000	
Estimated Labour Expenditure	\$196,420	\$196,420	
Labour Person Hours	19,642	19,642	
Labour Person Years	10.9	10.9	
Multiplier Effect	3.3	5.5	
TOTAL EMPLOYMENT IMPACT	14.2	16.4	

	ALBERTA	CANADA
* Percentage of operating expenditure for labour expenditure:	46%	46%
* Person wage per hour:	\$10	\$10
* Hours per person year:	1,800	1,800
* Multiplier:	0.30	0.50

The induced impact of visitor expenditures cannot be estimated here. We can only assume figures based on common sense and experience. If we assume the average facility visitor expenditure in the region (in addition to expenditures at "The Crossing") is raised by \$1 per visitor per day, the income effect is an additional \$200,000 for the highest visitation level estimated. This is the direct income effect.

In addition to the direct income effect, "The Crossing" at Red Deer would create an induced income effect. If the facility provided a sufficient attraction to delay travellers by one more day in Alberta, the impact could be predicted using Alberta average data. "The Crossing" at Red Deer can be expected to have this effect on only a very small proportion of its visitors -- we have assumed 0.5% in this model.

Table 5 sets out the assumptions and the calculations supporting a visitor expenditure impact of about \$292,500 per year on the Alberta economy, and \$337,500 on the Canadian economy.

TABLE 5
DIRECT AND INDUCED INCOME IMPACT
OF VISITOR EXPENDITURES OUTSIDE "THE CROSSING" OPERATION
(BASED ON 200,000 VISITOR DAYS PER ANNUM)
(1989 DOLLARS)

	ALBERTA	CANADA	REGION
Direct Annual Impact	\$200,000	\$200,000	
Induced Impact	\$25,000	\$25,000	
TOTAL DIRECT IMPACT	\$225,000	\$225,000	
Multiplier Effect	\$67,500	\$112,500	
TOTAL INCOME IMPACT	\$292,500	\$337,500	

	ALBERTA	CANADA
* Number of visitor days:	200,000	200,000
* Direct annual impact per capita:	\$1	\$1
* Percentage of visitors staying 1 additional night in Alberta:	0.500%	0.500%
* Amount of money spent per night per capita:	\$25	\$25
* Multiplier Effect:	0.3	0.5

Employment Effect of Visitor Expenditures

Most of the employment generated by induced visitor expenditures would be service sector jobs. If we assume that 40% of the total visitor expenditures is paid out in service sector income, we can estimate the employment impact. Table 6 illustrates the employment effect.

The Alberta impact is estimated to be 5.8 person-years of employment per year. The Canadian impact is expected to be 6.7 person-years annually (including the impact in Alberta).

TABLE 6
EMPLOYMENT IMPACT OF VISITOR EXPENDITURES
(ANNUAL, PERSON YEARS)
(1989 DOLLARS)

	ALBERTA	CANADA	REGION
Total Direct Visitor Expenditure	\$200,000	\$200,000	
Service Sector Employment Income	\$80,000	\$80,000	
Person Hours of Employment	8,000	8,000	
Multiplier Effect (Hrs.)	2,400	4,000	
TOTAL EMPLOYMENT IMPACT (HOURS)	10,400	12,000	
TOTAL ANNUAL EMPLOYMENT IMPACT (PERSON YEARS)	5.8	6.7	

	ALBERTA	CANADA
* Number of visitors:	200,000	200,000
* Direct annual impact per capita:	\$1	\$1
* Percentage of visitors expenditure for labour:	40%	40%
* Person wage per hour:	\$10	\$10
* Multiplier Effect:	0.3	0.5
* Hours per person year:	1,800	1,800

1.3 Total Economic Impact

The one-time impact of constructing "The Crossing" at Red Deer is expected to be \$10.9 million to Alberta. It will generate 144 person-years of construction employment for Alberta.

Annual Total Income Impact

The total annual income effect estimated is outlined in Table 7. A total annual income of \$808,600 in Alberta is expected to be generated by the resort operation. The figure for Canada is expected to be \$933,000.

Total Annual Employment Impact

Annual total employment impact is illustrated in Table 8.

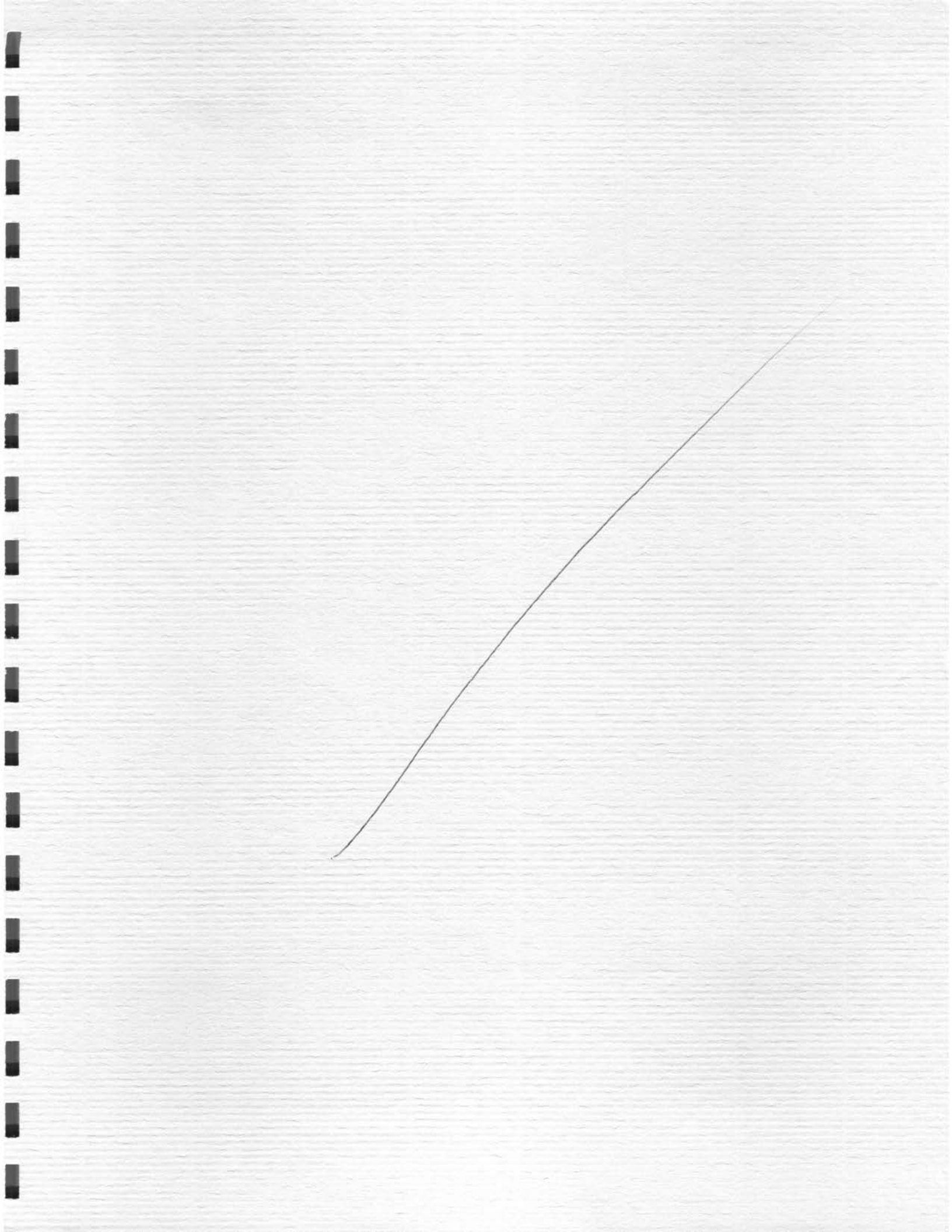
"The Crossing" at Red Deer is expected to create 19 person-years of employment annually for Albertans and almost 22 person-years annually for all Canadians.

TABLE 7
TOTAL ANNUAL
INCOME IMPACT OF THE COMPLEX
(1989 DOLLARS)

	ALBERTA	CANADA	REGION
From Operation Expenditure	\$555,100	\$640,500	
From Visitor Expenditure Outside The Resort Operation	\$292,500	\$337,500	
TOTAL ANNUAL INCOME IMPACT	\$847,600	\$978,000	

TABLE 8
ESTIMATED TOTAL ANNUAL
EMPLOYMENT IMPACT
(1989 DOLLARS)

	ALBERTA	CANADA	REGION
From Operation Expenditure	14.2	16.4	
From Visitor Expenditure Outside The Resort Operation	5.8	6.7	
TOTAL ANNUAL EMPLOYMENT IMPACT	20.0	23.0	



DATE: May 16, 1990
TO: Red Deer Tourist & Convention Board
FROM: City Clerk
RE: "THE CROSSING" AT RED DEER
RED DEER TOURISM OPPORTUNITY STUDY

Your letter of May 2, 1990 pertaining to and including the above referenced matter received consideration at the Council meeting of May 14, 1990.

At the aforementioned Council meeting, the following motion was passed, authorizing proceeding with the design stage.

"RESOLVED that Council of The City of Red Deer hereby approves providing a special allocation of up to \$5,000 in order to proceed with the design stage of "The Crossing" in 1990 and as recommended to Council May 14, 1990."

I would further advise that at the Council meeting of May 14, Mr. Gordon Caton of the Central Alberta Oldtimers' Association and Mr. Raymond Heard, Chairman of the Red Deer and District Archives Committee, were present and spoke in opposition to using the name "The Crossing" for this project. I am enclosing herewith a copy of the submission presented by Mr. G. Caton, for your information. The Board may wish to contact the above noted groups to further discuss this matter.

We trust that when the design is completed, a further presentation will be made to Council. Trusting you will find this satisfactory.


C. SEVCIK
City Clerk

CS/jt
Enc.

c.c. City Commissioners
Central Alberta Pioneers & Oldtimers
Red Deer and District Archives Committee
Director of Finance
Director of Engineering Services
Director of Community Services

THE CROSSING.

The Central Alberta Pioneers & Oldtimers are strongly opposed to the Tourist Council or any other organization usurping the name Crossing.

Up to about 100 years ago there were no bridges over the Red Deer River but there were many crossings which had been established by the natives or the buffalo. Sometimes when the river was in full flood it was necessary to deviate to a better crossing but the crossings were not named as each trail led to its own crossing. In later years, after Red Deer became an excepted position on the map the name Red Deer was used but until that time it was the crossing. Using the name Red Deer, history has been written which refered to the crossing. {MacGregor, Anny Gaetz and Dempsey} The first cattle entered southern Alberta over "this" crossing. The first wheels that traveled from Edmonton south to the Bow River used the same route, this was in 1873 before Calgary had become a recognized point. General Strange's Alberta Field Force with other military units used the crossing when they went north during the Rebellion in 1885. The 65th. Mount Royal Regiment constructed Ft. Normandeau leaving a few men at this fort while the remainder used the crossing to move north. The N.W.M.P. were stationed at the crossing for a few years before Red Deer became established and the name "crossing" was used.

The Edmonton Bow River Trail has now become the Edmonton Calgary Trail or the Calgary Edmonton Trail depending on which end you are talking about and has changed location four times on major highways, it crosses the river on the sixth or seventh bridge but the "crossing" a well marked point on our map has never moved and the Oldtimers ~~feel~~ strongly feel no local organization should usurp the name "crossing" for any reason.

The Central Alberta Oldtimers will not make or loose a dollar through the change of this name but they are not in favor of sanctioning any organization to alter or change our "HISTORY" to attract tourists or for any other reason.

Submitted to City Council

Date: 90/05/14

by *Mr. Gordon Caton.*

NO. 12

DATE: August 18, 1989

TO: City Clerk

FROM: Bylaws and Inspections Officer

RE: 4625-49 STREET, LOTS 36-38, BLOCK B, PLAN K8

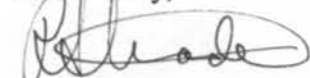
We have received complaints from the residents within the neighbourhood that the property at 4625-49 Street is becoming untidy by reason of discarded furniture and lumber stored at the rear of the property. The owners are P. Koubsky and I. Beglau of M1103 MacDonald House, 1600 Block Beach Avenue, Vancouver, British Columbia V6G 1Y7. We recommend Council declare the site as unsightly as defined in the Nuisance Bylaw 2060, authorized by Section 160 of the Municipal Government Act, giving the owner fourteen (14) days to remove the discarded furniture and lumber.

Should the owner fail to remedy this condition, City forces will be authorized to remove same. All costs incurred to be charged against the property as taxes due and owing. Letters were sent to the owner April 20, 1990 and March 19, 1990, advising them of the site condition and requesting the property to be cleaned up.

If Council agrees the site is a nuisance, we recommend the following resolution be approved:

"Resolved that, Council being of the opinion that the premises hereinafter described are unsightly and constitute a nuisance by reason of discarded furniture and lumber, P. Koubsky and I. Beglau, being the owners of 4625-49 Street in the City of Red Deer, Province of Alberta (hereinafter called 'the premises'), be and is hereby ordered and directed within fourteen (14) days of a copy of this resolution being mailed to them by registered mail, to remove the discarded furniture and lumber, failing which the Bylaws and Inspections Manager of the City is hereby authorized and directed to cause such work to be done, in which case the cost thereof shall be charged to P. Koubsky and I. Beglau and in default of payment shall be charged against the premises as taxes due and owing in respect thereof and shall be recovered as such."

Yours truly,



R. Strader
Bylaws and Inspections Manager
BUILDING INSPECTION DEPARTMENT

Commissioner's Comments

We would recommend Council pass the resolution as suggested by the Bylaws and Inspections Manager.

RS/vs

"R.J. MCGHEE"
Mayor
"M.C. DAY"
City Commissioner

**THE CITY OF RED DEER**

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

City Clerk's Department 342-8132

DOUBLE REGISTERED

May 15, 1990

P. Koubsky & I. Beglau
M1103 McDonald House
1600 Block, Beech Avenue
VANCOUVER, B.C.
V6G 1Y7

Dear Sir/Madam:

RE: UNSIGHTLY PREMISES - 4625 - 49 STREET, RED DEER
LOTS 36 TO 38, BLOCK B, PLAN K8

I would advise that Council of The City of Red Deer at its meeting held on Monday, May 14, 1990 passed the following motion concerning the aforementioned property.

"RESOLVED that, Council being of the opinion that the premises hereinafter described are unsightly and constitute a nuisance by reason of discarded furniture and lumber, P. Koubsky and I. Beglau, being the owners of 4625 - 49 Street in the City of Red Deer, Province of Alberta (hereinafter called 'the premises') be and are hereby ordered and directed within fourteen (14) days of a copy of this resolution being mailed to them by registered mail, to remove the discarded furniture and lumber, failing which the Bylaws and Inspections Manager of the City is hereby authorized and directed to cause such work to be done, in which case the cost thereof shall be charged to P. Koubsky and I. Beglau and in default of payment shall be charged against the premises as taxes due and owing in respect thereof and shall be recovered as such."

....2

*a delight
to discover!*

P. Koubsky & I. Beglau

Page 2

May 15, 1990

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

Your cooperation in this matter would be greatly appreciated.

Sincerely,



C. SEVCIK
City Clerk

CS/jt

c.c. Bylaws & Inspections Manager

DATE: May 8, 1990
TO: City Council
FROM: City Clerk
RE: REQUEST FOR RESOLUTIONS - 1990 A.U.M.A. CONVENTION
SEPTEMBER 26 - 28

This is a reminder that the deadline for receipt of resolutions for the 1990 A.U.M.A. Convention is May 18, 1990. After this date, resolutions will be returned to the sponsor in accordance with the procedure for late resolutions.

This is the last Council meeting at which resolutions might be considered by Council prior to the above noted deadline.

Respectfully submitted,



C. SEVCIK
City Clerk

CS/jt

Put on note

DATE: March 14, 1990

TO: City Council
City Commissioner
Directors
Department Heads
Director of Red Deer Regional Planning Commission
City Solicitor

FROM: City Clerk

RE: REQUEST FOR RESOLUTIONS -
1990 A.U.M.A. CONVENTION
SEPTEMBER 26 TO 28

The A.U.M.A. is requesting resolutions to be submitted prior to May 18, 1990 for consideration at the 1990 A.U.M.A. Convention this fall.

We are requesting that any resolutions to be submitted for consideration be sent to this office by no later than Monday, April 23, in order that same might be considered at the Council meeting of April 30. Resolutions should be submitted in the form outlined by the A.U.M.A. and also should be of a province-wide interest.


C. SEVCIK
City Clerk

CS/jt

Att.

ALBERTA URBAN MUNICIPALITIES ASSOCIATION

CONVENTION RESOLUTION PROCEDURES

Preparation of Resolutions

Care should be taken by the sponsors of resolutions intended for consideration at the AUMA Annual Convention to ensure that they meet the following criteria:

- a) Resolutions must address a topic of concern to municipalities throughout the province. (Local concerns should be addressed specifically to the Board of Directors).
- b) The preliminary clauses should clearly and briefly set out the reasons for the resolution.
- c) There should be as few preliminary clauses as possible. If the sponsor believes that the rationale cannot be explained in a few preliminary clauses, the problem shall be more fully stated in a one page supporting narrative attached to the resolution. This material will assist the Resolutions Committee (and later the convention body) in understanding the problem, but it will not be included within the resolution itself.
- d) The operative clause of the resolution (i.e., the one beginning THEREFORE BE IT RESOLVED) must clearly set out what the resolution is meant to achieve, and state a specific proposal for action. Its wording should be straightforward and brief, so that the intent of the resolution is clear. Generalizations should be avoided.
- e) Resolutions may be submitted by any municipality which is a full member of the Alberta Urban Municipalities Association. Each resolution must bear an official endorsement of the sponsoring municipal council.
- f) Resolutions are to be in the hands of the Executive Director no later than the THIRD FRIDAY IN MAY (May 18, 1990) of each year or other such date as may be established by the Executive Director.

DATE: March 14, 1990

TO: City Council
City Commissioner
Directors
Department Heads
Director of Red Deer Regional Planning Commission
City Solicitor

FROM: City Clerk

RE: REQUEST FOR RESOLUTIONS -
1990 A.U.M.A. CONVENTION
SEPTEMBER 26 TO 28

The A.U.M.A. is requesting resolutions to be submitted prior to May 18, 1990 for consideration at the 1990 A.U.M.A. Convention this fall.

We are requesting that any resolutions to be submitted for consideration be sent to this office by no later than Monday, April 23, in order that same might be considered at the Council meeting of April 30. Resolutions should be submitted in the form outlined by the A.U.M.A. and also should be of a province-wide interest.


C. SEVCIK
City Clerk

CS/jt

Att.

*I don't have any resolutions
to present for consideration.*

*afh
ECS
March 16/90*



THE CITY OF RED DEER

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

FILE No.

0420

City Clerk's Department 342-8132

March 27, 1990

AUMA Office
P.O. Box 4607, Station SE
EDMONTON, Alberta
T6E 5G4

Attention: Alderman Dr. Ken Sauer
President

Dear Sir:

RE: THE BALANCING ACT, SEPTEMBER 26-28, 1990
CALGARY CONVENTION CENTRE

In reply to your letter of February 23, 1990 regarding the above, please find enclosed a copy of City of Red Deer Alderman Tim Guilbault's comments for your Dialogue on Issues - The Environment and Public Policy.

I trust you will find this satisfactory.

Yours truly,

C. SEVCIK
City Clerk

CS/jt

Att.

DIALOGUE ON ISSUES - The Environment and Public Policy
ALMA ANNUAL CONVENTION
September 26 - 28, 1990

Municipality: _____ RED DEER _____

Contact Name: _____ Tim Guilbault _____ Phone Number: _____ 342-8607 _____

Issues for discussion (please type or print clearly): _____

I would like to see a study to determine if recycling paper products is really an attractive alternative v. reforestation, i.e. considering the chemicals used in a de-inking facility to recycle paper and to collect, store, de-ink, and reprocess recycled paper, is this really environmentally more sound than producing paper products from newly harvested forests when ALL factors are considered?

- Reforestation and proper forest management may pose a more environmentally sound alternative.

- Other means to manage waste paper products would need to be explored.

Please return before April 15, 1990, to:

ALMA Office
P.O. Box 4607 Station SE
Edmonton, Alberta
T6E 5G4



THE CITY OF RED DEER

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

FILE No.

City Clerk's Department 342-8132

DATE: MAY 15, 1990

FAX TO: A. U. M. A.

ATTENTION: JOHN MADDISON

THEIR FAX NO: 433-4454

FROM: CHARLIE SEVCIK

DEPARTMENT: CITY CLERK'S

OUR FAX NO: (403) 346-6195

NUMBER OF PAGES INCLUDING THIS PAGE 4

NOTE: THE INFORMATION SUPPLIED
BY THE FIRE CHIEF (REFERRED TO IN
THE LETTER) IS BEING MAILED
TO YOUR OFFICE THIS DATE.

ls.



THE CITY OF RED DEER

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

City Clerk's Department 342-8132

May 15, 1990

Alberta Urban Municipalities Association
P.O. Box 4607, Station S.E.
EDMONTON, Alberta
T6E 5G4

Attention: John Maddison
Executive Director

Dear Sir:

RE: RESOLUTIONS FOR 1990 A.U.M.A. CONVENTION - SEPTEMBER 26-28

I am enclosing herewith a certified copy of the Council resolution passed May 14, 1990 for consideration at the 1990 A.U.M.A. Convention, to be held in Calgary.

The matter was initially discussed at the Council meeting of April 30, when the attached report was submitted by the Fire Chief regarding a proposed Explosives and Fireworks Bylaw. Council did not agree to pass the Bylaw recommended by the Fire Chief as Council agreed with the comments of the Commissioners that to enforce such a Bylaw would be extremely expensive and onerous. Nevertheless, at the Council meeting of May 14, 1990, a further motion was passed that a bylaw be drafted for Council's consideration restricting the sale and use of fireworks to only those persons licensed for such purposes. The following is the motion which was passed.

"WHEREAS uncontrolled use of fireworks is potentially dangerous to persons and property

AND WHEREAS the Provincial Government has repealed legislation with respect to the control of fireworks

THEREFORE BE IT RESOLVED that Council for The City of Red Deer pass a bylaw restricting the sale and use of fireworks to only those persons licensed for such purposes; such use must be approved by a permit issued by the Fire Chief."

....2



*a delight
to discover!*

Mr. John Maddison
Alberta Urban Municipalities
Page 2
May 14, 1990

While passing the above noted motion, it was the general feeling of Council that the enclosed resolution for consideration by A.U.M.A. is urgent in order that uniform legislation throughout the Province might once again be enforced. I am also enclosing herewith, for your information, additional information which was submitted to Council by our Fire Chief which may be of some help.

We trust that this resolution will receive favourable consideration. If you have any questions please do not hesitate to contact the undersigned.

Sincerely,



C. SEVCIK
City Clerk

CS/jt

Enc.

c.c. City Council
City Commissioner
Fire Chief

"WHEREAS unnecessary injuries have occurred due to the misuse of firecrackers and fireworks;

AND WHEREAS research indicates unnecessary injuries related to the use of firecrackers and fireworks can be reduced by appropriate legislation;

AND WHEREAS the Province of Alberta formerly controlled the sale of firecrackers and fireworks through the Fire Code;

AND WHEREAS the previous regulation has been repealed;

NOW THEREFORE BE IT RESOLVED that The City of Red Deer request the A.U.M.A. to urge the Province of Alberta to reinstate the regulation of firecrackers and fireworks on a Province-Wide basis."

Certified to be a true and correct copy of the original resolution passed by Council of The City of Red Deer May 14, 1990.

CITY OF RED DEER

Per.....

CITY CLERK

NO. 25

DATE: April 11, 1990
TO: City Clerk
FROM: Fire Chief
RE: Proposed Explosives & Fireworks Bylaw

Would you please present the attached proposed bylaw to Council for their consideration.

We have serious concerns for the public safety because of the misuse of fireworks which has occurred in the City over the past couple of years.

In 1986, the Provincial Government repealed Section 436(3) of the Fire Code which prohibited the sale of low hazard fireworks in the Province.

Since that time, the sale of low hazard fireworks has proliferated, with the commodity having a high profit margin, they are readily available from grocery stores, service stations, novelty stores, car dealerships etc.

Fireworks are classified into two division, low hazard fireworks (also known as shop goods) and high hazard fireworks

High hazard fireworks, the type commonly used for public displays, are controlled under the Explosives Act, and their use is controlled through a permit system before sale of these goods, and their subsequent discharge. Only qualified persons in possession of a "shooters license" may detonate these devices.

The term "low hazard fireworks" is a misnomer. These devices consist of firecrackers, distress signals, fountains, pinwheels, and aerial rockets. The rockets and other aerial displays are powerful enough to hurl their projectile up to 100 feet in the air. As their quality control is not as stringent as high hazard products, they often do not burn out before landing, are more subject to misfires, or delayed firing, and are readily available to youngsters regardless of their age.

Inspector Pearson advises of complaints of fireworks being detonated late at night, with subsequent reports to the RCMP, of gunshots being fired and the tying up of a number of police officers to investigate these complaints.

City Clerk
 April 9, 1990
 Page 2

The Fire Department has received complaints of fire crackers being placed in residential mail boxes, and aerial displays being discharged late at night in residential areas.

Since 1987, the Alberta Fire Chiefs Association has consistently lobbied the government to ban the sale of firecrackers and low hazard fireworks in the interest of public safety. We are at a loss to explain the government's reluctance to do so as statistics from the Fire Commissioners office indicate a number of injuries and fire losses occurring each year from fireworks.

National Fire Protection Association statistics indicate that 10,000 serious injuries occur in the United States each year through the uncontrolled purchase and use of low hazard fireworks.

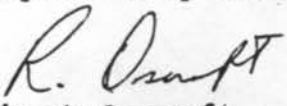
To the credit of merchants in this community, many have refused to sell fireworks from their business after hearing our concerns on this subject, however, fireworks are readily available for purchase throughout the Province

Another concern in this matter is that the Alberta Fire Code allows for the storage of up to 113 kg of fireworks for display purposes. To our mind, this is an excessive amount of a hazardous good to be stored in commercial zones, and could pose a serious hazard to the public and fire fighters should a fire occur on the storage premises.

Through the recommended permitting system for possession and storage of fireworks or explosives, the Fire Department would be aware of these locations and be better prepared to deal with the public safety should fire occur in or near these types of premises.

This recommended bylaw would not ban the use of low hazard fireworks, but would subject their storage, possession and use to stricter control thus reducing the potential for accident.

Respectfully submitted


 Robert Oscroft
 FIRE CHIEF

Commissioners' Comments

Attached is a report from the Fire Chief recommending the passage of a bylaw to regulate the use of low hazard fireworks. As pointed out in the report, this class of fireworks was recently deregulated by the Provincial Govt. While we recognize that there have been some problems as a result of this action, we cannot support the recommendation of the Fire Chief. To introduce a permit system controlling among other things, the sale and use of these fireworks

would be an onerous and extremely expensive undertaking which would lead to either an increase in budget costs or a permit fee that in many cases would exceed the value of the merchandise purchased. We, would, therefore, recommend that Council not approve the attached bylaw.

"R.J. MCGHEE"
Mayor

"M.C. DAY"
City Commissioner

BY-LAW #____/90

Being a by-law to reduce the risk of fires, injuries and control the use of Explosives within the City of Red Deer.

WHEREAS the City, pursuant to Section 158 of the Municipal Government Act, R.S.A., 1980, may pass by-laws for the preservation of life and property and the protection of persons from injury or destruction by explosion or fire:

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

1. Short title

This by-law shall be known as the "Explosives and Fireworks By-law".

2. Definitions

a) "Authority having jurisdiction" shall mean:

- i) The "Fire Chief", being the Chief, of the Fire Department of the City;
- ii) All persons designated by the Fire Chief as a Fire Marshal or Fire Inspector.
- iii) Such other employees of the Fire Department of the City as the Fire Chief may appoint and deem necessary to carry out the functions of this by-law.

b) "City" means the Municipal Corporation of the City of Red Deer, in the Province of Alberta, and where the context requires means all lands situated within the corporation boundaries of the said City.

c) "Explosive" means any substance that is made, manufactured or used to provide an explosion or detonation or a pyrotechnic effect, and includes gunpowder, propellant powders, blasting agents, dynamite, detonating cord, lead azide, detonators, ammunition of all descriptions, rockets, fireworks, fireworks compositions, safety flares and other signals.

d) "Fireworks" includes fireworks composition and manufactured fireworks, as per defined in the Explosives Regulation of Canada, C.R.C., Chapter 599.

e) "Division 1, Class 7 Fireworks" comprises fireworks composition defined in the Explosives Regulation of Canada, C.R.C., Chapter 599.

f) "Division 2, Class 7 Fireworks" comprises manufactured fireworks and the five subdivisions thereto as defined and listed in the Explosives Regulation of Canada, C.R.C., Chapter 599.

h) "Permit" means a permit to purchase, have in possession, store and/or detonate fireworks or explosives and approved pursuant to the Explosives Act of Canada and the authority having jurisdiction, as described in Schedule "A" attached hereto.

PERMITS

3.1 The authority having jurisdiction may approve a permit to purchase, possess, store or detonate fireworks or explosives:

- a) for public display; or
- b) other recreational purpose; or
- c) demolition and other business related use

where, in the opinion of the authority having jurisdiction, there is no risk to other persons, properties or a nuisance created to the public.

3.2 The holder of a permit, as a term and condition of the issue of such permit, shall keep the City fully indemnified and saved harmless from any loss or damage that may arise from the storage, handling or detonation of fireworks or explosives.

4. A person to whom a permit has been approved under Section 3 shall at all times keep a competent adult person in charge, or shall barricade or otherwise secure the area to limit the entry of unauthorized persons whenever fireworks or explosives are on site, or within a building structure or place.

5. Any person who possesses, stores, transports or detonates explosives shall, upon demand, pay to the City any and all costs incurred when explosives cause damage.

6. No person shall be in possession of, store or detonate fireworks or explosives within the City unless such person is the holder of a valid permit.

OFFENCE AND PENALTY

7.1 Any person who contravenes any of the provisions of this By-law is guilty of an offence and is liable upon conviction to a penalty of \$210.00.

7.2 Any person who being guilty of a first breach of this By-law contravenes any of the provisions of this By-law a second time with the same breach is guilty of an offence and is liable upon conviction to a penalty of \$510.00.

8. The authority having jurisdiction, any City By-law Enforcement Officer, and any member of the Royal Canadian Mounted Police attached to the City Detachment of the said Royal Canadian Mounted Police, are hereby authorized to enforce the provisions of this By-law and to issue a violation ticket in the form provided for in Part 2 of the Provincial Offences Procedure Act to any person whom they reasonably believed has contravened the provisions of this By-law.

9.1 Where payment of the penalty specified in a violation ticket issued for contravention of any section of this By-law is received within 7 days of the date of service of the violation ticket by a Clerk of the Provincial Court of Alberta at the Court House in Red Deer, Alberta, the penalty specified shall be reduced by \$10.00 and such reduced payment shall be accepted in lieu of prosecution.

- 9.2 Where payment of the penalty specified in a violation ticket issued for contravention of any section of this By-law is received within 8 to 15 days from the date of service of the violation ticket by a Clerk of the Provincial Court of Alberta at the Court House in Red Deer, Alberta, the penalty specified in Section 7 shall be reduced by \$5.00 and such reduced payment shall be accepted in lieu of prosecution.
- 9.3 If payment in full of the penalty specified in a violation ticket is made at any time after the expiry of 15 days from the date of service of the violation ticket and up to and including the 7 days prior to the return date specified in the violation ticket, a Clerk of the Provincial Court of Alberta at the Court House in Red Deer, Alberta shall accept such payment in lieu of prosecution.
- 9.4 If the person upon whom such violation ticket is served fails to pay the penalty specified therein within the times hereinbefore limited, the provision of this section for acceptance of payment in lieu of prosecution shall not apply.
- 9.5 Where any person who has made payment pursuant to the provisions of this part is prosecuted for the offence in respect of which such payment has been made, such payment shall be refunded.
10. Should a person not pay the penalty provided for contravention of any section of this By-law and a prosecution has been entered against him, he shall be liable on summary conviction to pay a minimum fine equal to the penalty stated in the said violation ticket, plus court costs and, in default of payment of the penalty and costs imposed by the court, to imprisonment for a period not exceeding 60 days.
11. This By-law shall come into full force and effect on the date of its passage on third reading.

READ A FIRST TIME IN OPEN COUNCIL this _____ day of _____, A.D. 1990.

READ A SECOND TIME IN OPEN COUNCIL this _____ day of _____, A.D. 1990.

READ A THIRD TIME IN OPEN COUNCIL this _____ day of _____, A.D. 1990.

MAYOR

CITY CLERK

SCHEDULE 'A'
THE CITY OF RED DEER
EXPLOSIVE AND FIREWORKS PERMIT BYLAW NO.____/90

Date issued: _____

Office of :

Fire Marshal

Telephone: 346-2776

After Hours: 347-3373

Box 5008

Red Deer, Alberta

T4N 3T4

Permission is hereby granted to: _____

Telephone No.: _____ Address: _____

Explosives Act of Canada Licence or Permit No.: _____

Location: _____

From: _____ To: _____
(Time and Date) (Time and Date)

Description of Permit: _____

Special Precautions: _____

The undersigned applicant covenants and agrees with the City of Red Deer that it is a term and condition of this permit that:

1. A person to whom a permit has been approved under section 3, shall at all times keep a competent adult person in charge, or shall barricade or otherwise secure the area to limit the entry of unauthorized persons whenever fireworks or explosives are on site, or within a building structure or place.
2. A person who possesses, stores, transports or detonates explosives shall, upon demand, pay to the City any and all costs incurred when explosives cause damage.
3. The holder of a permit shall keep the City fully indemnified and saved harmless from any loss or damage that may arise from the storage, handling or detonation of fireworks or explosives.

SIGNATURE OF APPLICANT: _____

REPRESENTATIVE OF: _____

AUTHORITY HAVING JURISDICTION: _____



NOT WITH A BANG... BUT A BAN

A period of prolonged drought in Wisconsin pointed up an unusual cause of wildfires: fireworks. Learn how officials attacked the problem and produced startling results.

GREGORY ST. ONGE

THE VERY DRY MIDWESTERN SUMMERS OF 1987 and 1988 were the cause of great concern in Wisconsin because of the increased risk of wildland fires. And the summer of 1987 demonstrated another serious cause of wildland fires—fireworks.

As the drought continued into 1988, we were expecting to face another year of fires resulting from fireworks. Determined to stop that from happening, we focused on prevention efforts in two northwestern Wisconsin counties. The efforts proved very effective in stopping fireworks-caused wildland fires.

In Douglas and Burnett counties, most fireworks are sold in June and early July. Both the legal and the illegal sale and use of fireworks have increased greatly over the past several years. This usually would not affect the number of wildfires because conditions in most years are relatively moist during June and July and fire spread normally is not rapid.

In 1987, however, Burnett County ex-

fireworks were causing many of the fires.

We tried a number of different approaches to prevent the fire problem. While we cannot measure the direct impact of each separate approach, we believe that combining several approaches gave us a cumulative effect.

Several prevention tools were used to raise public awareness of the dry forest conditions. On June 17, 1988, the Department of Natural Resources instituted emergency fire regulations that banned campfires, smoking, and outdoor burning in so-called "forest protection" areas. Widespread publicity was given to these regulations.

At about the same time, forest rangers and local fire officials were contacting local law enforcement officers. Their purpose was twofold. Local district attorneys were contacted to raise their awareness levels about the problem of fireworks-caused fires. The law books were hauled out and reexamined to determine which charges could be filed for various violations of fireworks laws. Local police and sheriff's departments were told of the impact that the combination of dry weather and fireworks was having, and they were urged to enforce existing fireworks laws.

The district attorneys contacted fireworks retailers by letter and informed them of the laws and regulations. Then local law enforcement officers went to work. They confiscated illegal fireworks being sold at roadside stands. As arrests were made, local news media picked up on the prevention effort.

The forest rangers contacted retailers personally with information, and signs were placed strategically to warn the public of the danger from fireworks. Some retailers voluntarily removed fireworks from sale.

On June 23, emergency fire regulations were extended to Department of Natural Resources lands outside of the fire protection districts. Fireworks, whether legal or illegal, were added to the list of uses banned from department lands.

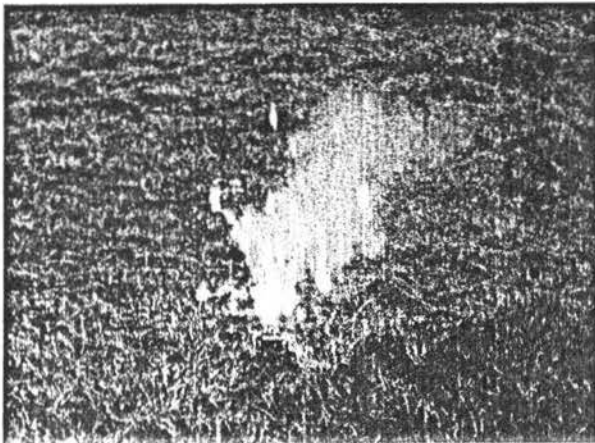
The prevention effort included the confiscation of illegal fireworks such as these.



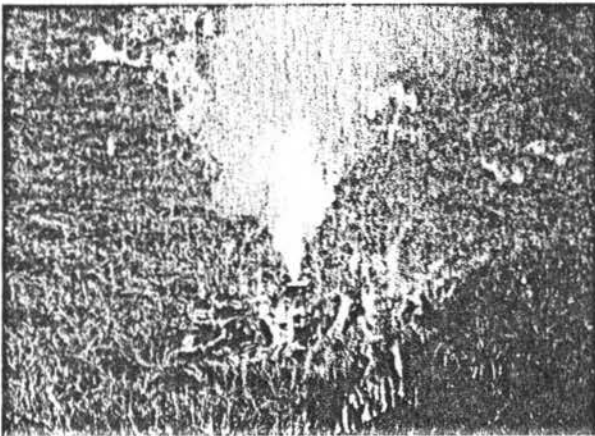
This fireworks device, called "Desert at Night," illustrates the problem.



In this frame, the device itself has ignited.



Now the device also has ignited some of the surrounding vegetation.



This final frame shows the multiple ignitions from the firework.



PHOTOGRAPHS: GREGORY ST. ONGE

ple.

On June 28, Governor Tommy Thompson signed an executive order prohibiting open fires and fireworks. This order cited the "tremendous threat of accidental forest, grass and brush fires" and the "high potential for bodily injury."

The new ban prohibited all open fires

A Shawano-area resident died in a wildfire caused by fireworks.

except those allowed by local officials, and all fireworks except those authorized by local governments where adequate fire prevention measures had been taken. The new regulations received tremendous statewide publicity. In one instance, local television viewers were shown a special segment where fireworks instantly ignited fires in local vegetation.

Patrols with fire vehicles were instituted before, during, and after the Fourth of July weekend to discourage and/or discover illegal fireworks activity. Careful preparations were made for licensed, rural Fourth of July fireworks displays that went off without a hitch.

What did all of this accomplish? In 1988—a time when fire weather was actually more hazardous than in the previous year—there were three fireworks fires in Burnett County. This was a reduction of 53 fires over the previous year. Local sentiment certainly supported the fireworks ban, and the general public was re-educated to the need to use fireworks safely. It's also likely that the lessons learned will continue for some unspecified period of time to reduce the number of fireworks fires, regardless of the fire weather. The summer of 1988 showed again that a serious cooperative effort can and will reduce the number of fires.

For more information

Contact the author at the State of Wisconsin Department of Natural Resources, Brule Area Headquarters, Box 125, Brule, WI 54820.

The author has been a forest ranger with the Wisconsin Department of Natural Resources (DNR) for 16 years. During the same time, he also has served with the Maple Volunteer Fire Department, where he is presently an assistant chief. He has a Master of Science degree in forestry and has served as an instructor for the Wisconsin DNR and as a training officer with the Maple Fire Department.

In 1909, 215 people died and 5092 people were injured as a result of the unrestricted use of fireworks during the Independence Day celebration. Following this devastating incident, the National Fire Protection Association began its campaign to control fireworks. A study in 1935 reported that at least 30 persons were killed and 7738 persons were injured that year celebrating the Fourth of July. It was decided that state laws rather than local ordinances were necessary.

A survey done in the summer of 1936 revealed that 23 states had some legislation controlling fireworks, but only two of those states—Michigan and Kentucky—prohibited the sale and use of all fireworks except for properly supervised displays. The NFPA saw this as a positive trend but not nearly widespread enough to control the hazard and continued to encourage the passage of state laws. (Source: *Men Against Fire*, National Fire Protection Association.)

The Fire Marshals Association of North America agreed with the Association and drafted the first Model State Fireworks Law in 1937. That first year, Iowa and New Jersey adopted the law and realized the positive results. For example, New Jersey had had reports on 927 fireworks accidents in 1936, before the law was adopted. In 1937, with the law in place, only 36 such reports were received.

On the national scene, the American Medical Association resumed its tracking system in 1937 after a 21-year hiatus and found that deaths due to fireworks had dropped to 14 per year in 1937–1941, a tenfold drop

to the National Center for Health Statistics database on death certificates.

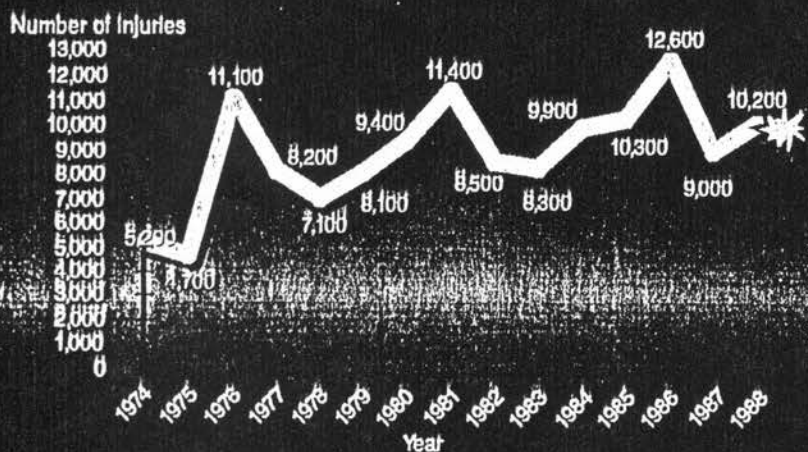
The news has not been all good, however, as fireworks injuries treated in hospital emergency rooms have soared over the past decade and a half. Despite the availability of strong model laws that would prohibit the general sale and use of fireworks, the tragic toll of thousands of fireworks injuries has risen since the United States Consumer Product Safety Commission (CPSC) assumed jurisdiction over Class C fireworks. In developing "standards" for Class C fireworks, which had previously been banned in numerous states, CPSC

"A 4-month-old baby received first, second, and third degree burns over 15 percent of his body when a package of lighted 'jumping jack' firecrackers was dropped into the car where he lay."

has indirectly supported fireworks manufacturers and other interested parties in pressuring states to relax their ban on public sale and use of all fireworks.

There has been a doubling of the number of fireworks injuries reported to hospital emergency rooms, from about 5000 in 1974 to an average of 10,000 per year over the last three years (1985, 1986, 1987) according to CPSC statistics.

Fireworks Injuries Reported to Hospital Emergency Rooms



Source: CPSC National Electronic Injury Surveillance System (NEISS).

Whose Problem is This?

In 1988, the state of New Hampshire passed legislation greatly expanding the range of fireworks available in the state. This decision to move away from the national consensus on the safe use of fireworks had effects not limited to New Hampshire. Major roads leading into the state were filled with border fireworks stands and a flood of people from neighboring states poured through, circumventing their own state laws. Dedham, Mass., Fire Chief John Donovan perceived that in 1988 "there were as many fireworks in the public's possession as in the days when

Spectacular But Dangerous

F I R E W O R K S

they were legal in the Commonwealth."

No matter what is done about fireworks legislation in the future, a man in Strong, Me., will remember the 1988 New Hampshire legalization for a long time. On the evening of May 18 an M-80 firecracker he acquired in New Hampshire exploded near his face. He suffered a 50 percent loss of sight in one eye and lost skin down to the bone, requiring plastic surgery. And, on July 4 in Lawrence, Mass., a lighted firecracker over 1½ inches long, also obtained in New Hampshire, was tossed into the air and caught by a 4-year-old boy. When the firecracker exploded, the boy suffered first and second degree burns to his left hand, neck and left ear.

The devastation of life and property continues:

- A 3-year-old suffered corneal abrasions to his right eye from a sparkler.
- A 4-month-old baby received first, second, and third degree burns over 15 percent of his body

• 10,000 hospital-treated fireworks injuries have occurred over the past several years in the U.S.A.

• 51,600 fires were started by fireworks in 1985 (reported to local fire departments).

when a package of lighted "jumping jack" firecrackers was dropped into the car where he lay.

- A child playing with matches started a dwelling fire which spread to boxes of stored fireworks. Property damage was estimated at \$120,000.
- Two teenagers, in an attempt to create a "bigger bang," created and accidentally detonated a pipe bomb which killed one of them and caused serious shrapnel wounds to the other.
- A 13-year-old boy suffered a perforated eardrum when he was struck by a bottle rocket fired from 300 feet away.

The summary of fireworks accidents is depressing because, with strictly enforced legislation, fireworks can be kept out of the hands of the public and in the hands of trained, licensed professionals.

Facts about Fireworks in the United States

- An average of 10,000 hospital-treated fireworks in-

ported to local fire departments).

- 15 civilian deaths were caused by fireworks-related fires in 1985, with another 11 caused directly by fireworks injuries.
- Two fire fighters died in 1987 alone, as a result of fires started by fireworks.
- \$36.4 million in direct property damage resulted from fires started by fireworks in 1985.

It Won't Happen to Me . . .

The greatest number of fireworks injuries occur around the Independence Day celebration, but the devastation is not limited to that holiday. Fireworks are part of the celebration of several other holidays throughout the year:

- Christmas • New Year's Eve • Mardi Gras
- Hanukkah • Labor Day • Fourth of July

And fireworks accidents occur at other times throughout the year. The stories reported to NFPA each year are all tragic, with some causing permanent disability and a large number of injuries to children, often very young children. And they include a fair number of injuries due to senseless, reckless misuse of fireworks.

Typical Class C Fireworks Incidents Reported to NFPA

- A mother in Illinois left her three children in the car while she went shopping. Fireworks in the car—sparklers, firecrackers, and smoke bombs—were ignited. One child, age 2, died in the ensuing fire.
- A grass fire caused by boys playing with firecrackers destroyed one home and seriously damaged two others. The fire was spread by high winds that carried embers to the wood-shingled roofs of homes approximately 100 feet away. It took 41 fire fighters more than one hour to control the fire. Three fire fighters were injured.
- A Chicago career fire fighter was killed while fighting a fire that was ignited by a bottle rocket fired into the attic of a 2½ story residence by an occupant who rented an apartment on the property. The tenant was charged with reckless conduct.
- A smoke bomb placed in his pocket caused first and second degree burns to an 8½-year-old boy.
- An 11-year-old boy took a Roman candle and placed it in the mouth of a bottle to position it. The Roman candle and bottle exploded. Even though

Incidents Reported to NFPA

- An M-80 type firecracker was thrown from a car, bounced back in and set off a supply of others. A 17-year-old youth was killed and two other youths received serious, multiple injuries.
- A 15-year-old boy lost two fingers when he tried to extinguish a fuse on an M-80 firecracker.
- A 13-year-old boy lost the sight in one eye when an M-80 firecracker exploded. Two men had placed the lighted M-80 in the peephole of a door and had rung the doorbell.
- A Halifax, Mass., man lost three fingers on his left hand when an M-80 firecracker blew up while he was holding it. A friend had passed him the lit firecracker.

And, just recently . . .

- Fifty-two people died and 100 were injured in Mexico City when a makeshift fireworks store exploded. At least 80 temporary fireworks shops were set up in the area one day before the Day of Our Lady of Guadalupe. Many Mexicans celebrate both the Day of Guadalupe and Christmas with fireworks. Most of the people who died were Christmas shoppers or owners of the fireworks shops.

Who's Concerned about Fireworks Injuries? Here's a Sample . . .

To give you a comprehensive understanding of the severity of the fireworks problem, the NFPA gathered comments nationwide from representatives of the medical field, national associations and fire departments. Responses came from a wide range of individuals and organizations who provided testimonials advocating the NFPA's long-standing Model Fireworks Law, which calls for leaving fireworks in the hands of trained, licensed professionals. The following is a sampling of these supportive letters.

National Children's Eye Care Foundation:

"Every year we lose a number of children's eyes to preventable firecracker injuries. This tragic reality makes us active supporters of the National Fire Protection Association's long-standing policy which advocates leaving fireworks in the hands of trained, licensed experts. We share strong feelings on the need for strict fireworks law enforcement. No child should be exposed

George R. Beauchamp, M.D.
President

National Burn Victim Foundation:

"The National Burn Victim Foundation ran a study for three consecutive years by calling all New Jersey hospital emergency departments to learn the number of incidents involving fireworks they had over the Fourth of July weekend. We noted a remarkable decrease in the number of reported incidents from previous years and over the three-year period of study. However, the severity of injuries was far greater: loss of hands and fingers and serious injuries to the face. Since then we have not seen an increase in reports from hospitals but the severity runs about the same.

"As a firesafety advocate, we support the NFPA's position and its good work in bringing to the public's attention the dangers of the modern firecracker, which is no longer just a pop, but a gigantic bang.

"The National Burn Victim Foundation will support any efforts, through legislation or otherwise, that the NFPA wishes to take. If we can be of any assistance to you in your efforts to eliminate this traumatic injury to children, please call on us."

Harry J. Gaynor
President

Pennsylvania Medical Society:

"As a physician I am acutely aware of the pain and suffering caused by the careless use of fireworks. Burns are still some of the most difficult and dangerous medical conditions to treat. They also are among the most expensive, often necessitating referral to special burn

"I am acutely aware of the pain and suffering caused by the careless use of fireworks. Burns are still some of the most difficult and dangerous medical conditions to treat."

—Gerald L. Andriole, M.D.

units and incurring long periods of hospitalization.

"Since 1939, it has been illegal for persons without a permit to set off fireworks in the Commonwealth of Pennsylvania. Nevertheless, every year some Pennsylvanians break that law and accidents result. All too often, the injuries inflicted mark young persons for the rest of their lives.

"Experience, all of it painful, has shown that fireworks are dangerous and should only be detonated by

Continued on page 31

Spectacular But Dangerous

F I R E W O R K S

Continued from page 14

licensed persons who understand the risks. We support conscientious enforcement of fireworks safety laws."

Gerald L. Andriole, M.D.
President

Nashua Fire Department:

"The Nashua Fire Department remains concerned about last year's legalization of certain types of fireworks within the state of New Hampshire. As the legislation allowed local prohibition, the Nashua Fire Department sought and obtained an ordinance prohibiting local sales.

"Together with other fire departments, concerned citizens and the NFPA, we hope to overturn this legislation during the upcoming session. We advise all fire officials throughout this nation to learn from the New Hampshire experience and to remain constantly vigilant against the legalization of fireworks or the 'watering down' of any current fireworks legislation."

Richard J. Navaroli
Chief of Department

Medical Society of New Jersey:

"The Medical Society of New Jersey shares your concerns about unnecessary deaths and serious injury from the use of fireworks by untrained people, particularly children.

"The risks that nonprofessionals take in the momentary pleasure of detonating explosives should be part of a national educational program. Some of the injuries

"Some of the injuries suffered by amateurs handling fireworks have resulted in painful, maiming wounds that have a profound emotional and physical effect on those who survive and on their families and friends."

—Palma E. Formica, M.D.

suffered by amateurs handling fireworks have resulted in painful, maiming wounds that have a profound emotional and physical effect on those who survive and on their families and friends."

Palma E. Formica, M.D.
President

American Academy of Pediatrics:

"The American Academy of Pediatrics strongly supports the work of the National Fire Protection Association in bringing to the attention of the public the hazards

home with children or teenagers.

"For many years, the Committee on Accident and Poison Prevention of the American Academy of Pediatrics has urged that fireworks be limited to licensed public displays. Each summer, thousands suffer fireworks injuries in and around the home. The greatest hazards are clothing ignition and eye injuries. The burns caused by the intense heat of fireworks leave lifetime, disfiguring scars. Eye injuries, many leading to permanent visual loss, account for 20 percent of firework injuries. The majority of those injured are under the age of 15; many are innocent bystanders. The risks

"The burns caused by the intense heat of fireworks leave lifetime, disfiguring scars. Eye injuries, many leading to permanent visual loss, account for 20 percent of firework injuries."

—Mark D. Widome, M.D.

of home fireworks are simply too high. This year, pediatricians again urge parents to protect their children by not buying fireworks. Instead, we urge families to celebrate Independence Day by attending licensed public fireworks displays.

"We wish you every success in your public information campaign. As always, the AAP will work with you to educate the public and to reduce the numbers of these preventable injuries."

Mark D. Widome, M.D.
Chairman

The State Medical Society of Wisconsin:

"The State Medical Society of Wisconsin has been active for the past several legislative sessions to tighten up fireworks laws in our state. A few sessions ago, we updated a 1947 law which banned the sale, use and possession of fireworks because the previous law became deficient due to the definition of fireworks in the statute. That legislation was compromised when an amendment was adopted to authorize the sale of banned fireworks provided they were delivered out of state by common carrier. This did not endear us to our neighboring states, so efforts have been made to ease that restriction on the law.

"Physicians, particularly pediatricians and ophthalmologists, are alarmed with the numbers of firework related injuries. They readily point out that those most likely to be injured by fireworks are children under age

Massachusetts Medical Society:

"The Massachusetts Medical Society, the statewide organization of 14,000 physicians, strongly supports the National Fire Protection Association's efforts to have fireworks used only by trained licensed experts.

"Our members have dedicated their lives to caring for the sick and injured. As physicians, we find the types of injuries inflicted by misuse of fireworks tragic and senseless, especially when young children are involved. Thousands of persons each year are injured by fireworks incidents, losing limbs and/or suffering loss of sight, hearing, and damaging eye injuries. Some persons even lose their lives. I know that most of my colleagues, especially those who work in hospital emergency rooms, find fireworks injuries some of the most objectionable because they are so easily prevented.

"Existing fireworks laws must be strictly enforced. We must make clear in the strongest possible terms that fireworks are dangerous and that only experts are qualified to handle those dangers. Without this effort, in Massachusetts and across the United States, more peo-

"Existing fireworks laws must be strictly enforced. We must make clear in the strongest possible terms that fireworks are dangerous and that only experts are qualified to handle those dangers."

— Massachusetts Medical Society

ple will suffer needlessly. The Massachusetts Medical Society applauds the NFPA for its continued attention to this problem and supports its efforts to improve firesafety worldwide."

W.M. McDermott, Jr., M.D.
Executive Vice President

How to Deal With the Problem: Some Successful State Efforts . . .

Several states have acted forcefully to control the fireworks problem. The following information was provided by several states which have had success in their efforts.

The Connecticut Fireworks Law requires the sale or use of all fireworks except paper caps for toy pistols. The licensed storage, sale and use of fireworks is governed by administrative regulations that are based on NFPA 1121L, *Model State Fireworks Law*.

To control the fireworks problem in Connecticut and to make sure that statute is recognized, we instituted a major, statewide public awareness campaign utilizing press and radio. The campaign was aimed at both res-

"To control the fireworks problems in Connecticut and to make sure that statute is recognized, we instituted a major, statewide public awareness campaign utilizing press and radio."

—Major David J. Paige

idents and visitors and helped in refining the regulations, in enforcing the prohibition of unlicensed storage, sale and use, and in educating the public on the personal safety hazards of illegal possession and use.

Major David J. Paige

Deputy State Fire Marshal

Florida

Chapter 791, Florida Statutes, has made the retail sale of fireworks illegal for many years. In 1987, a bill was passed giving the State Fire Marshal's Office a limited role regarding fireworks. Since fireworks remain illegal, but sparklers are now legal, the State Fire Marshal's Office is responsible for testing sparkler samples to see if they meet the definition in Chapter 791. A list of items which do meet the definition is published every February and those items are legal for sale for 12 months thereafter. In addition, all manufacturers, distributors, wholesalers, retailers and seasonal retailers of sparklers must register with the State Fire Marshal's Office before they are allowed to sell.

Donald L. Stevenson, Director
Division of State Fire Marshal

Maine

"Operation Intercept" is a program to intercept illegal fireworks shipped into the state of Maine via package delivery companies as well as common carriers. In the summer of 1988, a new strategy was initiated by sending uniformed fire investigators and inspectors in marked vehicles equipped with video cameras to border communities to photograph Maine-registered vehicles and people leaving fireworks stores. As a result

Spectacular But Dangerous

F I R E W O R K S

of this effort, much publicity was generated and several tons of fireworks were confiscated.

Donald M. Bisset
State Fire Marshal

Massachusetts

With the legalization of Class C fireworks in the state of New Hampshire, many new enforcement problems arose both for local enforcement officials as well as officials in the other New England states. Because a section of the law allows the purchase of fireworks if taken out of New Hampshire within 24 hours, Massachusetts Attorney General James Shannon, on July 1, 1988, obtained a court order barring the illegal shipment of fireworks into Massachusetts by four out-of-state distributors. The temporary order prevented shipment of fireworks to Massachusetts in the last critical days before the Fourth of July. Mr. Shannon's office is seeking permanent extension of the order since loopholes in the law made it difficult to close many of the outlet stores which opened.

Joe O'Keefe
State Fire Marshal

Oregon

Oregon's law and administrative rules allow the sale of "restricted" fireworks to persons outside the state who meet certain criteria. Recognizing the need for further coordination between state and local agencies and for revision of the fireworks rules, a Fireworks Task Force was established. Three subcommittees were developed to oversee (a) the storage of confiscated fireworks, (b) public and governmental agency education and (c) the revision of fireworks rules and policies. One of the most critical areas of concern is a major rewriting of the fireworks rules to provide clear and enforceable codes that allow immediate and decisive actions against violators.

Olin L. Greene
State Fire Marshal

NFPA's Position

The NFPA's position on the fireworks issue remains unchanged. Successful reduction of the fireworks death and injury toll requires a concerted effort by all parties at the federal, state and local levels. And state and local fire officials are too often caught in the middle. On one hand, the U.S. Consumer Product Safety Commission refused to ban Class C common fireworks 10 years ago. They continued to minimize the problem by stating that the injury rate is declining, based on the fact that consumption of fireworks has more than doubled over the

plosion, fireworks account for one of the largest shares. The fact remains that there are twice as many fireworks injuries today as there were 10 years ago when CPSC refused to ban Class C common fireworks.

The Model State Fireworks Law has been the NFPA's official position for more than 50 years. With this model,

"The fact remains that there are twice as many fireworks injuries today as there were 10 years ago when the CPSC refused to ban Class C common fireworks."

—NFPA

the NFPA has supported states and other jurisdictions in maintaining control of fireworks by keeping them in the hands of the experts.

Fire Marshals Association of North America: Statement on the Fireworks Issue

The topic "Fireworks—Where Do You Stand?" was discussed by state and provincial fire marshals at their biannual conference held November 10-12, 1988 in Nashville, Tenn. As a result of this discussion, state and provincial fire marshal representatives agreed upon the following statements and/or action items concerning fireworks:

- To endorse and support the Model State Fireworks Law.
- To encourage the placement of an individual familiar with and sympathetic to the concerns of the Fire Marshals Association of North America on the United States Consumer Product Safety Commission.
- To cause the U.S. Consumer Product Safety Commission to place increased emphasis on firesafety by banning the use of Class C fireworks by the public.
- To eliminate mail order sale of Class C fireworks to the general public.
- To encourage accurate reporting of fireworks injuries, deaths, and fire incidents.
- To encourage federal legislation to ban the international import of Class C fireworks.
- To cause the Congressional Fire Services Caucus to be aware of the state and provincial fire marshals' concerns regarding fireworks and, through the cau-

NO. 14

620-050A

DATE: May 8, 1990

TO: City Clerk

FROM: Engineering Department Manager

RE: 1990 CITY'S TRANSPORTATION STUDY UPDATE

The update to the City's overall Transportation Plan is nearing completion. Accordingly, we have attached the draft executive summary of the detailed report for Council's review and comment. We would recommend tabling at the May 14, 1990 meeting, to permit adequate time for members to review the report. A presentation of the summary by IMC Consulting Group is scheduled for May 28, 1990. Should anyone require the detailed study, copies are available at the Engineering Department.

As further information, we believe it is beneficial to highlight some of the key events that have occurred during the past year.

January 10, 1989	Draft Terms of Reference for Study.
February 17, 1989	Call for engineering proposals.
March 20, 1989	Four proposals received and reviewed.
March 30, 1989	Council approval, budget set at \$80,000.
April 11, 1989	Awarded work and prepared Engineering Agreement.
April 21, 1989	Formed Steering Committee (first meeting). Members - Mr. Rouhi, Planning Commission Mr. Rebus, Alberta Transportation and Utilities Mr. Lee, Engineering Department Mr. Warder, Engineering Department Mr. Haslop, Engineering Department
May 1, 1989	Second Steering Committee Meeting regarding trip generation and traffic modelling.

City Clerk
 Page 2
 May 8, 1990
 File: 620-050A

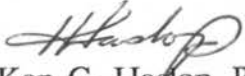
September 7, 1989	Third Steering Committee Meeting regarding original completion date of October 1, 1989 extended to December 31, 1989, due to late start and consultant staff changes and illness.
September 28, 1989	Towne Centre Association Meeting (City Hall) with consultant and City staff regarding 49 Street/Ross Street couplet.
October 11, 1989	Added work for determining the possible staging of the Major Continuous Corridor Project from Ross Street to 43 Street.
October 25, 1989	Towne Centre Association Meeting (Parkland Credit Union Building) with City staff regarding 49 Street/Ross Street Couplet.
November 28, 1989	Towne Centre Association Meeting (Planning Commission) with both consultant firms regarding Gaetz Avenue Mall and 49 Street/Ross Street Couplet.
January 4, 1990	First draft report of the total Study.
January 25, 1990	Fourth Steering Committee Meeting to review draft report.
February 25, 1990	Pines Community Association Meeting with City staff regarding shortcutting traffic.
March 14, 1990	Second draft report of the total Study.
May 3, 1990	Fifth Steering Committee Meeting to review draft report.
May 7, 1990	Public Meeting (Highland House) with consultants and City staff regarding Gaetz Avenue Mall and 49 Street/Ross Street Couplet.

As can be seen from the above, there has been considerable interaction between the City and the Towne Centre Association regarding the Gaetz Avenue Parking Mall and the 49 Street/Ross Street One-Way Couplet. There has also been a considerable number of staff man-hours dedicated to the report preparation and content.

City Clerk
Page 3
May 8, 1990
File: 620-050A

The specific issues, such as vehicle operating speeds, will be addressed by the consultant at the May 28, 1990 meeting. The resulting report will replace the previous report prepared in 1982 and will serve as a basis for future annual capital transportation budgets and as a planning tool to ensure that the City is developing a transportation network that is both functional and economical.

Although the Study completion date is late, a budget overrun is not anticipated. In addition, we hope to acquire noise prediction model software and the T-model traffic prediction software at the Study's completion, for our own use.


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

KGH/emg
Att.

c.c. Mr. Rouhi, Planning Commission
c.c. T. Franceschini, IMC Consulting Group Inc.

Commissioners' Comments

We would concur with the comments of the Engineering Department Manager that Council receive the executive summary of this report for information only at this meeting with a presentation and Council consideration of the report to be scheduled for May 28. Council should note that the full report is extremely voluminous, but is available should any member of Council wish to study the detail.

"R.J. MCGHEE"
Mayor

"M.C. DAY"
City Commissioner

DATE: May 15, 1990
TO: City Council
FROM: City Clerk
RE: 1990 CITY'S TRANSPORTATION STUDY UPDATE

The Draft Executive Summary of the detailed report pertaining to the above matter was delivered to members of Council prior to the May 14, 1990 Council meeting to permit adequate time for members to review the report.

A presentation of the summary by I.M.C. Consulting Group is scheduled for this meeting. As previously indicated, copies of the detailed study are available at the Engineering Department should any member of Council wish to study the detail.

We would remind all members of Council to bring the Draft Executive Summary of the detailed report with them to the Council meeting of May 28.


G. SEVCIK
City Clerk

CS/jt

NO. 15

071-065

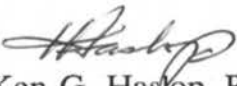
DATE: May 8, 1990
TO: City Clerk
FROM: Engineering Department Manager
RE: DEVELOPMENT AGREEMENT FOR MELCOR DEVELOPMENTS LTD.
EASTVIEW ESTATES PHASE 10

Attached are the cost summary pages for the above captioned Development Agreement. This proposed development is located in the Eastview Estates Subdivision, and consists of 53 single family and 34 duplex lots on 7.75 ha of land.

The off-site, recreation, oversize, boundary, area, and various administrative charges for this development are \$332,881.85.

The total estimated cost for utility and road construction is \$791,000. Performance Assurance in the form of a Bond or Letter of Credit in the amount of \$489,073.33 will be required for these municipal improvements, and for the unpaid portions of the off-site levy charges and City work (see Schedule G attached).

Authorization of Council for the Administration to execute this Agreement is respectfully requested.


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

SS/emg
Att.

Commissioners' Comments

We would recommend Council approve the Development Agreement as presented.

"R.J. MCGHEE"

Mayor

"M.C. DAY"

City Commissioner

PART FOUR - SUMMARY OF COSTS4.1 DEVELOPER'S COSTS

- 4.1.1 The Developer shall pay in full to the City on or before the execution date of this Agreement, unless otherwise provided herein, the following sums arrived at by calculations attached in the applicable Schedules and made part hereof:

Item	Charges	Total Cost	Payments to be Made on Execution of Agreement	Deferred Payments
a.	Off-site	\$150,632.04	\$ 37,658.01	\$112,974.03
b.	Recreation	\$ 31,297.80	\$ 31,297.80	0
c.	Boundary Improvement	0	0	0
d.	Area Improvement	\$ 45,485.31	\$ 45,485.31	0
e.	E. L. & P.	\$ 95,900.00	\$ 47,950.00	\$ 47,950.00
f.	Administration	\$ 8,117.20	\$ 8,117.20	0
g.	Survey Network	\$ 1,449.50	\$ 1,449.50	0
h.	City Connection(s)	0	0	0
i.	Money in lieu of Reserve Dedication	0	0	0
j.	Interest on Deferred Offsite Levy Payment at 10.40%	0	0	\$ 11,749.30
TOTAL PAYMENTS BY DEVELOPER		<u>\$332,881.85</u>	<u>\$171,957.82</u>	<u>\$172,673.33</u>

4.1.2 In the case where City facilities are not constructed prior to the date of signing of the Development Agreement, the Developer may elect to pay 50% of the costs referred to in Items 4.1 e and 4.1 h on or before the date of execution of this Agreement and the remaining 50% upon completion of the work (with the exception of the streetlight work which may not be completed). The completion date(s) will be established by the City.

4.1.3 If the Net Area of the Development is greater than 2.0 ha, the Developer may elect to pay to the City 25% of the cost referred to in Item 4.1.1 a on or before the execution of this Agreement and the remaining 75% before the expiry of 1 year from the date of execution of this Agreement. Where this payment option is applied, the Developer agrees to pay interest (at a rate determined by the City's Director of Financial Services) on the outstanding balance.

4.1.4 DEVELOPER'S PAYMENT SCHEDULE

a.	Amount payable upon Agreement execution	\$ 171,957.82
b.	Balance payable upon completion of City Power (reference Clause 4.1.2)	\$ 47,950.00
c.	Balance payable upon completion of City Connection (reference Clause 4.1.2)	\$ 0
d.	Balance payable one year from Agreement execution (reference Clause 4.1.3)	\$ 112,974.03
e.	Interest costs related to Clause 4.1.3 payable one year from Agreement execution	\$ 11,749.30

4.1.5 The Developer shall provide to the City an Irrevocable Letter of Credit in a form satisfactory to the City and in the full amount of the unpaid balance under Clause 4.1.4 b, c, d, and e. Said Letter of Credit shall be effective for a period of one year and shall automatically renew for additional, successive, one year periods until the City authorizes its lapse in writing. The City may draw on the Letter of Credit should the Developer default in making payments stipulated under Clause 4.1.4. The Letter of Credit may be reduced as payments are made but must, at all times, cover the full unpaid balance previously referred to.

4.1.6 The outstanding costs referred to in Clause 4.1.4 are subject to, and the Developer agrees to pay, a 1½% per month interest penalty if not paid to the City within 30 days of the date they become due.

4.1.7 Where, as a result of a delay by the Developer, the City is required to construct services at a time other than the time for which work was originally scheduled, and such work is done, or expected to be done, under frozen ground conditions, or the delay is longer than three months, then the City, with prior notice to and approval of the Developer, shall be entitled to charge, and the Developer agrees to pay to the City, on demand, any increased costs incurred or estimated to be incurred by the City, to complete such construction.

When dealing with the City E. L. & P. Department, the increased cost will be based on an estimate basis only. If the Developer does not approve the cost increase, the City will not be obliged to proceed with construction until this matter is resolved to the satisfaction of both parties.

4.1.8 The City and the Developer agree that once the legal subdivision plan has been released for registration in the Land Titles Office, there will be no refund of monies paid to the City by the Developer, should the Developer fail to proceed with the approved Development, and such funds retained by the City shall be deemed to be liquidated damages, and not as penalty or forfeiture.

4.2 SUMMARY OF CITY COSTS

4.2.1	a.	Trunk Utilities (Schedule E)	\$ 0
	b.	Oversize Utilities (Schedule E)	\$ 0
	c.	Oversize Roadways (Schedule E)	\$ 0
		TOTAL PAYABLE BY THE CITY	\$ <u>0</u>

4.2.2 The City shall pay to the Developer 50% of the costs referred to in Clause 4.2.1 upon the execution date of this Agreement. The remaining 50% of the costs shall be paid upon issuance by the City of the applicable Construction Completion Certificate.

4.2.3

CITY'S PAYMENT SCHEDULE

Amount payable upon Agreement execution \$ 0

Balance payable upon issuance of
Construction Completion Certificate(s) \$ 0

SCHEDULE G
SECURITY REQUIREMENTS

**1.0 SECURITY REQUIREMENTS FOR MUNICIPAL IMPROVEMENTS
CONSTRUCTED BY DEVELOPER**

Estimated Cost of Construction Pursuant to Clause 2.12 e.:

	<u>ESTIMATED COST</u>
Water	\$100,600.00
Sanitary	\$100,600.00
Storm	\$105,800.00
Services	\$101,000.00
Streets	\$227,000.00
Sidewalk, Curb and Gutter	\$ 86,000.00
Lanes	\$ 64,000.00
Landscaping	\$ 6,000.00
Contingencies	N/A
TOTAL	<u>\$791,000.00</u>

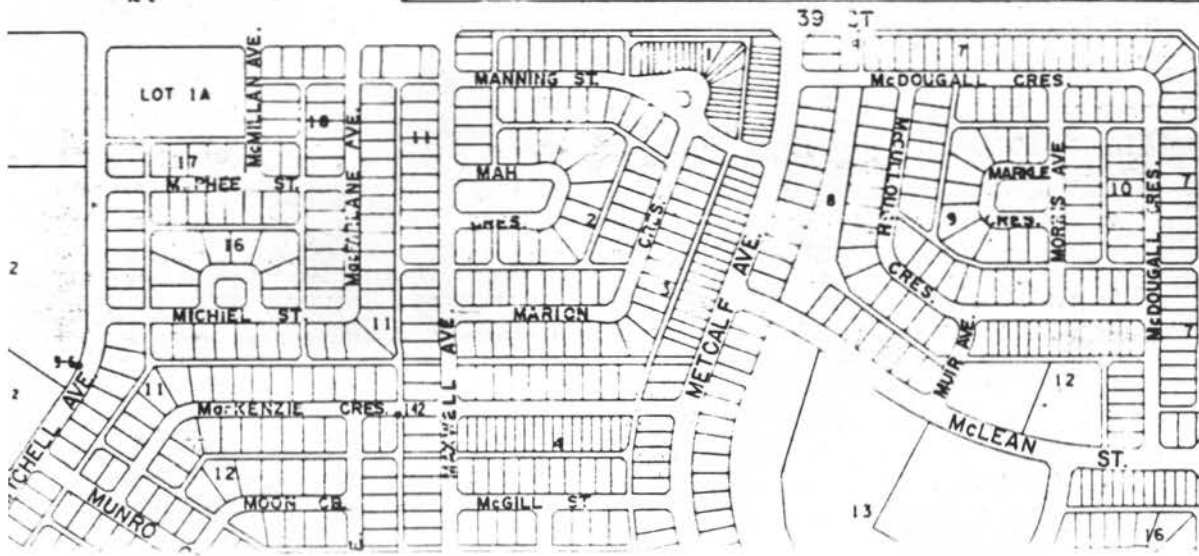
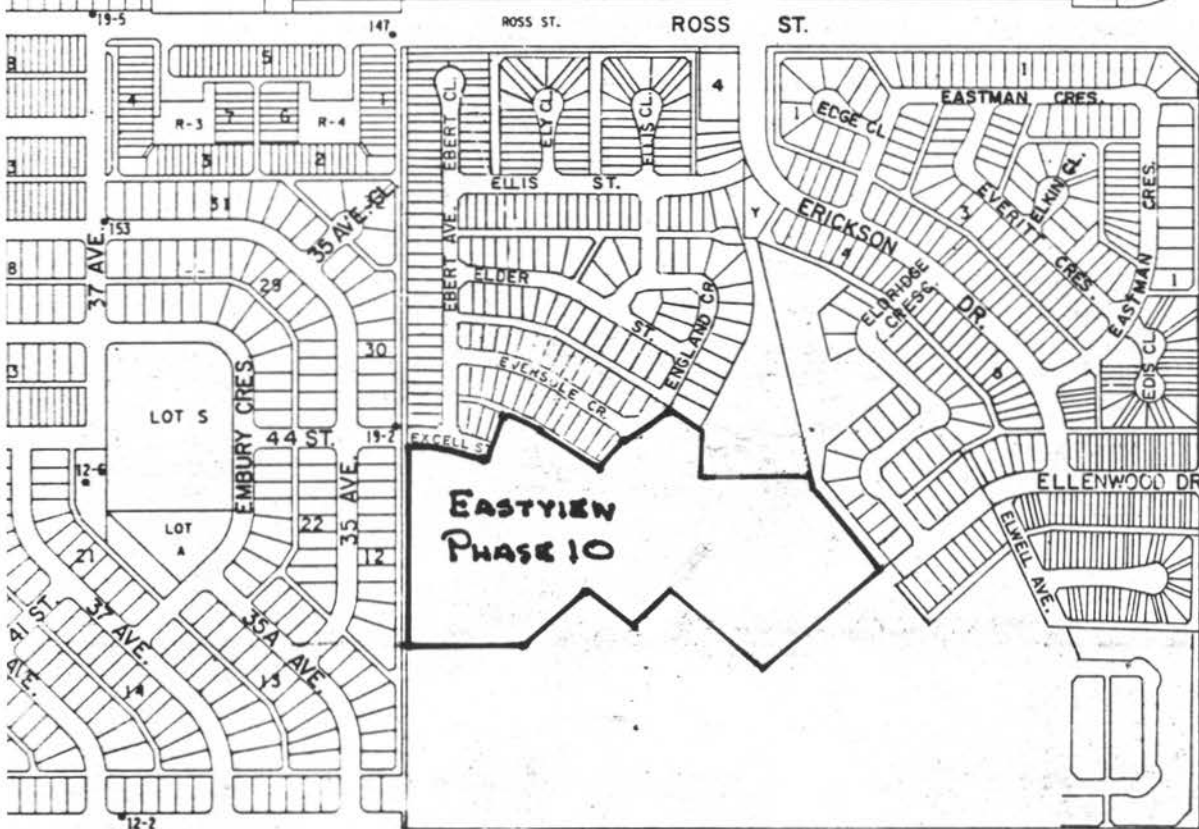
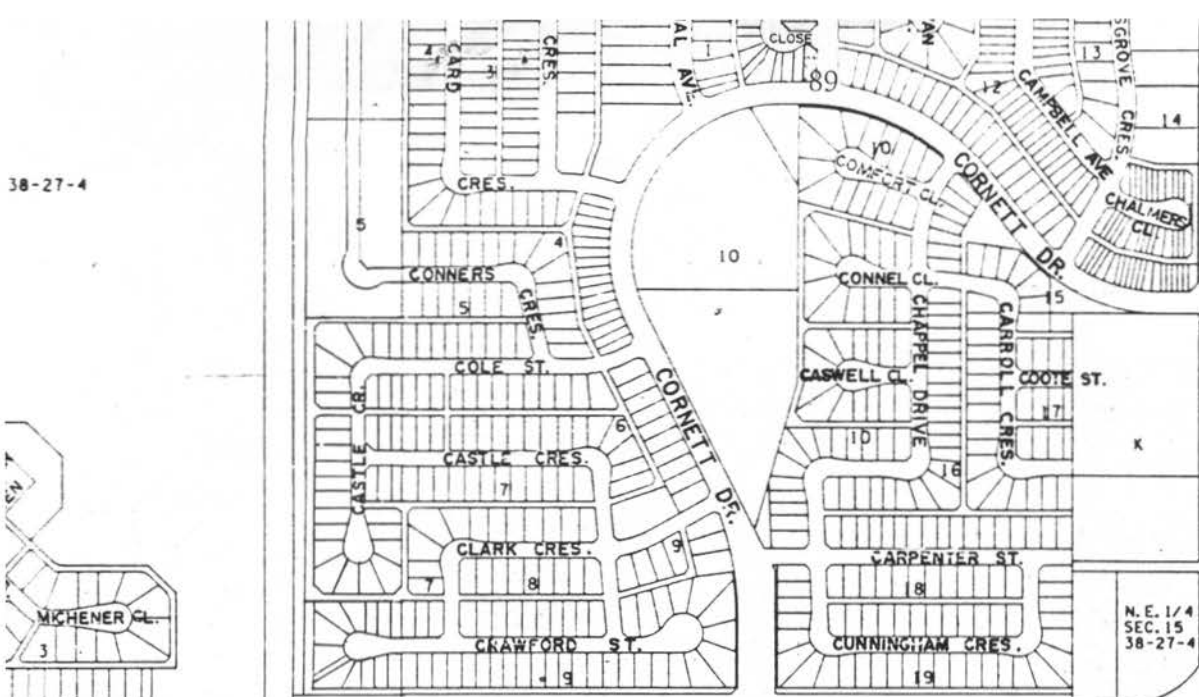
Security Requirements Pursuant to Clauses 5.1.1 and 5.1.2:

40% of Total Cost noted above (minimum \$30,000)	<u>\$316,400.00</u>
---	----------------------------

2.0 SECURITY REQUIREMENTS FOR UNPAID DEVELOPMENT COSTS

Unpaid portion of Lighting and Power Charge	\$ 47,950.00
Unpaid portion of City Connection Charge	\$ 0
Unpaid portion of Off-site Levy (Including Interest Costs)	\$124,723.33
Total Security Requirement Pursuant to Clause 4.1.6	<u>\$172,673.33</u>

3.0 TOTAL SECURITY REQUIRED **\$489,073.33**



DATE: May 15, 1990
TO: Engineering Department Manager
FROM: City Clerk
RE: MELCOR DEVELOPMENTS LTD. -
DEVELOPMENT AGREEMENT - EASTVIEW ESTATES PHASE 10

Your report dated May 8, 1990 pertaining to the above matter was considered at the Council meeting of May 14, 1990 and at which meeting Council passed the following motion.

"RESOLVED that Council of The City of Red Deer hereby approves the Development Agreement for Melcor Developments Ltd. pertaining to Eastview Estates Phase 10 and as presented to Council May 14, 1990."

The decision of Council in this instance is submitted for your information and appropriate action. We trust you will ensure the agreement is executed by both parties.

Trusting you will find this satisfactory.



G. SEVCIK
City Clerk

CS/jt

c.c. Director of Financial Services
Bylaws & Inspections Manager
City Assessor
E. L. & P. Manager
Director of Community Services
Urban Planner

NO. 1

HOPE CENTRE OF THE PARKLAND
CHRISTIAN COUNSELLING ASSOCIATION
#202 - 5009 Gaetz Avenue
Red Deer, Alberta
T4N 4B2

April 17, 1990

ATTN: City Clerk
City of Red Deer
Box 5008, City Hall
Red Deer, Alberta
T4N 3T4

TO WHOM IT MAY CONCERN:

I work at Hope Centre, 5009 Gaetz Avenue (the building owned by Maxwell T. Brown Professional Corp.) and park at the corner lot on Gaetz and 52nd Street.

My request is to be able to obtain a handicap pass to park closer to my place of work. While my parking spot is only three blocks from where I work, I still have a very difficult time walking that far due to the fact that I have Multiple Sclerosis.

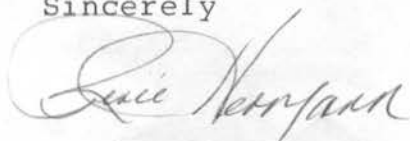
I live in Joffre so am not able to take advantage of the handicap bus.

Since my MS affects my left side, I can drive an automatic car but have difficulty walking any amount of distance. This is compounded by a 20-stair climb (no elevator) in the building where I work.

I am only available to accompany my request at Council's April 23 meeting between 4:30 and 6:30 PM. Would it be possible to schedule my case accordingly?

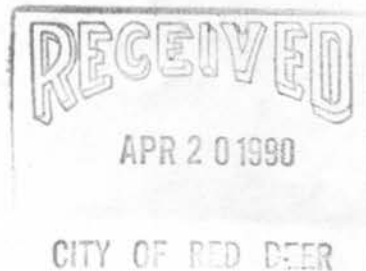
Your consideration of this would be appreciated.

Sincerely



Renée Hermann, BRE, MA
Counsellor
Hope Centre

/cn 885-4124



DATE: April 26, 1990

FILE NO.

TO: City Clerk

FROM: Bylaws and Inspections Manager

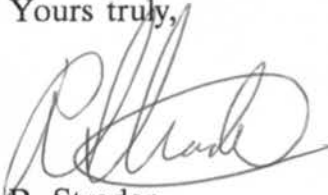
RE: **RENEE HERMANN - HANDICAPPED PARKING PERMIT**

In response to your memo regarding the above subject, we have the following comments for Council's consideration.

The attached report from the Parking Administrator covers the background of this request. It has not been forwarded to the Parking Commission, as their next meeting is not until May 16, 1990.

The on-street parking stalls are intended for short term parking; primarily customers. One of the principles of the Parking Strategy has been to move employees onto the various long term lots. In this case, however, the circumstances are such that we recommend a special pass be issued that would allow the applicant to park at a meter without having to move the vehicle every two (2) hours. The meter would have to be plugged at whatever the authorized rate was at the time.

Yours truly,



R. Strader
Bylaws and Inspections Manager
BUILDING INSPECTION DEPARTMENT

RS/vs

DATE: April 24, 1990

TO: Mr. Ryan Strader
Bylaws & Inspections Manager

FROM: Mr. Doug Kutinsky
Parking Administrator

RE: RENÉE HERMANN - HANDICAPPED PARKING PERMIT

I have had three telephone conversations with Ms. Renée Hermann in an effort to provide her with some options and an ultimate solution for her parking concerns.

Due to the fact that Ms. Hermann has a great deal of difficulty walking, she would like to park as close to her office as possible.

The options which have been discussed and considered are:

1. Park in the P-2 Turbo Attendant Lot.
 - This was considered too far to walk and too expensive.
2. Park in the P-1 Windsor Lot using a monthly parking pass.
 - This was considered too far to walk.
 - Consideration was given to someone parking the car for her. No satisfactory arrangements could be made.
3. Staff parking near the building.
 - No parking is available.
4. Purchase a City of Red Deer Handicapped Permit for \$10.00 per year.
 - These permits allow persons bound to a wheelchair to park their vehicle at parking meters in the downtown free of charge. Parking restrictions other than the requirement to place coins in the parking meters must be obeyed (i.e. 2 hour parking limit). This makes this option unacceptable for long-term parkers as the meters in this area are all yellow headed, 2-hour restricted zone meters.
5. Use the Red Deer Action Bus.
 - This service is for those with physical handicaps.
 - Ms. Hermann does not live in The City of Red Deer but resides in Joffre.
 - Ms. Hermann was going to contact Mr. Maki to see what arrangements might be made possibly to have her picked up at a friend's house.

Memo To: Mr. Ryan Strader
April 25, 1990
Page 2

The existing parking situation does not lend itself to an easy solution for Ms. Hermann or any other person like her who is attempting to maintain independence and continue a productive career while physically handicapped. The only possible simple solution for this type of situation is to allow persons utilizing Handicapped Parking Permits to park as long as they want at a meter with no restriction for time. A new rate would be recommended for the added convenience.

Yours truly,

A handwritten signature in black ink, appearing to read 'Doug W. Kutinsky', with a stylized flourish at the end.

Doug W. Kutinsky
Parking Administrator

DWK\ch

NAME _____

DATE OF ISSUE _____



CITY OF
RED DEER

HANDICAPPED PARKING PERMIT

No. _____

EXPIRY DATE _____

AUTHORIZED SIGNATURE

1. This permit is only valid when used while operating a motor vehicle by the person to whom the permit is issued and whose picture appears on the left. Misuse of the pass will result in the pass being revoked.
2. Parking restrictions other than the requirement to place coins in parking meters must be obeyed.
3. This permit is not valid on Red Deer Regional Hospital parking lots or other private property.
4. This pass is issued subject to cancellation by the City of Red Deer without cause or notice.

Commissioner's Comments

We cannot support the request or any change in our present policy for handicapped parking.

"R.J. MCGHEE"

Mayor

"M.C. DAY"

City Commissioner

DATE

April 24, 1990


TO:

<input type="checkbox"/>	DIRECTOR OF COMMUNITY SERVICES
<input type="checkbox"/>	DIRECTOR OF ENGINEERING SERVICES
<input type="checkbox"/>	DIRECTOR OF FINANCIAL SERVICES
<input checked="" type="checkbox"/>	BYLAWS & INSPECTIONS MANAGER
<input type="checkbox"/>	CITY ASSESSOR
<input type="checkbox"/>	COMPUTER SERVICES MANAGER
<input type="checkbox"/>	ECONOMIC DEVELOPMENT MANAGER
<input type="checkbox"/>	E.L. & P. MANAGER
<input type="checkbox"/>	ENGINEERING DEPARTMENT MANAGER
<input type="checkbox"/>	FIRE CHIEF
<input type="checkbox"/>	PARKS MANAGER
<input type="checkbox"/>	PERSONNEL MANAGER
<input type="checkbox"/>	PUBLIC WORKS MANAGER
<input type="checkbox"/>	R.C.M.P. INSPECTOR
<input type="checkbox"/>	RECREATION & CULTURE MANAGER
<input type="checkbox"/>	SOCIAL PLANNING MANAGER
<input type="checkbox"/>	TRANSIT MANAGER
<input type="checkbox"/>	TREASURY SERVICES MANAGER
<input type="checkbox"/>	URBAN PLANNING SECTION MANAGER
<input checked="" type="checkbox"/>	PARKING ADMINISTRATOR

FROM:

CITY CLERK

RE: RENEE HERMANN - HANDICAPPED PARKING PERMITPlease submit comments on the attached to this office by May7 for the Council Agenda of May 14, 1990.


C. SEVCIK
City Clerk

**THE CITY OF RED DEER**

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

City Clerk's Department 342-8132

April 24, 1990

Hope Centre of the Parkland
Christian Counselling Association
#202, 5009 Gaetz Avenue
RED DEER, Alberta
T4N 4B2

Attention: Renee Hermann, BRE, MA
Counsellor

Dear Ms. Hermann:

RE: HANDICAPPED PARKING PERMIT

Thank you for your letter in regard to the above, and we would advise that this matter will be presented to Red Deer City Council at its meeting on May 14, 1990.

Please call this office on Friday prior to the said meeting to determine a suitable time, in the event you wish to be present.

Trust you will find this satisfactory.

Sincerely,

C. SEVCIK
City Clerk

/jt

*a delight
to discover!*

immediately to the west of Lots 3, 4 & 5, Block 1, Plan 8324 E.T., hereby agree that in the event C. George Constable does not wish to acquire the excess portions of Lots 3, 4 & 5 for the sum of \$33,500., that said lands be retained by the City, and as recommended to Council May 26th, 1980 by the City Commissioners."

Alderman Webb was absent during the vote on this resolution.

MOTION CARRIED

The following resolution was passed by Council in accordance with the recommendations from the Parking Commission that the City Engineer be authorized to attend the Annual I.M.P.C. Workshop and Trade Show to be held in Los Angeles, July 6th to 9th, 1980.

Moved by Alderman Callahan, Seconded by Alderman Dale

"RESOLVED that Council of the City of Red Deer hereby authorize the City Engineer, B. Jeffers, to attend the 26th Annual Workshop of the Institutional Municipal Parking Congress to be held in Los Angeles, California on July 6th to the 9th, 1980 and as recommended to Council May 26th, 1980 by the Parking Commission."

MOTION CARRIED

The following resolution was passed by Council in accordance with the recommendations from the Parking Commission, agreeing that free parking be not extended in the downtown area to include Monday to Friday.

Moved by Alderman Dale, Seconded by Alderman Callahan

"RESOLVED that Council of the City of Red Deer hereby agree that free parking in the downtown area be not extended to include Monday to Friday, and as recommended to Council May 26th, 1980 by the Parking Commission."

MOTION CARRIED

The report from the Parking Commission in regard to parking difficulties encountered by handicapped persons who drive motor vehicles and who are confined to a wheel chair, received consideration with the following resolutions being passed.

Moved by Alderman Oldring, Seconded by Alderman Callahan

"RESOLVED that Council of the City of Red Deer hereby agree that parking permits be issued to handicapped persons who drive motor vehicles and who are confined to a wheel chair, with the cost of said permit to be \$10.00 per annum, and as recommended to Council May 26th, 1980 by the Parking Commission."

MOTION CARRIED

Moved by Alderman McGregor, seconded by Alderman Connelly

"RESOLVED that Council of The City of Red Deer hereby agree that any funds generated from the sale of said property be assigned specifically to the Parking Fund."

Alderman Hood and Alderman Kokotailo registered dissenting votes.

MOTION CARRIED

Consideration was given to the report from the City Clerk dated October 22, 1985, re: Written Enquiry submitted by Alderman McGregor - **taxi parking stalls/Court House**. The following lifting from table motion was passed relative this matter.

Moved by Alderman Oldring, seconded by Alderman Gerdtz

"RESOLVED that Council of The City of Red Deer hereby agree to lift from the table consideration of the matter re: 2 Taxi Parking Stalls in front of the new Court House."

CARRIED

Following discussion, the motion as set out hereunder was passed relative said written enquiry.

Moved by Alderman McGregor, seconded by Alderman Gerdtz

"RESOLVED that Council of The City of Red Deer having considered recommendations from the Parking Commission, hereby agree that the taxi zone on the east side of 48th Avenue adjacent to the new Court House between 49th and 50th Streets be redesignated as public parking and that the loading and unloading zone be designated also as a Taxi Zone, and as recommended to Council October 28th, 1985 by the Parking Commission."

CARRIED

REPORTS

Consideration was given to the report from the Red Deer Parking Commission dated October 17, 1985 re: **Handicapped Parking Permit Policy**. Following discussion the motion as set out hereunder was passed relative this item.

Moved by Alderman Oldring, seconded by Alderman Pimm

"RESOLVED that Council of The City of Red Deer having considered report from the Parking Commission re: **Handicapped Parking Permit Policy**, hereby agree that said policy be amended deleting the requirement that the applicant must be a permanent resident of The City of Red Deer."

CARRIED

**THE CITY OF RED DEER**

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

City Clerk's Department 342-8132

May 16, 1990

Ms. Renee Hermann, Counsellor
Hope Centre of the Parkland
Christian Counselling Association
#202, 5009 Gaetz Avenue
RED DEER, Alberta
T4N 4B2

Dear Ms. Hermann:

Your letter of April 17, 1990 requesting a parking pass for the handicapped, was submitted to Council May 14, 1990. At the above noted meeting, Council agreed that you be issued a special pass at the normal fee of \$10 per annum.

As discussed over the phone, this is to confirm you may pick up the pass at this office Friday, May 18, 1990.

Trusting you will find this satisfactory.

Sincerely,


C. SEVCIK
City Clerk

CS/jt

c.c. Bylaws and Inspections Manager
Parking Administrator

NO. 2

Reid Crowther

Please refer to file 48084-4c

May 1, 1990

THE CITY OF RED DEER CLERK'S DEPARTMENT	
RECEIVED	
TIME	4:30 pm
DATE	May 1 / 90
BY	C. Devitt

City of Red Deer
Box 5008
Red Deer, Alberta
T4N 3T4

Attention: Mr. Charlie Sevcik
Municipal Clerk

Dear Sir:

Melcor Developments Ltd.
Deerpark Phase V
Request for Disposition of
Part of Lot 8 MR

We are writing this letter on behalf of Melcor Developments Ltd. requesting that a portion of the existing 8 MR Block 7, Plan 862-1357 be re-designated to lane as shown on the attached tentative legal plan for the Deerpark Phase V development.

Most of the portion of 8MR to be changed was originally developed as a lane. We understand the adjacent residents wish it to remain as a lane.

If you have any questions, please call the undersigned.

Yours truly,

REID CROWTHER & PARTNERS LTD.



Timothy K. Stevens, P. Eng.
Manager, Red Deer Region

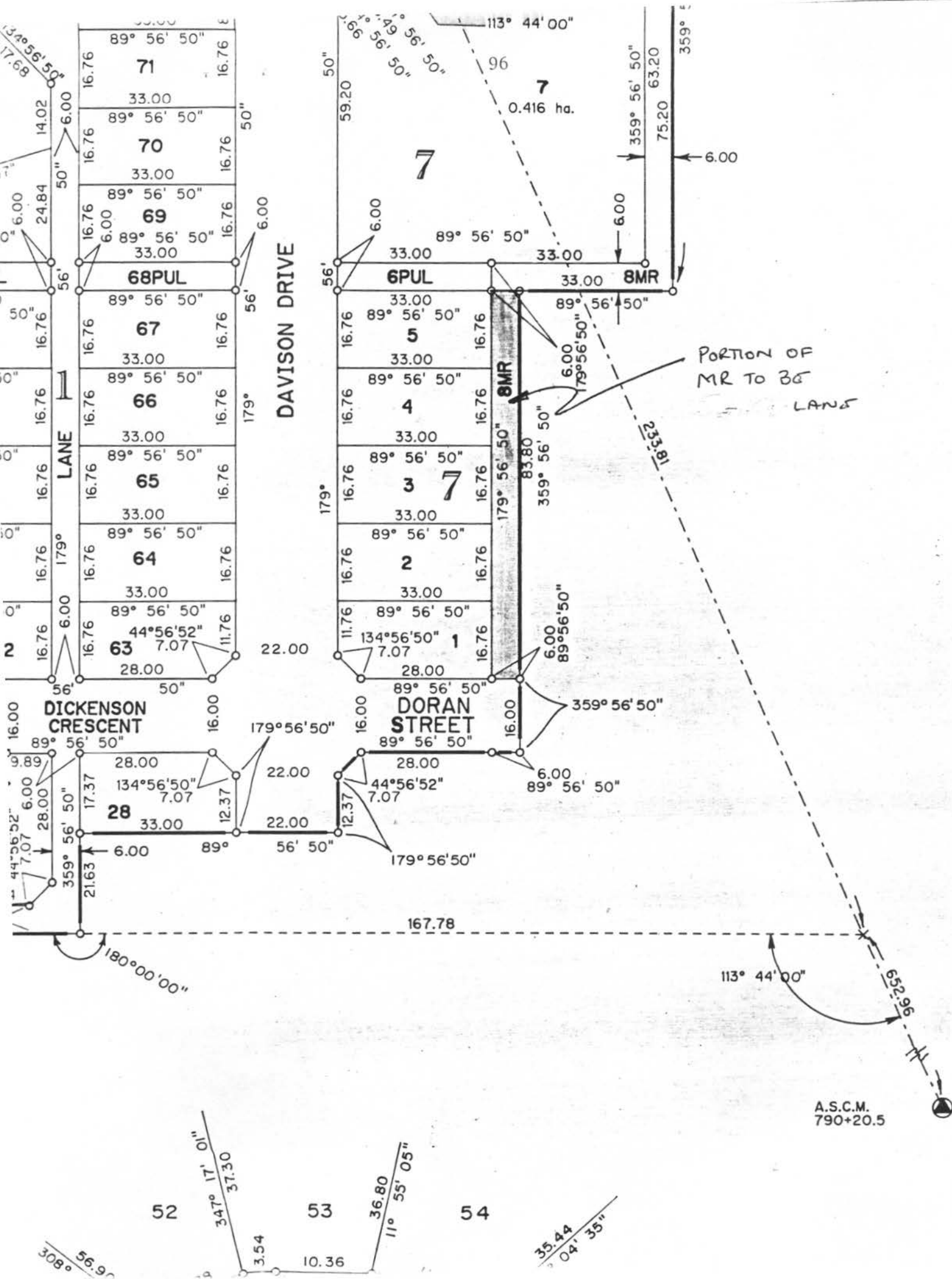
TKS/dp
Encl.

cc: Fred Lebedoff - Melcor, G. Oslund - Snell & Oslund

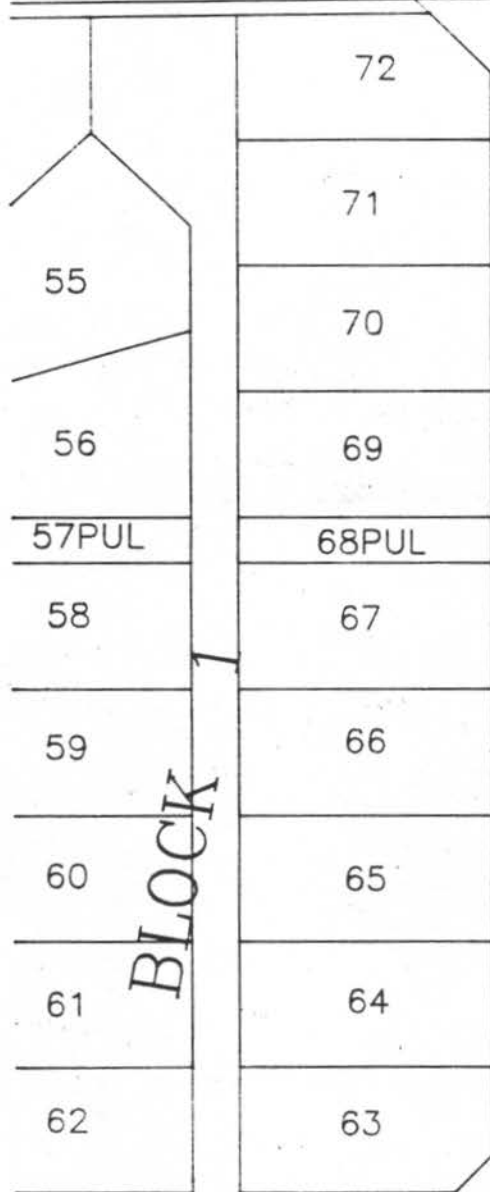
Reid Crowther & Partners Ltd.

☐ Consulting Engineers

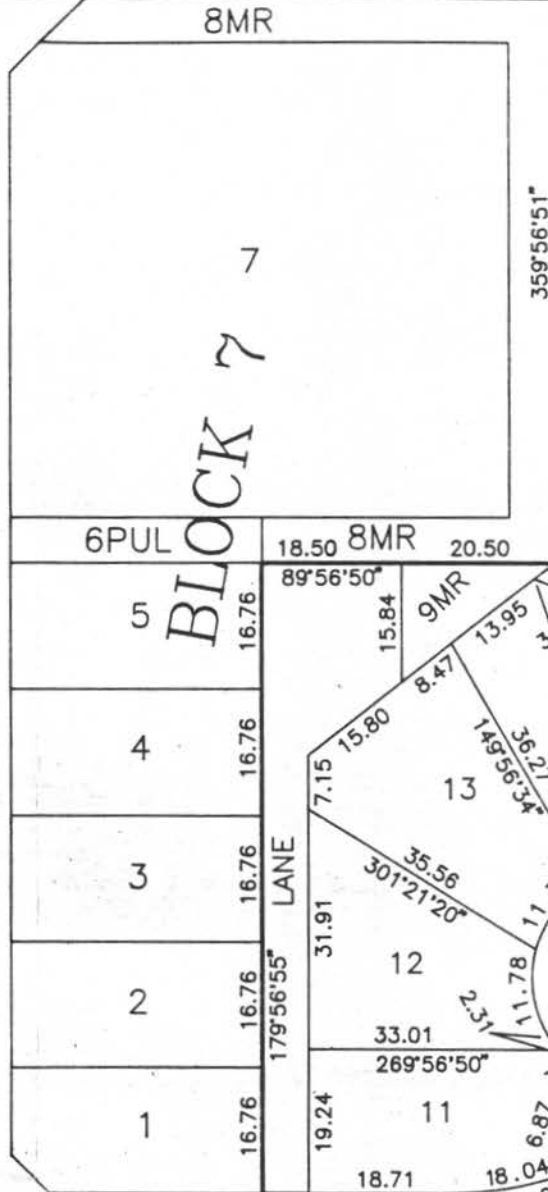
☐ #133 Riverside Plaza, 4919 - 59 Street, Red Deer, Alberta T4N 6C9, Phone: (403) 343-2346, Fax: (403) 347-9303



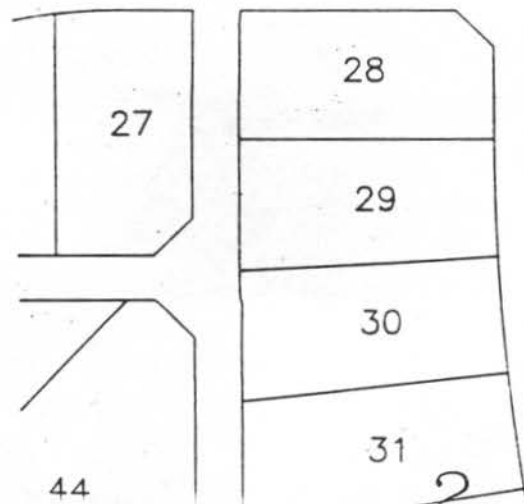
ROSS STREET



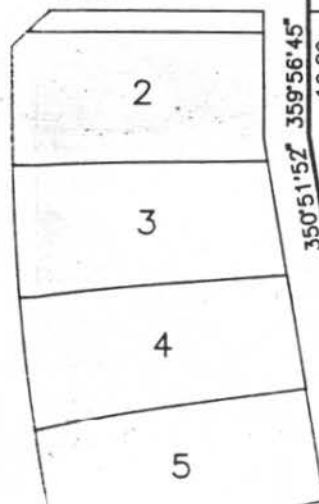
DAVISON DRIVE



DICKENSON CRESCENT



DORAN STREET



056-001B

DATE: May 7, 1990
TO: City Clerk
FROM: Engineering Department Manager
RE: MELCOR DEVELOPMENTS LTD.
DEER PARK PHASE V
REDESIGNATION OF LOT 8 MR, BLOCK 7 TO LANEWAY

Attached please find our previous comments submitted October 6, 1989. The Engineering Department's position remains unchanged.



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


KGH/emg
Att.

c.c. Director of Community Services
c.c. By-laws and Inspections Manager
c.c. City Assessor
c.c. E. L. & P. Manager
c.c. Fire Chief
c.c. Parks Manager
c.c. Urban Planning Sections Manager

DATE: October 6, 1989
TO: City Clerk
FROM: Engineering Department Manager
RE: MELCOR DEER PARK
LOT 8 MR, BLOCK 7, PLAN 862-1357

In response to your request of September 21, 1989, please be advised that we have no objections to the redesignation of the above noted property to lane right of way, provided that the Developer either:

1. provides a permanent right of way for, and constructs a gravel turnaround at the north end of the parcel;
2. provides a temporary right of way and turnaround, and designs the adjacent phase of development to provide an extension of this lane to an internal street.


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

TCW/emg

c.c. Director of Community Services
c.c. By-laws and Inspections Manager
c.c. City Assessor
c.c. E. L. & P. Manager
c.c. Fire Chief
c.c. Urban Planning Section Manager

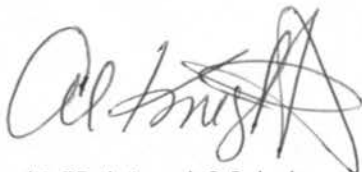
DATE: May 7, 1990

TO: City Clerk

FROM: City Assessor

RE: DISPOSITION OF PART OF LOT 8 MR, BLK. 7, PL. 862-1357

The Assessment, Tax and Land Department has no comment subject to the requirements of the Municipal Government Act for cancelling of the Municipal Reserve and subject to the compliance with the Emergency Response Requirements of the police, fire, etc.

A handwritten signature in dark ink, appearing to read 'Al Knight', with a stylized, overlapping flourish at the end.

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

AK/ngl

c.c. Fred Lebedoff, Melcor



RED DEER REGIONAL PLANNING COMMISSION

2830 BREMNER AVENUE; RED DEER, ALBERTA, CANADA T4R 1M9

DIRECTOR: W. G. A. Shaw, M.C.I.P.

Telephone: (403) 343-3394

Fax: (403) 346-1570

May 3, 1990

Mr. C. Sevcik
City Clerk
City Hall
Red Deer, Alberta
T4N 3T4

Dear Sir:

Re: Disposition of Part of Lot 8MR, Block 7, Plan 862 1357 - Deer Park

Please be advised that we have no objection to disposition of part of Lot 8 Municipal Reserve as indicated.

The proposed disposition follows the overall plan for the area which was adopted by City Council.

Yours truly

D. ROUHI, ACP, MCIP
SENIOR PLANNER

DR/pim

c/c Director of Community Services
Director of Engineering Services
Bylaws & Inspection Manager
Parks Manager

MUNICIPALITIES WITHIN COMMISSION AREA

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

CS-2.771

DATE: May 7, 1990

TO: CHARLIE SEVCIK
City Council

FROM: LOWELL R. HODGSON
A/Director of Community Services

RE: DISPOSITION OF PART OF LOT 8 M.R.
Your memo dated May 2, 1990.

From a Community Services perspective, we have no objections to the request to redesignate this portion of M.R. to a lane. This strip of land was developed as a lane in error and, thus, these residents who back onto it prefer to have it remain as is. It is our understanding, however, that this amount of M.R. will be incorporated into the next phase of development, and this will be detailed by the Planning Commission.



LOWELL R. HODGSON

LRH:dmg

c. Don Batchelor, Parks Manager

Commissioner's Comments

We would recommend Council support the request and proceed in accordance with the requirements of the Planning Act.

"R.J. MCGHEE"
Mayor

"M.C. DAY"
City Commissioner

DATE May 2, 1990


TO:

<input checked="" type="checkbox"/>	DIRECTOR OF COMMUNITY SERVICES
<input checked="" type="checkbox"/>	DIRECTOR OF ENGINEERING SERVICES
<input type="checkbox"/>	DIRECTOR OF FINANCIAL SERVICES
<input checked="" type="checkbox"/>	BYLAWS & INSPECTIONS MANAGER
<input checked="" type="checkbox"/>	CITY ASSESSOR
<input type="checkbox"/>	COMPUTER SERVICES MANAGER
<input type="checkbox"/>	ECONOMIC DEVELOPMENT MANAGER
<input checked="" type="checkbox"/>	E.L. & P. MANAGER
<input type="checkbox"/>	ENGINEERING DEPARTMENT MANAGER
<input checked="" type="checkbox"/>	FIRE CHIEF
<input checked="" type="checkbox"/>	PARKS MANAGER
<input type="checkbox"/>	PERSONNEL MANAGER
<input type="checkbox"/>	PUBLIC WORKS MANAGER
<input type="checkbox"/>	R.C.M.P. INSPECTOR
<input type="checkbox"/>	RECREATION & CULTURE MANAGER
<input type="checkbox"/>	SOCIAL PLANNING MANAGER
<input type="checkbox"/>	TRANSIT MANAGER
<input type="checkbox"/>	TREASURY SERVICES MANAGER
<input checked="" type="checkbox"/>	URBAN PLANNING SECTION MANAGER
<input type="checkbox"/>	

FROM: CITY CLERK

RE: DISPOSITION OF PART OF LOT 8 MR

Please submit comments on the attached to this office by May
7 for the Council Agenda of May 14, 1990.


C. SEVCIK
City Clerk

**THE CITY OF RED DEER**

P. O. BOX 5008, RED DEER, ALBERTA T4N 3T4 FAX: (403) 348-6195

City Clerk's Department 342-8132

May 2, 1990

Reid Crowther & Partners Ltd.
#133 Riverside Plaza
4919 - 59 Street
RED DEER, Alberta
T4N 6C9

Attention: Timothy K. Stevens, P. Eng.
Manager, Red Deer Region

Dear Sir:

RE: MELCOR DEVELOPMENTS LTD. - DEER PARK PHASE V
REQUEST FOR DISPOSITION OF PART OF LOT 8 MR

Thank you for your letter in regard to the above, and we would advise that this matter will be presented to Red Deer City Council at its meeting on May 14, 1990.

Please call this office on Friday prior to the said meeting to determine a suitable time, in the event you wish to be present.

Trust you will find this satisfactory.

Sincerely,

C. SEVCIK
City Clerk

/jt

*a delight
to discover!*

DATE: May 2, 1990
TO: City Clerk
FROM: Fire Marshal
RE: DISPOSITION OF PART OF LOT 8MR

This department has no objection to a portion of the existing
8 MR, Block 7, Plan 862-1357 being redesignated to lane.

A handwritten signature in cursive script, appearing to read "Cliff Robson".

Cliff Robson
Fire Marshal

CR/dd

DATE: May 3, 1990

FILE NO.

TO: City Clerk

FROM: Bylaws and Inspections Manager

RE: PORTION OF EXISTING LOT 8 MR, BLOCK 7, PLAN 862-1357

In response to your memo dated May 2, 1990 regarding the above referenced property, we wish to advise that we have no objections to the requested disposition of same.

Yours truly,

A handwritten signature in dark ink, appearing to read 'R. Strader', enclosed within a large, loopy oval flourish.

R. Strader
Bylaws and Inspections Manager
BUILDING INSPECTION DEPARTMENT

RS/vs

DATE: May 2, 1990

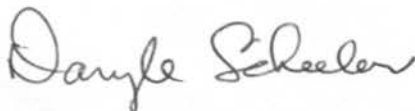
TO: C. Sevcik
City Clerk

FROM: Daryle Scheelar
E. L. & P. Dept.

RE: DISPOSITION OF PART OF LOT 8 MR

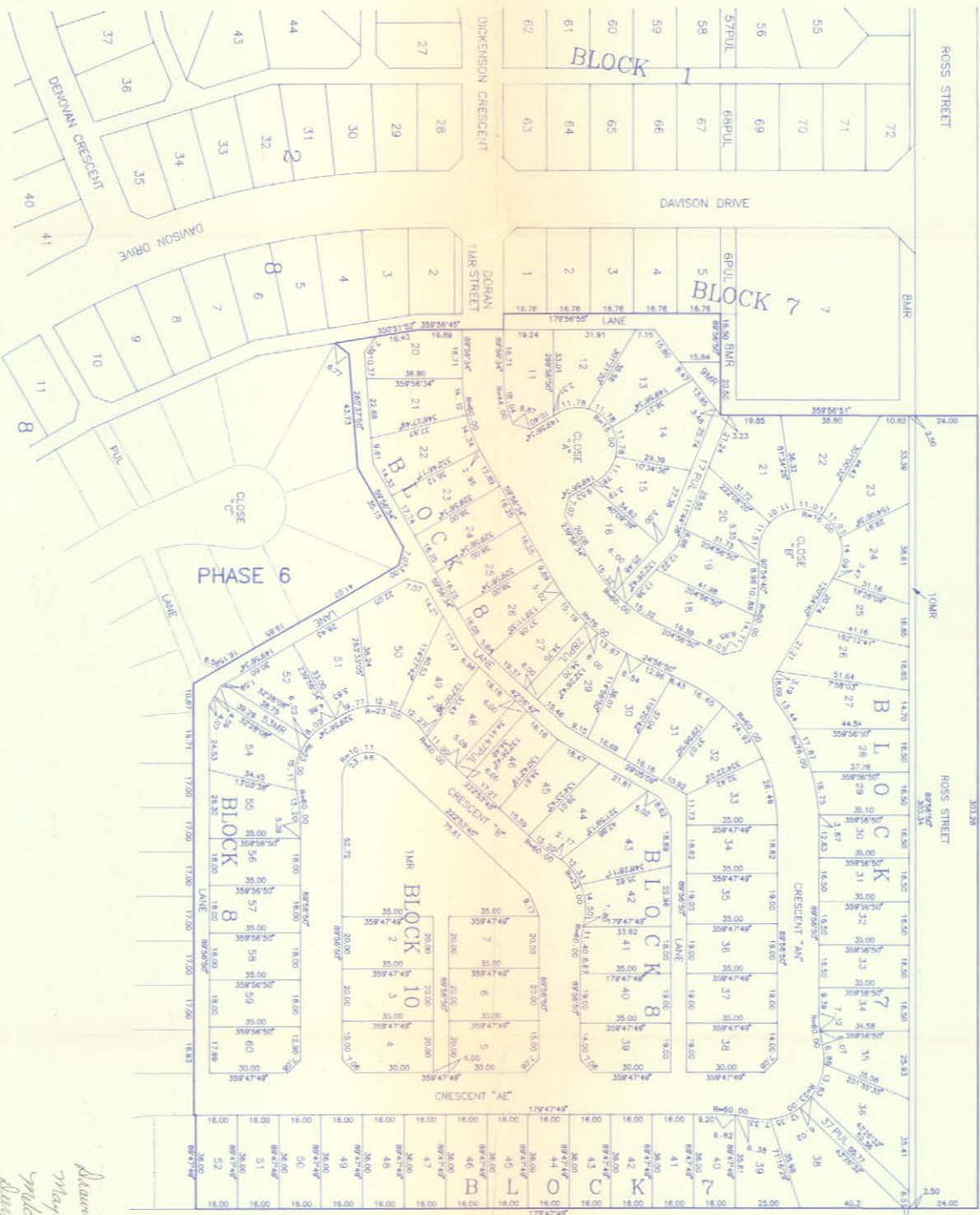
E. L. & P. have no objections to the proposed disposition of part of Lot 8 MR.

If you have further questions or comments, please advise.



Daryle Scheelar,
Distribution Engineer

/jjd



PHASE 5



Platting #13
May 6/90
Parker
Beverly Place V
Platting #14
of Lot 8 MR

**THE CITY OF RED DEER**

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

City Clerk's Department 342-8132

May 15, 1990

Reid Crowther & Partners Ltd.
#133 Riverside Plaza
4919 - 59 Street
RED DEER, Alberta
T4N 6C9

Attention: Mr. Timothy K. Stevens, P. Eng.
Manager, Red Deer Region

Dear Sir:

RE: MELCOR DEVELOPMENTS LTD. - DEER PARK PHASE 5
REQUEST FOR DISPOSITION OF PART OF LOT 8, MR
Your File 48084-4C

I would advise that your letter of May 1, 1990 pertaining to the above topic was considered at the Council meeting of May 14, 1990 and at which meeting Council passed the following motion.

"RESOLVED that Council of The City of Red Deer hereby approves disposing of part of Lot 8 MR, Block 7, Plan 862-1357, to be redesignated to lane as outlined on the plan presented to Council May 14, 1990, subject to the requirements of the Planning Act."

This office will now proceed with preparation of advertising and posting as required under the provisions of the Planning Act. We would request that you submit a deposit in the amount of \$200 with the City Clerk prior to advertising and posting, in accordance with the requirements of the Planning Act. Once the actual costs of advertising are known, you will be either invoiced for or refunded the balance.

....2

*a delight
to discover!*

Mr. T. Stevens
Reid Crowther & Partners Ltd.
Page 2
May 15, 1990

I trust you will find this satisfactory. If you have any questions, please do not hesitate to contact the undersigned.

Sincerely,



C. SEVCIK
City Clerk

CS/jt

c.c. Melcor Developments Ltd.
Attention: Fred Lebedoff

Director of Engineering Services
Director of Community Services
Bylaws & Inspections Manager
City Assessor
E. L. & P. Manager
Senior Planner
Council & Committee Secretary - Wilma

NO. 3

MAY 2nd, 1990

City Council
City Hall
Red Deer, Alta.

THE CITY OF RED DEER
CLERK'S DEPARTMENT

RECEIVED	
TIME	2:10pm
DATE	90/05/02
BY	KE

Re: Office space located at 104, 3947 50A ave.
For use as a "FITNESS CLINIC"

USE DESCRIPTION:

I will begin by explaining what I have been doing already that directly relates to the purpose in which I wish to use the above mentioned space.

Since November '89, I have been working with Dr. G. Bailey (who occupies 108, 3947 50A ave.) educating, counselling, and programing, his patients about and for therapeutic fitness to control such health problems as: high cholesterol, diebetis, etc. We have seen good response and much enthusiasm by many who have been helped.

In my office, I will personally review and analyze each clients needs, before accepting their enrollment. Only individuals that are submaximally fit would be accepted, and I reserve the right to refuse access to classes to people who would be better off in one of the more conventional facilities.

The primary customer groups, are people who's fitness needs are not being met by facilities as they exist now. People such as the older persons, overfat persons, persons with specific medical problems, etc. The classes will be small (between six (6) and ten (10) people, and the client will be protected with a high standard of professional supervision. All instructors will be (or are) certified AFLCA (Alberta Fitness Leader Certification) certified.

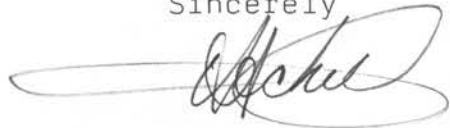
I have developed a good networking base of other professionals who would be involved in the CARE of the clients. Doctors, Chiropractors, etc., may refer clients who would benefit from my service, and I would maintain communication with them throughout the clients involvement with me.

The CLINIC is small and would not be open to just ANYONE. It is necessary for me to provide my existing clients a safe, professional, environment to continue their programs. I have been developing my clientele for the past year and a half under my FINE LINES name, and have helped alot of people. I wish to continue, and move forward now, working with Dr. Bailey, in the space requested.

I would appreciate councils prompt attention to this matter, so that I may provide ongoing therapy to the clients already under my care and a small number of others who may benefit from my service.

Thank you

Sincerely



my address: Victoria Lines-Schulz
4024 52nd St.

Red Deer, Alta.

my phone: 343-1757

CS-2.774

DATE: May 4, 1990

TO: CHARLIE SEVCIK
City Clerk

FROM: LOWELL HODGSON
A/Director of Community Services

RE: FITNESS CLINIC - #104, 3947 - 50 A AVENUE
Your memo dated May 3, 1990 refers.

The request of Victoria Lines-Schulz has been considered. I have no comments from a Community Services perspective. This appears to be a therapeutic fitness prescription program, as opposed to some of the other membership clubs that exist.

I assume others will be commenting with respect to the Land Use By-Law.



LOWELL R. HODGSON

LRH:dmg

c. Don Batchelor, Parks Manager

DATE: May 7, 1990

FILE NO.

TO: City Clerk

FROM: Bylaws and Inspections Manager

RE: #104, 3947-50A AVENUE
FITNESS CLINIC

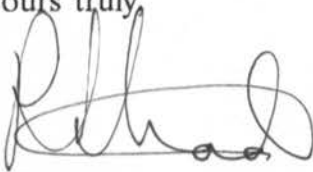
In response to your memo regarding the above subject, we have the following comments for Council's consideration:

The above site is zoned R3, in which the usual permitted and discretionary uses are high density residential. Some years ago, Council allowed "medical offices and related facilities, and related commercial uses" as a discretionary use on this site. To date, such uses as drug stores, or stores selling medical supplies, have been construed as falling into this classification.

In our opinion, the applicant does not fit this definition and is a use that can fit into C1, C2, and C4 use tables. While we appreciate the point that Ms. Lines-Schulz is currently working with a doctor, and that not everyone is accepted into the fitness program, it is still a use that can be accommodated in other districts. The site is intended as a medical facility and commercial use should be limited.

We recommend that the application be denied.

Yours truly,



R. Strader
Bylaws and Inspections Manager
BUILDING INSPECTION DEPARTMENT

RS/vs



RED DEER
REGIONAL PLANNING COMMISSION

107

2830 BREMNER AVENUE, RED DEER,
ALBERTA, CANADA T4R 1M9

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

Telephone: (403) 343-3394
Fax: (403) 346-1570

May 7, 1990

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

Dear Sir:

Re: Fitness Clinic, 104, 3947 - 50A Avenue

The site is located east of the Red Deer Regional Hospital. A number of medical doctors practice from this new building. There is also a drug store operating from these premises.

The applicant is proposing to establish a fitness clinic at #104, 3947 - 50A Avenue.

Section 4.13.1(3) of the Land Use Bylaw related to exceptions reads as follows:

- (3) On those sites or portions thereof, herein listed medical offices and related facilities and related commercial services are a discretionary use subject to the Municipal Planning Commission's approval, provided that such offices shall not be located on any floor or the building part of which is used or intended to be used for one or more dwelling units.
- (a) Block 4, Plan 6564 E.T.
 - (b) Lot 1, Block J, Plan 3999 R.S.
 - (c) Lot 2, Block J, Plan 3999 R.S. (2672/S-87)

Based on the above definition, the building can be used for doctor's office and related medical uses such as medical lab, X Ray lab, etc. It can also be used for related commercial services, such as drug store, etc.

/2

MUNICIPALITIES WITHIN COMMISSION AREA

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

C. Sevcik, City Clerk

Re: Fitness Clinic at 104, 3947 - 50A Avenue

Pg.2

We do not consider a fitness centre such as Body Basics to be related to the medical practice, and therefore, there is no need to be close to the hospital.

We cannot support the request as submitted and recommend the application be denied.

Yours truly,



D. Rouhi, MCIP
SENIOR PLANNER
DR/cc

- c.c. - Director of Community Services
- Director of Engineering Services
- Bylaw & Inspection Manager
- City Assessor
- Economic Development Manager

DATE: May 8, 1990
TO: City Clerk
FROM: Fire Marshal
RE: 3947 - 50 A AVENUE

This department has no objection to a therapeutic fitness centre being located in this building. All building and fire code requirements shall be complied with prior to occupancy.

If any further information is required, please contact this office.



Cliff Robson
Fire Marshal

CR/dd

Commissioner's Comments

We would recommend that Council not support the request as it does not fall into either the discretionary or permitted uses for this zone.

"R.J. MCGHEE"
Mayor

"M.C. DAY"
City Commissioner

NOTE: GIVEN TO COUNCIL FOR YOUR
INFORMATION ONLY. P.S.

3. Who are the primary customer groups, and what are the main reasons they will buy your product or service?

The primary customer groups, are all the people in Red Deer (and surrounding areas) who's fitness needs are not being met by facilities as they exist now. People such as the older persons, overfat persons, persons with specific medical problems, or who just feel uncomfortable in a large group, etc.

The main reason why they would come to my centre is because nothing like it exists in Red Deer at this time, and of course I have already built a rapour/reputation as a Fitness Proffessional that is knowlegeable and caring.

4. Describe objectively the strengths and weaknesses of your product, service or business activity.

The strength of my concept is in the expertise of myself, my employees and associates, and in the networking I've established with other proffesionals such as the ones mentioned erlier. The facility will provide a comfortable environment for the clients I would like to attract, with a clean, open attractive design.

2). THE MARKET: questions 5 to 8

QUESTIONS

5. Given the geographic area you will serve, what is the approximate size of the total potential market for your kind of product or service?

Red Deer has 54,000 (or so) people and the surrounding areas have approx. Innisfail, Clive, delburn, etc.

6. Conduct a customer survey-preferably face to face or by telephone, to assist with answers to the following questions:

i) list their reactions to your idea, both positive and negative.
eg."just tell me where and when, I'll write you a check"

"I,m tired of uncaring fitness centres just interested in the high profile fitness classes. They're not interested in the average Jo who cannot do all those complicated steps."

"The instructors all seem to disagree on the way to exercise, and I'm confused, all I want is to be able to exercise safely and to see the results I,m looking for."

"It hurts me when I step into a class full of fit people who look down on me because I cannot keep up."

"The classes are too full and the instructor can't see me to make sure I'm doing it right, and I hurt myself before"

" I think you might need a big centre to take care of all the people I know would be interested in a place like you're describing.

" I try to do alot of reading about fitness and exercise, but I can't seem to find a program that I can do."

ii) list the questions they raised.

eg. "Where will it be?"

" Can I bring my friend?"

" I think you may be starting too small, how are you going to handle all the people?"

"Can I buy a years membership at a time?

The response to the proposal has been very positive, and I do not see a problem with maintaining a steady clientele.

iii) specific needs and uses (as outlined already)

iiii) acceptable selling price, service and support and other important terms.

The selling price (membership or class or personal consulting fees will be set as a total package or as different components costing the individual as much or as little as they can afford.)

Proposed costs: One six week membership (12 classes) will cost \$80.00
(Consultation included)

One Consultation for home program or updating an existing program the client is doing somewhere else,
\$30.00

Updates and reviews done by phone on a regular basis would be free of charge.

Each half hour would be 20.00 \$20.00

The estimates until now have been made based on in office activities, I will also be available for Clinics, Seminars, and consultations for people (or groups of people) outside the office setting.

Fees will reflect the extent of the project: eg. \$30.00 to 100.00 for day jobs and up to \$300.00 per day for away jobs (excluding expenses)

v) names of competitive firms and products and services you learned about.

Other facilities and their status (that I know of):

BODY BASICS- I have been working in this environment and know they are interested in the elite fitness enthusiast.

HARDBODIES- another facility only interested in the established fitness enthusiast.

LADY FITNESS AND HEALTH- have visited their facility and have programed some of their clients. I believe they care about their members but once again they do not cater to the ordinary person.

OLYMPIA GYM- primarily a bodybuilding gym

YMCA- horrible facility. Trys to promote the reality of fitness, but their instructors are unpaid, new, unreliable (for the most part) and overworked.

K.S.CENTRE (RED DEER COLLEGE)- I do work for them and find them very knowledgeable and caring. They are primarily concerned with athletes, and are responsible for the college people. The facility is limited and they are closed for most of the spring and summer.

RECREATION CENTRE AND SERVICES- They seem to be servicing a fair number of people and have a good service. They do not cater to people who are medically referred.

OTHER INDEPENDENT INSTRUCTORS AND FITNESS PROFESSIONALS: There exists a small number of instructors who set up classes at various locations in the city. I feel for the most part, they are providing a service for their regular clientele. Do not know what educational background or expertise they have.

7. why will anyone buy from you rather than the competition?

My service will be unique, in that, centres, other professionals, Medical professionals, etc. may refer clients they want to be watched more closely, or they cannot handle.

8. How do these persons buy competitive or substitute products now?

They use my services as they exist now, or they make due with less than they actually need, or want.

3). MARKETING: questions 9 to 13

9. Estimate your yearly sales for the first three years. How?

***SEE ATTACHED

10) Why pricing strategies are workable and how will your products or services be priced relative to the competition?

The cost of the service that I offer now is slightly less than the costs outlined here. Almost everyone that I service says that I have underpriced my service. Since my intention for this first year or so was to establish my clientele and my network of professionals, I feel the time was well spent with adequate payment for my time. However, once in a more professional setting I feel comfortable asking the amount that I've proposed.

SEE ATTACHED INFORMATION REGARDING THE SPECIALIZED CLASSES THAT I HAVE OFFERED ALREADY, AND HOW MUCH IS ACCEPTABLE TO PAY BASED ON THE NUMBER OF PEOPLE INTERESTED IN THIS SERVICE. I.E. MUSCLES DEFINED.

11. How do you plan to sell your products or services- direct, mail order, phone, sales representatives, etc?

Marketing strategies will be low key and mostly word of mouth. I plan to make up a nice brochure to explain my service and the service of the clinic, and have them available at doctors offices, and the like , and weight loss centres, the hospital, other fitness centres that might want to refer clients they cannot handle, etc. A small advertisement will be placed in the newspapers to tell people when a new session (six week sessions) will start. and what it is. An ad will remain in the paper with my professional

services described in it all the time.

12. How will you communicate with your customers and promote your products and services?

By phone, by mail, and by word of mouth.

13. How do you plan to ship and distribute your products?

N/A

4). THE COMPETITION: questions 14 to 16

14. List your closest competition, what they are renowned for in the marketplace and their strengths and weaknesses.

BODY BASICS is my closest competition, along with possibly the YMCA.

Body Basics is a very nice facility, with ongoing updating and is a clean fun environment for their market nich. I have been an instructor there for almost four years, and know for a fact that they are going more toward the high power aerobic classes, bodybuilding , and what is IN (trends) with fitness, and not necessarily what is good for the members. I have been doing personal programing at this centre since the beginning of FINE LINES and have basically taken up the slack when there is someone who needs more than they can offer. Only ME.

There memberships are as follows:

One year membership	=	\$369.00
Six month "	=	\$159.00
One month "	=	\$40.00
Single visit	=	\$6.00

These prices are changed according to what other services the member wants, such as locker, towel service, etc.

YMCA The YMCA is an awfull facility that has trouble meeting even the basic standards. Cleanliness, equipment maintenance, etc. is haphazard at best. The people there are great, but are overworked and underpaid. The instructors are volenteer, and are for the most part unable to be employed as a paid instructor for various reasons.

15. do you think you can be price competitive and make a good profit?
Why?

I I believe my service is unique and since I have already established myself as a fitness professional, I believe many potential clients exist already. SEE LIST OF CLIENTS

16. Why will customers buy from you rather than the competition?

Because my clients will be treated with the respect and dignity they deserve. They will see the results they are looking for or receive a researched and understandable reason why they are not.

7). ENTREPRENEURIAL TEAM: questions 21 to 23

21. Are the founders sufficiently committed to the opportunity?
How much are they personally willing to invest and guarantee,
and what portion of their net worth is this?

I am the sole founder and I have spent the last four years
(actually 16 years total commitment to fitness both personally and
professionally) learning and teaching and taking courses.
Since October 1988, I have invested a large part of my time to
establishing myself and my clientele.

I can come up with the down payment for the loan I'm attempting
to get.

My credits and commitment over the years, I believe, speaks for itself.

22. What management know-how, knowledge of the industry and other
skills are required for the venture's success? Do the founders
have the relevant experience to execute the opportunity?

Please see attached resume'

25. What can you do to minimize the above considerations?

I believe that I have developed the sound base for a successful business and my ²connections and networking system is complete.

I am committed to honesty, integrity, and sound principals to see my (and my companys) success. Thank you.

Sincerly

Victoria Lines-Schulz

VICTORIA L. LINES-SCHULZ

CAREER OBJECTIVE:

To obtain situations offering an opportunity to apply my administrative abilities, human relations skills, and my full knowledge and understanding of human fitness and it's applications.

CAREER EXPERIENCE

PROGRAM MANAGER

BODY BASICS FITNESS CENTRE
RED DEER, ALBERTA

1986 -

- Began working as a Fitness Instructor, then as a part time Program Developer/Fitness Consultant to members at the centre.

- In September I will begin a full time position at Body Basics and will develop programs of all kinds to insure members (and our instructors) are informed and knowledgeable for the ultimate success of all our clients in their endeavor to become more physically fit.

- In September 1987, I set up a section at the Red Deer Hospital for their healthy Living Fair and spent the day lecturing and giving demonstrations to over 750 students and hospital employees. It was a wonderful success.

- In February 1988, I was involved with the Central Alberta Peer Support Network (CAPS) and AADAC for their M.O.S.T. II. This was an event for teens that emphasised adult and teen experts in a variety of areas. The focus was on being in control of your own learning. Selecting and managing experiences, challenge, etc. were presented as ways to become the person you want to become. I set up an interactive display on "Muscle Maximum", and discussed with young people the benefits and applications of physical fitness in their lives.

- On a more personal note, I am a private consultant and I have a half a dozen clients that I provide with more specific information related to their goals, these goals range from training for bodybuilding competition to fitness programs for people with medical problems (sore back, etc.) in association with their Doctors and Chiropractors.
- For thirteen years I have been involved with and have achieved my own physical fitness with a great deal of success.

I BEGAN WORKING INDEPENDENTLY WITHIN MY COMPANY STRUCTURE IN OCT. 1988 INSTEAD OF WORKING WITH BODY BASICS HOWEVER, I AM STILL TEACHING FITNESS CLASSES AND IN GOOD STANDING WITH BODY BASICS.

I HAVE ABOUT 50 CLIENTS THAT I DEAL WITH ON A REGULAR BASIS AND ABOUT 100 MORE THAT I HAVE HELPED IN THE LAST YEAR.

VICTORIA L. LINES-SCHULZ

From 1980 to 1984 I have been employed on short term assignments during my voluntary withdrawal from the work force to raise a family. Previous career experience includes:

PROPERTY MANAGER SOUTHWOOD REALTY, 1977 - 1980
DIVISION OF N.B. COOK
CORPORATION,
VANCOUVER, B.C.
- began as a Resident Manager and in June
of 1979 appointed to Property Manager
responsible for the efficient operation of
rental complexes including:
- GLEN ROBBIN PLACE, BURNABY
260 suites
- WOODSIDE VILLAGE, PORT MOODY:
120 suites
- BELLVIEW GARDENS, WEST VANCOUVER,
36 suites

- major responsibilities during this period
included:
- hiring of resident management
and maintenance personnel
- development of promotional
and advertising programs
- control of fixed and variable
expenses
- handling major building
maintenance, construction
and tenant difficulties as
required
- from January to March of 1980,
I was involved in the management
of commercial property
including the Robson Galleria
Mall in Vancouver

From 1973 through 1977 I worked primarily in the Computer feild, working for such organizations as:

- CANADIAN IMPERIAL BANK OF
COMMERCE, VANCOUVER, B.C.
Authorization Officer
- CUMMINS DIESEL, BURNABY, B.C.
Keypunch Operation and
Computer Operator
- FEDERAL GOVERNMENT DEPARTMENT
OF SUPPLY AND SERVICES, VANCOUVER,
B.C.
Keypunch Operator and Computer
Operator

VICTORIA L. LINES-SCHULZ

Developed valuable skills in certain key areas:

ADMINISTRATION

- maintain a efficient approach toward recordkeeping duties ensuring information is available to support decisions
- believe I am profit-oriented and can appreciate the need for tight cost and inventory control
- familiar with the use and application of computers in a business environment

HUMAN RELATIONS SKILLS

- experience developing my interpersonal skills under high pressure and sensitive conditions
- effectively manage personal time
- experience dealing with many personality types in situations requiring tact and diplomacy
- have worked with a wide variety of people from the beginning of a fitness program and have seen them succeed with my support and knowledge.

EDUCATION

Ongoing to date	Simon Fraser University Burnaby, B.C. -Distance Education (Certificate Program) courses include:-Human Structure and Function -Topics in Human Nutrition -Contemporary Health Issues -Kinesiology -Exersice Management, ETC.
1986 Certificate General fitness Weight Training R.D. College Grade 12 Certificate	YW/YMCA Red Deer, Alberta -Certification Program for Fitness Leader -AFLCA, RFA, CPR, FIRST AID (all current) BCIT Vancouver, B.C. - B.T.S.D.
Diploma Keypunch	McKay Institute of Technology Vancouver, B.C.

VICTORIA L. LINES-SCHULZ

SPORTS INTEREST: Weight Lifting/Bodybuilding

HOBBIES: Tropical Fish and Painting

PERSONAL DATA:

Date of Birth: April 3, 1955

Height: 5' 10"

Married - 2 Children

Canadian Citizen

Bondable

Own Automobile

Am enthusiastic, highly adaptable, professional, well groomed
and am motivated by the efficient performance of my responsibilities.

REFERENCES AVAILABLE ON REQUEST

DATE May 3, 1990

TO:

<input checked="" type="checkbox"/>	DIRECTOR OF COMMUNITY SERVICES
<input checked="" type="checkbox"/>	DIRECTOR OF ENGINEERING SERVICES
<input type="checkbox"/>	DIRECTOR OF FINANCIAL SERVICES
<input checked="" type="checkbox"/>	BYLAWS & INSPECTIONS MANAGER
<input checked="" type="checkbox"/>	CITY ASSESSOR
<input type="checkbox"/>	COMPUTER SERVICES MANAGER
<input checked="" type="checkbox"/>	ECONOMIC DEVELOPMENT MANAGER
<input checked="" type="checkbox"/>	E.L. & P. MANAGER
<input type="checkbox"/>	ENGINEERING DEPARTMENT MANAGER
<input checked="" type="checkbox"/>	FIRE CHIEF
<input type="checkbox"/>	PARKS MANAGER
<input type="checkbox"/>	PERSONNEL MANAGER
<input type="checkbox"/>	PUBLIC WORKS MANAGER
<input type="checkbox"/>	R.C.M.P. INSPECTOR
<input type="checkbox"/>	RECREATION & CULTURE MANAGER
<input type="checkbox"/>	SOCIAL PLANNING MANAGER
<input type="checkbox"/>	TRANSIT MANAGER
<input type="checkbox"/>	TREASURY SERVICES MANAGER
<input checked="" type="checkbox"/>	URBAN PLANNING SECTION MANAGER
<input type="checkbox"/>	


FROM:

CITY CLERK

RE: Fitness Clinic - 104, 3947 - 50 A Avenue

Please submit comments on the attached to this office by May

7 for the Council Agenda of May 14, 1990.


C. SEVCIK
City Clerk



THE CITY OF RED DEER

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

City Clerk's Department 342-8132

May 3, 1990

Ms. Victoria Lines-Schulz
4924 - 52 Street
RED DEER, Alberta
T4N 2B9

Dear Ms. Lines-Schulz:

Thank you for your letter in regard to the above, and we would advise that this matter will be presented to Red Deer City Council at its meeting on May 14, 1990.

Please call this office on Friday prior to the said meeting to determine a suitable time, in the event you wish to be present.

Trust you will find this satisfactory.

Sincerely,

C. SEVCIK
City Clerk

/jt



*a delight
to discover!*

DATE: May 7, 1990
TO: City Clerk
FROM: City Assessor
RE: Fitness Clinic - 104 - 3947 - 50 A Avenue

The Land, Tax and Assessment Department has no comment on the proposal as made regarding this issue.

A handwritten signature in cursive script, appearing to read 'Al Knight', with a large, stylized flourish extending from the end of the signature.

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

AK/ngl

DATE: May 3, 1990

TO: C. Sevcik
City Clerks

FROM: D. Scheelar,
E. L. & P. Dept.

RE: Fitness Clinic
104, 3947 - 50 A Avenue

Our department has no comment on the above clinic.




Daryle Scheelar,
Distribution Engineer

DS/jjd

DATE: May 7, 1990
TO: City Clerk
FROM: Director of Engineering Services
RE: FITNESS CLINIC - 104-3947-50A AVENUE
LOT 2, BLOCK J, PLAN 3999 R.S.

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


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

/emg

**THE CITY OF RED DEER**

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

City Clerk's Department 342-8132

May 16, 1990

Ms. Victoria Lines-Schulz
4924 - 52 Street
RED DEER, Alberta
T4N 2B9

Dear Ms. Lines-Schulz:

RE: FITNESS CLINIC - #104, 3947 - 50 A AVENUE

Your application to amend the bylaw to allow a "fitness clinic" to be located at #104, 3947 - 50 A Avenue was presented to Council May 14, 1990, and at which meeting your request was not approved.

I wish to thank you for your application in this instance, and for taking the time to be present at the Council meeting of May 14, 1990. If you have any questions or if I can be of any further assistance, please do not hesitate to contact the undersigned.

Sincerely,



C. SEVCIK
City Clerk

CS/jt

c.c. Director of Community Services
Bylaws & Inspections Manager
Senior Planner
Fire Chief

**TOWNE CENTRE ASSOCIATION of RED DEER**

#300, 4929 ROSS ST., RED DEER, ALBERTA T4N 1X9 (403) 340-8696

May 7th., 1990

Mayor Bob McGhee &
Members of City CouncilRe: The International Downtown Association Conference
September 8-12, 1990 in Edmonton.

Dear Mayor & Council,

The Towne Centre Association of Red Deer strongly endorses the Conference being held in Edmonton, September 8-12 this fall. City administrators, planners, politicians, private sector businesses and downtown revitalization groups from all over North America will be attending this conference, permitting a networking potential and idea exchange on downtown and community futures, never before possible in Alberta.

Topics to be discussed at the conference have direct application to our City, particularly with the planning currently under way on rail road land.

With Vision 20/20, a new tourism initiative, a Winter Games Bid, a new coliseum, and a number of other vital projects underway, the City must take advantage of every opportunity for success that exists. This seminar may provide insight on marketing, development competition, business opportunity, cultural, social, and engineering concepts that can lead us to continued success in the City of Red Deer.

Having attended the conference in Toronto, the Association has experienced the value of these events for all parties, regardless of their interest in a core area. Senior Administrative staff in particular have unique opportunities to discuss options and concepts with professionals from huge sample of Cities both large and small.

Of direct interest at this conference are sessions on;

- current trends in retailing
- attracting international investment
- historical preservation
- developer concessions, facts and myths
- downtowns as successful major tourist attractions
- solutions from the USA, UK, Australia, South Africa and Canada.

THE CITY OF RED DEER
CLERK'S DEPARTMENT

RECEIVED	
TIME	11:40 AM
DATE	90/05/04
BY	KK

(2)

International and regional keynote speakers include;

- Jim August, Winnipeg
- Phil Boname, Urbanics Consultants
- Lorne Braithwaite, Cambridge Shopping Centres
- Bernard J. Frieden, Urban Studies & Planning, MIT
- Jim Rouse, Enterprise Development Company
- Joe Shocter EDDC

and others.

Downtown is cornerstone to the future of Red Deer, and this conference will provide excellent opportunities to hear and see first hand, many options and techniques being used to achieve that success world wide.

We are pleased that Ald. Surkan and McGregor will attend this conference, and would recommend that the City Planner, and senior members of the Administration attend as well.

Because the seminar is in Edmonton, it will provide some economies in attendance. The Association will be sending its manager and at least one board member to the conference. As an added bonus, if we together send four or more delegates from Red Deer, we will receive a 10% conference discount. Registrations must be received by June 1st to be purchased at the discount rate.

Respectfully yours,



John P. Ferguson, General Manager.

Commissioner's Comments

Submitted for Council's information. We would support those members of Council on the Downtown Planning Process Steering Committee or any other member of Council that may wish to attend this conference.

In addition, this is being reviewed in order to determine if some members of the administration should also attend.

"R.J. MCGHEE"

Mayor

"M.C. DAY"

City Commissioner

NO. 5



Canada Trust Realtor



The Canada Trust Company
Village Shopping Centre
6320 - 50th Ave
Red Deer, Alberta T4N 4C6
Telephone 343-3344

April 10, 1990

City of Red Deer
Box 5008
RED DEER, AB
T4N 3T4

City Clerk:

THE CITY OF RED DEER	
CLERK'S DEPARTMENT	
RECEIVED	
TIME	2:15
DATE	April 19/90
BY	<i>[Signature]</i>

RE: 5338-43 Avenue

I am writing in regard to the above property, which is currently zoned R1, and would like to apply to have it rezoned to R2.

Rezoning would allow for highest and best use for two reasons. The house, with a few minor changes, is set up for a duplex; and the value of the property would increase approximately \$40,000.

I thank you for your consideration in this matter and look forward to hearing from you.

Sincerely,

D. Jaipaul

D. Jaipaul



RED DEER REGIONAL PLANNING COMMISSION

2830 BREMNER AVENUE, RED DEER, ALBERTA, CANADA T4R 1M9

DIRECTOR: W. G. A. Shaw, A.C.P., M.C.I.P.

Telephone: (403) 343-3394

Fax: (403) 346-1570

May 2, 1990

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

Dear Sir:

Re: Rezoning 5338 - 43 Avenue (Lot 9, Block F, Plan K9)

The applicant is requesting the City Council to change the Land Use Bylaw from R1 or single family to R2, to permit the building to be used as a duplex for two families.

Upon request of the area residents, City Council put a moratorium on any multiple family housing including duplex units in this area.

Since then a number of redevelopments have taken place replacing the old house with a new single family unit. This type of redevelopment may not continue if multiple family units are introduced in this area.

We are not in favor of changing the Bylaw from R1 to R2 and recommend the application be denied.

Yours truly,

D. Rouhi, MCIP
SENIOR PLANNER
DR/cc

- c.c. - Director of Community Services
- Director of Engineering Services
- Bylaws and Inspection Manager
- City Assessor

MUNICIPALITIES WITHIN COMMISSION AREA

CITY OF RED DEER—TOWN OF BLACKFALDS—TOWN OF BOWDEN—TOWN OF CARSTAIRS—TOWN OF CASTOR—TOWN OF CORONATION—TOWN OF DIDSBURY—TOWN OF ECKVILLE—TOWN OF INNISFAIR—TOWN OF LACOMBE—TOWN OF OLDS—TOWN OF PENHOLD—TOWN OF ROCKY MOUNTAIN HOUSE—TOWN OF STETTTLER—TOWN OF SUNDRE—TOWN OF SYLVAN LAKE—VILLAGE OF ALIX—VILLAGE OF BENTLEY—VILLAGE OF BIG VALLEY—VILLAGE OF BOTHA—VILLAGE OF CAROLINE—VILLAGE OF CLIVE—VILLAGE OF CREMONA—VILLAGE OF DELBURN—VILLAGE OF DONALD—VILLAGE OF ELMORA—VILLAGE OF GADSBY—VILLAGE OF HALKIRK—VILLAGE OF MIRROR—SUMMER VILLAGE OF BIRCHCLIFF—SUMMER VILLAGE OF GULL LAKE—SUMMER VILLAGE OF HALF MOON BAY—SUMMER VILLAGE OF NORGLINWOLD—SUMMER VILLAGE OF ROCHON SANDS—SUMMER VILLAGE OF WHITE SANDS—SUMMER VILLAGE OF JARVIS BAY—COUNTY OF LACOMBE No. 14—COUNTY OF MOUNTAIN VIEW No. 17—COUNTY OF PAINTERTON No. 18—COUNTY OF RED DEER No. 23—COUNTY OF STETTTLER No. 6—MUNICIPAL DISTRICT OF CLEARWATER No. 99



DATE: April 24, 1990

FILE NO.

TO: City Clerk

FROM: Bylaws and Inspections Manager

RE: 5338-43 AVENUE
LOT 9, BLOCK F, PLAN K9

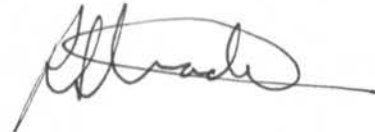
In response to your memo regarding the above property, we have the following comments for Council's consideration:

Council may recall that the Woodlea area was zoned R1, with several sites as exceptions at the request of the property owners. While it has been some time since the matter of rezoning has been discussed in this area, it is unlikely that the residents have changed their position.

We recommend that the area residents, through their Association, be contacted for their opinion of the proposal.

The site in question is large enough for a duplex, under the requirements of the Land Use Bylaw, according to the most recent information on file.

Yours truly,

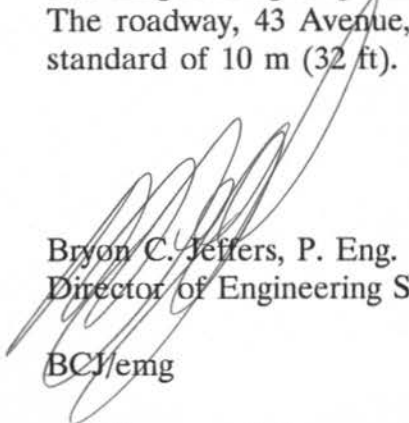


R. Strader
Bylaws and Inspections Manager
BUILDING INSPECTION DEPARTMENT

RS/vs

DATE: May 1, 1990
TO: City Clerk
FROM: Director of Engineering Services
RE: REZONING - LOT 9, BLOCK F, PLAN K9
5338-43 AVENUE

The Engineering Department has no specific comments with respect to the application. The roadway, 43 Avenue, is 36 ft in width in this area. This is wider than our present standard of 10 m (32 ft).



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

BCJ/emg

c.c. Director of Community Services
c.c. By-laws and Inspections Manager
c.c. City Assessor
c.c. Fire Chief
c.c. Urban Planning Section Manager

Commissioner's Comments

Sometime ago, Council reviewed the zoning in the entire area of Woodlea and established zoning that was not only acceptable to Council, but to the residents of the area. The main objective was to limit any further multiple family development to those sites specifically designated. We would recommend Council not support the establishment of any further multiple family sites at this time.

"R.J. MCGHEE"
Mayor

"M.C. DAY"
City Commissioner

DATE April 20, 1990

TO:

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


*Note: Cheyenne
is in the cabinet*

FROM:

CITY CLERK

RE: REZONING 5338 - 43 AVE.

Please submit comments on the attached to this office by May 4/90
_____ for the Council Agenda of May 14/90.


C. SEVCIK
City Clerk

DEO &/OR SHANTIE JAIPAUL
BOX 287 783-5731
PONOKA, ALTA. T0C 2H0

F.S.P.

107

18/4 1990

PAY TO THE
ORDER OF

City of Red Deer

\$500 =

Five hundred dollars

DOLLARS

100



Bank of Montreal
5101 - 50TH AVENUE
PONOKA, ALBERTA T0C 2H0

Jaipaul

⑈ 107 ⑈ ⑆05449⑈001⑆ 8005⑈400⑈

INTERCHEQUES—Security—Blue—883

Cheque in
Charlie's Vault
until first
Reading passed
Then please
give to Wilma
JHx
SP.

**THE CITY OF RED DEER**

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

City Clerk's Department 342-8132

April 20, 1990

Mr. D. Jaipaul
Canada Trust Realtor
Village Shopping Centre
6320 - 50 Ave.
Red Deer, Alberta
T4N 4C6

Dear Sir:

RE: REZONING 5338 - 43 AVE.

Thank you for your letter in regard to the above, and we would advise that this matter will be presented to Red Deer City Council at its meeting on May 14, 1990.

Please call this office on Friday prior to the said meeting to determine a suitable time, in the event you wish to be present.

Trust you will find this satisfactory.

Sincerely,

C. Sevcik
City Clerk

/ds

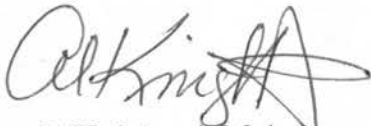
*Note:
Cheque in cabinet*



*a delight
to discover!*

DATE: May 8, 1990
TO: City Clerk
FROM: City Assessor
RE: REZONING 5338-43 AVENUE
LOT 9, BLOCK F, PLAN K9

The Assessment, Tax and Land Section has no objection to this application to rezone from R1 to R2.

A handwritten signature in cursive, appearing to read "Al Knight", with a large, stylized flourish at the end.

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

AK/WFL/ngl

c.c. Director of Community Services
Bylaws and Inspection Manager
Fire Chief
Senior Planner

DATE: May 7, 1990

TO: CHARLIE SEVCIK
City Clerk

FROM: LOWELL R. HODGSON
A/Director of Community Services

RE: REZONING: 5338 - 43 AVENUE
Your memo dated April 20, 1990 refers

I have discussed this with the Parks and Social Planning Managers, and we have no comments from a Community Services perspective.



LOWELL R. HODGSON

LRH:dmg

- c. Don Batchelor, Parks Manager
Rick Assinger, Social Planning Manager

DATE: April 26, 1990
TO: City Clerk
FROM: Fire Marshal
RE: REZONING 5338 - 43 AVENUE

This department has no objection to a zoning change on this property.

A handwritten signature in cursive script, reading "Cliff Robson", with a long horizontal flourish extending to the right.

CLIFF ROBSON
Fire Marshal

CR/dd



THE CITY OF RED DEER

P. O. BOX 5008, RED DEER, ALBERTA T4N 3T4 FAX: (403) 346-8195

City Clerk's Department 342-8132

May 16, 1990

Canada Trust Realtor
Village Shopping Centre
6320 - 50 Avenue
RED DEER, Alberta
T4N 4C6

Attention: Mr. D. Jaipaul

Dear Sir:

RE: 5338 - 43 AVENUE - REDESIGNATION REQUEST TO R2

Your application requesting Council redesignate the above noted property from R1 to R2 designation to allow for a duplex, received consideration at the Council meeting of May 14, 1990.

Following is the motion which was passed by Council denying your request.

"RESOLVED that Council of The City of Red Deer hereby agrees that the request to redesignate 5338 - 43 Avenue from R1 to R2 designation to allow for a duplex, hereby agrees that said request be not approved and as recommended to Council May 14, 1990."

The decision of Council in this instance is submitted for your information, and I am also enclosing herewith the administrative comments which appeared on the Council agenda (pages 113-116), and your returned cheque in the amount of \$500.

Mr. Jaipaul
Canada Trust Realtor
Page 2
May 16, 1990

We thank you for your application in this instance. If you have any questions or require further assistance, please do not hesitate to contact the undersigned.

Sincerely,



C. SEVCIK
City Clerk

CS/jt

Enc.

c.c. Director of Engineering Services
Director of Community Services
Senior Planner
Bylaws & Inspections Manager
City Assessor
Fire Chief



RECREATION AND PARKS

Room 425 Legislature Building, Edmonton, Alberta, Canada T5K 2B6 403/427-3672

NO. 6Office of
the Minister

May 2, 1990

His Worship R. J. McGhee
Mayor
City of Red Deer
P.O. Box 5008
RED DEER, Alberta
T4N 3T4

Dear Mayor McGhee:

Hello again

Thank you for the letter of April 19, 1990 from Mr. Kelly Kloss, Assistant City Clerk concerning the resolution of the Normandeau Cultural and Natural History Society regarding Provincial Parks Policies and Endangered Spaces. I have already responded to Ms. Eileen Dubois of the Society concerning their resolution, but I would like to provide a more complete answer to you.

Let me assure you that Alberta has one of the finest systems of provincial parks, provincial recreation areas, ecological reserves and wilderness areas in all of Canada. This excellent system has not been built overnight and will not be rushed into completion in a single year.

As you may be aware, the Ecological Reserves Program was created following the enactment of the Wilderness Areas, Ecological Reserves and Natural Areas Act. Through the program, areas are set aside as examples of naturally functioning ecosystems representative of the six natural regions of Alberta (Grassland, Parkland, Foothills, Boreal Forest, Rocky Mountain and Canadian Shield areas). The program was also established to protect biological, geographical or geological features which are rare or have special or unusual characteristics.



.... cont'd.

- 2 -

It is through the preservation of these environments and the plants and animals they sustain that fundamental advances in agriculture, forestry and medicine are made possible. The protected areas not only serve to educate Albertans in terms of the environment, but they also provide a base for scientific research and demonstrate how natural processes shape the environment. There have been 11 ecological reserves which have been established since 1985. These areas are identified on the enclosed map.

Alberta's conservation initiatives are significant, both in terms of the number of reserves established and the area of the province protected under legislation. Alberta ranks third in Canada after British Columbia and Quebec. A total of 52,823 acres or 82.5 square miles have been legislated under the program within the 11 ecological reserves. Taking into consideration all areas under some form of legislated protection, including provincial parks, wildlife areas, wilderness areas, provincial reserves and national parks and wildlife areas, Alberta ranks second only to Manitoba in terms of the percentage of the province dedicated to "protected areas" by legislation. But Alberta ranks number one in the amount of land in "protected areas" which does not allow logging, mining or sport hunting! All of these statistics are directly out of the World Wildlife Fund publication "Endangered Spaces".

I would like to reemphasize that I and the Government of Alberta remain committed to the Ecological Reserves Program. In November, 1989, I announced a three-year extension of the term of the Advisory Committee on Wilderness Areas and Ecological Reserves and the reappointment of its members. The Committee's mandate is to provide me with recommendations regarding the establishment and management of existing and proposed ecological reserves and wilderness areas. I believe it is important that all relevant departments and citizens from the province have input in this process. The membership of the Committee reflects the diversity of interests and backgrounds necessary to consult in the advisory process.

On February 23, 1990, I met with the Committee to discuss the Ecological Reserves Program. I am pleased with the progress of the Committee and am encouraged at the individual members' commitment to the program. On March 8, 1990, I tabled in the Legislature the Sixth Annual Report of the Advisory Committee on Wilderness Areas and Ecological Reserves. The Committee has recommended that I establish the Rumsey Ecological Reserve - please see the enclosed report. I am actively reviewing this and will be making a decision shortly on this timely recommendation.

.... cont'd.

- 3 -

I would also like to mention that other programs and initiatives of the department are helping to protect our natural heritage in addition to the Ecological Reserves Program. For example, I have just announced the proposed development of Lakeland Provincial Park and Provincial Recreation Area east of Lac La Biche. This 143,000 acre tract of recreational land will help in large part to protect mixed wood boreal forest environments. In a similar fashion and one which you would be more acutely aware, the Urban Parks Program has provided millions of dollars to Alberta cities. These dollars were made available so that cities like Red Deer could set aside natural lands in close proximity or within urban areas in perpetuity. The Gaetz Lake Sanctuary in Waskasoo Park is an excellent example.

I appreciate Council's desire to see ecologically significant areas of the province protected. I will be keeping the comments of the City of Red Deer in mind as I seek, with the assistance of the Advisory Committee members, my Cabinet colleagues and Albertans, to effectively manage the operation of our existing ecological reserves and examine opportunities for the preservation of other unique and unusual ecosystems in the province.

Thank you again for your comments.

Sincerely,



Dr. Stephen C. West
Minister

Encls.

c.c. Honourable John Oldring
Mr. Stockwell Day, M.L.A.
Mr. Kelly Kloss



THE CITY OF RED DEER

P. O. BOX 5008, RED DEER, ALBERTA T4N 3T4 FAX: (403) 346-8198

City Clerk's Department 342-8132

April 19, 1990

Hon. Dr. Stephen West
Minister of Recreation and Parks
425 Legislature Building
EDMONTON, Alberta
T5K 2B6

MINISTER OF RECREATION AND PARKS			
APR 23 1990			
COPY _____			
ACTION _____			
FILE _____			
			<input checked="" type="checkbox"/>

Dear Dr. West:

RE: PROVINCIAL PARKS POLICIES AND ENDANGERED SPACES

At the Red Deer City Council meeting held on April 17, 1990, consideration was given to a resolution passed by the Normandeau Cultural and Natural History Society, as outlined in the attached letter from said Society dated March 22, 1990.

At the above noted Council meeting, the following resolution was unanimously passed.

"RESOLVED that Council of The City of Red Deer, having considered resolution passed by the Normandeau Cultural and Natural History Society re: Provincial Parks Policies and Endangered Spaces, hereby endorses said resolution and as presented to Council April 17, 1990."

City Council requests that your Department give this matter high priority as it greatly affects the future of the Alberta natural environmental heritage.

....2

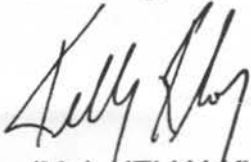


*a delight
to discover!*

Hon. Dr. Stephen West
Minister of Recreation & Parks
Page 2
April 19, 1990

Thank you for your consideration of this matter. If you have any questions or require additional information, please do not hesitate to contact the undersigned.

Sincerely,

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

(Mr.) KELLY KLOSS
Assistant City Clerk

KK/jt

Att.

c.c. Hon. J. Oldring, M.L.A.
Red Deer South

S. Day, M.L.A.
Red Deer North

Normandeau Cultural and Natural History Society

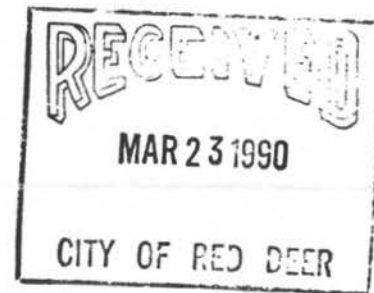
Dorothy Dickson, President
Red Deer River Naturalists Society

Normandeau Cultural and Natural History Society

Box 800
Red Deer, Alberta T4N 5H2
(403) 343-6844

March 22, 1990

Mayor McGhee and Members of Council
The City of Red Deer
City Hall
RED DEER, Alberta



Your Worship and Members of Council:

RE: PROVINCIAL PARKS POLICIES and ENDANGERED SPACES

At the February 28, 1990 meeting of the Normandeau Board, the members considered a memo dated February 16, 1990 and background paper submitted by Board member, Ken Larsen, on endangered spaces. Following the discussion, the resolution below was passed.

"WHEREAS: We believe that our unique natural regions and habitats form an indispensable part of the natural environmental heritage of Alberta which will prove of immense economic benefit and aesthetic value to all Albertans and their visitors in the future.

AND WHEREAS: We believe that failure to protect ecologically viable samples of Alberta's 17 diverse eco-regions and freezing the Ecological Reserves Program is not a cost-effective approach to the Departments' responsibilities to the natural environment and these programs should be considered separately from the other initiative being under-taken by the Minister.

BE IT THEREFORE RESOLVED THAT: the Normandeau Board express its strongest reservations to the Minister of Parks and Recreation and to City Council regarding the Minister's failure to protect the natural diversity of Alberta and therefore urge him to complete the system of Protected Wild-Lands and Ecological Reserves as a major priority of his department for this year."

.../2

2.

In putting our resolution before the Minister of Parks and Recreation, it is our hope to secure the endorsement of Council. It would be appreciated if the resolution could be considered by Council at a forthcoming meeting. Members of the Normandeau Board would be pleased to attend to speak to the resolution.

Sincerely,



Eileen Dubois
Chairman

/er

Enclosure

cc: Honourable J. Oldring, M.L.A., Red Deer South
S. Day, M.L.A., Red Deer North
Dorothy Dickson, President, Red Deer River Naturalists Society

* Commissioner's Comments

The attached is submitted for Council's information and in response to the City Clerk's letter of April 19, 1990.

"R.J. MCGHEE"
Mayor

"M.C. DAY"
City Commissioner



LEGISLATIVE ASSEMBLY
ALBERTA

104 Legislature Building
Edmonton, Alberta
T5K 2B6

April 26, 1990

Mr. Kelly Kloss
Assistant City Clerk
City of Red Deer
P.O. Box 5008
Red Deer, Alberta
T4N 3T4

Dear Mr. Kloss:

Thank you for providing me with a copy of your April 19, 1990, letter to my colleague, the Honourable Dr. Stephen West, Minister of Recreation and Parks, regarding provincial parks policies and endangered spaces.

I trust that you will be receiving Dr. West's response to this resolution shortly.

In the meantime, I appreciate your keeping me informed of your actions.

Yours truly,

John A. Oldring
M.L.A., Red Deer South
Minister of Family and Social Services

/jfa

cc: Honourable Dr. S. West
Minister of Recreation and Parks





RECREATION AND PARKS

Room 425 Legislature Building, Edmonton, Alberta, Canada T5K 2B6 403/427-3672

Office of
the Minister

May 2, 1990

His Worship R. J. McGhee
Mayor
City of Red Deer
P.O. Box 5008
RED DEER, Alberta
T4N 3T4

Dear Mayor McGhee:

Hello again



Thank you for the letter of April 19, 1990 from Mr. Kelly Kloss, Assistant City Clerk concerning the resolution of the Normandeau Cultural and Natural History Society regarding Provincial Parks Policies and Endangered Spaces. I have already responded to Ms. Eileen Dubois of the Society concerning their resolution, but I would like to provide a more complete answer to you.

Let me assure you that Alberta has one of the finest systems of provincial parks, provincial recreation areas, ecological reserves and wilderness areas in all of Canada. This excellent system has not been built overnight and will not be rushed into completion in a single year.

As you may be aware, the Ecological Reserves Program was created following the enactment of the Wilderness Areas, Ecological Reserves and Natural Areas Act. Through the program, areas are set aside as examples of naturally functioning ecosystems representative of the six natural regions of Alberta (Grassland, Parkland, Foothills, Boreal Forest, Rocky Mountain and Canadian Shield areas). The program was also established to protect biological, geographical or geological features which are rare or have special or unusual characteristics.

.... cont'd.

It is through the preservation of these environments and the plants and animals they sustain that fundamental advances in agriculture, forestry and medicine are made possible. The protected areas not only serve to educate Albertans in terms of the environment, but they also provide a base for scientific research and demonstrate how natural processes shape the environment. There have been 11 ecological reserves which have been established since 1985. These areas are identified on the enclosed map.

Alberta's conservation initiatives are significant, both in terms of the number of reserves established and the area of the province protected under legislation. Alberta ranks third in Canada after British Columbia and Quebec. A total of 52,823 acres or 82.5 square miles have been legislated under the program within the 11 ecological reserves. Taking into consideration all areas under some form of legislated protection, including provincial parks, wildlife areas, wilderness areas, provincial reserves and national parks and wildlife areas, Alberta ranks second only to Manitoba in terms of the percentage of the province dedicated to "protected areas" by legislation. But Alberta ranks number one in the amount of land in "protected areas" which does not allow logging, mining or sport hunting! All of these statistics are directly out of the World Wildlife Fund publication "Endangered Spaces".

I would like to reemphasize that I and the Government of Alberta remain committed to the Ecological Reserves Program. In November, 1989, I announced a three-year extension of the term of the Advisory Committee on Wilderness Areas and Ecological Reserves and the reappointment of its members. The Committee's mandate is to provide me with recommendations regarding the establishment and management of existing and proposed ecological reserves and wilderness areas. I believe it is important that all relevant departments and citizens from the province have input in this process. The membership of the Committee reflects the diversity of interests and backgrounds necessary to consult in the advisory process.

On February 23, 1990, I met with the Committee to discuss the Ecological Reserves Program. I am pleased with the progress of the Committee and am encouraged at the individual members' commitment to the program. On March 8, 1990, I tabled in the Legislature the Sixth Annual Report of the Advisory Committee on Wilderness Areas and Ecological Reserves. The Committee has recommended that I establish the Rumsey Ecological Reserve - please see the enclosed report. I am actively reviewing this and will be making a decision shortly on this timely recommendation.

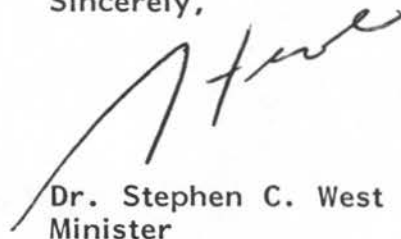
.... cont'd.

I would also like to mention that other programs and initiatives of the department are helping to protect our natural heritage in addition to the Ecological Reserves Program. For example, I have just announced the proposed development of Lakeland Provincial Park and Provincial Recreation Area east of Lac La Biche. This 143,000 acre tract of recreational land will help in large part to protect mixed wood boreal forest environments. In a similar fashion and one which you would be more acutely aware, the Urban Parks Program has provided millions of dollars to Alberta cities. These dollars were made available so that cities like Red Deer could set aside natural lands in close proximity or within urban areas in perpetuity. The Gaetz Lake Sanctuary in Waskasoo Park is an excellent example.

I appreciate Council's desire to see ecologically significant areas of the province protected. I will be keeping the comments of the City of Red Deer in mind as I seek, with the assistance of the Advisory Committee members, my Cabinet colleagues and Albertans, to effectively manage the operation of our existing ecological reserves and examine opportunities for the preservation of other unique and unusual ecosystems in the province.

Thank you again for your comments.

Sincerely,



Dr. Stephen C. West
Minister

Encls.

c.c. Honourable John Oldring
Mr. Stockwell Day, M.L.A.
Mr. Kelly Kloss

Alberta

RECREATION AND PARKS



NATURAL REGIONS OF ALBERTA

1. GRASSLAND

- A. MIXED
- B. NORTHERN PESCUE
- C. FOOTHILLS

2. PARKLAND

- A. CENTRAL
- B. FOOTHILLS
- C. PEACE RIVER

3. FOOTHILLS

- A. MAIN
- B. NORTHERN OUTLIERS

4. BOREAL FOREST

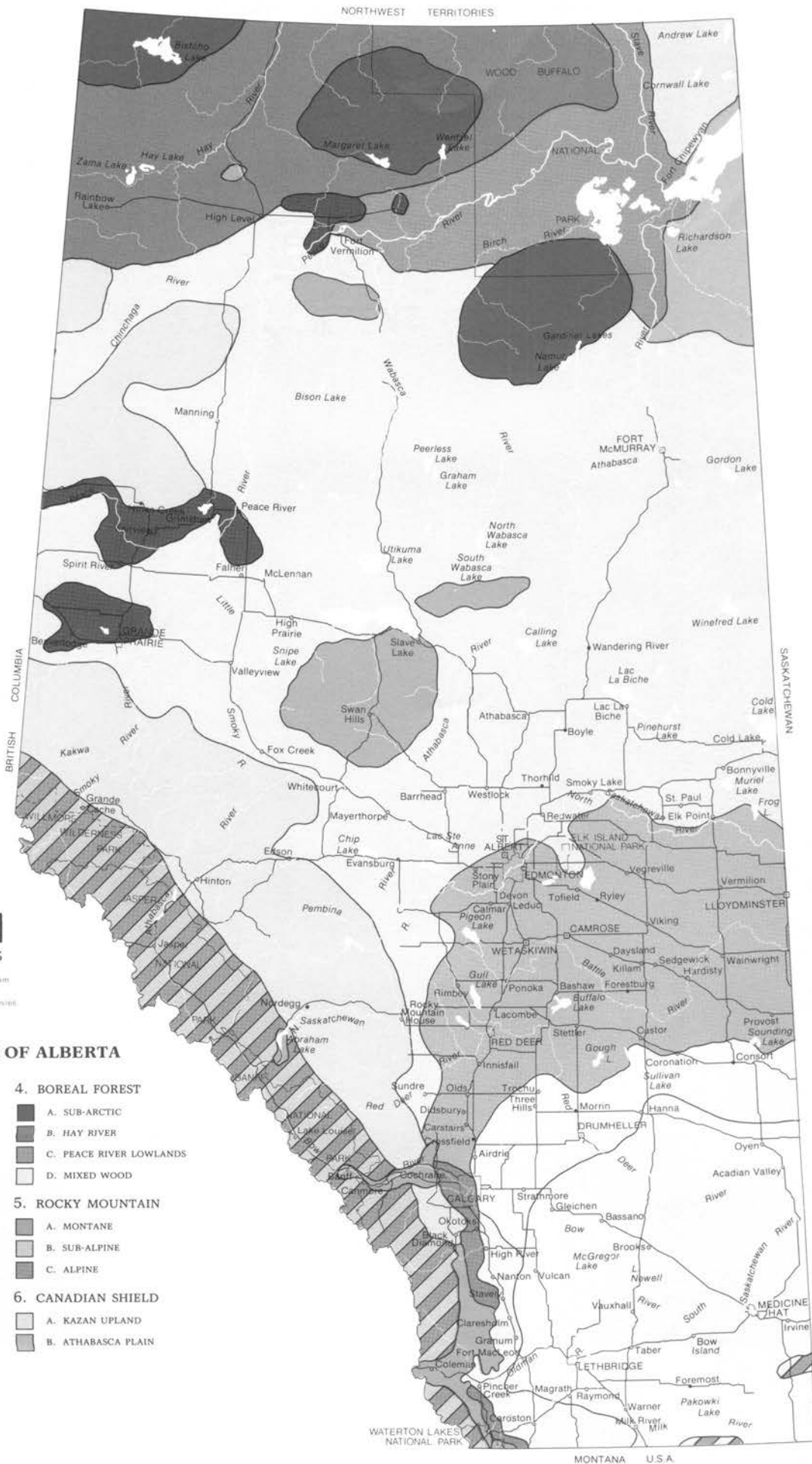
- A. SUB-ARCTIC
- B. HAY RIVER
- C. PEACE RIVER LOWLANDS
- D. MIXED WOOD

5. ROCKY MOUNTAIN

- A. MONTANE
- B. SUB-ALPINE
- C. ALPINE

6. CANADIAN SHIELD

- A. KAZAN UPLAND
- B. ATHABASCA PLAIN



NO. 7

THE WESTERNER

exposition association

4900 DELBURN ROAD, RED DEER, ALBERTA, CANADA TELEPHONE (403)343-7800

April 6, 1990

His Worship Mayor B. McGhee
Box 5008
Red Deer, Alberta
T4N 3T4

Dear Mr. McGhee;

Due to the size and scale of the Altaplex construction, considerable drainage problems are in the process of being resolved. To handle this problem, most of the water must go through a series of catch basins in a line to the northwest corner of Westerner Park.

The extreme northwest corner is leased for another three years, and is fenced into the rest of the facility. To facilitate the long-range planning necessary, and the considerable funds needed to complete the project and do the landscaping, it would be a better arrangement if the small parcel could become a part of the total Westerner lease. We would appreciate your views on this matter.

Yours truly,



Tom Towers
President

THE WESTERNER EXPOSITION ASSOCIATION



DATE: May 8, 1990
TO: City Clerk
FROM: City Assessor
RE: WESTERNER - ADDITION OF N.W. CORNER TO WESTERNER
MASTER LEASE (SEE ATTACHED MAP)

The October 19, 1987, resolution of City Council granted the Westerner a five-year lease of this parcel.

The October 19, 1987, resolution reads as follows:

"RESOLVED that Council of The City of Red Deer, having considered correspondence from the Westerner Exposition Association dated April 3, 1987, re: land lease amendment hereby agree that the area of land created by the road changes to 49 Avenue and the Delburne Road as outlined on page 79 of the Council agenda be leased to said Association for a five year term with a right of first refusal for a further 5 year term, subject to the following conditions:

1. that said land be fenced and grassed at the expense of the Westerner;
2. that said lands be maintained by the Westerner at their expense, in a manner acceptable to the City;
3. that vehicle access to said lands be by way of the Westerner internal road system;
4. that said land be redesignated at the Westerner's expense, to PS, to correspond with the Westerner land use designation;
5. that any sign proposals be subject to all required City approvals;
6. that no plans for an ethno-cultural centre on said land be undertaken without prior approval of City Council;
7. that said lease be satisfactory to the City Solicitor:

and as presented to Council April 21, 1987."

City Clerk
Page 2
May 8, 1990

We would have no objection to this parcel being included in the master lease, subject to the conditions of the October 19, 1987, resolution.

A handwritten signature in dark ink, appearing to read 'Al Knight', with a stylized, overlapping flourish at the end.

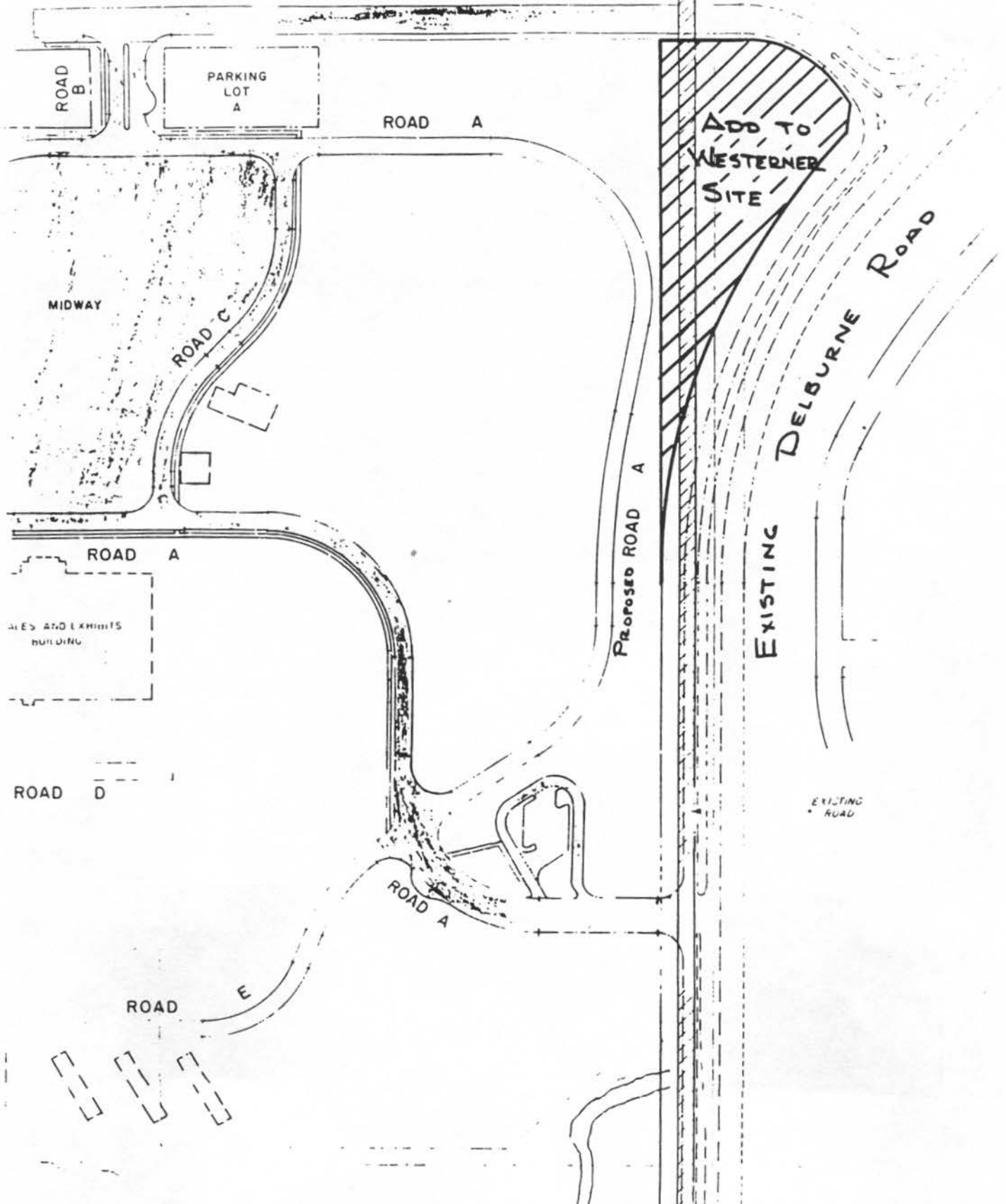
Al Knight, A.M.A.A.
City Assessor

WFL/AK/ngl

Enc.

c.c. Director of Community Services
 Manager of Economic Development
 Director of Engineering Services
 Senior Planner

49
AVENUE



CS-2.760

DATE: April 30, 1990

TO: CHARLIE SEVCIK
City Clerk

FROM: LOWELL HODGSON
A/Director of Community Services

RE: THE WESTERNER:
ADDITION OF N.W. CORNER TO WESTERNER MASTER LEASE
Your memo dated April 24, 1990 refers.

The lease of the Westerner site is governed by an agreement between the City and the Westerner Exposition Association, dated March 4, 1980. The lease is for a term of 50 years, terminating December 31, 2030.

A further agreement, dated January 1, 1988, leases to the association, land at the extreme northwest corner of their site for a five-year term, with a further five-year renewal potential. It is on this leased land that the association have erected their site sign.

The Westerner is now asking that this land leased in 1988 be incorporated into the lease of their entire site, so that they might plan for total site drainage and landscaping.

I support this request in order to allow for more comprehensive site planning.



LOWELL R. HODGSON
A/Director of Community Services

LRH:dmg

- c. Craig Curtis, Director of Community Services
Don Batchelor, Parks Manager



RED DEER REGIONAL PLANNING COMMISSION

2830 BREMNER AVENUE, RED DEER, ALBERTA, CANADA T4R 1M9

DIRECTOR: W. G. A. Shaw, M.C.I.P.

Telephone: (403) 343-3394

Fax: (403) 346-1570

May 7, 1990

Mr. C. Sevcik
City Clerk
City Hall
Red Deer, Alberta
T4N 3T4

Dear Sir:

Re: Westerner - Addition of N.W. Corner to Westerner Master Lease

The Westerner Exposition Association is requesting the City add to their lease the north west corner of the area which became available when the Delburne road was moved further north.

The area is already fenced and is physically part of the Westerner grounds under a short term lease agreement.

We have no objection if the north west corner is added to the Master Lease and runs concurrently with the remaining area.

Yours truly

D. ROUHI, ACP, MCIP
SENIOR PLANNER

DR/pim

c/c Mr. Al Knight, City Assessor
Mr. B. Jeffers, Director of Engineering
Mr. C. Curtis, Director of Community Services

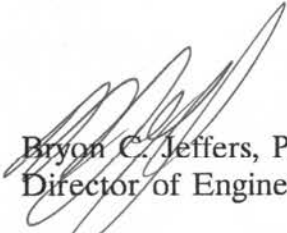
MUNICIPALITIES WITHIN COMMISSION AREA

CITY OF RED DEER—TOWN OF BLACKFALDS—TOWN OF BOWDEN—TOWN OF CARSTAIRS—TOWN OF CASTOR—TOWN OF CORONATION—TOWN OF DIDSBURY—TOWN OF ECKVILLE—TOWN OF INNISFAIR—TOWN OF LACOMBE—TOWN OF OLDS—TOWN OF PENHOLD—TOWN OF ROCKY MOUNTAIN HOUSE—TOWN OF STETTLE—TOWN OF SUNDRE—TOWN OF SYLVAN LAKE—VILLAGE OF ALIX—VILLAGE OF BENTLEY—VILLAGE OF BIG VALLEY—VILLAGE OF BOTHA—VILLAGE OF CAROLINE—VILLAGE OF CLIVE—VILLAGE OF CREMONA—VILLAGE OF DELBURNE—VILLAGE OF DONALDA—VILLAGE OF ELMORA—VILLAGE OF GADSBY—VILLAGE OF HALKIRK—VILLAGE OF MIRROR—SUMMER VILLAGE OF BIRCHCLIFF—SUMMER VILLAGE OF GULL LAKE—SUMMER VILLAGE OF HALF MOON BAY—SUMMER VILLAGE OF NORGLAND—SUMMER VILLAGE OF ROCHON SANDS—SUMMER VILLAGE OF WHITE SANDS—SUMMER VILLAGE OF JARVIS BAY—COUNTY OF LACOMBE No. 14—COUNTY OF MOUNTAIN VIEW No. 17—COUNTY OF PAINTWATER No. 18—COUNTY OF RED DEER No. 23—COUNTY OF STETTLE No. 6—MUNICIPAL DISTRICT OF CLEARWATER No. 99

DATE: April 27, 1990
TO: City Clerk
FROM: Director of Engineering Services
RE: WESTERNER EXPOSITION ASSOCIATION
ADDITION OF NORTHWEST CORNER TO WESTERNER MAJOR
LEASE

The Engineering Department has reviewed the request from the Westerner Exposition Association.

We would have no objections to the piece of land in question being added to the main Westerner Lease. There are presently utilities in the area and access to these utilities must be possible.



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

BCJ/emg

c.c. Director of Community Services
c.c. Director of Financial Services
c.c. City Assessor
c.c. Parks Manager
c.c. Recreation and Culture Manager

Commissioner's Comments

We would recommend Council support the request subject to the comments of the administration. We think this is appropriate to allow the Westerner to do long term planning.

"R.J. MCGHEE", Mayor
"M.C. DAY", City Commissioner

DATE April 24, 1990

TO:

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

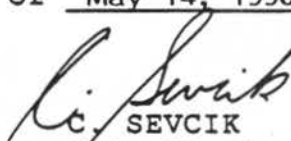
FROM:

CITY CLERK

RE: WESTERNER - Addition of N.W. Corner to
Westerner Master Lease

Please submit comments on the attached to this office by May

7 for the Council Agenda of May 14, 1990.


C. SEVCIK
City Clerk



THE CITY OF RED DEER

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

City Clerk's Department 342-8132

April 24, 1990

The Westerner Exposition Association
Box 176
RED DEER, Alberta
T4N 5E8

Attention: Mr. Tom Towers
President

Dear Mr. Towers:

RE: WESTERNER - ADDITION OF N.W. CORNER TO WESTERNER MASTER LEASE

Thank you for your letter in regard to the above, and we would advise that this matter will be presented to Red Deer City Council at its meeting of May 14, 1990.

Please call this office on Friday prior to the said meeting to determine a suitable time, in the event you wish to be present.

Trust you will find this satisfactory.

Sincerely,

C. SEVCIK
City Clerk

/jt



*a delight
to discover!*

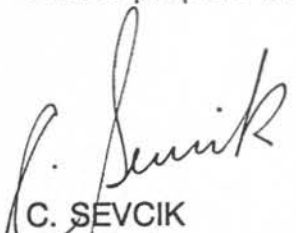
DATE: May 16, 1990
TO: City Solicitor
FROM: City Clerk
RE: AMENDMENT TO WESTERNER MASTER LEASE

At the Council meeting of May 14, 1990 the following motion was passed agreeing to incorporate the northwester corner lease into the Westerner master lease.

"RESOLVED that Council of The City of Red Deer, having considered request from the Westerner to incorporate the northwest corner lease into the Westerner master lease to facilitate long-range planning, hereby approves said request subject to comments of the Administration and as presented to Council May 14, 1990."

I am enclosing herewith the administrative comment which appeared on the agenda (page 125-130). As noted in the above resolution, the approval was subject to the comments of the administration, and in this regard I would specifically draw your attention to the comments submitted by the City Assessor and the Director of Engineering Services which should be incorporated into the amending agreement.

Please prepare the agreement required in this instance at your earliest convenience.



C. SEVCIK
City Clerk

CS/jt

Att.

c.c. City Commissioner
Director of Engineering Services
Director of Community Services
City Assessor
Senior Planner



THE CITY OF RED DEER

P. O. BOX 5008, RED DEER, ALBERTA T4N 3T4 FAX: (403) 346-8195

City Clerk's Department 342-8132

May 16, 1990

The Westerner Exposition Association
Box 176
RED DEER, Alberta
T4N 5E8

Attention: Mr. Tom Towers
President

Dear Sir:

Your letter of April 6, 1990 to the Mayor, requesting that the northwest corner lease be incorporated into the master lease, was considered by Council at its meeting of May 14, 1990.

At the above noted meeting, Council passed the following motion.

"RESOLVED that Council of The City of Red Deer, having considered request from the Westerner to incorporate the northwest corner lease into the Westerner master lease to facilitate long-range planning, hereby approves said request subject to comments of the Administration and as presented to Council May 14, 1990."

The decision of Council in this instance is submitted for your information and I am also enclosing herewith the administrative comment which appeared on the Council agenda (pages 125-130). We will be requesting the City Solicitor to prepare an amending agreement in compliance with Council's decision.

....2

Mr. Tom Towers
Westerner Exposition Association
Page 2
May 16, 1990

Trusting you will find this satisfactory.

Sincerely,



C. SEVCIK
City Clerk

CS/jt

Enc.

c.c. City Commissioner
City Assessor
Director of Engineering Services
Director of Community Services
Senior Planner
City Solicitor

RED DEER COLLEGE

Box 5005

Red Deer, Alberta T4N 5H5

Telephone (403) 342-3300

11 April 1990

Mayor Bob McGee
4914-48 Avenue
Red Deer, Alberta

Dear Mayor McGee;

Re: Annual Report of the College Fine Arts Advisory Committee

Enclosed herewith please find the Annual Report for the Arts Centre for the year September 1, 1988 until August 31, 1989 as provided for by the Joint Use Agreement.

The Arts Centre Advisory Committee has been very active over the past year, a year which represented our second regular year of programming in the new Arts Centre. The Advisory Committee has been very pleased with the enthusiastic support of the entire Central Alberta Community in supporting the Arts Centre, whether as participants, audience members, or volunteers. As with the early stages of any new venture, there were issues, policies, and procedures to be worked out; the Advisory Committee spent a great deal of time and effort in working with the Administration of the Visual and Performing Arts Division of Red Deer College in order to ensure the effective operation of the Arts Centre, particularly in meeting the needs of the Community.

We continue to be optimistic about the future and look forward to another successful season. If you wish to have me speak to the Annual Report, I would be pleased to meet with you at your convenience.

Yours truly,

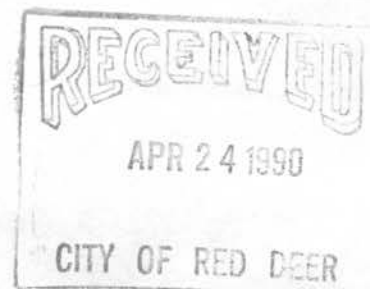


Ted Isenor
Chairperson, Arts Centre Advisory Committee

TI/ak
<annrep.ti>

Commissioners' Comments

Submitted for Council's information as outlined in the agreement.



"R.J. MCGHEE", Mayor

"M.C. DAY", City Commissioner

ANNUAL REPORT

ARTS CENTRE ADVISORY COMMITTEE

**September 1, 1988 - August 31, 1989
1988-89**

March 15, 1990

TABLE OF CONTENTS

1. The 1988-89 Season in Review	1
2. Community Impact of the Arts Centre.....	2
3. Demand for Performance and Rehearsal Space.....	2
4. Arts Centre Usage.....	3
5. Summary	4
6. Appendix I	5
7. Appendix II - Arts Centre Users	6
8. Appendix III - Arts Centre Use Auditorium.....	8
Table 1 - Total Available & Actual Time Used	9
Table 2 - Percentage of Actual Time Used.....	10
Table 3 - Percentage of Total Available & Unused Time	11
9. Appendix IV - Arts Centre Use Studios & Ensembles	12
Table 1 - Community Users	13
Table 2 - Total Available Time	14
Table 3 - Actual Time Used	15
Table 4 - Percentage of Actual Time Used	16
Table 5 - Percentage of Total Available & Unused Time.....	17

1. THE 1988-89 SEASON IN REVIEW

The 1988-89 Season represented the third year of operation for the Red Deer College Arts Centre, and the second complete season of "regular" activity. Programming for 1988-89 included numerous performances produced by the college and the community, coupled with an active touring season. The Central Alberta community responded significantly, as demonstrated by the data in the "usage" section of this report. It is clear that the Arts Centre played an important role in the cultural life of the community, offering opportunities for students, performers, and audiences.

The Arts Centre Advisory Committee had a busy and productive year reviewing applications for usage and endeavoring to keep things running smoothly. Throughout the year, various members of the Arts Centre staff visited committee meetings and spoke to the committee members about their jobs and their roles in the total scheme of things at the Arts Centre. Their visits proved to be both interesting and informative for the members of the committee.

In the course of the 1988-89 season, many projects were undertaken by the Advisory Committee, four of which stand out as being worthy of discussion in this report. Those four projects are as follows:

A) The Concert to showcase the new Concert Grand piano

The Red Deer College Foundation provided funds to purchase a concert grand piano for the mainstage of the Arts Centre. In August and September of 1988, the members of the Piano Selection Committee (Cheryl Cooney, Duke Thompson, and Ted Isenor) travelled to Arkansas and New York and selected a Baldwin SD-10 Concert Grand Piano for the Arts Centre. A gala concert was held on Sunday, October 30, 1988 to inaugurate the new instrument. The members of the Piano Selection Committee were joined by their colleagues from all over the province in an evening of piano music designed to showcase the new instrument to a large and enthusiastic audience.

B) The Review of the Joint-Use Agreement

The Advisory Committee established an ad-hoc sub-committee to investigate the possibility and advisability of amending the terms of the Joint-Use Agreement (which specified minimum community access to the Arts Centre). The sub-committee met several times to review the statistics on facility usage and to discuss whether or not the Joint-Use Agreement needed to be amended. The Chairperson of the Advisory Committee (who also chaired the Joint-Use Sub-Committee) met informally with the Mayor of Red Deer, and with the President and Chairman of the Board of Governors of Red Deer College. The recommendation of the sub-committee was that the Joint-Use Agreement should not be amended at this time because the Arts Centre has been operating for such a short time that the patterns of community usage are not yet clear. The Advisory Committee accepted the recommendation of the sub-committee and decided to review the Joint-Use Agreement again in a few years when the patterns of usage are more clearly established.

C) The Arbitration of a Booking Conflict at the Arts Centre

Both Central Alberta Theatre and the Kiwanis Music Festival applied to book the Arts Centre during April of 1990. The Dean of Performing Arts and the Advisory Committee attempted to work out a compromise solution, but to no avail. Consequently, in accordance with the terms of the Joint-Use Agreement, the Advisory Committee held a special meeting to resolve the booking conflict. Spokepersons from both Central Alberta Theatre and the Kiwanis Music Festival attended the meeting and presented their respective positions. The Advisory Committee then adjourned to consider the situation and to render a decision: The Kiwanis Music Festival request was granted and the Central Alberta Theatre request was denied. Although this was the first time that the Advisory Committee had to resolve a booking conflict, such conflicts are bound to arise again as the demand for the Arts Centre becomes greater and greater. Although the Advisory Committee regretted that a compromise could not be worked out, it is important to emphasize the conflict was resolved amiably, and that the mechanism established in the Joint-Use Agreement for arbitrating such conflicts worked efficiently and reasonably.

D) The Preparation for a Public Meeting with User Groups

The Advisory Committee spent its last two meetings of the 1988-89 season preparing to host a public information meeting for user groups and other interested parties. The meeting took place on November 6, 1989 and will, therefore, be discussed in the Annual Report for 1989-90.

2. COMMUNITY IMPACT OF THE ARTS CENTRE

The Red Deer College Arts Centre represents a significant cultural resource for the Community. The Arts Centre allows local cultural groups to present performances in a technically sophisticated and aesthetically pleasing environment, provides for the education and training of students and community members, and showcases touring groups of national and international calibre. Feedback from virtually all users confirms the significant impact of performing in the main auditorium - performers and audience anticipate a superlative effort that the mainstage seems to demand.

The Arts Centre is necessarily more expensive than other community facilities. The technical staff must ensure that minimum standards of safety are met by all groups. However, community groups can use trained volunteers as technicians if such volunteers are available. The Arts Centre can provide as much - or as little - technical assistance as the community group wishes on a charge-back basis. A number of community groups have used the Arts Centre several times and expectations, organizations and productions of performances have become more predictable and reasonable. Also, the day-to-day administration of the Arts Centre (e.g. booking process) has improved and become more streamlined and efficient.

The local community used the Arts Centre for dance recitals, symphony concerts, touring presentations and school shows. There continues to be a strong demand by provincial organizations to hold province-wide festivals and workshops at the Arts Centre due to the quality of the facility and its central location. While these provincial events are not technically local, they do involve the participation of local organizations and individuals to a significant extent.

Finally, the Arts Centre and indeed many local performing organizations could not exist without a veritable army of volunteers. A single production can involve up to a hundred volunteers and when this is considered in relation to the entire year, it represents a phenomenal commitment by the people of Central Alberta to the performing arts. The Arts Centre maintains an active list of several hundred volunteers and often assists local performing groups in obtaining suitable volunteers. The entire front-of-house, except for the Front-of-House manager, is run by volunteers and represents a huge economic saving to community groups and Red Deer College.

3. DEMAND FOR PERFORMANCE AND REHEARSAL SPACE

After only 2 years of operation, patterns of use have emerged that will likely persist into the future. Large festivals occur with regularity at the same time each year. The Red Deer College academic schedule and required performance and instructional time follows a regular pattern. Thus, events which require a great deal of advanced set-up time and/or performance time, are getting more difficult to schedule. Furthermore, there has been inadequate time allowed over the last three years for instruction and maintenance and this is an issue that needs to be addressed in the future.

The pattern of use noted in previous years has carried through to the 1988/89 season. The Central Alberta community has demanded more time in the main auditorium and has not exhibited a high demand for rehearsal space. Furthermore, the pattern of demand varies considerably between the main auditorium and rehearsal spaces. Rehearsal spaces are heavily used Monday to Friday during the day and Monday to Thursday evenings. The demand for the main auditorium is for weekend evenings.

It is difficult to get volunteer performers to give up weekend evenings for rehearsal and equally difficult to get a large paying audience for early and mid-week evening performances. Undoubtedly, over time, the use of the Arts Centre during these non-traditional times, will increase.

4. ARTS CENTRE USAGE

During the 1988-89 Season, the Arts Centre was very busy in terms of performances. The Studios and Ensemble rooms were not quite so busy with rehearsals and classes. A general discussion of the past season is followed by more detailed discussions of the five performance categories and the two facility usage categories. Even more detailed numbers for each category are included in the Appendices at the end.

Performances

The Arts Centre was the site of 184 performances last season, one performance every two days. Of these shows 150 were ticketed events, 12 were non-ticketed events and 22 were Studio performances and Noon hour performances.

The Centre had nearly 30,000 patrons attend performances at the Arts Centre last season, with gross box office revenues in excess of \$220,000. During the past season, community groups were responsible for nearly 15% of all performances, with Red Deer College accounting for the remaining 85%. Just over \$30,000 was returned directly to Community groups from their productions.

The performances in the Arts Centre can be placed in five categories:

Touring Shows	- out of town, professional performers sponsored by the Division of Visual and Performing Arts
School of Music	- shows put on by music students and faculty, and in conjunction with workshops and events sponsored by the School of Music
Centre Stage	- shows put on by the students of the Drama department
Co-sponsorships	- shows sponsored by a community group and Red Deer College, expenses and revenues being shared by both parties
Rentals	- shows put on by community groups who have rented the facility, can be categorized as local non-profit groups or other groups

The breakdown in ticket sales is quite different for each of the categories, as shown in the following chart:

Ticket sales (in percentages)

	Adults	St/Sr/Ch	Other ¹	No-show rate ²
Touring	57%	30%	13%	10%
School of Music	47	33	20	2
Centre Stage	62	23	15	5
Co-sponsorships	70	27	4	14
Rentals	80	14	6	9

¹ Group sales and other special discounts

² Tickets purchased but did not show up for the performance

Facility Usage

With the Studio and Ensemble rooms, the community use seems to fall quite short of the required 50% in the evening and 20% during the day. During the day, community groups account for nearly 10% of the time the rooms are in use. This does increase to 12% in the evening. It is important to remember that much of what is considered to be used by the College are College sponsored programs for members of the community. Such things as ballet, music lessons, large ensemble classes, other dance classes and workshops, take up a great deal of the time counted as College use. Therefore, the actual use of these facilities is much closer to the required percentages than first appears. The studios and ensembles did remain unused half of the time.

In the Auditorium, the Agreement is more than amply met, with community groups being responsible for more than the required 10% of the time. The Auditorium remained unused about 20% of the time. Detailed statistics are given in the Appendices.

5. SUMMARY

The Arts Centre completed a very active performance season. The demands on the facility for 'prime time' use increased and, when combined with instructional and maintenance demands, made proper scheduling a critical element in optimizing use. For the first time, Central Alberta Theatre did not stage a performance in the Arts Centre which is quite significant since they had been the most active and intensive community user in the previous year. There was an increase in use by various dance studios from Central Alberta due in part to renovations at the Memorial Centre.

/lml
<annrep.jf>

APPENDIX I

ARTS CENTRE ADVISORY COMMITTEE MEMBERS

Committee Members 1988 - 1989

Lesia Davis	City of Red Deer
Jack Engel	City of Red Deer
Yvette Brideau	Allied Arts Council
Trish Mcween	Allied Arts Council
Jim Foote	College Board
Don Wales/Gary Paradis	College Board
Ted Isenor	Music Advisory Committee
Barry Young/Paul Meyette	Drama Advisory Committee
Wayne Feil	Citizens-at-Large
Marilyn Haley	Citizens-at-Large

APPENDIX II

ARTS CENTRE USERS

Touring Shows 1988-89

A Grand Arrival - Piano Gala
 Anna Wyman Dance
 Buddy The Clown
 Calgary City Ballet
 Charles Foreman
 Cheremosh Dancers
 Cinderella (2)
 Dance Motif '89
 Don Thompson Quartet
 Figgy Duff
 Glenn Miller Orchestra
 Helmut Brauss
 Jazz Hot (5 in Studio A)
 Judy Anderson Puppetworks (2)
 Just For Kids (2)
 Late, Great Ladies
 Les Bucherons (2)
 Mermaid Theatre (2)
 Moe Koffman
 New Christy Minstrels
 Nutcracker (3)
 O Vertigo
 Paxton, Kaldor and Rogers
 Pear Seed
 Peter Samelson
 Robert Minden Ensemble (2)
 Royal Winnipeg Ballet (2)
 School For Wives
 Tales of Hoffman
 Theatre Fantastique
 Tribute to Harry James
 Trickster (2)
 Wanda The Littlest Wizard (2)

Centre Stage Performances

A Chorus Line (8)
 A Flea In Her Ear (10)
 Ambience (2)
 Dracula (13)
 Ho Ho Show
 Lucky Girl (10)
 Mother Courage (10)
 Story Theatre (9)

Co-Sponsored Performances

Calgary Philharmonic
 Christmas Is A Feeling
 Edmonton Festival Ballet
 Great Lakes Quintet
 Kraft and Silver
 Musaeus
 Vancouver Chamber Choir

Rental Performances

Dancentral (2)
 Dancing In the Streets (2)
 Duke Thompson Recital
 I Can Dance (2)
 LTCHS Band
 LTCHS Choir Concert
 LTCHS Winter Concert
 Music Of The Americas
 Music of the British Isles
 Music of the European Tradition - RDSO
 Music of the Slavic Tradition
 Polka Dot Door (2)

Rental Studio Performances

DancExcellence

Non-ticketed Rental Performances

Variety Show (LDS)
 Red Deer Catholic School Bands
 CFB Penhold - Music

School of Music Ticketed Performances

Broadway with Barb (in MPT)
 Charlie Brown (10 in MPT)
 Christmas Concert
 Jazz At RDC
 Messiah (2 at Gaetz United Church)
 Symphonic Winds
 That's Entertainment

School of Music Non-Ticketed Performances

Conservatory Recital
Honor Band Concert
Adult Band Concert
Faculty Recital
Spring Showcase - Music Students
Spring Showcase - Jazz Ensembles
Spring Showcase - Concert Choir
Spring Showcase - Symphonic Winds
Adventures in Summer Music

School of Music Studio Performances

Guthman/Graham performance
Suzuki Recital (3)
Conservatory Recital
Music From Banff
Graduate Recital (4)
Dominic Spera
Piano Recital
Audrey Graham's Student Recital

Noon Hour Performances

Noon shows (5 in Auditorium, one in Studio A
and one in the Farside Lounge)
Student Recital

APPENDIX III

ARTS CENTRE USE AUDITORIUM

Usage statistics for the Auditorium were calculated using the following guidelines:

- usage time was counted in 6 hour blocks, morning, afternoon and evening
- RDC includes time for maintenance and technical work
- for discussion purposes here, the statistics for Local Non-Profit and Other groups are combined as the use by Other groups is minimal and does not warrant discussion on its own.

Of the actual time used, Red Deer College is the main user at 89% before 6:00 pm. The non-profit groups use it 11% of the time. During the evening, community use increases to 18%, which is nearly twice as much as the required 10%. Red Deer College uses it 82% of the time.

The Auditorium is more heavily booked than the Studios and Ensembles because of the greater demand for weekend performance times. Red Deer College uses the Auditorium 62% of the time during the day. The College's use remains much the same during the evening at 64%. The use by the Community nearly doubles from day time to evening. During the day, non-profits account for 8% of the total available time, increasing to 14% during the evening. During the day, the Auditorium remains in use 70% of the time. It is much busier in the evening, increasing to almost 80%.

The Auditorium appears to have been busiest during the Spring/Summer term, from May to August. The majority of the time in July and August was held for technical and maintenance work. From February to May, the Auditorium is extremely busy. February and April were the busiest months. March showed an interesting difference between daytime and evening, being used over 80% during the day yet only 54% during the evening. Most months show a much greater use in the evenings. During the fall term, September to December, there is a very noticeable increase in activity during October due to a Centre Stage production. This also happens in February. Overall, January is the quietest month remaining dark 71% during the day, and 58% during the evening.

Again the numerous music and drama festivals held in the Arts Centre account for May having the highest rate of use by non-profit groups. Again a significant increase in use by non-profit groups is seen in December and June due to Christmas and Final concerts for schools groups and dance studios. The only real significant use by Other groups is seen in June when the performances by local dance studios take up over 25% of the total available time.

Community Users

Alberta Highland Dancers
ARMTA
Central Alberta Dance Festival
Central Alberta Talent Education Society
CFB Penhold - Music Training Centre
Church of . . . Latter Day Saints
CKRD
Dancentral
Don Jones Productions
Festival of Bands
Kiwanis Festival
LTCHS
Prov. High School One-Act Drama Festival

Red Deer Boys' Choir
Red Deer Catholic Schools
Red Deer Chamber Singers
Red Deer Concert Society
Red Deer Orchestra Association
Rhonda's Dance Studio
Studio Scott
Worldwide Church of God

Table 1 - Facility Usage - Auditorium
September 1988 - August 1989

Total Available Time

Actual Time Used

Month	6 hr blocks		TOTAL	RDC		NFP		Other		TOTAL		TOTAL ACTUAL TIME USED	
	Before 6	After 6		6 hr blocks Before 6	After 6	Before 6	After 6	Before 6	After 6	Before 6	After 6	Before 6	After 6
September	60	30	90	25	15.5	1	2.5	0	0	26	18	44	
October	62	31	93	49	24.5	0	1.5	0	0	49	26	75	
November	60	30	90	24	14.5	2	2.5	1	1	27	18	45	
December	32	18	50	12	6	1	4	0	0	13	10	23	
Fall Term	214	109	323	110	60.5	4	10.5	1	1	115	72	187	
January	62	31	93	17	11.5	1	1.5	0	0	18	13	31	
February	56	28	84	49.5	27.5	3.5	1.5	0	0	53	29	82	
March	62	31	93	48	15.5	2	0.5	1	1	51	17	68	
April	60	30	90	50	23	6	3	4	0	60	26	86	
Winter Term	240	120	360	164.5	77.5	12.5	6.5	5	1	182	85	267	
May	62	31	93	21	13	23	13	2	3	46	29	75	
June	60	30	90	26	13.5	2	3.5	3	8	31	25	56	
July	62	31	93	55	30	1	1	0	0	56	31	87	
August	62	31	93	58	30	3	1	0	0	61	31	92	
Spring/Summer	246	123	369	160	86.5	29	18.5	5	11	194	116	310	
GRAND TOTAL	700	352	1052	434.5	224.5	45.5	35.5	11	13	491	273	764	

Table 2 - Facility Usage - Auditorium
September 1988 - August 1989

Percentage of Actual Time Used

Month	RDC Before 6	After 6	NFP Before 6	After 6	Other Before 6	After 6
September	96.2	86.1	3.8	13.9	0.0	0.0
October	100.0	94.2	0.0	5.8	0.0	0.0
November	88.9	80.6	7.4	13.9	3.7	5.6
December	92.3	60.0	7.7	40.0	0.0	0.0
Fall Term	95.7	84.0	3.5	14.6	0.9	1.4
January	94.4	88.5	5.6	11.5	0.0	0.0
February	93.4	94.8	6.6	5.2	0.0	0.0
March	94.1	91.2	3.9	2.9	2.0	5.9
April	83.3	88.5	10.0	11.5	6.7	0.0
Winter Term	90.4	91.2	6.9	7.6	2.7	1.2
May	45.7	44.8	50.0	44.8	4.3	10.3
June	83.9	54.0	6.5	14.0	9.7	32.0
July	98.2	96.8	1.8	3.2	0.0	0.0
August	95.1	96.8	4.9	3.2	0.0	0.0
Spring/Summer	82.5	74.6	14.9	15.9	2.6	9.5
GRAND TOTAL	88.5	82.2	9.3	13.0	2.2	4.8

Table 3 - Facility Usage - Auditorium
September 1988 - August 1989

Percentage of Total Available Time

**Percentage of
Unused Time**

Month	RDC		NFP		Other		TOTAL			
	Before 6	After 6	Before 6	After 6	Before 6	After 6	Before 6	After 6	Before 6	After 6
September	41.7	51.7	1.7	8.3	0.0	0.0	43.3	60.0	56.7	40.0
October	79.0	79.0	0.0	4.8	0.0	0.0	79.0	83.9	21.0	16.1
November	40.0	48.3	3.3	8.3	1.7	3.3	45.0	60.0	55.0	40.0
December	37.5	33.3	3.1	22.2	0.0	0.0	40.6	55.6	59.4	44.4
Fall Term	51.4	55.5	1.9	9.6	0.5	0.9	53.7	66.1	46.3	33.9
January	27.4	37.1	1.6	4.8	0.0	0.0	29.0	41.9	71.0	58.1
February	88.4	98.2	6.3	5.4	0.0	0.0	94.6	103.6	5.4	-3.6
March	77.4	50.0	3.2	1.6	1.6	3.2	82.3	54.8	17.7	45.2
April	83.3	76.7	10.0	10.0	6.7	0.0	100.0	86.7	0.0	13.3
Winter Term	68.5	64.6	5.2	5.4	2.1	0.8	75.8	70.8	24.2	29.2
May	33.9	41.9	37.1	41.9	3.2	9.7	74.2	93.5	25.8	6.5
June	43.3	45.0	3.3	11.7	5.0	26.7	51.7	83.3	48.3	16.7
July	88.7	96.8	1.6	3.2	0.0	0.0	90.3	100.0	9.7	0.0
August	93.5	96.8	4.8	3.2	0.0	0.0	98.4	100.0	1.6	0.0
Spring/Summer Term	65.0	70.3	11.8	15.0	2.0	8.9	78.9	94.3	21.1	5.7
GRAND TOTAL	62.1	63.8	6.5	10.1	1.6	3.7	70.1	77.6	29.9	22.4

APPENDIX IV

ARTS CENTRE USE STUDIOS AND ENSEMBLES

The usage statistics of the Studios and Ensembles were compiled using the following guidelines:

- the use of four Studios and two Ensemble rooms
- usage time goes from 8:00 am - 11:00 pm
- RDC includes time for maintenance and technical work
- for discussion purposes here, the statistics for Local Non-Profit and Other groups are combined as the use by Other groups is minimal and does not warrant discussion on its own.

Of the actual time used, Red Deer College accounts for the majority of use of the Studios and Ensembles. Before 6:00 pm, they account for 91% of the usage. Non-profit groups account for the remaining 9%. After 6:00 pm there is a significant increase in the use by Non-profit groups, accounting for 12% of the time. Red Deer College makes up the remaining 88%. It is worthwhile to remember that included in the Red Deer College figures are such activities as the large ensemble classes which involve many community members, as well as Conservatory lessons and classes that involve community members. Therefore, the actual use of the rooms after 6:00 pm by members of the Community is greater than the 12% would suggest.

Approximately half the time the Studios and Ensembles are not used; however, much of the unused time is in the early morning and late evening hours, and on weekends when the auditorium is in use. Before 6:00 pm the rooms are in use about 43%. Red Deer College accounts for 40 % of the actual time used, and the Non-profit groups for 4%. After 6:00 pm the rooms are actually used slightly less, about 40%. Red Deer College's use decreases slightly to 34% and the non-profit groups increase to 5%.

The Winter term, from January to April, is overall the busiest time of the year. The actual month with the most activity is April, with the rooms being used just over 60% of the time. August shows the least activity being used only about 16% during the day, and 6% after 6:00 pm.

The rate of use during the day of the school year, September to April, is consistently 5% greater than use during the evening. During the Spring and Summer months, from May to August, the rate of use during the day and evening is about the same.

Studio use by non-profit groups tends to be extremely high in April and May, which is due to the numerous festivals during that time. December and June also tend to be higher as the rooms are used in conjunction with school and dance groups that use the Auditorium for Christmas and final concerts.

Other groups account for only 3% of the time used by outside groups, with non-profit groups making up the remaining 97%. Obviously, the groups with the highest usage were the Kiwanis Festival, which accounts for 30% of the time used by non-profit groups, and the Festival of Bands, which accounts for 40%. Others who used the rooms a significant amount include the Central Alberta Dance Festival, the Red Deer Boys' Choir and the Red Deer Symphony Orchestra. Two Square Dance groups used a fair amount of time as well, although they only used the rooms during the fall term. These groups together account for 23% of the time used by non-profit organizations.

Table 1 - Community Users
Studios and Ensembles

Organization	Hours before 6	Blocks before 6	Hours after 6	Blocks after 6	Type
Alberta Culture - Field Services			4	2	nfp ¹
Alberta Highland Dancers	9	5			nfp
ARMTA	12	7			nfp
CBC	9	5	2	1	nfp
Central Alberta Dance Festival	57	30	24	12	nfp
Central Square Dancers			30	15	nfp
Festival of Bands	330	165	165	69	nfp
Kiwanis Festival	240.5	120.5	122.5	73.5	nfp
LTCHS			12	6	nfp
One Act High School Drama Festival	14	7	5.5	3.5	nfp
Pairs & Spares Square Dance Club			22	11	nfp
Red Deer All City Band	6	3			nfp
Red Deer Boys' Choir	49.5	51	37.5	42	nfp
Red Deer Catholic Schools			8	4	nfp
Red Deer Orchestra Association	37.5	28	33	27	nfp
Red Deer Youth Orchestra			4	4	nfp
Rhonda Frizzell	1	1	1	1	nfp
Scandinavian Dancers			6	6	nfp
Wildrose Country Dancers	4	2			nfp
Total NFP	769.5	424.5	476.5	277	
Dancentral	10	6			other
DancExcellence	2	1	4	2	other
Jazzercise	2	2			other
Mode Models	6	3	2	1	other
Rhonda's Dance Studio			10	6	other
Total Other	20	12	16	9	
TOTAL Outside groups	789.5	436.5	492.5	286	

¹ Not for profit

Table 2 - Facility Usage - Studios and Ensembles
September 1988 - August 1989

Total Available Time

Month	Before 6 (Hours)	Before 6 (Blocks)	After 6 (Hours)	After 6 (Blocks)
September	1,800	900	900	540
October	1,860	930	930	558
November	1,800	900	900	540
December	1,416	708	720	432
Fall Term	6,876	3,438	3,450	2,070
January	1,740	870	870	522
February	1,740	870	870	522
March	1,860	930	930	558
April	1,800	900	900	540
Winter Term	7,140	3,570	3,570	2,142
May	1,860	930	930	558
June	1,800	900	900	540
July	1,860	930	930	558
August	1,860	930	930	558
Spring/Summer	7,380	3,690	3,690	2,214
TOTAL	21,396	10,698	10,710	6,426

Table 3 - Facility Usage - Studios and Ensembles
September 1988 - August 1989

Actual Time Used

Month	RDC				NFP				Other				Totals			
	B 6 (Hrs)	B 6 (Blks)	A 6 (Hrs)	A 6 (Blks)	B 6 (Hrs)	B 6 (Blks)	A 6 (Hrs)	A 6 (Blks)	B 6 (Hrs)	B 6 (Blks)	A 6 (Hrs)	A 6 (Blks)	B 6 (Hrs)	B 6 (Blks)	A 6 (Hrs)	A 6 (Blks)
September	644.5	439	242	174	9.5	12	11	11	0	0	0	0	654	451	253	185
October	733	508	322.5	237	14.5	12	23	18	0	0	0	0	747.5	520	345.5	255
November	854	547	340.5	244	17	16	26	19	0	0	0	0	871	563	366.5	263
December	520.5	323	228.5	165	3	3	23	13	2	2	0	0	525.5	328	251.5	178
Fall Term	2,752	1,817	1,133.5	820	44	43	83	61	2	2	0	0	2,798	1,862	1,216.5	881
January	896.5	584	374.5	249	10.5	13	15.5	13	0	0	0	0	907	597	390	262
February	815	509	392	268	7.5	6	8.5	6	0	0	0	0	822.5	515	400.5	274
March	1,028.5	636	445	298	10.5	9	14.5	13	2	1	0	0	1,041	646	459.5	311
April	868	509.5	411	263	261.5	133.5	123	75	0	0	2	1	1,129.5	643	536	339
Winter Term	3,608	2,238.5	1,622.5	1,078	290	161.5	161.5	107	2	1	2	1	3,900	2,401	1,786	1,186
May	568.5	315	304	167	381	195	192	88	2	1	4	2	951.5	511	500	257
June	705.5	384	292.5	184	40	21	34	19	4	2	20	12	749.5	407	346.5	215
July	470	255	250	160	10	5	5	3	0	0	0	0	480	260	255	163
August	297.5	165	53	32	2	2	0	0	0	0	0	0	299.5	167	53	32
Spr/Sum	2,041.5	1,119	899.5	543	433	223	231	110	6	3	24	14	2,480.5	1,345	1,154.5	667
TOTAL	8,401.5	5,174.5	3,655.5	2,441	767	427.5	475.5	278	10	6	26	15	9,178.5	5,608	4,157	2,734

Table 4 - Facility Usage - Studios and Ensembles
September 1988 - August 1989

Percentage of Actual Time Used

Month	RDC		NFP				Other					
	B 6 (Hrs)	B 6 (Blks)	A 6 (Hrs)	A 6 (Blks)	B 6 (Hrs)	B 6 (Blks)	A 6 (Hrs)	A 6 (Blks)	B 6 (Hrs)	B 6 (Blks)	A 6 (Hrs)	A 6 (Blks)
September	98.5	97.3	95.7	94.1	1.5	2.7	4.3	5.9	0.0	0.0	0.0	0.0
October	98.1	97.7	93.3	92.9	1.9	2.3	6.7	7.1	0.0	0.0	0.0	0.0
November	98.0	97.2	92.9	92.8	2.0	2.8	7.1	7.2	0.0	0.0	0.0	0.0
December	99.0	98.5	90.9	92.7	0.6	0.9	9.1	7.3	0.4	0.6	0.0	0.0
Fall Term	98.4	97.6	93.2	93.1	1.6	2.3	6.8	6.9	0.1	0.1	0.0	0.0
January	98.8	97.8	96.0	95.0	1.2	2.2	4.0	5.0	0.0	0.0	0.0	0.0
February	99.1	98.8	97.9	97.8	0.9	1.2	2.1	2.2	0.0	0.0	0.0	0.0
March	98.8	98.5	96.8	95.8	1.0	1.4	3.2	4.2	0.2	0.2	0.0	0.0
April	76.8	79.2	76.7	77.6	23.2	20.8	22.9	22.1	0.0	0.0	0.4	0.3
Winter Term	92.5	93.2	90.8	90.9	7.4	6.7	9.0	9.0	0.1	0.0	0.1	0.1
May	59.7	61.6	60.8	65.0	40.0	38.2	38.4	34.2	0.2	0.2	0.8	0.8
June	94.1	94.3	84.4	85.6	5.3	5.2	9.8	8.8	0.5	0.5	5.8	5.6
July	97.9	98.1	98.0	98.2	2.1	1.9	2.0	1.8	0.0	0.0	0.0	0.0
August	99.3	98.8	100.0	100.0	0.7	1.2	0.0	0.0	0.0	0.0	0.0	0.0
Spring/Summer	82.3	83.2	77.9	81.4	17.5	16.6	20.0	16.5	0.2	0.2	2.1	2.1
GRAND TOTAL	91.5	92.3	87.9	89.3	8.4	7.6	11.4	10.2	0.1	0.1	0.6	0.5

Commissioner's Comments

Submitted for Council's information as outlined in the agreement.

"R.J. MCGHEE"
 Mayor

"M.C. DAY"
 City Commissioner

Table 5 - Facility Usage - Studios and Ensembles
September 1988 - August 1989

Percentage of Total Available Time

Month	RDC				NFP				Other			
	B 6 (Hrs)	B 6 (Blks)	A 6 (Hrs)	A 6 (Blks)	B 6 (Hrs)	B 6 (Blks)	A 6 (Hrs)	A 6 (Blks)	B 6 (Hrs)	B 6 (Blks)	A 6 (Hrs)	A 6 (Blks)
September	35.8	48.8	26.9	32.2	0.5	1.3	1.2	2.0	0.0	0.0	0.0	0.0
October	39.4	54.6	34.7	42.5	0.8	1.3	2.5	3.2	0.0	0.0	0.0	0.0
November	47.4	60.8	37.8	45.2	0.9	1.8	2.9	3.5	0.0	0.0	0.0	0.0
December	36.8	45.6	31.7	38.2	0.2	0.4	3.2	3.0	0.1	0.3	0.0	0.0
Fall Term	40.0	52.9	32.9	39.6	0.6	1.3	2.4	2.9	0.0	0.1	0.0	0.0
January	51.5	67.1	43.0	47.7	0.6	1.5	1.8	2.5	0.0	0.0	0.0	0.0
February	46.8	58.5	45.1	51.3	0.4	0.7	1.0	1.1	0.0	0.0	0.0	0.0
March	55.3	68.4	47.8	53.4	0.6	1.0	1.6	2.3	0.1	0.1	0.0	0.0
April	48.2	56.6	45.7	48.7	14.5	14.8	13.7	13.9	0.0	0.0	0.2	0.2
Winter Term	50.5	62.7	45.4	50.3	4.1	4.5	4.5	5.0	0.0	0.0	0.1	0.0
May	30.6	33.9	32.7	29.9	20.5	21.0	20.6	15.8	0.1	0.1	0.4	0.4
June	39.2	42.7	32.5	34.1	2.2	2.	3.8	3.5	0.2	0.2	2.2	2.2
July	25.3	27.4	26.9	28.7	0.5	0.5	0.5	0.5	0.0	0.0	0.0	0.0
August	16.0	17.7	5.7	5.7	0.1	0.2	0.0	0.0	0.0	0.0	0.0	
Spring/Summer	27.7	30.3	24.4	24.5	5.9	6.0	6.3	5.0	0.1	0.1	0.7	0.6
GRAND TOTAL	39.3	48.4	34.1	38.0	3.6	4.0	4.4	4.3	0.0	0.1	0.2	0.2

Total Percentage Total Available Time

Percentage of Unused Time

Month	B 6 (Hrs)	B 6 (Blks)	A 6 (Hrs)	A 6 (Blks)	B 6 (Hrs)	B 6 (Blks)	A 6 (Hrs)	A 6 (Blks)
September	36.3	50.1	28.1	34.3	63.7	49.9	71.9	65.7
October	40.2	55.9	37.2	45.7	59.8	44.1	62.8	54.3
November	48.4	62.6	40.7	48.7	51.6	37.4	59.3	51.3
December	37.1	46.3	34.9	41.2	62.9	53.7	65.1	58.8
Fall Term	40.7	54.2	35.3	42.6	59.3	45.8	64.7	57.4
January	52.1	68.6	44.8	50.2	47.9	31.4	55.2	49.8
February	47.3	59.2	46.0	52.5	52.7	40.8	54.0	47.5
March	56.0	69.5	49.4	55.7	44.0	30.5	50.6	44.3
April	62.8	71.4	59.6	62.8	37.3	28.6	40.4	37.2
Winter Term	54.6	67.3	50.0	55.4	45.4	32.7	50.0	44.6
May	51.2	54.9	53.8	46.1	48.8	45.1	46.2	53.9
June	41.6	45.2	38.5	39.8	58.4	54.8	61.5	60.2
July	25.8	28.0	27.4	29.2	74.2	72.0	72.6	70.8
August	16.1	18.0	5.7	5.7	83.9	82.0	94.3	94.3
Spring/Summer	33.6	36.4	31.3	30.1	66.4	63.6	68.7	69.9
GRAND TOTAL	42.9	52.4	38.8	42.5	57.1	47.6	61.2	57.5

DATE: May 16, 1990

TO: College Fine Arts Advisory Committee
c/o Mr. Ted Isenor, Chairperson

FROM: City Clerk

RE: ANNUAL REPORT OF THE COLLEGE FINE ARTS ADVISORY COMMITTEE

I would advise that the Annual Report for the Arts Centre for the year September 1, 1988 to August 31, 1989 as presented by the Committee was considered at the Council meeting of May 14, 1990. The aforesaid report was accepted by Council and agreed that same be filed.

We thank you for your report in this instance.



C. SEVCIK
City Clerk

CS/jt

c.c. Director of Community Services

NO. 9

Charles Segar
 27 Ellis Street
 Red Deer, Alberta
 (343-6046)
 April 18, 1990

His Worship Mayor McGhee
 and Council Members
 City of Red Deer
 Red Deer, Alberta

THE CITY OF RED DEER
 CLERK'S DEPARTMENT

RECEIVED	
TIME	11: am
DATE	April 19/90
BY	SP.

Re: Relocation of Mailbox

In writing this letter I would like to request the support and assistance of City Council in my endeavour to have a community mailbox relocated by Canada Post Corporation.

I was under the impression after various promises of help and correspondence from a number of City Hall departments, as well as from the office of the Mayor, that this problem site location had been resolved. And that, a slab placed on the City's boulevard adjacent to my property which was invading my privacy would be removed. It now appears, after phoning the Canada Post departments in both Calgary and Edmonton responsible for the placement of community mailboxes, that the situation remains the same. Mr. Tom Parlee of Canada Post informed us that the slab is not being relocated because his department has not been given an alternative site by City Hall. Once again, it sounds like the same old runaround, passing the onus to someone else with no intention on behalf of Canada Post Corporation to put aside their arrogant attitude and resolve this problem.

I would like to voice some of my objections to the original site location which Canada Post states was granted by the authorizing department of City Hall.

Firstly, it is located against my fence directly overlooking my patio.

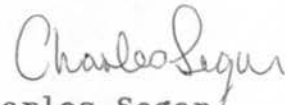
Secondly, my privacy is impaired owing to people collecting mail at all times - day and night, including the early hours of the morning, slamming car doors which at times disturbs my sleep.

And finally, it is, in my opinion, a bad location owing to the fact that my single garage driveway would become blocked at times with people picking up their mail. I, also, consider the location a traffic safety hazard as it is extremely close, not only to my driveway, but also, to a back lane and parked vehicles on Evans Avenue.

As a solution I submit a more ideal location would be to extend the community box now located in the small centre island. Unfortunately, in the eyes of Canada Post Corporation, this location would necessitate fifteen people, myself included, to change their postal code. I have no objection to changing my postal code and, after surveying most other neighbours who would use this mailbox, have found they would have no objection either.

In closing, I hope a resolution can be found to clear up this ongoing problem by having this community mailbox site relocated, and hope I can count on the support of the various Red Deer City Hall departments to achieve this.

Yours truly,

A handwritten signature in cursive script that reads "Charles Segar".

Charles Segar

CS/ms

B. Jeffers

071-090

660-069

SEP 25 1989

September 21, 1989

Canada Post Corporation
 Delivery Services
 1200, 10020 - 101A Avenue
 Edmonton, Alberta
 T5J 4J4

Attention: Mr. Tom Parlee
 Manager Delivery Services

Dear Mr. Parlee:

RE: COMMUNITY MAILBOX LOCATION
27 ELLIS STREET, RED DEER

Mr. and Mrs. Charles Segar of the above address have appealed to our office for assistance to have you reconsider the siting of the Community Mailbox next to their property.

We have reviewed various correspondence with the Red Deer Regional Planning Commission and with the developer. We also note in your information that one of the sites noted is 31 Ellis Street and there is no reference to a site for 27 Ellis Street.

In your letter of September 13, 1989 to Mr. Segar you indicate that you have fulfilled your responsibility of notifying the land owners, the latest being in June 1989 but to the show home salesperson. The developer or the salesperson cannot contemplate the reaction of the ultimate land owner nor can they contemplate how the landowner may eventually develop his lot, such as landscaping, construction of a garage etc. The landowner should have freedom to do this.

For your information I have inspected the site and I am familiar with the surrounding area. If you had purchased this lot I am sure that you would have the same concerns as Mr. and Mrs. Segar.

.... /2

BCJ	✓	NPA	✓
KGH	✓	SS	✓
TCW	✓	DPG	✓
PEG	✓	DOC	✓
CYL	✓	SS	✓
GD	✓	PC	✓
BW	BW	FW	✓
EMG			

Canada Post Corporation
Page 2
September 21, 1989

Mr. Segar has indicated a property owner in the area has stated that he would not have concerns about a Mailbox being located next to his property. We also note a site immediately south of the one under dispute.

We would respectfully request that you reconsider your decision and accommodate the service by enlarging another site, or relocation in the area.

Sincerely,

R.J. McGHEE
Mayor

RJM/BD

bcc: Mr. and Mrs. Charles Segar
27 Ellis Street
Red Deer, Alberta
T4R 2C8

c.c. D. Rouhi
B. Jeffers

071-099
660-069

November 1, 1989

Canada Post Corporation
Delivery Services
1200-10020-101 A Avenue
EDMONTON, ALBERTA
T5J 4J4

Attention: Mr. Tom Parlee
Manager Delivery Services

Dear Mr. Parlee:

RE: COMMUNITY MAILBOX LOCATION
27 ELLIS STREET, RED DEER

Further to my letter of September 21, 1989, we note that a reply has not been received. A recent meeting with City staff and Mr. Charles Segar confirms that little action has occurred on the part of Canada Post in relocating this mailbox.

As I indicated in my previous letter, we believe enlarging another site or relocating to another area is possible and specifically requested in this instance.

Attention to this matter at your earliest convenience would be appreciated.

Sincerely,

original signed by

R. J. McGhee
Mayor

KGH/emg

c.c. Mr. D. Rouhi, Red Deer Planning Commission
c.c. Mr. B. Jeffers, Director of Engineering Services
b.c.c. Mr. C. Segar, 27 Ellis Street, Red Deer

660-069
071-099

DATE: April 27, 1990
TO: City Clerk
FROM: Engineering Department Manager
RE: MAILBOX RELOCATION - EASTVIEW ESTATES
MR. SEGAR

It is our understanding that proposed subdivision plans are sent to Canada Post for mailbox locations, from the Land and Tax Department in case of a City owned subdivision and from the Planning Commission in the case of a privately owned subdivision.

Canada Post locates the individual sites on the plan according to their design criteria and returns the plans to either the Land and Tax Department or the Planning Commission. The Engineering Department is not involved in site selection, but provides comments through normal circulation procedures to either the Land and Tax Department or the Planning Commission, with regard to utility conflicts, visibility problems, etc.

The Land and Tax Department provides the approved locations on the land sale brochures, and in the case of privately owned subdivisions the developer has the responsibility to inform lot/home purchasers.

Canada Post is responsible for the construction, maintenance, and any liability for damage or injury resulting from the super mailbox installation. It was MPC's opinion that Canada Post does not require a permit to install super mailboxes as they are a Federal Agency and responsible for their own actions.

In the case of emergency repairs to City utilities, Canada Post will temporarily relocate the site within 48 hours or if immediate action is required the City can temporarily relocate and so advise Canada Post as soon as possible by phoning:

1. Mr. Tom Parke, (403) 420-4896 (office hours)
2. Mr. John Pastor, (403) 420-4598 (24 hours)

With regard to Mr. Segar's complaint, we have previously met with Mr. Segar and the Mayor to see if the site in question could be relocated. Attached are copies of previous correspondence. No response, to our knowledge, has been received from Canada Post.

City Clerk
Page 2
April 27, 1990

Our latest meeting with Mr. Segar was April 11, 1990, at which time we located the existing concrete pad and existing two temporary mailboxes according to the attached sketch. As Council will see, the boxes are now located between a City laneway and Mr. Segar's garage driveway. Vehicles stopped near the mailboxes are either blocking Mr. Segar's driveway or the City's laneway. The concrete pad remains and is not being used.

Due to the safety and nuisance problem regarding sight distances and blocked driveways, we support relocation to another area. It has been suggested by Mr. Segar that the relocation occur immediately south of the City's laneway or to a central park area in England Crescent. We are unable to determine if Mr. Segar is the original owner and/or if he was adequately informed by the developer (Melcor Developments Ltd.) regarding the original concrete pad location. This may be a location where the mailboxes were installed after the lot development took place. Apparently Canada Post is reluctant to change anything, as they are facing similar problems elsewhere in the City and a change in location in this instance would result in changing postal codes for some residents.

This report is submitted for the information of Council

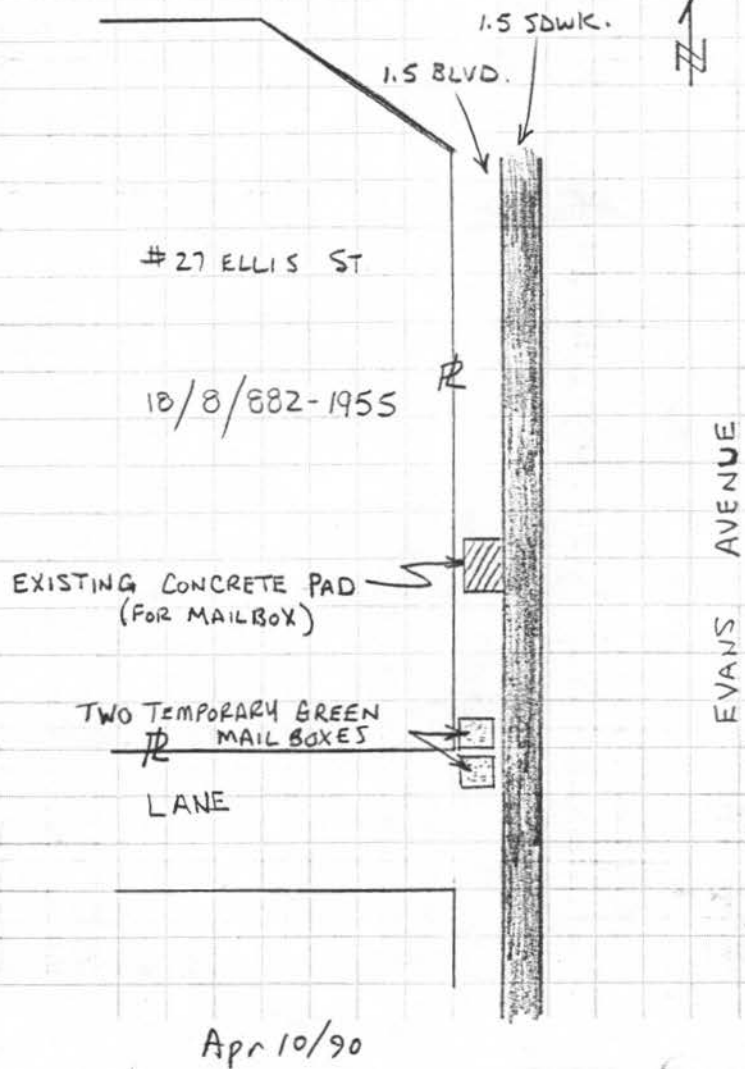


Ken G. Haslop, P. Eng.
Engineering Department Manager

KGH/emg
Att.

c.c. Director of Community Services
c.c. By-laws and Inspections Manager
c.c. City Assessor
c.c. Parks Manager
c.c. Urban Planning Section Manager

ELLIS STREET.



DATE: May 8, 1990
TO: City Clerk
FROM: City Assessor
RE: RELOCATION OF MAIL BOX - 27 ELLIS STREET

The procedure of locating super mail boxes in new residential areas is outlined in the Red Deer Regional Planning Commission's comments, and we are in agreement with these comments.

The Land and Tax Department forwards proposed plans of City developed subdivisions for review by the Postal Service as to locations, and the Planning Commission forwards plans of privately developed subdivisions.

The Postal Service selects the locations of the mail boxes, and it is their responsibility to notify the developers (City and private) of the locations.

The City places the locations in the sales brochures for new subdivisions so prospective purchasers are aware of these locations.

We are not familiar with the private developers' procedure of communicating these locations to their purchasers.

Mr. Segar's lot is in Eastview Estates which is a privately developed subdivision (Melcor Developments Ltd.), and we are unable to determine if he was adequately informed of this proposed location.

We are not aware of Canada Post contacting the City Departments or responding to the office of the Mayor on an alternative site for this mail box.

We agree with Mr. Segar in that the present location of the super mail box concrete pad will create safety and nuisance problems once the mail box is located on the pad, and we support relocation to another site.

Submitted for Council's information.



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

AK/WFL/ngl

c.c. Director of Engineering Services
Senior Planner



RED DEER REGIONAL PLANNING COMMISSION

2830 BREMNER AVENUE; RED DEER, ALBERTA, CANADA T4R 1M9

DIRECTOR: W. G. A. Shaw, A.C.P., M.C.I.P.

Telephone: (403) 343-3394

Fax: (403) 346-1570

May 2, 1990

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

Dear Sir:

Re: Relocation of Mailbox - Eastview Estates

The following outlines the procedure regarding the supermailboxes selection which has been followed in the past.

- 1 - The plan of subdivisions are forwarded to the Post Office indicating the plans have been approved. The City Land Department send the plans of City owned land and the Planning Commission forward the private subdivisions.
- 2 - The Post Office selects the sites, based on their criteria, and send the plans to the City to see if the City has any objection, such as, affecting traffic signs, underground utilities or blocking bus stops, etc.
- 3 - The site selections are then accepted or modified by the City and sent back to the Post Office.
- 4 - The Post Office finalize their selection and notify the developer of the subdivisions. In the case of a city subdivision, it is sent to the City and the private ones are forwarded to the developer, e.g. Melcor Developments.
- 5 - The private developer is expected to mark the location of the supermailboxes on the plan and inform the prospective buyers of these locations.

At this time, we are not sure that points 4 and 5 have been followed by the Post Office and the developers.

/2

MUNICIPALITIES WITHIN COMMISSION AREA

CITY OF RED DEER—TOWN OF BLACKFALDS—TOWN OF BOWDEN—TOWN OF CARSTAIRS—TOWN OF CASTOR—TOWN OF CORONATION—TOWN OF DIDSBURO—TOWN OF ECKVILLE—TOWN OF INNISFAIR—TOWN OF LACOMBE—TOWN OF OLDS—TOWN OF PENHOLD—TOWN OF ROCKY MOUNTAIN HOUSE—TOWN OF STETTTLER—TOWN OF SUNDRE—TOWN OF SYLVAN LAKE—VILLAGE OF ALIX—VILLAGE OF BENTLEY—VILLAGE OF BIG VALLEY—VILLAGE OF BOTHA—VILLAGE OF CAROLINE—VILLAGE OF CLIVE—VILLAGE OF CREMONA—VILLAGE OF DELBURN—VILLAGE OF DONALD—VILLAGE OF ELMORA—VILLAGE OF GADSBY—VILLAGE OF HALKIRK—VILLAGE OF MIRROR—SUMMER VILLAGE OF BIRCHCLIFF—SUMMER VILLAGE OF GULL LAKE—SUMMER VILLAGE OF HALF MOON BAY—SUMMER VILLAGE OF NORGLENWOLD—SUMMER VILLAGE OF ROCHON SANDS—SUMMER VILLAGE OF WHITE SANDS—SUMMER VILLAGE OF JARVIS BAY—COUNTY OF LACOMBE No. 14—COUNTY OF MOUNTAIN VIEW No. 17—COUNTY OF PAINTEARTH No. 18—COUNTY OF RED DEER No. 23—COUNTY OF STETTTLER No. 6—MUNICIPAL DISTRICT OF CLEARWATER No. 99

C. Sevcik, City Clerk

Re: Relocation of Mailbox - Eastview Estates

Pg. 2

As mentioned previously, the City of Red Deer or the Red Deer Regional Planning Commission do not select the locations of supermailboxes, but they are consulted after the selection to see if problems may occur regarding the City's operation. It is the responsibility of the Post Office to inform the developer and in turn the developer is to inform the lot buyers, in advance, of these locations.

In the case of Mr. Segar, it is not clear whether the developer informed him of the location, or if it was never mentioned to him.

There is a concrete pad, poured by the Post Office, on the side of Mr. Segar's property, but no boxes have been installed. Mr. Segar would prefer to see the location moved to a small park to the south. However, this may not be acceptable to the Post Office as it may require postal code changes. The other solution may be a location about 5 meters to the north which would not interfere with the patio and driveway but still allow a few cars to park on that side to pick up their mail.

Your truly,



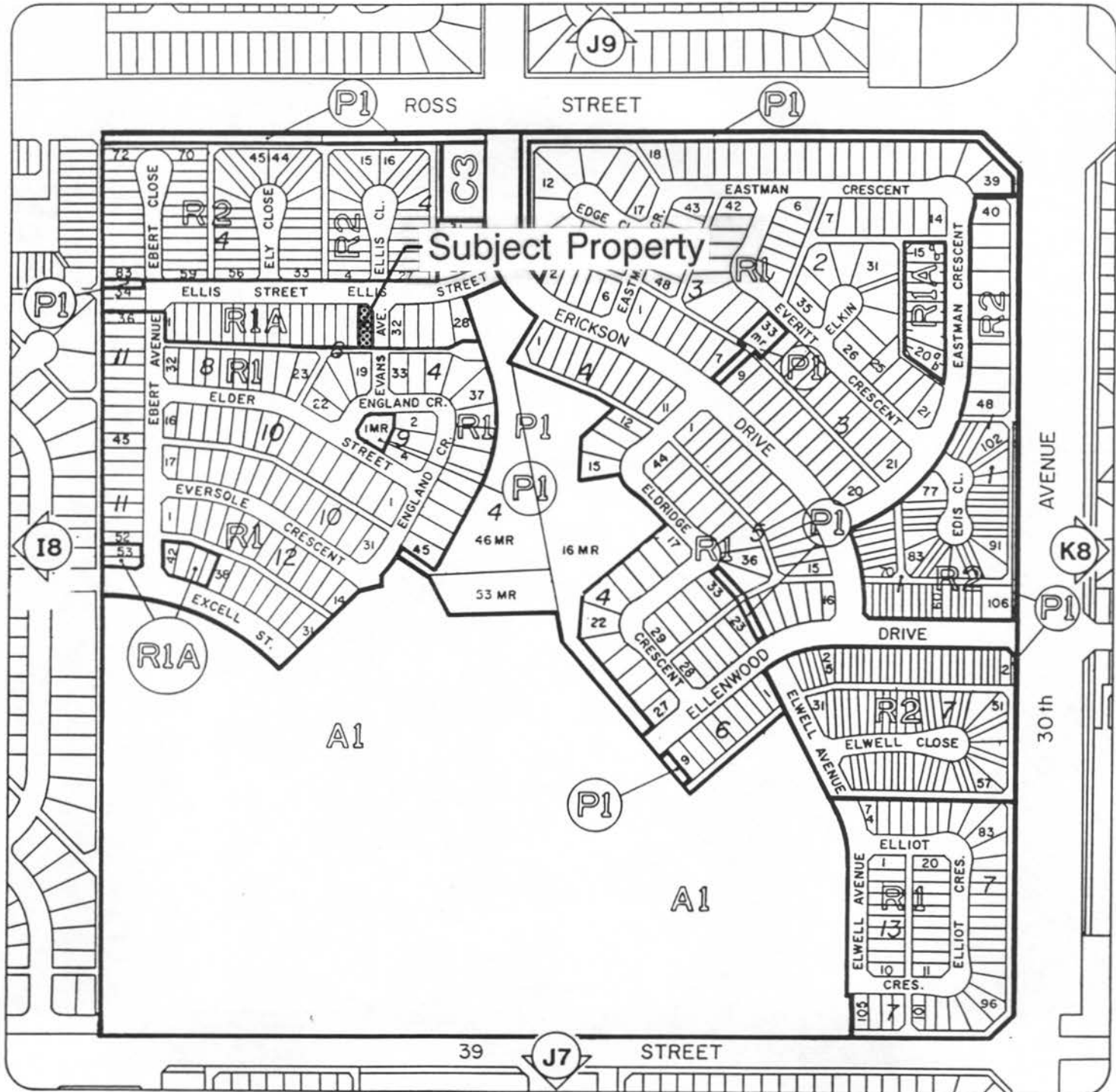
D. Rouhi, MCIP
SENIOR PLANNER
DR/cc

- c.c. - C. Curtis, Director of Community Services
- B. Jeffers, Director of Engineering Services
- Al Knight, City Assessor

City of Red Deer --- Land Use Bylaw

Land Use Districts

J8



Revisions :

2672/A-81 (4/8/81)	2672/G-89 (15/05/89)
2672/T-82 (17/1/83)	2672/E-90 (19/03/90)
2672/A-84 (20/2/84)	
2672/U-86 (12/1/87)	
2672/E-87 (04/05/87)	
2672/M-87 (15/06/87)	
2672/N-87 (15/06/87)	
2672/X-87 (05/10/87)	

CS-2.764

DATE: May 2, 1990

TO: CHARLIE SEVCIK
City Clerk

FROM: LOWELL HODGSON
A/Director of Community Services

RE: RELOCATION OF MAILBOX
Your memo dated April 19, 1990 refers.

I have discussed the letter of Charles Segar with the Parks Manager, and he has visited the site in question. We would support the request to relocate these mailboxes if they are placed directly adjacent to those which now exist to the south.



LOWELL R. HODGSON

LRH:dmg

c. Don Batchelor, Parks Manager

Commissioner's Comments

As shown in the attached, there have been discussions with postal authorities. Two alternate locations have been suggested, one next to the lane and the other to the park immediately south. We would have no objections and as I understand Mr. Segar would have less objections if the location next to the lane was used. Although this site may cause some minor inconvenience as far as traffic movements in the lane are concerned, we would think these would be insignificant. We would request Council support either of these two alternate locations and convey this to the Postal Authorities with preference for the park location.

"R.J. MCGHEE"

Mayor

"M.C. DAY"

City Commissioner

DATE April 19, 1990

TO:

<input checked="" type="checkbox"/>	DIRECTOR OF COMMUNITY SERVICES
<input checked="" type="checkbox"/>	DIRECTOR OF ENGINEERING SERVICES
<input type="checkbox"/>	DIRECTOR OF FINANCIAL SERVICES
<input checked="" type="checkbox"/>	BYLAWS & INSPECTIONS MANAGER
<input checked="" type="checkbox"/>	CITY ASSESSOR
<input type="checkbox"/>	COMPUTER SERVICES MANAGER
<input type="checkbox"/>	ECONOMIC DEVELOPMENT MANAGER
<input type="checkbox"/>	E.L. & P. MANAGER
<input type="checkbox"/>	ENGINEERING DEPARTMENT MANAGER
<input type="checkbox"/>	FIRE CHIEF
<input checked="" type="checkbox"/>	PARKS MANAGER
<input type="checkbox"/>	PERSONNEL MANAGER
<input type="checkbox"/>	PUBLIC WORKS MANAGER
<input type="checkbox"/>	R.C.M.P. INSPECTOR
<input type="checkbox"/>	RECREATION & CULTURE MANAGER
<input type="checkbox"/>	SOCIAL PLANNING MANAGER
<input type="checkbox"/>	TRANSIT MANAGER
<input type="checkbox"/>	TREASURY SERVICES MANAGER
<input checked="" type="checkbox"/>	URBAN PLANNING SECTION MANAGER
<input type="checkbox"/>	

FROM: CITY CLERK

RE: RELOCATION OF MAIL BOX

Please submit comments on the attached to this office by May 7/90
_____ for the Council Agenda of May 14/90.


C. SEVCIK
City Clerk



THE CITY OF RED DEER

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

City Clerk's Department 342-8132

April 20, 1990

Mr. Charles Segar
27 Ellis Street
Red Deer, Alta.

Dear Sir:

RE: RELOCATION OF MAILBOX

Thank you for your letter in regard to the above, and we would advise that this matter will be presented to Red Deer City Council at its meeting on May 14, 1990.

Please call this office on Friday prior to the said meeting to determine a suitable time, in the event you wish to be present.

Trust you will find this satisfactory.

Sincerely,

C. Sevcik
City Clerk

/ds



*a delight
to discover!*

DATE: April 20, 1990

FILE NO.

TO: City Clerk

FROM: Bylaws and Inspections Manager

RE: **RELOCATION OF MAIL BOX**

In response to your memo of April 19, 1990, we wish to advise that this department has no comments to make with regard to the above referenced subject, at this time.

Yours truly,

A handwritten signature in dark ink, appearing to read 'R. Strader', with a stylized, cursive script.

R. Strader
Bylaws and Inspections Manager
BUILDING INSPECTION DEPARTMENT

RS/vs

**THE CITY OF RED DEER**

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

City Clerk's Department 342-8132

May 16, 1990

Canada Post Corporation
Delivery Services
1200 - 10020 - 101 A Avenue
EDMONTON, Alberta
T5J 4J4

Attention: Mr. Tom Parlee
Manager, Delivery Services

Dear Sir:

RE: COMMUNITY MAILBOX LOCATION - 27 ELLIS STREET, RED DEER

I am enclosing herewith correspondence and administrative comment which appeared on the Council agenda on May 14, 1990 pertaining to a community mailbox located adjacent to 27 Ellis Street, Red Deer. The matter was submitted to Council of The City of Red Deer to obtain Council's assistance in this matter.

"RESOLVED that Council of The City of Red Deer, having considered correspondence from Charles Segar re: Relocation of Mailbox, and having considered the two alternate locations suggested, one next to the lane and the other to the park immediately south, hereby supports either of these two alternate locations and directs that this be conveyed to the postal authorities, with preference to the parks location, and as recommended to Council May 14, 1990 by the Commissioners."

As noted in the resolution, Council supports two alternate locations to that which is proposed by Canada Post Corporation, with specific preference to the park location (see attached plan). It is our understanding that there already is a community mailbox located in the park suggested and this would appear to be an ideal location. It is appreciated that the postal code will have to be changed for some of the residents but it would appear from the information submitted to Council that most of the residents affected would have no objection to the change.

Mr. Tom Parlee
Canada Post Corporation
Page 2
May 16, 1990

The decision of Council in this instance is submitted for your information and appropriate action. We thank you for your co-operation in this matter. If you have any questions, please do not hesitate to contact the undersigned.

Sincerely,



C. SEVCIK
City Clerk

CS/jt

Enc.

c.c. City Commissioners
Engineering Department Manager
City Assessor
Senior Planner
Director of Community Services

b.c.c. Mr. Charles Segar
27 Ellis Street
RED DEER, Alberta
T4R 2C8



THE CITY OF RED DEER

P. O. BOX 5008, RED DEER, ALBERTA T4N 3T4 FAX: (403) 346-6196

September 10, 1990

Canada Post Corporation Delivery Services
1200 - 10020 - 101A Avenue
Edmonton, Alberta
T5J 4J4

Attention: Mr. Tom Parlee, Manager, Delivery Services

Dear Sir:

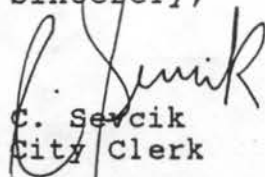
RE: COMMUNITY MAILBOX LOCATION - 27 ELLIS STREET, RED DEER, ALTA.

You will recall that under cover of a letter dated May 16, 1990, I corresponded with your office pertaining to the above matter following a Council decision on May 14, 1990. Initially, Canada Post Corporation was going to locate the mailbox adjacent to 27 Ellis Crescent and to this end, a concrete slab was constructed in the boulevard. Council at its meeting referred to above suggested two alternate locations, the preferred being to the park location.

I recently received a phone call from Mrs. Segar of 27 Ellis Street who has indicated that the concrete slab is still located in the boulevard and has requested the removal of same. As it is my understanding that Canada Post Corporation will not be locating the mailbox on the concrete slab in question, we would request that same be removed at your earliest possible convenience and that the boulevard be restored to its former condition.

Trusting you will find this satisfactory and that you will attend to this matter at your earliest convenience. If you have any questions, please do not hesitate to contact the undersigned.

Sincerely,



C. Sevcik
City Clerk

CS/ds

c.c. Mrs. Charles Segar
Parks Manager, D. Batchelor
Sr. Planner, D. Rouhi
Dir. of Engineering Services, B. Jeffers



RED DEER

*a delight
to discover!*

**THE CITY OF RED DEER**

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

City Clerk's Department 342-8132

May 16, 1990

Canada Post Corporation
Delivery Services
1200 - 10020 - 101 A Avenue
EDMONTON, Alberta
T5J 4J4

Attention: Mr. Tom Parlee
Manager, Delivery Services

Dear Sir:

RE: COMMUNITY MAILBOX LOCATION - 27 ELLIS STREET, RED DEER

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... Corporation
Page 2
May 16, 1990

The decision of Council in this instance is submitted for your information and appropriate action. We thank you for your co-operation in this matter. If you have any questions, please do not hesitate to contact the undersigned.

Sincerely,



C. SEVCIK
City Clerk

CS/jt

Enc.

c.c. City Commissioners
Engineering Department Manager
City Assessor
Senior Planner
Director of Community Services

b.c.c. Mr. Charles Segar
27 Ellis Street
RED DEER, Alberta
T4R 2C8

Rick Holdings Ltd.

NO. 10

66 - 3rd Street S.W., Medicine Hat, Alberta, T1A 4C3
Phone 526-5360 Fax 403-529-6849

May 1, 1990

City of Red Deer
4914 - 48th Ave
Box 5008
Red Deer, Alberta
T4N 3T4

THE CITY OF RED DEER	
CLERK'S DEPARTMENT	
RECEIVED	
TIME	11:50 am
DATE	May 2/90
BY	C.D.

ATTENTION: MAYOR & COUNCIL
C/O City Clerk

RE: Proposed Development
Lot 10. Block 14, Plan 812 3230

Further to my discussion with Mr. Sevcik please find attached our preliminary site plan indicating the complete development proposed for our property in Red Deer.

As you know the Turbo Gas Bar portion of the site was specially approved last year and now we can confirm what we propose to do with the balance of the property.

We have a conditional agreement with Goodyear Canada Inc. to provide a building with 4800 sq. ft. of floor space including six service bays, showroom and storage areas. The intended use of this facility will be the sales, service and repair of tires plus other general motor vehicle repairs.

Adjacent to this we have approximately 4000 sq. ft. of CRU space which we intend to lease out as retail or light commercial.

I understand the use of this property is zoned direct control and we would sincerely appreciate the City allowing this to be rezoned as C4 typical to the property adjacent to us on the East side. Alternately if the Cities permission would be faster, perhaps the development proposed could be approved as we have indicated.

Our architect Mr. David Hamilton from GMH Architects Edmonton will provide the proper site development plans and make the development application accordingly once we have your permission for the rezoning.

Please call to advise if it will be necessary for a representative from our company to be present at the council meeting dealing with this application.

Yours Truly,

A handwritten signature in cursive script, appearing to read "Kim Donais".

Kim Donais
Director of Development

KD/jo


ENCLOS:

cc: David Hamilton

DATE: May 8, 1990
TO: City Clerk
FROM: Engineering Department Manager
RE: RICK HOLDINGS LTD. DEVELOPMENT
LOT 10, BLOCK 14, PLAN 812-3230
6195 GRAHAM DRIVE

The Engineering Department has the following comments regarding the proposed development of the above noted site:

1. The Turbo Gas Bar portion of the development was approved subject to accesses to 67 Street for Turbo's operation being provided on both Lot 10 and on the adjacent ALCB's Lot 9. To date, satisfactory arrangements and payments have not been made for the ALCB access. The accesses to Lot 10, as shown on the attached Exhibit A, are satisfactory.
2. The developer will also be required to make satisfactory arrangements for, and to apply for services and curb crossings on both Graham Drive and 67 Street.
3. The comments of our attached memo of August 17, 1989, to the By-laws and Inspections Manager, will apply to this development.
4. We have no objections to the proposed use of the site or the proposed zoning change.


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

NPA/emg
Att.

c.c. Director of Community Services
c.c. By-laws and Inspections Manager
c.c. City Assessor
c.c. Economic Development Manager
c.c. E. L. & P. Manager
c.c. Fire Chief
c.c. RCMP Inspector
c.c. Urban Planning Sections Manager

GRAHAM DRIVE

NORTH

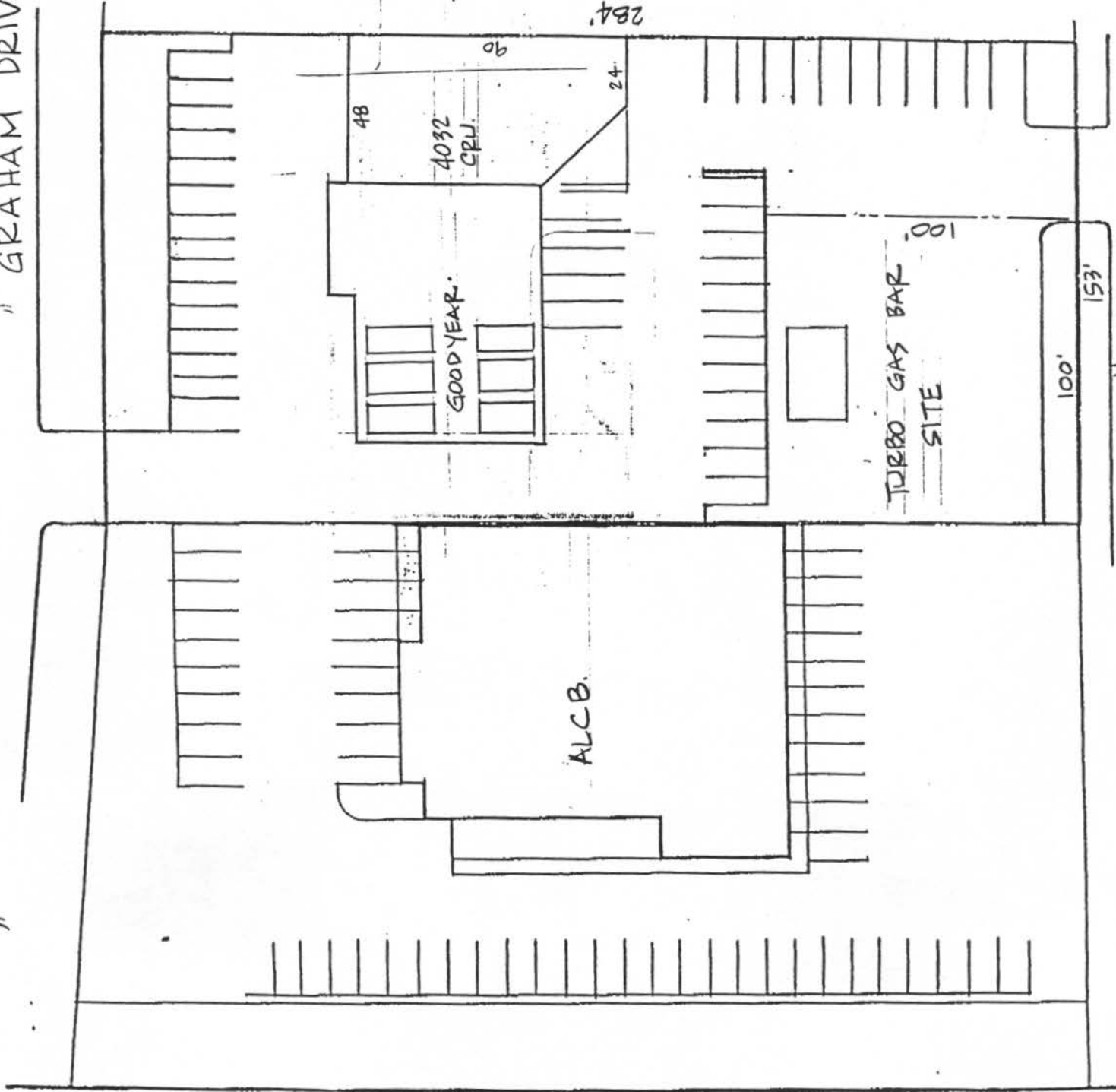
RICK HOLDINGS LTD.
66 - 3RD STREET S.W.
MEDICINE HAT, ALBERTA T1A 4C3

PROPOSED SITE PLAN
MARCH 16/90

RED DEER ALBERTA

LOT 10, BLOCK 14
PLAN 8123230

148
EXHIBIT "A"



67th ST.

100-0651

DATE: August 17, 1989
TO: By-laws and Inspections Manager
FROM: Engineering Department Manager
RE: PROPOSED COMMERCIAL DEVELOPMENT
HERITAGE BUSINESS PARK - 67 STREET
TEMPLAR DEVELOPMENT GROUP INC.
LOT 10, BLOCK 14, PLAN 812-3230

*faxed to
Don McCaughey
- Templar Dev
8/18/23
RA.*

The Engineering Department has reviewed the above noted proposed development, and has the following comments:

1. This Department has no objection to the proposed development.
2. Off-site levies have been paid through a previous Development Agreement.
3. The property has not been preserviced. The Developer must apply and pay for storm sewer, sanitary sewer, and water services. The utility mains are located in Graham Drive. Service locations are subject to the approval of the Engineering Department.
4. A sanitary inspection manhole will be required, either on-site by the Developer at the termination of the City's portion of the service at the easement line, or installed by the City at cost to the Developer. A grease, oil, and sand interceptor (sump) will be required on-site on the sanitary service.
5. Storm sewer catch basins must be provided on-site for surface drainage and a manhole, installed by the City at cost to the Developer, will be required at the storm service connection to the main.
6. The water service to the property and on property must be copper.
7. Roof water leads (downspouts) must be directed to splash pads at ground elevation. No direct connection of roof leads will be permitted to the storm sewer.
8. The Developer will be required to apply and pay for properly constructed sidewalk crossings. Driveway locations and size are subject to the approval of the Engineering Department.

By-laws and Inspections Manager

Page 2

August 17, 1989

File: 100-065I

9. The Developer should note that the Building Permit will not be released by the Engineering Department until applications have been completed for the utility services and driveway crossings.
10. Presently there is no developed area south of the ALCB structure. An indication of the intent and responsibility to pave and landscape this area should be clarified prior to a Development Permit being issued.
11. No median opening will be allowed on 67 Street; therefore, the vehicle turning movements will be right-in and right-out only.
12. Access to 67 Street will be subject to payment of a proportionate share of the cost, including the ALCB site, of the auxiliary lane construction adjacent to 67 Street.
13. An Licence to Occupy Agreement, including indemnity clauses, will be required to cross the municipal reserve on 67 Street.
16. An Indemnity Agreement will be required for any paving or concrete work over easements.
17. No trees are to be planted in the utility easements. Small shrubs and bushes would be permitted at the risk of the Developer.



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

BW/emg

c.c. Electric, Light & Power Manager
c.c. Development Coordinator
c.c. Public Works Manager
c.c. Engineering Services Clerks



RED DEER
REGIONAL PLANNING COMMISSION

151

2830 BREMNER AVENUE, RED DEER,
ALBERTA, CANADA T4R 1M9

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

Telephone: (403) 343-3394
Fax: (403) 346-1570

May 7, 1990

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

Dear Sir:

Re: Lot 10, Block 14, Plan 812 3230
City of Red Deer

The site of the proposed development is located north of 67 Street and east of the Alberta Liquor Board Store. It has a frontage of 46.70 m (153.21 ft.) with an area of 0.404 ha (1 acre). The is designated as Direct Control DC(2) with special use table for each site. Under DC(2) the uses permitted for this site are warehousing and distribution of commodities.

A few months ago, City Council granted permission for the establishment of a gas bar on part of this site. The applicant wishes to use the back portion towards Graham Drive for a Goodyear Tire Centre with additional 370 square meter of commercial rental space. They also indicated that a video rental outlet has shown interest in renting that space.

It should be noted that the area to the east is designated as C4 and further to the west is the location of Food City Superstore.

The proposed uses described, such as a gas bar, Good Year Tire and video store, fit the C4 designation and are not out of line with the uses approved in this area.

We are recommending the site be designated to C4 and the building appearance is to have a high quality standard being along one of the City's major thoroughfares.

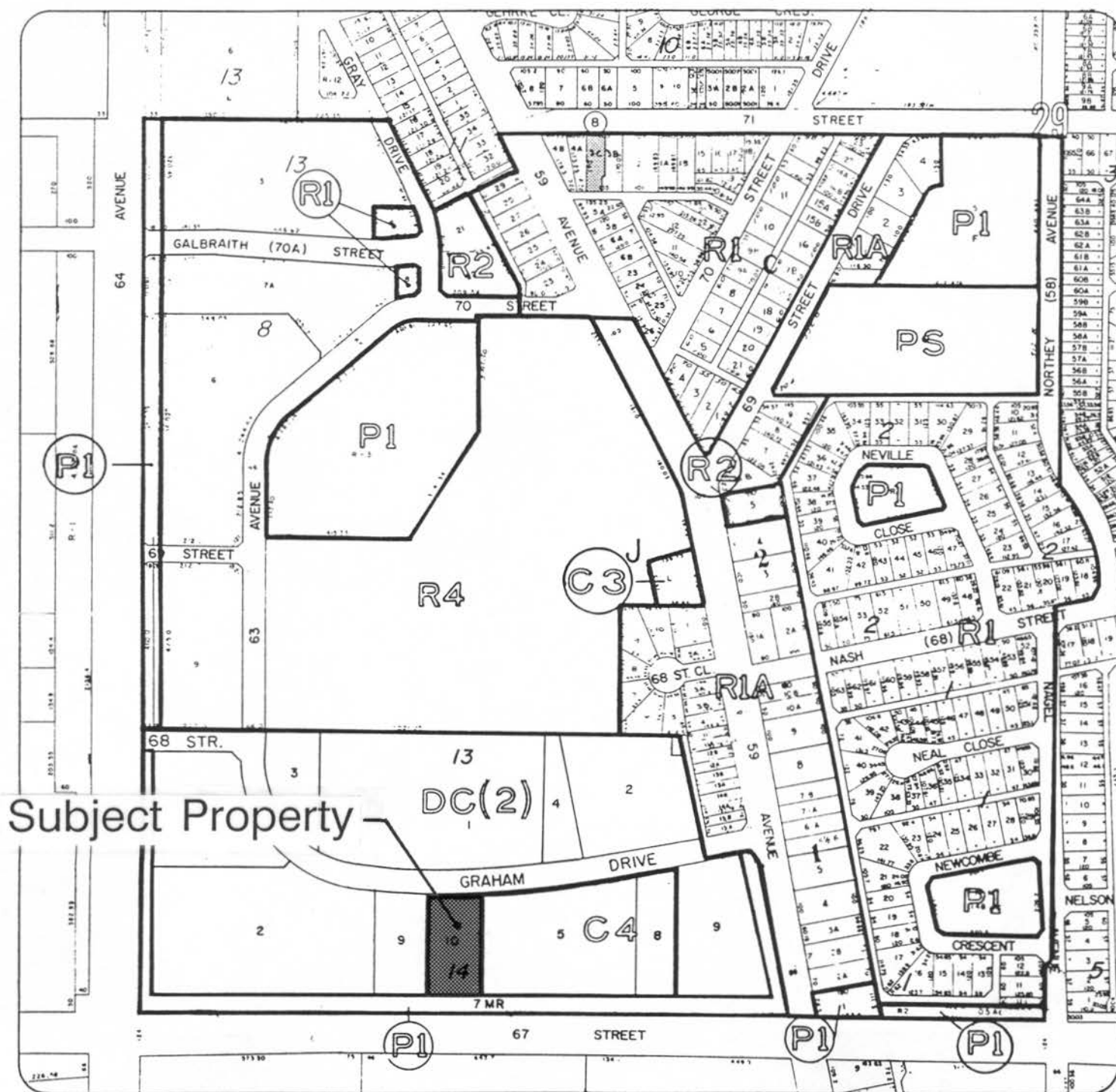
Yours truly,

D. Rouhi, MCIP
SENIOR PLANNER

/2

MUNICIPALITIES WITHIN COMMISSION AREA

CITY OF RED DEER • MUNICIPAL DISTRICT OF CLEARWATER No. 99 • COUNTY OF STETTLETT No. 6 • COUNTY OF LACOMBE No. 14 • COUNTY OF MOUNTAIN VIEW No. 17 • COUNTY OF
PAINTERTON No. 18 • COUNTY OF RED DEER No. 23 • TOWN OF BLACKFALDS • TOWN OF BOWDEN • TOWN OF CARSTAIRS • TOWN OF CASTOR • TOWN OF CORONATION • TOWN OF
DIDSBURY • TOWN OF ECKVILLE • TOWN OF INNISFAIR • TOWN OF LACOMBE • TOWN OF OLDS • TOWN OF PENHOLD • TOWN OF ROCKY MOUNTAIN HOUSE • TOWN OF STETTLETT
TOWN OF SUNDRE • TOWN OF SYLVAN LAKE • VILLAGE OF ALIX • VILLAGE OF BENTLEY • VILLAGE OF BIG VALLEY • VILLAGE OF BOTHA • VILLAGE OF CAROLINE • VILLAGE OF CLIVE
VILLAGE OF CREMONA • VILLAGE OF DELBURNE • VILLAGE OF DONALDA • VILLAGE OF ELMORA • VILLAGE OF GADSBY • VILLAGE OF HALKIRK • VILLAGE OF MIRROR • SUMMER VILLAGE
OF BIRCHCLIFF • SUMMER VILLAGE OF GULL LAKE • SUMMER VILLAGE OF HALF MOON BAY • SUMMER VILLAGE OF JARVIS BAY • SUMMER VILLAGE OF NORGLANDWOLD
SUMMER VILLAGE OF ROCHON SANDS • SUMMER VILLAGE OF WHITE SANDS



Revisions :

2672/D-80 (15/9/80)
2588/K-80 (18/8/80)
2672/N-81 (22/6/81)
2672/DD-89 (11/12/89)



Royal
Canadian
Mounted
Police

Gendarmerie
royale
du
Canada

153

Security Classification / Designation
Classification / Désignation sécuritaire

Your file

Votre référence

Our file

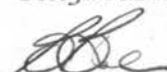
Notre référence

May 3, 1990

City of Red Deer
ATT: City Clerk

RE: Rick Holdings Ltd. 10/14/812-3230-67th Street
Heritage Business Park

Reviewed submissions received dated 1 MAY 1990. The only concern this office has would be access off of and onto 67th Street. Bearing in mind the volume of traffic on 67th Street, there must be adequate width to avoid congestion. As far as the proposed development this office has no concerns.


(B. BAKER) Cpl.

N.C.O.i/c Red Deer City Detachment

/clr

Canada

DATE: May 7, 1990

TO: Charlie Sevcik
City Clerk

FROM: Alan Scott
Economic Development Manager

RE: RICK HOLDINGS LTD.
APPLICATION FOR REZONING - HERITAGE BUSINESS PARK

With the development of the Food City facility in the Heritage Business Park, the overall uses for this subdivision have changed substantially from what was first envisioned when the direct control zoning was established. Initially it was anticipated that the area would develop more as a business park, with related industrial uses. Food City has, however, changed the thrust of the subdivision to appeal more to consumers.

It would therefore seem appropriate to permit C-4 type uses on the site in question. I would recommend that Council support the request for C-4 type uses on this site.



Alan V. Scott
MANAGER ECONOMIC DEVELOPMENT

AVS/mm

cc: Director of Community Services
Director of Engineering Services
Bylaws & Inspections Manager
City Assessor
E.L. & P. Manager
Fire Chief
R.C.M.P. Inspector
Urban Planning Section Manager

DATE: May 8, 1990
TO: City Clerk
FROM: Fire Marshal
RE: LOT 10, BLOCK 14, PLAN 8123230

This department has no objection to a second building being located on this site. However, the development shall comply with the Alberta Building Code as to emergency vehicle access and distance from hydrants to the principle access of all buildings on site. It appears that the Turbo Gas Bar will not meet the Alberta Building Code requirements.

If any further information is required, please contact this office.



Cliff Robson
Fire Marshal

CR/dd

DATE: May 7, 1990
TO: City Clerk
FROM: Bylaws and Inspections Manager
RE: RICK HOLDINGS LTD.
LOT 10, BLOCK 14, PLAN 812-3230

FILE NO.

In response to your memo regarding the above subject, we have the following comments for Council's consideration.

The site in question is zoned DC(2), in which the following uses are permitted:

1. Warehouse - distribution of any commodity provided that each use occupies not less than 1400 square metres.
2. Sales ancillary to warehouse - distribution provided that the sales space does not exceed 30% of the developed floor area.
3. Administrative use ancillary to warehouse distribution.

Council also approved a retail gasoline outlet on this site.

The adjacent east properties are zoned C4, which would suit the proposed principal use of the site, Goodyear Canada. We do, however, have some concerns over the 4000 square feet of Commercial Rental Unit space. If this space is not rented, then Council could be faced with constant rezoning applications similar to the other C4 districts.

We are, however, prepared to recommend the site be rezoned C4, providing the developer is aware of the permitted and discretionary uses in the C4 district.

Yours truly,



R. Strader
Bylaws and Inspections Manager
BUILDING INSPECTION DEPARTMENT

RS/vs

CS-2.772

DATE: May 4, 1990

TO: CHARLIE SEVCIK
City Clerk

FROM: LOWELL HODGSON
A/Director of Community Services

RE: RICK HOLDINGS LTD. - PROPOSED DEVELOPMENT:
LOT 10, BLK. 14, PLAN 812 3230 - 67 STREET
HERITAGE BUSINESS PARK
Your memo dated May 3, 1990 refers.

I have reviewed the request for rezoning of this property, and I have no comments from a Community Services perspective, other than any final plans will need the comments of the Parks Manager with respect to landscaping. This landscaping should be compatible with that required of the developments along 67 Street.



LOWELL R. HODGSON

LRH:dmg

c. Don Batchelor, Parks Manager

Commissioner's Comments

As Council will recall they initially approved the Gas Bar site. At that time, a general discussion took place on what uses may be considered for the remainder of the site. What is being proposed would seem appropriate considering Council approval for other uses in the total area.

With these uses it would also seem appropriate that Council extend the C4 designation to this site as was approved immediately to the east.

"R.J. MCGHEE"
Mayor

"M.C. DAY"
City Commissioner

Rick Holdings Ltd.

66 - 3rd Street S.W., Medicine Hat, Alberta, T1A 4C3
Phone 526-5360 Fax 403-529-6849

May 11, 1990

VIA FAX 346-6195
Original Mailed

The City of Red Deer
P.O. Box 6002
Red Deer, Alberta
T4N 3T4

ATTENTION: Charlie Sevcik
City Clerk

Dear Mr. Sevcik:

We would like to thank you for your prompt response regarding the development permit on our project.

As indicated in the copies from the different departments none of them are opposing the development. As this is the case we feel it is not necessary for us to attend. If you feel that this is not so and we should attend please let me know.

Also I would like to confirm that the deal on the 4000 sq. ft. video store next to Goodyear is now confirmed and is a go for sure.

Once again thanking you for your prompt reply.

Yours Truly,



Kim Donais
Director of Development

CC: GMH Architect, Mr. David Hamilton



TO:

<input checked="" type="checkbox"/>	DIRECTOR OF COMMUNITY SERVICES
<input checked="" type="checkbox"/>	DIRECTOR OF ENGINEERING SERVICES
<input type="checkbox"/>	DIRECTOR OF FINANCIAL SERVICES
<input checked="" type="checkbox"/>	BYLAWS & INSPECTIONS MANAGER
<input checked="" type="checkbox"/>	CITY ASSESSOR
<input type="checkbox"/>	COMPUTER SERVICES MANAGER
<input checked="" type="checkbox"/>	ECONOMIC DEVELOPMENT MANAGER
<input checked="" type="checkbox"/>	E.L. & P. MANAGER
<input type="checkbox"/>	ENGINEERING DEPARTMENT MANAGER
<input checked="" type="checkbox"/>	FIRE CHIEF
<input type="checkbox"/>	PARKS MANAGER
<input type="checkbox"/>	PERSONNEL MANAGER
<input type="checkbox"/>	PUBLIC WORKS MANAGER
<input checked="" type="checkbox"/>	R.C.M.P. INSPECTOR
<input type="checkbox"/>	RECREATION & CULTURE MANAGER
<input type="checkbox"/>	SOCIAL PLANNING MANAGER
<input type="checkbox"/>	TRANSIT MANAGER
<input type="checkbox"/>	TREASURY SERVICES MANAGER
<input checked="" type="checkbox"/>	URBAN PLANNING SECTION MANAGER
<input type="checkbox"/>	


FROM:

CITY CLERK

RE: RICK HOLDINGS LTD. _ 10/14/812-3230 - 67 Street -
HERITAGE BUSINESS PARK

Please submit comments on the attached to this office by May

7 for the Council Agenda of May 14, 1990.


C. SEVCIK
City Clerk



THE CITY OF RED DEER

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

City Clerk's Department 342-8132

May 2, 1990

Rick Holdings Ltd.
66 - 3 Street S.W.
MEDICINE HAT, Alberta
T1A 4C3

Attention: Kim Donais
Director of Development

Dear Kim:

Thank you for your letter in regard to the above, and we would advise that this matter will be presented to Red Deer City Council at its meeting on May 14, 1990.

Please call this office on Friday prior to the said meeting to determine a suitable time, in the event you wish to be present.

Trust you will find this satisfactory.

Sincerely,

C. SEVCIK
City Clerk

/jt



*a delight
to discover!*

DATE: May 3, 1990

TO: C. Sevcik
City Clerk

FROM: D. Scheelar
E. L. & P. Dept.

RE: Rick Holdings Ltd. - 10/14/812-3230 - 67 Street
Heritage Business Park

E. L. & P. have no objections to this proposed subdivision.

If you have further questions or comments, please advise.



Daryle Scheelar,
Distribution Engineer

DS/jjd

GRAHAM DRIVE

NORTH

RICK HOLDINGS LTD.

66 - 3RD STREET S.W.

MEDICINE HAT, ALBERTA T1A 4C3

PROPOSED SITE PLAN

MARCH 16/90

RED DEER ALBERTA.

LOT 10, BLOCK 14

PLAN 8123230

EXHIBIT "A"

ALCB.

GOODYEAR.

4032
CRU.

TURBO GAS BAR
SITE

100'

153'

67th ST.

284'

24'

90'

48'

DATE: May 7, 1990
TO: City Clerk
FROM: City Assessor
RE: RICK HOLDINGS LTD.
LOT 10, BLK. 14, PLAN 812-3230 - 67 STREET
HERITAGE BUSINESS PARK

The Land, Tax and Assessment Department has no comment with regard to the application made for rezoning and/or special use being added on the above-noted site.

A handwritten signature in black ink, appearing to read 'Al Knight', with a stylized, overlapping loop at the end.

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

AK/ngl



THE CITY OF RED DEER

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

FILE No.

City Clerk's Department 342-8132

DATE: May 11, 1990

FAX TO: Rick Holdings Ltd

ATTENTION: Kim Donais

THEIR FAX NO: 403-529-6849

FROM: Charlie Serik

DEPARTMENT: City Clerks

OUR FAX NO: (403) 346-6195

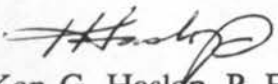
NUMBER OF PAGES INCLUDING THIS PAGE 12

These are the comments appearing on the Council agenda of May 14. If you wish to be present when the item is discussed please call me and I will give you a time. Charlie.

DATE: May 8, 1990
TO: City Clerk
FROM: Engineering Department Manager
RE: RICK HOLDINGS LTD. DEVELOPMENT
LOT 10, BLOCK 14, PLAN 812-3230
6195 GRAHAM DRIVE

The Engineering Department has the following comments regarding the proposed development of the above noted site:

1. The Turbo Gas Bar portion of the development was approved subject to accesses to 67 Street for Turbo's operation being provided on both Lot 10 and on the adjacent ALCB's Lot 9. To date, satisfactory arrangements and payments have not been made for the ALCB access. The accesses to Lot 10, as shown on the attached Exhibit A, are satisfactory.
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3. The comments of our attached memo of August 17, 1989, to the By-laws and Inspections Manager, will apply to this development.
4. We have no objections to the proposed use of the site or the proposed zoning change.


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

NPA/emg
Att.

c.c. Director of Community Services
c.c. By-laws and Inspections Manager
c.c. City Assessor
c.c. Economic Development Manager
c.c. E. L. & P. Manager
c.c. Fire Chief
c.c. RCMP Inspector
c.c. Urban Planning Sections Manager

" GRAHAM DRIVE.

NORTH.

RICK HOLDINGS LTD.
66 - 3RD STREET S.W.
MEDICINE HAT, ALBERTA T1A 4C3

PROPOSED SITE PLAN
MARCH 16/90

RED DEER ALBERTA.

LOT 10, BLOCK 14
PLAN 8123230

148

EXHIBIT "A"

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GOODYEAR.

ALCB.

TURBO GAS BAR

SITE

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100'

153'

67th ST.

DATE: August 17, 1989
TO: By-laws and Inspections Manager
FROM: Engineering Department Manager
RE: PROPOSED COMMERCIAL DEVELOPMENT
HERITAGE BUSINESS PARK - 67 STREET
TEMPLAR DEVELOPMENT GROUP INC.
LOT 10, BLOCK 14, PLAN 812-3230

*faxed to
Don McCuang
- Templar Dev
89/8/23
RA.*

The Engineering Department has reviewed the above noted proposed development, and has the following comments:

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By-laws and Inspections Manager
Page 2
August 17, 1989
File: 100-065I

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

BW/emg

c.c. Electric, Light & Power Manager
c.c. Development Coordinator
c.c. Public Works Manager
c.c. Engineering Services Clerks



RED DEER
REGIONAL PLANNING COMMISSION

151

2830 BREMNER AVENUE, RED DEER,
ALBERTA, CANADA T4R 1M9

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

Telephone: (403) 343-3394
Fax: (403) 346-1570

May 7, 1990

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

Dear Sir:

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D. Rouhi, MCIP
SENIOR PLANNER

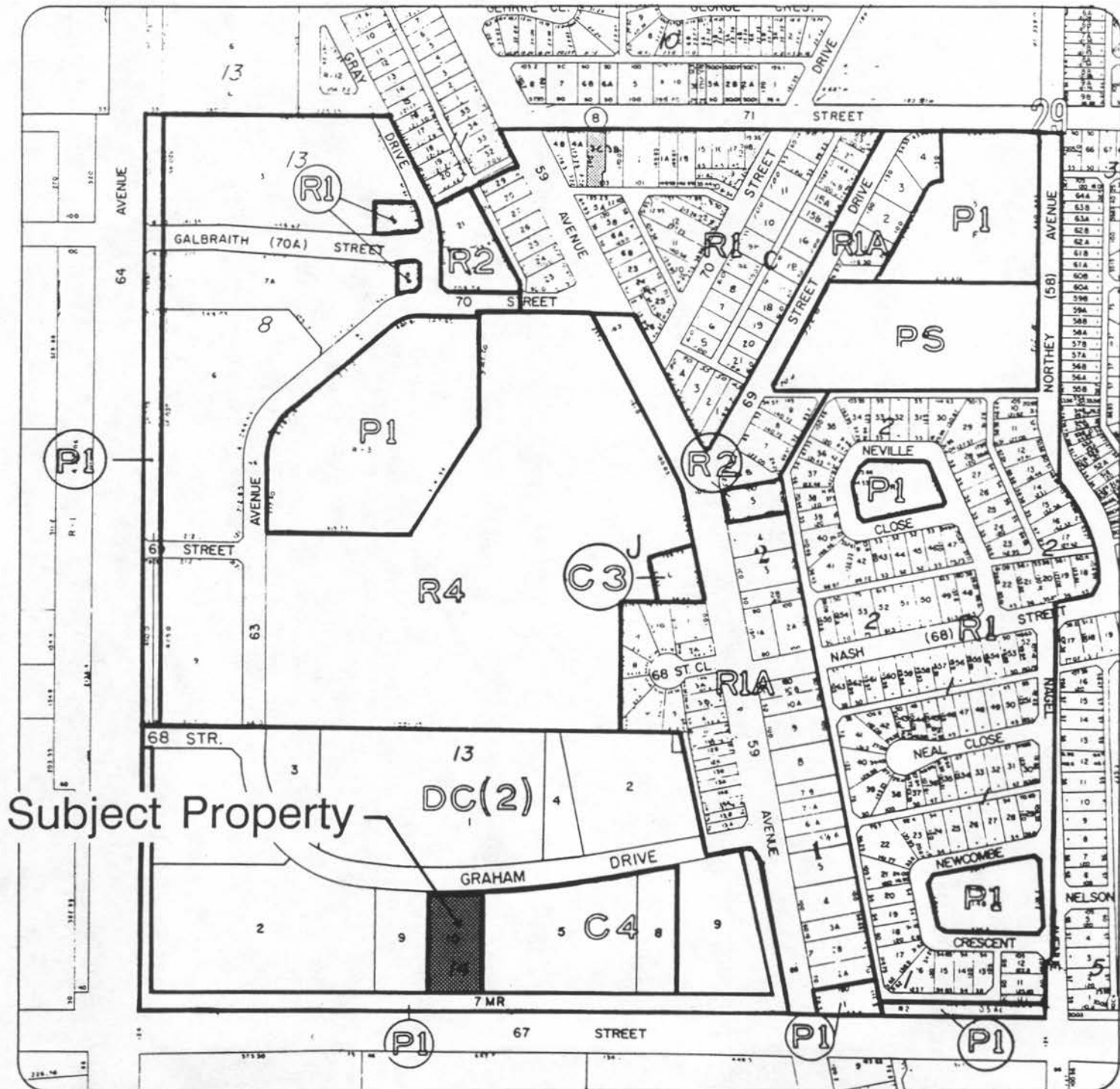
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MUNICIPALITIES WITHIN COMMISSION AREA

CITY OF RED DEER • MUNICIPAL DISTRICT OF CLEARWATER No. 99 • COUNTY OF STETTLETT No. 6 • COUNTY OF LACOMBE No. 14 • COUNTY OF MOUNTAIN VIEW No. 17 • COUNTY OF PAINTERTON No. 18 • COUNTY OF RED DEER No. 23 • TOWN OF BLACKFALDS • TOWN OF BOWDEN • TOWN OF CARSTAIRS • TOWN OF CASTOR • TOWN OF CORONATION • TOWN OF DIDSBURO • TOWN OF ECKVILLE • TOWN OF INNISFAIR • TOWN OF LACOMBE • TOWN OF OLDS • TOWN OF PENHOLD • TOWN OF ROCKY MOUNTAIN HOUSE • TOWN OF STETTLETT • TOWN OF SUNDRE • TOWN OF SYLVAN LAKE • VILLAGE OF ALIX • VILLAGE OF BENTLEY • VILLAGE OF BIG VALLEY • VILLAGE OF BOTHA • VILLAGE OF CAROLINE • VILLAGE OF CLIVE • VILLAGE OF CREMONA • VILLAGE OF DELBURN • VILLAGE OF DONALDA • VILLAGE OF ELMORA • VILLAGE OF GADSBY • VILLAGE OF HALKIRK • VILLAGE OF MIRROR • SUMMER VILLAGE OF BIRCHCLIFF • SUMMER VILLAGE OF GULL LAKE • SUMMER VILLAGE OF HALF MOON BAY • SUMMER VILLAGE OF JARVIS BAY • SUMMER VILLAGE OF NORGLINWOLD • SUMMER VILLAGE OF ROCHON SANDS • SUMMER VILLAGE OF WHITE SANDS

Land Use Districts

E 12



scale in metres

Revisions :

2672/D-80 (15/9/80)

2588/K-80 (18/8/80)

2672/N-81 (22/6/81)

2672/DD-89 (11/12/89)



Royal
Canadian
Mounted
Police

Gendarmerie
royale
du
Canada

153

Security Classification / Designation
Classification / Désignation sécuritaire

Your file Votre référence

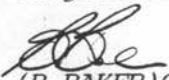
Our file Notre référence

May 3, 1990

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(B. BAKER) Cpl.

N.C.O.i/c Red Deer City Detachment

/clr

Canada

DATE: May 7, 1990

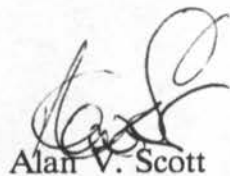
TO: Charlie Sevcik
City Clerk

FROM: Alan Scott
Economic Development Manager

RE: **RICK HOLDINGS LTD.
APPLICATION FOR REZONING - HERITAGE BUSINESS PARK**

With the development of the Food City facility in the Heritage Business Park, the overall uses for this subdivision have changed substantially from what was first envisioned when the direct control zoning was established. Initially it was anticipated that the area would develop more as a business park, with related industrial uses. Food City has, however, changed the thrust of the subdivision to appeal more to consumers.

It would therefore seem appropriate to permit C-4 type uses on the site in question. I would recommend that Council support the request for C-4 type uses on this site.



Alan V. Scott
MANAGER ECONOMIC DEVELOPMENT

AVS/mm

cc: Director of Community Services
Director of Engineering Services
Bylaws & Inspections Manager
City Assessor
E.L. & P. Manager
Fire Chief
R.C.M.P. Inspector
Urban Planning Section Manager

DATE: May 8, 1990
TO: City Clerk
FROM: Fire Marshal
RE: LOT 10, BLOCK 14, PLAN 8123230

This department has no objection to a second building being located on this site. However, the development shall comply with the Alberta Building Code as to emergency vehicle access and distance from hydrants to the principle access of all buildings on site. It appears that the Turbo Gas Bar will not meet the Alberta Building Code requirements.

If any further information is required, please contact this office.



Cliff Robson
Fire Marshal

CR/dd

DATE: May 7, 1990
TO: City Clerk
FROM: Bylaws and Inspections Manager
RE: RICK HOLDINGS LTD.
LOT 10, BLOCK 14, PLAN 812-3230

FILE NO.

In response to your memo regarding the above subject, we have the following comments for Council's consideration.

The site in question is zoned DC(2), in which the following uses are permitted:

1. Warehouse - distribution of any commodity provided that each use occupies not less than 1400 square metres.
2. Sales ancillary to warehouse - distribution provided that the sales space does not exceed 30% of the developed floor area.
3. Administrative use ancillary to warehouse distribution.

Council also approved a retail gasoline outlet on this site.

The adjacent east properties are zoned C4, which would suit the proposed principal use of the site, Goodyear Canada. We do, however, have some concerns over the 4000 square feet of Commercial Rental Unit space. If this space is not rented, then Council could be faced with constant rezoning applications similar to the other C4 districts.

We are, however, prepared to recommend the site be rezoned C4, providing the developer is aware of the permitted and discretionary uses in the C4 district.

Yours truly,



R. Strader
Bylaws and Inspections Manager
BUILDING INSPECTION DEPARTMENT

RS/vs

CS-2.772

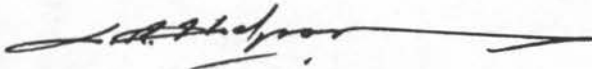
DATE: May 4, 1990

TO: CHARLIE SEVCIK
City Clerk

FROM: LOWELL HODGSON
A/Director of Community Services

RE: RICK HOLDINGS LTD. - PROPOSED DEVELOPMENT:
LOT 10, BLK. 14, PLAN 812 3230 - 67 STREET
HERITAGE BUSINESS PARK
Your memo dated May 3, 1990 refers.

I have reviewed the request for rezoning of this property, and I have no comments from a Community Services perspective, other than any final plans will need the comments of the Parks Manager with respect to landscaping. This landscaping should be compatible with that required of the developments along 67 Street.



LOWELL R. HODGSON

LRH:dmg

c. Don Batchelor, Parks Manager

Commissioner's Comments

As Council will recall they initially approved the Gas Bar site. At that time, a general discussion took place on what uses may be considered for the remainder of the site. What is being proposed would seem appropriate considering Council approval for other uses in the total area.

With these uses it would also seem appropriate that Council extend the C4 designation to this site as was approved immediately to the east.

"R.J. MCGHEE"
Mayor

"M.C. DAY"
City Commissioner

Rick Holdings Ltd.

66 - 3rd Street S.W. Medicine Hat, Alberta T1A 4C3
Phone 526-5360 Fax 403-529-6849

May 11, 1990

VIA FAX 346-6195
Original Mailed

The City of Red Deer
P.O. Box 6002
Red Deer, Alberta
T4N 3T4

ATTENTION: Charlie Sevcik
City Clerk

Dear Mr. Sevcik:

We would like to thank you for your prompt response regarding the development permit on our project.

As indicated in the copies from the different departments none of them are opposing the development. As this is the case we feel it is not necessary for us to attend. If you feel that this is not so and we should attend please let me know.

Also I would like to confirm that the deal on the 4000 sq. ft. video store next to Goodyear is now confirmed and is a go for sure.

Once again thanking you for your prompt reply.

Yours Truly,



Kim Donais
Director of Development

CC: GMI Architect, Mr. David Hamilton

DATE: May 15, 1990
TO: Red Deer Regional Planning Commission
FROM: City Clerk
RE: LAND USE BYLAW AMENDMENT 2672/N-90

I would advise that Council of The City of Red Deer at its meeting held on Monday May 14, 1990, gave first reading to the above noted Land Use Bylaw Amendment, a copy of which is enclosed herewith.

Bylaw 2672/N-90 provides for the redesignation of Lot 10, Block 14, Plan 812-3230, 6195 Graham Drive - Heritage Business Park, from direct control to C4 designation (Rick Holdings Ltd.).

This office will now proceed with advertising for a public hearing to be held on Monday, June 11, 1990, at 7 p.m. or as soon thereafter as Council may determine.

Trusting you will find this satisfactory.



G. SEVCIK
City Clerk

CS/jt

Att.

c.c. Director of Community Services
Engineering Department Manager
Senior Planner
Red Deer R.C.M.P. City Detachment
Economic Development Manager
Fire Marshall
Bylaws & Inspections Manager

BYLAW 2672/N-90

Being a Bylaw to amend Bylaw 2672/80, the Land
Use Bylaw of The City of Red Deer.

COUNCIL OF THE CITY OF RED DEER IN THE PROVINCE OF ALBERTA
ENACTS AS FOLLOWS:


- (1) The "Use District Map" as referred to in Section 1.4 is hereby amended in accordance with the Use District Map No. 11/90, attached hereto and forming part of the Bylaw.
- (2) This Bylaw shall come into force upon the final passing hereof.

READ A FIRST TIME IN OPEN COUNCIL this 14 day of May A.D. 1990
READ A SECOND TIME IN OPEN COUNCIL this day of A.D. 1990
READ A THIRD TIME AND FINALLY PASSED IN OPEN COUNCIL this day
of A.D. 1990.

MAYOR

CITY CLERK



Change from DC(2) to C4 .

**THE CITY OF RED DEER**

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

City Clerk's Department 342-8132

May 15, 1990

Rick Holdings Ltd.
66 - 3 Street S.W.
MEDICINE HAT, Alberta
T1A 4C3

Attention: Mr. Kim Donais
Director of Development

Dear Sir:

RE: PROPOSED DEVELOPMENT - LOT 10, BLOCK 14, PLAN 812-3230
LAND USE BYLAW AMENDMENT 2672/N-90

Your letter of May 1, 1990, requesting Council to redesignate the above noted site from direct control to C4 designation, received consideration at the Council meeting of May 14, 1990.

At the above noted meeting, Council passed the following motion pertaining to your request.

"RESOLVED that Council of The City of Red Deer, having considered request from Rick Holdings Ltd. to redesignate Lot 10, Block 14, Plan 812-3230 in the Heritage Business Park to C4 designation, hereby approves said request and that, further, Council approves initiating a bylaw for redesignation of this site to C4."

In addition, I would advise that Council gave first reading to Land Use Bylaw Amendment 2672/N-90, a copy of which is enclosed herewith.

Mr. Kim Donais
Rick Holdings Ltd.
Page 2
May 15, 1990

This office will now proceed with preparation of advertising for a public hearing to be held on Monday, June 11, 1990, commencing at 7 p.m. or as soon thereafter as Council may determine. The advertising is scheduled to appear in the Red Deer Advocate on Friday, May 25 and June 1, 1990. In accordance with the Land Use Bylaw, you are required to deposit with the City Clerk prior to public advertising, an amount equal to the estimated cost of said advertising, which in this instance, is \$500. We will required this deposit by no later than Tuesday, May 22, to proceed with the advertising as scheduled above. Once the actual costs are known, you will be either invoiced for or refunded the balance.

I trust you will find this satisfactory, however, if you have any questions, please do not hesitate to contact the undersigned.

Sincerely,



G. SEVCIK
City Clerk

CS/jt

c.c. Senior Planner
Council & Committee Secretary - Wilma

BYLAW 2672/N-90

Being a Bylaw to amend Bylaw 2672/80, the Land
Use Bylaw of The City of Red Deer.

COUNCIL OF THE CITY OF RED DEER IN THE PROVINCE OF ALBERTA
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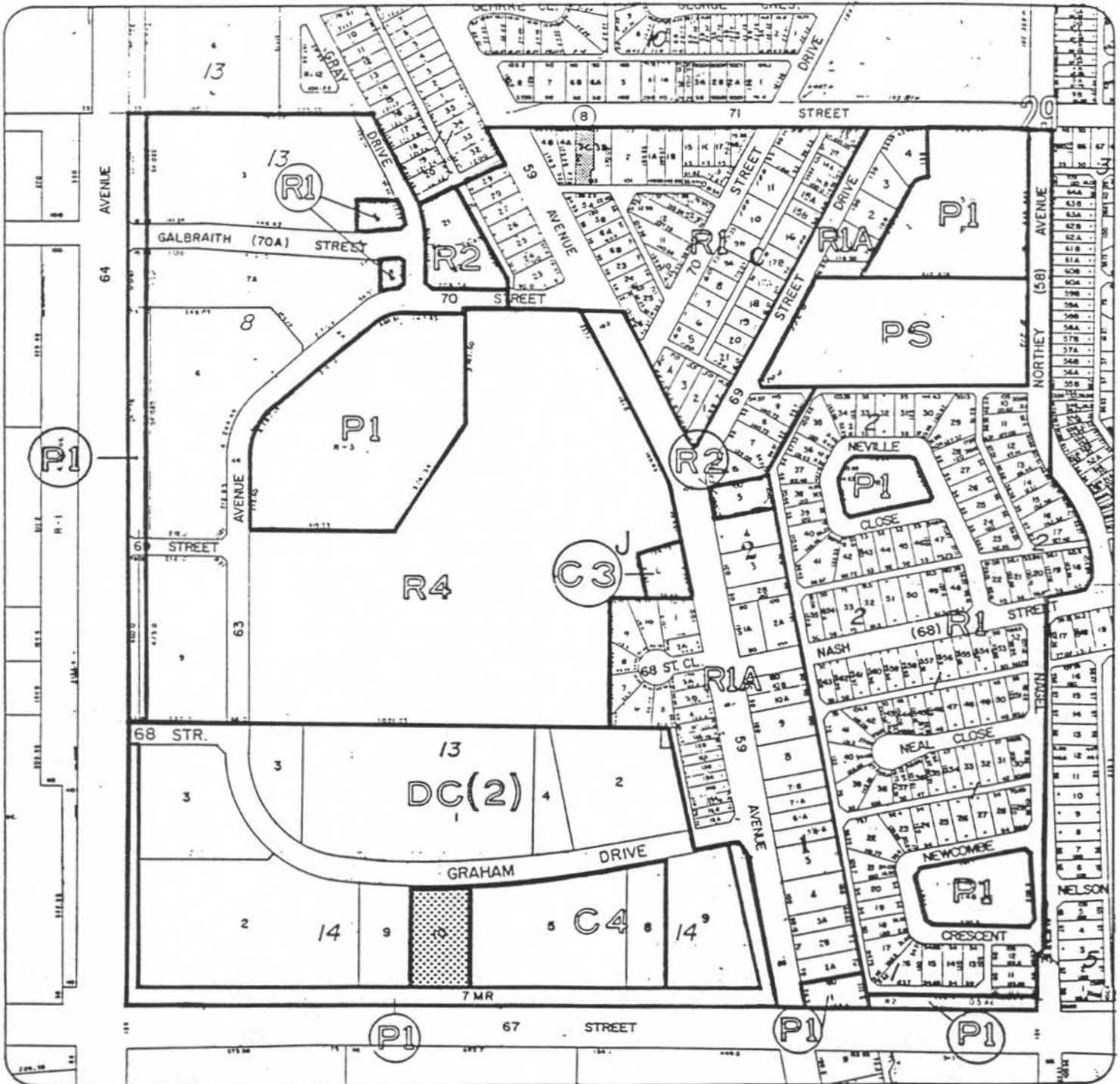
MAYOR

CITY CLERK

City of Red Deer --- Land Use Bylaw


Land Use Districts

E 12



Revisions :

MAP NO. 11/90
(BYLAW No. 2672/N-90)

Change from DC(2) to C4 .

Office of the Mayor

May 4, 1990

Mr. Ken Heywood, Chairman
Red Deer College Board of Governors
P. O. Box 5005
RED DEER, Alberta
T4N 5H5

Dear Mr. Heywood:

At the Council Meeting of April 30, 1990 various reports, letters and presentations were considered pertaining to the College Board decision relative the 1990/1991 budget as it affects the College Fine Arts Centre.

At the above-noted meeting Council passed the following motion:

"BE IT RESOLVED that Council of The City of Red Deer hereby agrees that Council:

- 1) express strong objections to the Red Deer College Board that the 1990 budget for the Arts Centre was established without reference to the College Fine Arts Centre Advisory Committee, as required in terms of clause 7(5) of the Joint Use Agreement;
- 2) express strong objections to the Red Deer College Board that the 1990 fee structure for the Arts Centre was established without receiving recommendations from the College Fine Arts Centre Advisory Committee, as required in terms of clause 7(7) of the Joint Use Agreement;
- 3) express its deepest concern to the Red Deer College Board that the cancellation of the Theatre Studies and Touring Programs will severely compromise the effective and economic operation of the Arts Centre, and detrimentally impact the cultural life of the community;

.../2

Mr. Ken Heywood, Chairman

Page 2

May 4, 1990

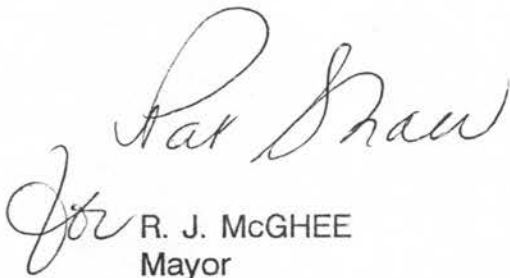
- 4) request a joint meeting with the Red Deer College Board, as soon as possible, to discuss the above concerns."

In order for Council to properly evaluate what has taken place at the College, we would appreciate receipt of all relevant budgetary information of the Fine Arts Division including the Arts Centre for the years 1987/1988, 1988/1989, 1989/1990, 1990/1991 including the 1990/1991 budget as revised by the College Board. We would appreciate receipt of all relevant information as noted above prior to the meeting, if at all possible.

As discussed with you over the telephone, this is to confirm that a joint meeting between the Red Deer College Board and City Council will take place on Wednesday, May 9, 1990 commencing at 7:00 p.m. in the Board Room of the Red Deer Regional Planning Commission offices.

We thank you for your assistance and co-operation in this matter.

Sincerely,



R. J. McGHEE
Mayor

/bd



BOARD OF GOVERNORS

May 14, 1990

His Worship Mayor McGhee
Mayor of the City of Red Deer
4914 - 48 Avenue
Red Deer, Alberta
T4N 3T3

THE CITY OF RED DEER
CLERK'S DEPARTMENT

RECEIVED	
TIME	2:30 pm.
DATE	May 14, 1990
BY	C. Smith

Dear Mayor McGhee:

I am writing in response to your letter of May 4, 1990 wherein you outlined a Motion of Council. The Motion was discussed at a recent meeting between Members of City Council and Members of the College Board.

I have organized the response of our Board to follow the points raised in the Motion, followed by a response to the request for budgetary data.

1. The Red Deer College expresses its sincere apology to the City Council for failing to develop the operating budget, pertaining to the Fine Arts Facility, with the involvement of the Committee. Mr. Mayor, it was, it is and it will continue to be the intent of our Board, that to the fullest extent practical and possible, to involve the College Fine Arts Centre Advisory Committee in the budget development process.
2. Mr. Mayor, it has been the practice of our Board to seek and obtain recommendations for changes to any and all of the fees (including rentals), for consideration by the Board, at the November/December meeting. In the absence of receiving a recommendation for change to either the fee schedule or rental rates from the Fine Arts Centre Advisory Committee, the fees and rates were not altered.

Whereas we understand had the Committee been involved in the budget development process, they may have recommended changes, we approved the College operating budget on the assumption that the fee schedule and rental rates were appropriate. The current fees and rates were developed in consultation with the Committee and approved by the Board in 1986.

Submitted to City Council

Date: May 14/90

. . . /2

3. Mr. Mayor, be assured that it is the intent of our Board to honor the Agreement which states that "the object of the parties hereto is to provide reasonable access to use of the (proposed) facility by community organizations and the public of Red Deer during the life of the building, and actively promote maximum use of the facility for the mutual benefit of the Community and College".

Mr. Mayor, it is our belief that the recent budgetary decisions do not compromise the effective and economic operation of the Arts Centre and detrimentally impact the cultural life of the community.

It is our belief that the budgetary commitment of the Board provides access to the Theatre and rehearsal spaces at close to the same level as has been in the past, even though the Arts Centre is to be managed in a somewhat different manner.

The College will continue to promote and encourage facility bookings for performances, rehearsals and practices. Booking procedures and principles as were developed previously with the advice of the Advisory Committee are intact.

In our view, touring performances can continue to be a part of the cultural fabric of our community but could be sponsored by community organizations or independents. The College will facilitate the performances by providing a facility and essential technical support.

The Board and College Administration will be working closely with the Fine Arts Centre Advisory Committee to ensure that the community organizations and public are aware that the facility is available for their use and that "the lights are on" at the Arts Centre. We are encouraging the Fine Arts Centre Advisory Committee to organize a community meeting to which the College Board would attend and at which time questions can be answered so that all interested parties can once again feel confident and comfortable with the knowledge that the College Board supports the Arts community's vision of a vibrant quality of cultural life.

Finally, as had been agreed to in our recent meeting our budget information is presently being reformatted so as to provide a clearer picture of revenue and expenditures of the Theatre operations. This budgetary information will be made available in the near future for Council's perusal. Mr. Mayor, we are confident that with this information in hand, you and other members of Council will be satisfied that the budgets for 1990/91 and into the future have, and will make, adequate provisions for honoring the commitments inherent within the Joint Use Agreement.

Mayor McGhee
Page 3

If, at or after this budgetary data is made available to Council, you or they would wish to meet with myself and/or the other members of the Board, we would be pleased to do so.

Sincerely,

W. Jordan per.

Mr. Kenneth Heywood
Chairman
Board of Governors

wj

May 4, 1990

Mayor Robert McGhee
City Hall
Box 5008
Red Deer, Alberta
T4N 3T4

Submitted to City Council

Date: May 14/90

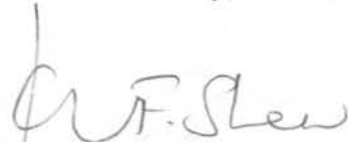
Dear Mayor McGhee,

I am writing in my capacity as President of the Association of Canadian Orchestras to voice my concern in regard to the potential closure of the Red Deer College Arts Centre. As I understand it, the Arts Centre's deficit of approximately \$150,000 is perhaps only 10% of the College's overall deficit and yet it appears to have been singled out to take the major blow in terms of cuts to the costs of running the college. Closing the Arts Centre, eliminating touring companies, ending the performing arts programme and the university transfer programme will no doubt have a devastating effect on the Red Deer community, its image and perhaps its tourist industry.

Even more important to this Association, though, is the effect that these closures will have on the Red Deer Symphony Orchestra. This young orchestra is the result of much hard work by many volunteers in your community. They have established a fine organization and raised the necessary funds to operate the Red Deer Symphony Orchestra. In addition, they recently selected a fine young Canadian conductor to lead the orchestra for the next few years. Since part of his compensation package was linked to a position at the Arts Centre, this appointment may now be in jeopardy.

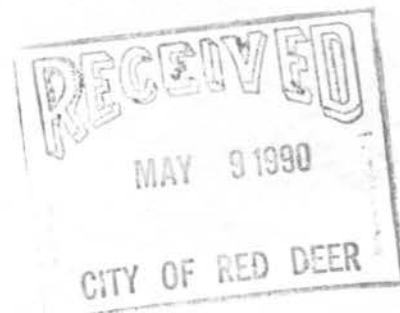
When the final decisions are made in regard to the College's deficit and how to deal with it, I hope that consideration will be given to the possible effects of those decisions on other innocent organizations such as the Red Deer Symphony Orchestra and that you will do everything that you can to protect the image of Red Deer as a flourishing cultural centre in central Alberta.

Yours sincerely,



John F. Shaw
President

cc: B. Webster
A. Chafekar



DATE: MAY 4, 1990

TO: MAYOR
ALDERMEN
CITY COMMISSIONER

FROM: ASSISTANT CITY CLERK

RE: MEETING WITH THE RED DEER COLLEGE BOARD OF GOVERNORS
WEDNESDAY, MAY 9, 1990 - 7:00 P.M.
BOARDROOM, RED DEER REGIONAL PLANNING COMMISSION

This is to confirm the meeting between Red Deer City Council and the Red Deer College Board of Governors as noted above.

Attached for your information is a copy of the letter sent from the Mayor to Mr. Ken Heywood, Chairman of the Board relative to the College Arts Centre.

Trusting you will find this satisfactory.



K. KLOSS
ASSISTANT CITY CLERK

KK/sp
Encl.

c.c. Director of Community Services

Charlie :

KELLY ASKED ME TO PHONE THE ALDERMEN
MAYOR & COMMISSIONER TO CONFIRM THEIR
ATTENDANCE. NOTE: THEY WILL ALL BE
ATTENDING.

DATE: MAY 4, 1990

Sandra

TO: MAYOR
ALDERMEN
CITY COMMISSIONER

FROM: ASSISTANT CITY CLERK

RE: MEETING WITH THE RED DEER COLLEGE BOARD OF GOVERNORS
WEDNESDAY, MAY 9, 1990 - 7:00 P.M.
BOARDROOM, RED DEER REGIONAL PLANNING COMMISSION

This is to confirm the meeting between Red Deer City Council and the Red Deer College Board of Governors as noted above.

Attached for your information is a copy of the letter sent from the Mayor to Mr. Ken Heywood, Chairman of the Board relative to the College Arts Centre.

Trusting you will find this satisfactory.

K. KLOSS
ASSISTANT CITY CLERK

KK/sp
Encl.

c.c. Director of Community Services

Rec'd - Apr. 26/90

*OK.
file.*



PARKLAND PROPERTIES LTD.

R.R. # 4 , RED DEER, ALBERTA T4N 5E4
PHONE 343-1515 or 346-6180

April 26, 1990

His Worship Mayor R.J. McGhee
Mayor of the City of Red Deer
P.O. Box 5008
Red Deer, Alberta
T4N 3T3

Dear Mayor Bob:

Thank you for the information regarding the Art Centre Advisory Committee - were the minutes dated January 16, 1989 the last available minutes? I would liked to have read the minutes when or if the 1989/90 budget was considered last April.

I wondered if you had read the enclosed article from the Alberta Report - we're not the only ones with problems!

Regarding the Visual and Performing Arts - we still have over \$1 million in the budget for that Department. This includes the following programs; Art and Design, Music Diploma, Drama and Second year Theatre Studies (approximately 160 students in total). The Art Centre is in full operation, and is open to the public.

Enrollment at the College is now capped (because of funding) at 4,800 FTE (approximately 7,500 students) and we turn away as many students as we accept. Post Secondary Education is no longer available to all Albertans.

I still feel our decision to discontinue University Transfer Music and first year Theatre Studies was the right decision, considering the cost per student is around \$8,000.00 in those programs, where the number of students is small, compared to a cost of \$2,000.00 - \$2,500.00 per student in Bachelor of Education, Bachelor of Commerce and Business Administration.

My real concern now is trying to maintain quality education for students at Red Deer College, which is our prime mandate.

Keep in mind, these changes will get us through this next fiscal year - but if funding is not increased (and I don't think it will be) we will again have a difficult task to balance our 1991/92 budget.

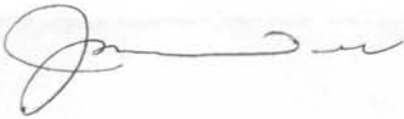
Maybe our process of announcing our budget cuts could have been handled better - but what is done is done and cuts involving people are never pleasant. I assure you these cuts are not a ploy to get more funding, but very necessary to balance our budget and were not made without considerable thought and input from throughout the College.

- 2 -

Any help you and City Council can give us Re: "Calming the Community" would be appreciated. We will need more participation from the Community at the Art Centre to make it work.

Please call Ken Heywood at 347-2226 or me at 343-1515 if you have any questions.

Yours truly,

A handwritten signature in dark ink, appearing to read 'Joan M. Donald', with a stylized, flowing script.

Joan M. Donald

c to: H.M.C. Day
Mrs. Gail Surkan
Mr. Ken Heywood

JMD/pmh

Encl:

Office of the Mayor



May 2, 1990

Mr. Ted Isenor, Chairman
Joint Use Advisory Committee
108 Cornett Drive
RED DEER, Alberta
T4P 2G8

Dear Mr. Isenor,

RE: COLLEGE ARTS CENTRE: PROPOSED BUDGET

I wish to thank you on behalf of City Council for your well-prepared and controlled presentation to Council on Monday, April 30, 1990 pertaining to the above-noted matter. We appreciate that this has been an extremely difficult time for you personally and for the members of the College Fine Arts Centre Advisory Committee who I am certain have devoted considerable time and attention to this urgent matter.

At the aforesaid meeting, Council supported the general intent and comments from the College Fine Arts Centre Advisory Committee and unanimously passed the following motion:

"BE IT RESOLVED that Council of The City of Red Deer hereby agrees that Council:

- 1) express strong objections to the Red Deer College Board that the 1990 budget for the Arts Centre was established without reference to the College Fine Arts Centre Advisory Committee, as required in terms of clause 7(5) of the Joint Use Agreement;
- 2) express strong objections to the Red Deer College Board that the 1990 fee structure for the Arts Centre was established without receiving recommendations from the College Fine Arts Centre Advisory Committee, as required in terms of clause 7(7) of the Joint Use Agreement;

.../2

Mr. Ted Isenor, Chairman

Page 2

May 2, 1990

- 3) express its deepest concern to the Red Deer College Board that the cancellation of the Theatre Studies and Touring Programs will severely compromise the effective and economic operation of the Arts Centre, and detrimentally impact the cultural life of the community;
- 4) request a joint meeting with the Red Deer College Board, as soon as possible, to discuss the above concerns."

I would further advise that in the Committee of The Whole of Council Meeting subsequent to the regular meeting held on April 30, Council considered who should attend the meeting with the College Board. It was generally agreed by Council that at the first meeting it would be more appropriate to restrict the joint meeting to that of the members of the Red Deer College Board and City Council. Accordingly it will not be necessary for you to attend this first meeting.

Again, we thank you for your assistance and efforts in this matter, and we will keep you advised.

Sincerely,

for Beverly Doucette
R. J. McGHEE
Mayor

/bd

c.c. City Commissioner
Director of Community Services
City Clerk
Recreation and Culture Manager
Recreation, Parks & Culture Board



ADVANCED EDUCATION

Office of the Minister

227 Legislature Building, Edmonton, Alberta, Canada T5K 2B6 403/427-2291 Fax 403/427-2610

May 7, 1990

His Worship Mayor R. J. McGHEE
Office of the Mayor
P.O. Box 5008
Red Deer, Alberta
T4N 3T4

Dear Mayor R. J. McGHEE:

Thank you for your recent letter about the future of the Red Deer College Arts Centre.

As a board governed institution, Red Deer College has the responsibility to offer programs and services within available resources. We are working with Red Deer College to find solutions to the college's present financial situation. In taking up the challenge of balancing its budget, the Board of Governors has reviewed a number of options and has submitted recommendations to the department to suspend the University Transfer Music and the Theatre Studies programs. The recommendations are currently under review and we will be working closely with the board to assess the impact of what has been proposed.

You may wish to contact Dr. Ed Luterbach, President, Red Deer College (telephone 342-3240) to indicate your interest in the success of the Arts Centre.

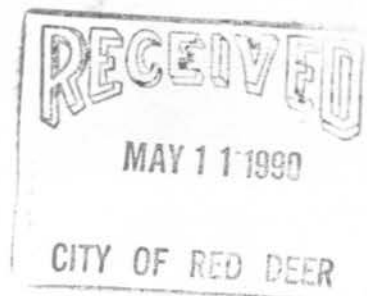
Your courtesy in bringing your concerns to my attention is appreciated.

Cordially,


John Gogo
Minister

/kem

cc: Mr. Kenneth Heywood, Board Chairman
Honourable John Oldring, M.L.A.
Red Deer - South
Stockwell Day, M.L.A.
Red Deer - North



1990 International
Literacy Year

**THE CITY OF RED DEER**

CS-2.781

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

OFFICE OF THE DIRECTOR
COMMUNITY SERVICES DIVISION
(403) 342-8323

May 14, 1990

Mr. George Zukerman
OVERTURE CONCERTS
#207, 5740 Cambie Street
Vancouver, B.C.
V5Z 3A6

Dear Sir:

RE: RED DEER COLLEGE ARTS CENTRE BOOKINGS

I am responding to your letter addressed to Mayor McGhee, dated May 2, 1990. I appreciate your writing to us very much, and I assure you that "someone" from the community will be in touch with you soon to discuss these bookings for the Arts Centre.

The issues at Red Deer College, as they affect the operation of the Arts Centre, are beginning to sort themselves out. The "someone" I identify in my opening paragraph, however, has not yet been determined; however, once these issues are resolved locally, your letter and brochures will be passed on for their response to you.

At this moment, it is not the intent of The City of Red Deer to directly offer programs from the Arts Centre, but we may work in cooperation with the College and through a non-profit community organization.

Again, I thank you for writing, and I promise a further response as quickly as that is possible.

Yours sincerely,

LOWELL R. HODGSON, A/Director
Community Services Division

*a delight
to discover!*

LRH:dmg

- c. Charlie Sevcik, City Clerk
Lesia Davis, Cultural Programs Superintendent
Ted Isenor, Chair, Arts Centre Community Advisory Committee

MEMORANDUM

Date: May 4, 1990

To: ALL COLLEGE STAFF

From: Dr. E. Luterbach

Re: MINUTES OF THE APRIL BOARD OF GOVERNORS MEETING

In the interest of enabling all College staff to better understand the budget decisions of the Board, a complete set of the Open Committee minutes is being sent to all staff (in lieu of the Synopsis), together with a paper which I have prepared which describes the nature of the 1989/90 deficit, the 1990/91 projected shortfall, and the steps taken to develop a balanced budget for 1990/91 and beyond.

Ed

mak



MINUTES

RED DEER COLLEGE BOARD OF GOVERNORS

OPEN COMMITTEE MEETING

WEDNESDAY, APRIL 18, 1990

In attendance:	Mr. Ken Heywood	Board Chairman
	Dr. Edward Luterbach	President
	Mr. Dwight Dibben	Board Member
	Mrs. Joan Donald	Board Member
	Mrs. Lillian Fletcher	Board Member
	Mr. William Kidd	Board Member
	Mr. Paul Meyette	Board Member
	Dr. Arun Mishra	Board Member
	Mr. John Uncles	Board Member
	Mrs. Wendy Walls	Board Member

Absent with notice: Mrs. Mary Anne Petersen

Also in attendance: Dr. Donna Allan, Mr. Don Haldane, Mr. Joe Batty,
Mr. John Chapman, Ms. Deb Bell,
Mrs. Mary Ann Korpesio (Board Secretary)

Mr. Heywood, the Board Chairman, called the meeting to order at 8:25 p.m. and addressed the large public crowd and Media present. He informed them that the Board meeting is a regular Board meeting held open to the public as opposed to it being perceived as a "public" Board meeting. He acknowledged that the Board Members are very aware of the Public's concerns relating to the College's proposed 1990/91 operating budget, and if some persons from the public wish to address the Board with these concerns, 20 minutes will be allotted for this purpose.

He also stated that it was unfortunate that the two fact sheets, which have been passed through the community, and which purport to be the position of Red Deer College, have contained some incorrect information and it was thus necessary for both he and Dr. Luterbach to forward an apology to two of the sister institutions mentioned in the articles.

At this time Mr. Heywood introduced the Board Members to the public. He also advised that Dr. Luterbach's contract as President of Red Deer College has been extended to June 30, 1995.

1. APPROVAL OF THE AGENDA

32/90 MOTION - Mr. Kidd

- that the agenda be approved as amended:

Add: 2. A. Public Response to College Budget

3.1.A. Confirmation of a Balanced Budget for 1990/91

All in favor. Carried.

2. APPROVAL OF THE MINUTES

Minutes of the Open Committee Meeting held on March 21, 1990

33/90 MOTION - Mrs. Donald

- that the minutes be approved.

All in favor. Carried.

Minutes of the Open Committee Meeting held on April 3, 1990

34/90 MOTION - Mrs. Fletcher

- that the minutes be approved

All in favor. Carried.

2. A. Public Reponse to the College's 1990/91 Operating Budget

The public was given the opportunity to voice their concerns regarding the implications of the College's proposed 1990/91 operating budget. These presentations were made as follows:

- Mr. Wally Foster on behalf of the Faculty, Staff and Students of the Division of Visual and Performing Arts;
- Mrs. Christine Johnson on behalf of the Community;
- Ms. Katherine Ardo on behalf of the Music Department;
- Ms. Patti Skocdopole on behalf of the Students.

Mr. Heywood thanked the speakers for voicing their concerns.

3. 1.A. Confirmation of a Balanced Operating Budget for 1990/91 for Red Deer College

35/90 MOTION - Dr. Mishra

- that the Board confirm the necessity of preparing a balanced budget for 1990/91

All in favor. Carried.

In a brief overview of the College's budget process for the past few years, Mr. Heywood stated that Red Deer College has always been committed to its students. In the past 3-4 years, we have been over-subscribed. In 1987 the cost per F.T.E. was \$5700, but through responsible management the cost per F.T.E. was brought down to \$5227/student (a reduction of \$500 per F.T.E.). It must also be noted that during that time the total revenue based on F.T.E. has dropped by \$700/F.T.E. Whereas the actions by Administration have proven to be exceedingly cost effective, the consequences of performing in this manner, in the absence of receiving additional funding, leads to budget cutbacks which are very significant.

We have not received from the Government anticipated funds for increased enrolment and as of June 30, 1990, no additional enrolment funding for students accepted beyond our 1989/90 quota will be available. In all areas costs continue to escalate, i.e., cost of benefits has grown by about 2.75% in the last two years, contractual obligations with our staff continue to grow.

There is no doubt that our Theatre Programs are outstanding, however, the time has come to deal with escalating costs in all areas of the College. Instructions from Alberta Advanced Education are that Red Deer College, as well as all other post-secondary institutions must not only prepare balanced budgets, but must maintain a balanced budget throughout the year. To meet this requirement, it is very unfortunate that some reductions must be made at Red Deer College. While the Board of Governors and College Administration will continue to seek additional funding from the Government, there comes a time when we too must appreciate the position of the Provincial Government in that there are absolutely no additional funds which can be made available for post-secondary education. This has resulted in the deficit we are facing today and the difficult decisions the Board of Governors will have to make this evening. You, the public, can be assured that these decisions have been extensively debated. We are now in the position where we must make choices, and while we sincerely regret having to make these decisions, please be assured that the decisions made are based on affecting the minimum number of students and staff as was possible. As well, the public can be assured that there has not been a mis-management of funds at Red Deer College.

At the same time, the Board is very proud of the job being done at this College. To this end Administration has done a very admirable job of managing the costs associated with education as is indicated in the audited financial statements. Our Transfer students are performing exceedingly well elsewhere as is noted in statistics from the University of Calgary which indicates that our students are rated number 1 among the U. of C., Medicine Hat College and Mount Royal College.

3. A. Red Deer College 1990/91 Operating Budget

36/90 MOTION - Mrs. Walls

- Be it resolved that the Board of Governors approve the 1990/91 Operating budget as presented.

7 in favor, 3 opposed. Carried.

Dr. Luterbach spoke on the budget process. From the date that the Provincial budget was announced, Administration has been working to develop a balanced budget as per the Board's directive in January. A wide array of strategies to attain a balanced budget was developed by Administration and were subsequently reviewed and considered by all Administration at many meetings held during the past few weeks.

Every possible strategy which had been suggested for increasing revenue has been considered; all cost centres in the College were reviewed to determine if any of the cost saving measures which were suggested could be implemented without eroding the quality of education. On April 3 the Board of Governors held a special budget meeting to consider all the suggestions proposed by the Divisions and Departments (cost centres) within the College. At this meeting the Board provided guidance - some of the initiatives were supported by the Board and others were not. After incorporation of the initiatives which were supported by the Board, there still remains a shortfall of \$400,000.

The College is rapidly depleting its operating surplus which has accumulated over the last several years. In the last few years the number of F.T.E.s has doubled with little additional funding. The situation is such that there are simply no additional funds which can be made available to the College. Funding for the Arts Centre was originally re-directed from other programs within the College and while the College receives funding for utilities, cleaning, etc. for the Arts Centre, to date the College has not received "program" funding. In addition, the College has not received program funding for the Hospitality program (which it has offered for two years) beyond a small amount of developmental funds.

The budget which has been approved by the Board this evening is a balanced budget and one that we expect can remain balanced throughout the year. The budget includes a contingency for salary settlements and a contingency for unanticipated costs related to coverage for illnesses, etc. Substantial cost reduction measures were undertaken by virtually all areas of the College, striving to maintain the same number of students as in 1989/90. There will, however, be some shifts of students between programs.

With the exception that there will be no intake into the first year of the Theatre Studies program, and that the University Transfer Bachelor of Music Program and the Bronze Hospitality Program have been suspended, there is no other planned downsizing or discontinuance of the academic programs occurring as a result of the budget cuts. Students eligible to complete their second year of Theatre Studies will be able to do so and Administration will attempt to place the affected students into alternate programs.

While there have been substantial cuts to the budget of the Arts Centre operations, during the coming year the Theatre will be staffed in a manner to permit community groups and others to book the facility at existing rental rates. The College, however, will discontinue its practice of sponsoring touring and community productions, and will sponsor only student productions. In this respect the College is maintaining its commitment in accordance with the Joint Use Agreement.

Dr. Luterbach advised that as a result of the budget the following staffing reductions will occur:

- Administration	9 positions
- Support Staff	6 positions
- CUPE	7 positions
- Faculty	
. probationary	1 position eliminated
. sessional	1 position eliminated
. vacant continuous positions	
filled by sessionals	12 positions
. sessional positions to part-time	16 positions

The total number of students directly affected is approximately 63: 21 in the U.T. Bachelor of Music program, 22 in the Theatre Studies program, and 20 in the Bronze Hospitality Program.

The need to establish a balanced budget has been a very difficult and arduous task, particularly in the absence of increased revenue as it thus became necessary to curtail and even discontinue programs and activities that are of high quality and which compliment the centre of excellence for which the College has become known. I am confident that the actions taken to align our expenditures with the revenue, although regretful, will not only ensure that our budget is balanced for 1990/91 but will lead to a continuation of balanced budgets.

Mr. Dibben expressed admiration for the students who during the past week mobilized and advocated the best position for the students. He urged that whatever is the outcome tonight, please do not see this as the end; continue to talk. One cannot identify a program which is not working as all our programs are of high calibre. He stressed that the decision made by the Board of Governors at this meeting would be deemed best for the College, the Students, and the Community. In this regard he extended his support to Administration and all others involved in the arduous task of preparing a very difficult budget.

3. B. Degree Granting Status for Red Deer College: A Historical Perspective Which Represents The Board's Past and Present Positions

37/90 MOTION - Mr. Kidd

- Be it resolved that the Board of Governors approve the document: Degree Granting Status for Red Deer College - A Historical Perspective Which Represents the Board's Past and Present Positions

All in favor. Carried.

Dr. Luterbach advised that this document was prepared at the request of Mr. Meyette who asked to have established a position paper as it relates to the degree granting status.

3. C. Tendering of Banking Services

38/90 MOTION - Mr. Meyette

- Be it resolved that the Board of Governors approve an extension to the current contract with the Royal Bank for an additional year (July 1, 1990 - June 30, 1991); and that the Finance Department prepare tendering documents for a five-year contract effective July 1, 1991 to June 30, 1996.

All in favor. Carried.

The College last tendered its banking services four years ago when the Royal Bank was awarded a three-year contract. Last year, and again this year, the Board was asked to approve a one-year extension to the contract with Royal Bank to provide banking services to Red Deer College.

At this time Mrs. Walls, Chairman of the Red Deer College Foundation, acknowledged Mr. Keith Woznesensky who increased his deferred gift from \$12,000 to \$100,000. This certainly indicates his continued dedication to the Red Deer College Foundation. Thanks Keith!!

4. ADVICE SOUGHT

No items were brought to the Board under this category.

5. INFORMATION

5. A. Chairman's Report

Mr. Heywood reported that since the last Board Meeting he attended the Board of Governors Annual Workshop in Lethbridge. The presentations were generally very worthwhile.

He acknowledged those members of Administration, Faculty and Staff who chose not to attend the ACCC Conference in May in an effort to conserve finances.

5. B. President's Report

Dr. Luterbach reported the following:

- During the past month he, as well as numerous others within the College, had spent many hours in reviewing the current and proposed expenditures and revenue budgets to achieve a balanced budget.
- During the past month he attended:
 - . the Board of Governors Workshop in Lethbridge on March 23 & 24 and associated Council of President's Meeting. At this meeting he accepted the position of Chairman of the Council of Presidents for a two-year term.
 - . the opening of the 'Care of the Professional Voice Symposium' on Thursday, March 22,

- . the Athletic Awards Night on Friday, April 6,
- . the Hospitality Banquet on Saturday, April 7, as well as the Students' Association 2nd Annual Awards Banquet,
- . the Student Achiever's Breakfast on Wednesday, March 28 at which 146 students received recognition.
- He met with Mr. Lowell Hodgson and Mr. Ron Chikmoroff re the proposal to have the Athlete's Village at Red Deer College for the Canada Winter Games '95.
- On Tuesday, April 10 he conducted a Townhall Meeting to apprise the Staff of the budget preparation to date.
- On this date he also met with Mrs. Duncan, Deputy Minister of Advanced Education to discuss the Common Information System/F.T.E. count.
- Dr. Murray has resigned as the Health Centre's Physician.
- An Institutional Development Plan meeting was held on Monday, April 9 and he anticipates the final draft will be available in the near future.
- Skywings Aviation has chosen Red Deer College to provide the academic courses to complement their aviation training program.
- He extended his congratulations to Mr. Dibben as well as to Candice Dwernychuk, Connie Rhodes, and Mark Butler as recipients of the Charles S. Noble Award for Student Leadership.
- The Search Committee for the Academic Vice President is presently reviewing the applications.

5. C. Report from Academic Council

Mrs. Walls reported that at the meeting held on April 3, Academic Council:

- moved to accept as information the Association of Canadian Community Colleges Paper - "A Future That Works" (A paper developed by a Task Force chaired by Dr. Luterbach).
- moved to accept as information the Length of Spring Session (a memo from Bob Mills, Arts and Education Academic Council representative)

The next Academic Council meeting will be held on May 1, 1990

5. D. Report from the Faculty Association

Dr. Mishra reported the following:

- The FARDC elections were quite successful and we were able to fill almost all the vacancies. Gerry Paradis is our incoming President and Mark Ryan will be the Board representative. A "complete" list of the Faculty Association Executive and Committee members will be available soon.
- Another term has passed; the students are busy preparing for their final examinations and the Faculty will be busy with grading. Most of the Faculty Members are planning their professional development activities and a lucky few are slated to teach during the spring term.
- The Faculty is quite concerned about the recent budget development at the College.

5. E. Report from the Non-Academic Support Staff

Mrs. Fletcher reported the following:

- C.U.P.E. will be holding their General Elections in May.
- Negotiations between C.U.P.E. and the Board of Governors will commence shortly.
- Deb Leimert will be attending the ACCC Conference in Charlottetown as the Voting Delegate representing Support Staff.
- The members of the Staff Association and C.U.P.E. are looking forward to the Spring Break-Up and K.I.T.E. Awards Program to be held on May 10.
- All the members of C.U.P.E. and the Support Staff Association are very apprehensive about the budgetary cutbacks.
- She attended the Athletics Award Ceremonies and the Students' Association Awards Night. Both were very worthwhile functions and the students so honoured are a credit to Red Deer College. She also attended the Board of Governors Workshop in Lethbridge and the Student Achievers Breakfast.

5. F. Report from the Students Association

Mr. Dibben reported the following:

- On March 22 the Students' Association held their annual general election to elect the Executive for the coming year. Elected were:
 - . Brian MacPhee, President
 - . Gerri Polis, Executive Vice President
 - . Mark Chipeur, Activities Vice President
 - . Alana Racher, Academics Vice President
 - . Connie Rhodes, Board of Governors representative. She will commence on June 1 and will accompany Dwight to the May Board meeting.
- It was a privilege and an honor for him to be the College's representative on the Alberta delegation to accompany Mr. Dawe to Ottawa as a nominee to receive the national award as "Educator of the Year". Mr. Dawe had previously been selected as Alberta's "Educator of the Year" and was runner-up for the National Award.
- On behalf of the Students' Association Mr. Dibben thanked the Board Members who attended the S.A. Awards Night.
- He attended the Athletic Awards Banquet.

5. G. Report from the Red Deer College Foundation

Mrs. Walls reported the following:

- The Foundation Board of Directors recently met to discuss its future based on the Foundation's February Board Retreat and the recommendations, regarding their goals, from the College Board of Governors. The Foundation Board has agreed with the Board of Governors' recommendations and will proceed on that basis. They also agreed to support the degree granting thrust and will attempt to raise private funds necessary to pay for the feasibility study.

- **Crystal Ball '90** - was the Foundation's most successful ever with a net profit of just over \$12,000. Mrs. Val Sandall and Mrs. Kathy Lacey, who chaired this year's event, have agreed to chair the 1991 event. Mr. Dick Jewell won the Waterford Crystal Bowl door prize and has in turn donated \$1,200 to the Foundation to set up a scholarship/endowment fund in the Performing Arts area in his parents' name. With the recent death of Mr. Robert Jewell, people wishing to make contributions may do so to this fund.
- **Golf Classic '90** - Arrangements have been made to increase the prize pool at this year's tournament to over \$100,000. Autos will be displayed and offered as hole-in-one prizes on all four par 3's this year. As well, two College Foundation Special Edition golf bags will be available on all 18 holes. This year we will be increasing our sponsors to 36 and have increased our entry fee to \$175. Entries will be at a premium so persons wishing to participate should place their names on the waiting list and should submit a cheque for \$175 as soon as possible. This will guarantee a place on the waiting list.
- **Donations over \$100 this month:**

Red Deer Vending Co. Ltd.	Undesignated	\$2,994.92
Wil-Sher Construction	Students' Assn. Endowment	1,600.00
Mitchell & Jewell Ltd.	R.M. Jewell Endowment	1,200.00
Monarch Broadcasting	Computer Project	834.00
IBM Canada	Voice Symposium	700.00
The Royal Bank of Canada	Voice Symposium	500.00
Michael O'Hanlon	Degree Granting Project	300.00
Town of Stettler	Stettler Business Awards	300.00
Kingswood Canada Inc.	Voice Symposium	250.00
Bridge Brand Food Services	Scholarship	200.00
North Hill Inn	Athletic Scholarship	150.00
Majestic Trophies & Giftware	Athletic Program	100.00

5. H. Individual Member Reports

Mr. Heywood thanked both Administration and the Finance Department for the long and arduous hours spent in preparation of the 1990/91 Operating Budget.

Dr. Mishra reported that he attended the Breakfast for Student Achievers, the S.A. Awards Night and several budget-related meetings.

With regard to Dr. Luterbach's reponse to Advanced Education's discussion paper on Emerging Trends on Access to University Education, a correction is necessary to item 4 on page 5 (there appears to be some words omitted and a corrected copy can be obtained from the President's Office).

There was no discussion with regard to the remaining agenda items.

39/90 MOTION - Mr. Meyette

- that the meeting be adjourned at 10:10 p.m.

All in favor. Carried.

BUDGETARY FACTS

prepared by Dr. Edward J. Luterbach on May 4, 1990

The 1989/90 and 1990/91 Budgets

There appears to be considerable inaccurate and misleading information being communicated concerning the 1989/90 Budget deficit, the 1990/91 Budget shortfall (prior to the implementation of the budgetary cost-saving measures, including program cuts), and finally the Budget development process used to prepare the 1990/91 Budget. This memorandum is intended to establish facts of which some persons seem to be unaware.

The 1989/90 Budget Deficit

Over the past several years the Board has pursued the Government's commitment to improving access to post-secondary education. The Board has done so fully appreciating that there would be only a small amount of additional funding made available as a result of achieving increased enrollments. The Board and Administration thus proceeded to increase enrollments in select program areas and to financially support this initiative by increasing the efficiency of the College, maximizing its revenue (through such measures as seeking out alternate sources of funding, improving the interest return on investments), coupled with using the small amount of enrollment growth funding (approximately \$800.00 per F.T.E.) that became available.

Over a short period of time the College demonstrated to itself, the Region and the Province that it had become one of, if not the, most cost effective (high quality for the least cost) and cost efficient (highest number of students for the least cost) educational institutions in the province. The Board, Faculty and Staff rightfully and deservedly took great pride in this achievement. With this high level of effectiveness/efficiency achieved, the Board sought to maintain enrollments and commitments to programs at their existing levels. It sought to do so while recognizing that the increases to the grants were continuing to fall below the increases to costs (inflation, cost of living adjustments, etc.). The Board began expressing its concerns to the Department of Advanced Education. It did so by indicating that in the absence of increased funding the College could not sustain all of its enrollments and programs. The Board also began to explore whether or not financial relief could be made available through obtaining new funds as a result of mounting new programs (Hospitality and Degree Granting).

In the Spring of 1989, soon after approving the 1989/90 operating budget, the Board realized it would require a draw down on the accumulated surplus. The Board determined it would not redo the 1989/90 budget after the salary settlements exceeded the planned for amount by 1% (approximately \$200,000), a contingency cost of \$75,000 was outside the budget and the revenues were revised downwards by \$100,000 (as it was realized and accepted that the administration overheads that were projected from Child Care and the Childrens' Service Centre were not achievable). The Board did so with the realization that to redo the Budget at that time would have meant major cutbacks, including discontinuing programs and that there was a surplus available to cover this shortfall even if the College was unsuccessful in presenting its case for increased funding to the Department.

Over the last several years, as a result of the burgeoning application rates, the College had sought to have the U of A or U of C broker some of their degree programs on the College campus. While there was little or no progress attained in this initiative, pressure continued to escalate for the College to respond to the ever increasing numbers of applications, especially in the University Transfer area.

The Board initiated a study to determine both the need for and extent to which there was support for Red Deer College to pursue degree granting status. The Board did so with the full realization that if the degree granting initiatives were to proceed, not only would it enable the College to broaden its array of valued programs, but it would provide a source of significant budgetary relief to the College.

During the 1989/90 budget year, the College was unsuccessful in obtaining Government support for either its case for extraordinary funding or for the degree granting initiative (still on hold). Additionally, during the year, the College experienced a substantial increase to the cost of benefits and we found that the staffing costs in the Academic Divisions were higher than had been planned. These problems created budget overruns of approximately \$375,000. This, together with an unusually high rate of illness (\$75,000 replacement cost) and coupled with the original \$375,000 planned shortfall, has generated the present projected budgetary deficit ($\$375,000 + \$75,000 + \$375,000 = \$825,000$).

The Budgetary Development Process

November 1989

- The Board reviewed the operating budget determining that College Administration should continue to pursue extraordinary funding based upon the enrollment growth over the past few years and that the Board would pursue Degree Granting Status.

February 1990

- The Board reviewed the 1989/90 budget deficit and was apprised that it was unlikely we would obtain extraordinary funding. The Board requested administration to develop the 1990/91 operating budget on the principle that the budget would need to remain balanced throughout the 1990/1991 fiscal year as well as in subsequent years.

February 21, 1990

- 1989/90 Revenue and Expenditure Review - developed by the Finance Department in consultation with the members of CAC and reviewed by CAC and the Board.
- 1989/90 and 1990/91 Enrollment Review - developed by the Finance Department in consultation with the members of CAC and reviewed by CAC and the Board.
- 1990/91 Revenue Calculations - developed by the Finance Department in consultation with the members of CAC and reviewed by CAC and the Board.

March 26, 1990

- 1990/91 Expenditure Budget - draft #1 - developed by the Finance Department in consultation with the members of CAC and reviewed by CAC. (This draft showed significant cost overruns to support the replication of the current year in spite of all attempts to limit all expansion.)

March 29, 1990

- Development of a list of cost-saving initiatives aimed at reducing expenditures yet maintaining enrollment levels - prepared by CAC often together with their senior staff.
- Development of a list of revenue generating initiatives - prepared by CAC often together with their senior staff.

April 2, 1990 (College Affairs Committee)

April 3, 1990 (Board of Governors)

- Discussion of the cost-saving and revenue generating initiatives with the Board at the Special Board meeting on April 3, 1990. This list included essentially all measures or strategies as suggested to and/or by College Administration.

April 9, 1990

- 1990/91 Expenditure Budget - draft #2 - prepared by the Executive Committee incorporated the cost-saving initiatives and revenue generating initiatives that were approved-in-principle by the Board. This draft still showed a significant shortfall in revenues to support the scaled-down operation of the College.

April 10, 1990

- The Executive Committee prepared a series of additional alternatives for reducing expenditures. These alternatives included initiatives that would, if implemented, eliminate some programs and reduce enrollments.

April 10, 1990

- These additional alternatives were discussed with College Affairs Committee and with the College community (Townhall meeting).

April 17, 1990

- 1990/91 Expenditure Budget - a preliminary draft 3 was developed by the Executive Committee. This draft incorporated further cost-saving initiatives that brought the budget within \$400,000 of balancing. The level of expenditures in draft 3 permitted the enrollments to be maintained; however to get to a balanced position, further reductions would be required.

April 18, 1990

- 1990/91 Expenditure Budget - draft 3 a) and draft 3 b) with alternative proposals to balance the budget were prepared by the President. The Board was asked to provide direction and approval as to what alternatives we should implement to balance the budget. Draft 3 a) and 3 b) and alternative proposals included all of the remaining suggestions, measures and strategies proposed by members of senior administration.

April 18, 1990

- After considering at length all of the Alternatives presented and one additional measure proposed by a Board member, the Board approved Draft 3 a) as presented.

The 1990/91 Budget Shortfall

During the months of February and March 1990, all members of Senior Administration (in most cases together with the senior members of their staff) developed a 1990/91 operating budget based upon the assumption that:

1. We would replicate the 1989/90 budget (maintaining all programs and activities that we were committed to maintaining during 1989/90).
2. We would increase benefit costs by 2.75%.
3. We would include increment costs.
4. We would honor any and all existing contractual obligations (such as absorbing the full costs of persons in probationary positions who were hired in August - these were included in the 1989/90 budget for only 11 months rather than the full year as required in 1990/91).

5. A 1% contingency budget (\$300,000) was necessary to accomodate unanticipated expenditures such as coverage for illness, etc.
6. A contingency equal to 5% of salaries would be established to provide for salary settlements.

During this period it became very apparent that there was to be anticipated a major financial shortfall. Each of the members of senior administration (and in most cases together with their senior members of staff) provided further drafts that incorporated cuts from their original drafts and/or provided lists of cost-saving measures that could be considered. Each and all of these were reviewed by the Executive Committee (President and Vice-Presidents). The Executive Committee formulated recommendations that were then discussed and considered by members of their staff. By April 2, 1990 a list of potential cost-saving measures was prepared and discussed with the College Affairs Committee (all members of senior administration) and on April 3, 1990 was considered by the Board of Governors and their advice obtained.

As a result, one of the underlying assumptions was altered together with an indication of support for some of the measures was obtained.

- It was determined that the salary contingency should be adjusted so that the amount set aside would be a total of 5% of salaries rather than increments (approximately 2%) plus 5%.

- Principles inherent in the Board's advice included that:

- i) Quality of education must be preserved and if cuts were necessary that jeopardized reasonable levels of quality, entire programs would need to be cut.

- ii) Cutbacks in student enrollment should be avoided but if and where necessary, should affect the smallest number of students.
- iii) Measures taken to balance the 1990/91 budgets should be designed to assist the College in maintaining a balanced budget through 1991 and beyond.
- iv) Budgetary cutbacks should be first taken in programs and activities outside of the core mandate of the College.
- v) Introduce targeted cuts rather than make further across-the-board cuts.
- vi) Program deletions/suspensions must be made in programs that would still allow the College to keep the grants if the program was deleted or suspended.

With this information, members of the College Affairs Committee together with, in most cases, members of their senior staff generated a further draft of their budgets. Within the next week it was apparent that following the introduction of all of the cost-saving measures supported by the Board, there remained a shortfall of \$800,000 (even after the salary contingency was reduced). A townhall meeting was called and the College community was alerted to the current status of the budgetary deliberations. All were encouraged to develop and propose additional suggestions.

After fine combing through each of the budget cost centres by the President, Vice-Presidents and their senior staff, there remained a \$400,000 shortfall for which there was not unanimous agreement as to what further cuts should be undertaken to resolve this shortfall. As a result, the President prepared draft 3 a), incorporating all of the suggestions received from two of the Vice-Presidents; and draft 3 b) which contained a series of alternative measures (including the cutting of a number of other programs) as proposed by the other Vice-President.

The Board considered both drafts and approved draft 3 a).

It should be noted that the only area of difference among members of the College Affairs Committee and/or among members of the Board of Governors was in the actions necessary to reduce the remaining \$400,000 shortfall. This, in the final analysis, was to which programs would be discontinued. It should also be clear that whereas there was a considerable amount of disappointment and discomfort with many of the other cost-saving measures (including changing the role of Counselling and cutting a number of staff positions, there was nevertheless either unanimous or near unanimous support for each of these actions.

(EL Messages:13)

NOTICES OF MOTIONNO. 1

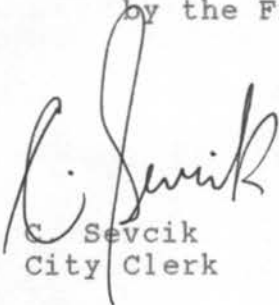
DATE: May 3, 1990
TO: City Council
FROM: City Clerk
RE: NOTICE OF MOTION/ALDERMAN CAMPBELL/FIREWORKS

The following Notice of Motion was submitted by Alderman Campbell at the Council meeting of April 30, 1990.

"WHEREAS uncontrolled use of fireworks is potentially dangerous to persons and property

AND WHEREAS the Provincial Government has repealed legislation with respect to the control of fireworks.

THEREFORE BE IT RESOLVED that the Council for the City of Red Deer pass a bylaw restricting the sale and use of fireworks to only those persons licensed for such purposes; such use must be approved by a permit issued by the Fire Chief.



C. Sevcik
City Clerk

CS/ds

DATE; May 7, 1990
TO: City Clerk
FROM: Fire Chief
RE: Proposed Fireworks Bylaw

At their meeting of April 11, 1990 Council rejected the implementation of a proposed Bylaw submitted by this department to restrict the sale and use of fireworks in the City of Red Deer.


At the same meeting, Alderman Campbell introduced a notice of motion as follows;

"Whereas uncontrolled use of fireworks is potentially dangerous to persons, and property, and

Whereas the Provincial Government has repealed legislation with respect to the control of fireworks,

Therefore be it resolved that the City of Red Deer pass a bylaw restricting the sale and use of fireworks to only those persons licensed to such purposes; such use must be approved by a permit issued by the Fire Chief".

This will advise that we are in full support of Alderman Campbell's notice of motion and should same receive approval of Council, we would redraft the proposed bylaw for Council's consideration.


R. O'scroft
FIRE CHIEF

DATE:

April 30/90

NO. _____

Moved by Alderman

Engell

Seconded by Alderman _____

Whereas uncontrolled use of fireworks is potentially dangerous to persons & property and whereas the provincial government has repealed legislation with respect to the control of fireworks

therefore be it resolved that the Council for the City of Red Deer pass a bylaw restricting the sale and use of fireworks to only those persons licenced for such purposes; Such use must be approved by a permit issued by the Fire Chief

☐

Lawrence

☐

Surkan

☐

Pimm

☐

Moffat

☐

McGregor

☐

Campbell

☐

Guilbault

☐

Statnyk

☐

McGhee

☐

Carried

☐

Defeated

☐

Withdrawn

☐

= For

☒

= Against

☐

A

= Absent

DATE: May 2, 1990
TO: Fire Chief
FROM: City Clerk
RE: PROPOSED EXPLOSIVES AND FIREWORKS BYLAW

Your report dated April 11, 1990 pertaining to the above topic was considered at the Council meeting of April 30, 1990 and at which meeting Council passed the following motion.

"RESOLVED that Council of The City of Red Deer hereby agrees that the proposed Explosives and Fireworks Bylaw as presented to Council April 30, 1990 by the Fire Chief, be not approved."

In passing the above motion, Council generally agreed with the comments of the Commissioners that introduction of a permit system controlling the sale and use of fireworks would be an onerous and extremely costly undertaking.

I would further advise that at the above noted meeting, Alderman Campbell introduced the following notice of motion .

"WHEREAS uncontrolled use of fireworks is potentially dangerous to persons and property, and

WHEREAS the provincial government has repealed legislation with respect to the control of fireworks,

THEREFORE BE IT RESOLVED THAT the Council of The City of Red Deer pass a bylaw restricting the sale and use of fireworks to only those persons licensed for such purposes, such use must be approved by a permit issued by the Fire Chief."

This notice of motion will be considered by Council at its meeting of May 14. Any comments which you might have regarding this motion would be appreciated by no later than Monday, May 7.

Fire Chief
Page 2
May 1, 1990

The decision of Council in this instance is submitted for your information. If you have any questions, please do not hesitate to contact the undersigned.



C. SEVCIK
City Clerk

CS/jt

c.c. City Commissioners
R.C.M.P., City Detachment
City Solicitor

DATE: May 16, 1990
TO: Fire Chief
FROM: City Clerk
RE: ALDERMAN CAMPBELL NOTICE OF MOTION / FIREWORKS

At the Council meeting of May 14, 1990, the following motion was passed pertaining to a bylaw restricting the sale and use of fireworks.

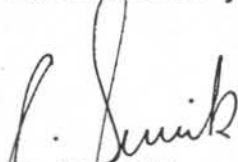
"WHEREAS uncontrolled use of fireworks is potentially dangerous to persons and property

AND WHEREAS the Provincial Government has repealed legislation with respect to the control of fireworks

THEREFORE BE IT RESOLVED that Council for The City of Red Deer pass a bylaw restricting the sale and use of fireworks to only those persons licensed for such purposes; such use must be approved by a permit issued by the Fire Chief."

The decision of Council in this instance is submitted for your information, and we would ask that you prepare the bylaw with assistance from the City Solicitor, and submit same back to this office for inclusion on a future Council agenda.

Submitted for your information and appropriate action.


C. SEVCIK
City Clerk

CS/jt

c.c. City Commissioner
City Solicitor

NO. 25

DATE: April 11, 1990
TO: City Clerk
FROM: Fire Chief
RE: Proposed Explosives & Fireworks Bylaw

Would you please present the attached proposed bylaw to Council for their consideration.

We have serious concerns for the public safety because of the misuse of fireworks which has occurred in the City over the past couple of years.

In 1986, the Provincial Government repealed Section 436(3) of the Fire Code which prohibited the sale of low hazard fireworks in the Province.

Since that time, the sale of low hazard fireworks has proliferated, with the commodity having a high profit margin, they are readily available from grocery stores, service stations, novelty stores, car dealerships etc.

Fireworks are classified into two division, low hazard fireworks (also known as shop goods) and high hazard fireworks

High hazard fireworks, the type commonly used for public displays, are controlled under the Explosives Act, and their use is controlled through a permit system before sale of these goods, and their subsequent discharge. Only qualified persons in possession of a "shooters license" may detonate these devices.

The term "low hazard fireworks" is a misnomer. These devices consist of firecrackers, distress signals, fountains, pin-wheels, and aerial rockets. The rockets and other aerial displays are powerful enough to hurl their projectile up to 100 feet in the air. As their quality control is not as stringent as high hazard products, they often do not burn out before landing, are more subject to misfires, or delayed firing, and are readily available to youngsters regardless of their age.

Inspector Pearson advises of complaints of fireworks being detonated late at night, with subsequent reports to the RCMP, of gunshots being fired and the tying up of a number of police officers to investigate these complaints.

City Clerk
 April 9, 1990
 Page 2

The Fire Department has received complaints of fire crackers being placed in residential mail boxes, and aerial displays being discharged late at night in residential areas.

Since 1987, the Alberta Fire Chiefs Association has consistently lobbied the government to ban the sale of firecrackers and low hazard fireworks in the interest of public safety. We are at a loss to explain the government's reluctance to do so as statistics from the Fire Commissioners office indicate a number of injuries and fire losses occurring each year from fireworks.

National Fire Protection Association statistics indicate that 10,000 serious injuries occur in the United States each year through the uncontrolled purchase and use of low hazard fireworks.


To the credit of merchants in this community, many have refused to sell fireworks from their business after hearing our concerns on this subject, however, fireworks are readily available for purchase throughout the Province

Another concern in this matter is that the Alberta Fire Code allows for the storage of up to 113 kg of fireworks for display purposes. To our mind, this is an excessive amount of a hazardous good to be stored in commercial zones, and could pose a serious hazard to the public and fire fighters should a fire occur on the storage premises.

Through the recommended permitting system for possession and storage of fireworks or explosives, the Fire Department would be aware of these locations and be better prepared to deal with the public safety should fire occur in or near these types of premises.

This recommended bylaw would not ban the use of low hazard fireworks, but would subject their storage, possession and use to stricter control thus reducing the potential for accident.

Respectfully submitted



Robert Oscroft
 FIRE CHIEF

Commissioners' Comments

Attached is a report from the Fire Chief recommending the passage of a bylaw to regulate the use of low hazard fireworks. As pointed out in the report, this class of fireworks was recently deregulated by the Provincial Govt. While we recognize that there have been some problems as a result of this action, we cannot support the recommendations of the Fire Chief. To introduce a permit system controlling, among other things, the sale and use of these fireworks

would be an onerous and extremely expensive undertaking which would lead to either an increase in budget costs or a permit fee that in many cases would exceed the value of the merchandise purchased. We, would, therefore, recommend that Council not approve the attached bylaw.

'R.J. MCGHEE'
Mayor

'M.C. DAY'
City Commissioner

BY-LAW NO. 2800/C-90

BEING a By-law to amend the Traffic By-law No. 2800/82.

THE MUNICIPAL COUNCIL FOR THE CITY OF RED DEER, IN THE PROVINCE OF ALBERTA, DULY ASSEMBLED, HEREBY ENACTS:

That By-law No. 2800/82 be amended as follows:

1. That section 4 be amended by adding thereto the following:

" (w) "Traffic Control Device" for the purposes of this by-law means any sign, signal, marking or device placed, marked or erected under the authority of the Highway Traffic Act, the Motor Transport Act, or this by-law for the purpose of regulating, warning or guiding traffic".
2. That section 104 be amended by deleting subsection (1) therefrom and substituting in its place and stead the following:

" (1) The Council hereby delegates to the City Engineer and the Manager, and in the alternative thereof unto a Commissioner, the power to prescribe where traffic control devices are to be installed or removed".
3. This by-law shall come into full force and effect upon third reading thereof.

READ A FIRST TIME IN OPEN COUNCIL THIS ____ DAY OF _____, A.D. 1990;

READ A SECOND TIME IN OPEN COUNCIL THIS ____ DAY OF _____, A.D. 1990;

READ A THIRD TIME IN OPEN COUNCIL AND FINALLY PASSED THIS ____ DAY OF _____,
A.D. 1990.

MAYOR

CITY CLERK

Acknowledgement of Receipt		Avis de réception		<i>May 14/90</i>	
<input checked="" type="checkbox"/> To be completed at Office of Origin		<input checked="" type="checkbox"/> À remplir par le Bureau d'origine			
Name of Addressee		Nom du destinataire			
<i>P. KOKBSKY and</i>		<i>I BEGLAU 11103 Mc. Donald</i>			
P.O. Box R.R. or Apt. No. No. & Street		C.P. n° de R.R. ou d'app. n° et rue			
<i>1600 BLOCK, BEACH AVE</i>		<i>VANCOUVER BC. V6G 1Y7</i>			
City	Ville	Province	Country	Pays	Postal CODE postal
<input checked="" type="checkbox"/> Office of Destination This advice should be signed by the addressee or authorized representative or, if the regulations of the country of destination provide by the postmaster at the office of delivery and returned by first mail to the address shown on other side.		<input checked="" type="checkbox"/> Bureau destinataire Cet avis doit être signé par le destinataire ou son représentant ou, si le règlement du pays de destination le comporte, par l'agent du bureau de destination et renvoyé par le premier courrier à l'adresse indiquée au recto.		Date Stamp of Office of Delivery	Timbre à date du bureau de destination
The registered item referred to at (A) was delivered on:		L'item recommandé décrit en (A) a été livré le:		19	
Signature of Postmaster at Office of Delivery	Signature de l'agent du bureau de destination	Signature of Addressee or Authorized Representative	Signature du destinataire ou de son représentant		
33-086-230 (11-80)					



Canada Post / Postes Canada

Office of Origin / Bureau d'origine

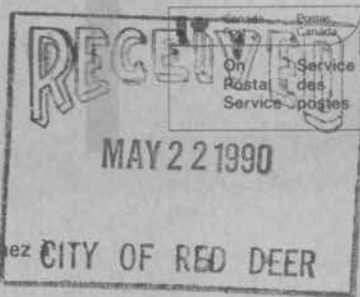
Registration N° de recommandation

CA 032

Date May 16/90



Post Office of Mailing / Bureau d'expédition



Return to / Retournez CITY OF RED DEER

CITY OF RED DEER
BOX 5008
RED DEER, ALBERTA
T4N 3T4

RED DEER

ANN

May 14/90

1988-1989

With the Compliments of
DR. E.J. LUTERBACH

NT'S REPORT

RED DEER COLLEGE

OFFICE OF THE PRESIDENT

Red Deer College is access in the ces. Enrollments with our commitment dent access. These nding levels have nificant deficit in our ce of substantially in- College may be students served. before are seeking a action will not be es have been fully

College Administration are concerned about these issues and have sought to maximize revenue opportunities and to control operating expenditures. We attempted, but were unsuccessful, in arranging for the brokering of degrees from either of the major Alberta universities. Thus, in January 1988 a task force was formed to review the issues associated with degree-granting status for Red Deer College as a means of addressing this crisis. Results of studies undertaken by outside consultants indicated conclusively that Central Albertans strongly supported a degree-granting post-secondary institution in Central Alberta. Red Deer College was identified as the best choice because of its location, reputation, quality of instruction, size and atmosphere. Support for degree-granting is evident. The studies showed that degree programs should be offered in addition to the vocational, career and university transfer mix presently available.

The Board and College Administration are continuing to pursue this initiative and to seek increased levels of funding.

1988 was also a year to celebrate! Red Deer College has been providing post-secondary education since 1963 when Red Deer Junior College was established. From its beginnings then, with slightly more than 100 students enrolled, the College has grown to nearly 5,000 full-time equivalent students. The Red Deer College Alumni Association was formed in 1988 to promote and celebrate a quarter century in education. The events were extremely successful and helped to mould a group of students into an association which continues to mature, flourish and enrich the lives at the College.

The students, staff and community reap the benefits of an active, industrious College Foundation. 130 scholarships and awards are available to the students of the College and as well, the Foundation hosts two annual major fund raising events, the Golf Classic and Crystal Ball. In 1988 the College was able to purchase a Grand Piano; a fitness van; and software, computers and furniture for the Adult Literacy Program. In addition, many other projects were undertaken and completed.

We had reason to cheer as Red Deer College received the Alberta Colleges Athletic Conference Supremacy Award in 1988. This is truly a tribute to the skill and devotion of our Athletic's staff and athletes.

The National Council Award of Excellence for Staff, Program and Organizational Development was awarded to Red Deer College at a presentation ceremony in Chicago, Illinois. This was the first time a Canadian college had ever been nominated so we are very proud of the award.

In recognition of editorial and design quality, excellence and innovation in promotion, and public service, Red Deer College Press was named the 1989 "Alberta Publisher of the Year". Increasingly, books by the Press draw national acclaim.

We have a strong team who work together and concentrate on those important factors which influence the direction of educational development in Alberta. I commend the team! We have students, faculty, support staff, administration, advisory groups, volunteers, agencies, governments and Boards participating in this diverse industry. Diversity allows each team member to contribute in a special way which leads to innovation and creativity. The challenges are apparent and I am confident that Red Deer College will meet them. "Some men see things as they are and say "Why?" I dream things that never were and say, "Why not?" - George Bernard Shaw.



Dr. Edward J. Luterbach
President

BOARD OF GOVERNORS

Ken Heywood
Chairman

Dr. Edward J. Luterbach
President

Joan Donald
(left to right)



William Kidd

Mary Anne Petersen

John Uncles
(left to right)



Wendy Walls

Dwight Dibben

Lillian Fletcher
(left to right)



Dr. Arun Mishra

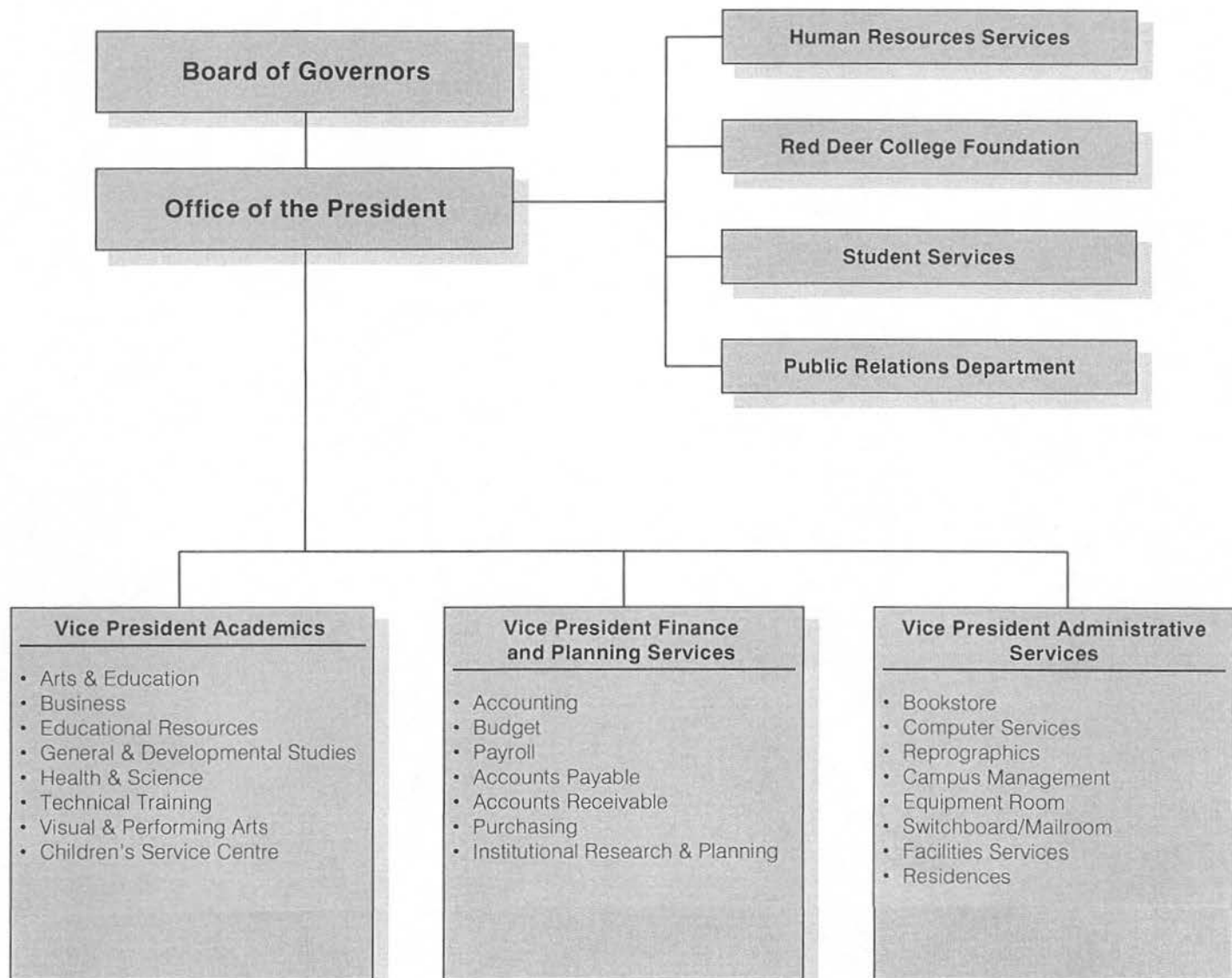
Keith Cunniffe
(to November 1988)

Robert Gray
(to February 1989)
(left to right)



ORGANIZATIONAL CHART

Red Deer College is governed by a Board of Governors representing the Central Alberta community and the major constituencies of the College. The Board Members are appointed by the Minister of Advanced Education. The President is the chief executive officer, responsible for the overall operation of the College.





VICE PRESIDENT ACADEMICS

Dr. Donna Allan

The academic year 1988/90 was one of growth and excitement as two new programs in Hospitality and in Hotel, Motel, Restaurant Management were implemented and additional students were accepted in the university transfer programs in Arts and Sciences. These expansions provided a renewed energy to our program offerings as new programs and planned growth had not occurred for three years. The work of the "Degree Granting Task Force" further added to the excitement of 1988/89 for the academic staff and students.

The Hospitality Training and Hotel, Motel, Restaurant Management programs provide a new thrust for the College. Hospitality Training is a high priority for Alberta and we are proud to have had our program design accepted as a model by The Tourism and Education Council. One time funding was approved under the Canada/Alberta Tourism Agreement for curriculum development of our Hospitality programs to provide a distance delivery option to Albertans.

Student demand for access to our programs continued to be very strong. Additional funding was received from government to increase our quotas in the Bachelor of Arts and Bachelor of Science programs. This provided an opportunity to expand our course offerings and provide a broader choice of courses to our transfer students. New faculty were hired with subject area specializations to complement our existing faculty strengths. New second year courses were planned and transfer arrangements negotiated and added to the provincial transfer guide. Demand for Business Administration and Commerce programs, the Pharmacy Technician Program, the Social Services and the Nursing Programs continue to be very heavy.

The Community Education component of our program offerings continues to grow and demand exceeds our present capacity. The Management Development Centre growth has been exceptional.

The Pharmacy Technician Program, the only one in this province, offered its program on a part time basis to all Albertans through teleconferencing. Nine centres were on line and four courses offered to approximately 150 students.

Our faculty continue to provide leadership not only within their program but within the province and within Canada. The Early Childhood Program has

provided leadership in the research for the Canadian Child Care project funded by Health and Welfare Canada as an example.

The Division of Educational Resources expanded its resources to add a full time Records Manager. The computerization of the Learning Resource collection is ahead of schedule and a library computer catalogue is now available to the public. The Technical Training Division, under the leadership of a new Dean, completed a five year strategic plan for their programming areas. Competency based apprenticeship training was offered to first year students in Carpentry and Welding. This offering is part of a provincial pilot project.

Programs and services in the Division of Visual and Performing Arts continue to place a high demand for our facilities. The Arts Centre has been in operation for three years and is fully utilized by the College and the community.

Program reviews were completed for the Bachelor of Arts Program, the Teacher's Aide Program, the Computer Systems Technology Program, the Secretarial Science Program and the Learning Assistance Centre.

Goals and objectives for the area of the Vice President Academics were established and were completed, where funding was provided and where decisions were within our scope of control. Goals involving transfer to our provincial universities, are in process and will continue in 1989/90.

Availability of classroom space and faculty offices are problems requiring solution. Curriculum delivery is restricted by availability of appropriate classroom space and faculty are reluctant to spend out of class time in offices shared with others where noise and security are problems.

At the request of the "Degree Granting Task Force" submissions were prepared and presented for baccalaureate degrees in Arts, Commerce, Education, Family and Child Studies, Fine Arts, General Studies, Nursing, Physical Education and Science. This was an exciting opportunity and has created a new excitement and enthusiasm for the future development of these programs.

The academic year 1988/90 was again successful in providing quality programs to students.



VICE PRESIDENT FINANCE AND PLANNING SERVICES

Joe Batty

The 1988/89 academic year featured some major changes at the College. Enrollments increased by 13% with the expansion of university transfer programming and the introduction of new programs in Hospitality Training and Hotel, Motel, Restaurant Management. These additional programs and students stretched our administrative and building resources beyond capacity. Several mid-year adjustments were required that put the College into a difficult position.

One of these adjustments affecting the Administrative operation of the College was the splitting of responsibilities of the Administrative Vice President. Effective June 1, 1989, the positions of Vice Presi-

dent Administration and Vice President Finance and Planning were created. It is expected these two positions will supplement the College's ability to respond to the demands of the 1990's.

Highlights of the Year:

- Installation of a new financial software system.
- Creation of an office for Budget Management.
- Creation of an office for Institutional Research and Planning.
- Implementation of a new account code numbering system for the College.



VICE PRESIDENT ADMINISTRATIVE SERVICES

Don Haldane

A change in the executive organizational structure occurred in the 1988/89 academic year. Recognizing the growth Red Deer College has experienced, and the projected growth in the 90's, the administrative unit has been split into two units - Administrative Services and Finance & Planning Services.

Highlights of the Year:

- HVAC (Heating, Ventilating and Air Conditioning) services were contracted out to the private sector. The College has experienced decreased costs and an increased level of service in this area.
- Residence renovations continued on schedule. The third of five towers underwent a major renovation and all five towers received a complete fire alarm system upgrade.
- The Computer Services department was reorganized to provide an increased level of service. The department was split into the following two functional areas:
 - Hardware & Academic Support
 - Administrative Software Support



STUDENT SERVICES

Diane Tyler, Dean

Upon return from my sabbatical at the beginning of September, the Student Services Department was reunited. I was pleased to welcome Al Ferchuk as Director of Athletics, Mike Babcock and Sharon Dickoff as Co-Chairpersons of the Intramural Program, Joan Scott as Counselling Chairperson, Bob Bennett as Registrar and Janice Hazlett as Occupational Health Nurse.

Highlights of the Year:

- Counselling Department Program Review
- Development and Implementation of new admissions policy and procedures
- Record number of applications and registrations received
- Planning for implementation of new Student Records System
- Introduction of Sports Medicine Clinic
- Evaluation of the Intramural Program
- Review of high school liaison resulted in a record number of students reached through the program
- Largest Awards Program and Ceremony ever held
- Four convocations: three in May and one in August
- Chaired Community Relations and External Communications Sub-Committee of Institutional Review
- Excellent showing by College athletic teams: RDC winner for the 8th time in 15 years of the ACAC Supremacy Trophy



HUMAN RESOURCES SERVICES

Alan Anderton, Director.

A major transition in the focus of the Human Resources Office occurred during 1988/89. The resignation of our Human Resources Manager, just prior to the start of the year, provided the impetus and the opportunity for College Administration to reassess the role and the staffing necessary to effectively carry out human resource activities suitable for a growing institution.

The evaluation process was greatly enhanced by the efforts of the Institutional Review Working Committee on Human Resources and by the guidance of Joe Batty, who joined the College as a consultant in the areas of Finance and Human Resources.

As a result of the year-long review process, the Human Resource function was given a much higher

profile and increased responsibilities. The Human Resources Office was provided with the financial and staff resources necessary to fulfill its role as Red Deer College moves into the 1990's.

Highlights of the Year:

- The Institutional Review process identifies twenty key recommendations for Human Resources.
- A Director of Human Resources is appointed.
- Human Resources staff is increased from two to four.
- Human Resources moved into expanded office facilities.



ARTS AND EDUCATION

Dr. Robert M. Anderson, Dean

The Division of Arts and Education offers one year Certificate Programs in Early Childhood Development and Teachers' Aide. It offers two year Diploma Programs in Early Childhood Development, Rehabilitation Services and Social Services. Three two-year University Transfer Programs (Bachelor of Arts, Teacher Education and Physical Education) are also part of the Division. As well, the Division provides the following services to the College: communication courses, two child care centers, fitness centre, and various community education programs in the human services and education areas.

Highlights of the Year:

- The B.A. Program successfully planned the expansion of second year offerings. Courses in Psychology, History, and English were approved for transfer and will be offered.
- Community Education expanded.
- Writers on Campus expanded its offerings in the summer session, as well as providing a greater number of fall and winter courses and workshops.
- The Mattie McCullough lecture series was revived, and a series of workshops and conferences were organized for family counselling groups and Early Childhood specialists.
- The Early Childhood Development Department was successful in getting a Canadian Job Strategies Project contract to offer the first year of the ECD Program throughout Central Alberta on a part time basis over the next three years. As well, ECD were contracted by ACCESS to assist in the development of new training videos.
- The conference and workshops with the Alberta Sport Council, expanded summer elite sports camps. As well, the Kevin Sirois Centre moved into fitness leadership training, and elite athletic training programs. The Phys. Ed., Community Education Services and the Kevin Sirois Centre continue to provide leadership in Central Alberta.



BUSINESS

Mel Delaney, Dean

The Business Division offers diploma programs in Business Administration, Computer Systems Technology, Legal Assistant, and Secretarial Science; certificate programs in Business Administration, Secretarial Science, and Legal Assistant (Calgary); University Transfer Programs in Commerce and Recreation Administration; Management Development Center and other Community Education courses, workshops, seminars, and custom-designed management programming.

Highlights of the Year:

- Revisions in B.A. in Recreation Administration Program to match U. of A. changes; new transfer arrangements to University of Manitoba and University of Oregon
- Record number of registrations in Calgary Legal Assistant Certificate Program
- First graduates of Rocky Mountain House part-time program in Secretarial Science
- Funding through Pembina Educational Consortium for part-time courses in Business Administration at Rocky Mountain House
- Program reviews completed in Secretarial Science and Computer Systems Technology Programs
- Growth in off-campus programming in Rimbey, Ponoka, Wetaskiwin, Stettler, Rocky Mountain House, and Innisfail
- Consolidation of some administration and faculty offices



EDUCATIONAL RESOURCES

Joanne Bucklee, Dean

The Division of Educational Resources includes the Learning Assistance Centre (Library), Audiovisual production, equipment distribution, and teleconference support, Instructional Design support and Records Management.

The 1988/89 year was one of change for the Division. Two new librarians came on staff, two of the four subsystems of the library automation system were implemented, the high demand for tutoring services and LAC other services were unprecedented, and the Records Management position became a full-time one.

Highlights of the Year:

- The LAC Program Review results were very positive about the quality of service and the staff.
- The library computer catalogue was made available to the public in January 1989, six months ahead of schedule.
- A full-time Records Manager was employed in December 1988 providing leadership to the Records Management Program for the first time.
- Alice McNair, Reference Librarian, was awarded the Rookie of the Year KITE Award.
- Unprecedented demand for LAC services.
- Full time University Math tutoring was available for the first time in the Learning Assistance Centre.
- Mary Lou Armstrong was appointed Chairperson of the LRC when Joanne Bucklee became the Dean of Technical Training, in addition to being the Dean of Educational Resources.
- Information on 65% of the LRC collection was entered into the MultiLis database.
- The Peer Tutoring Program expanded to 99 tutors and 194 students tutored in 79 classes.
- Work began in revising the file classification system and inventorying records in storage.
- Segregation of the periodical collection resulted in increased use of periodicals.
- A general assessment of the entire monograph collection was completed.
- Central Alberta Library Association was re-constituted and met at the College.
- A workshop on Statistics Canada materials was arranged by the LRC and attended by staff from RDC as well as three other area libraries.
- The LAC continued to provide leadership in the institution in the areas of writing across the curriculum.



GENERAL AND DEVELOPMENTAL STUDIES

Don Snow, Dean

The Division of General and Developmental Studies once again experienced strong student demand for its program offerings. To an already established College Preparatory Program and General Studies Program, we this year, introduced two new Hospitality Programs. The first is an 8 month career entry level program. The second is a two year diploma program in Hotel, Motel and Restaurant Management. Student response was positive given its late launching, and with concerted effort the program completed a successful first year. The new programs, though initially delivered in a traditional mode, will eventually be available in a distance delivery format. Caroline Hunter has provided direction to the Hospitality Programs.

The many Ad Hoc Programs run by the Division experienced a strong year. We were successful in

receiving year-round funding for our ESL Program which will allow for a planned summer program.

The College Preparatory Program saw its chairperson of five years return to a teaching position. Gerry Paradis provided excellent service and direction as a chairperson. Donna Storvik stepped forward into the chairperson's position commencing January 1, 1989.

After two years of extensive consultation and discussion, a General Studies Program proposal has been brought forward by Laurel Goodacre for discussion and debate. Hopefully, it will be in place for the 1990/91 year. Central to the proposal is a "core" course, researched and developed by Laurel Goodacre and Art Gagne.



HEALTH AND SCIENCE

Dr. Harry Davis, Dean

The Division of Health and Science encompasses the Bachelor of Science transfer programs, the Nursing Diploma Program, the Pharmacy Technician Certificate Programs and the transfer programs in Chemical and Biological Science technologies. The 1988/89 year was extremely busy in terms of program and curriculum development in all areas as well as effecting significant program expansion in the Bachelor of Science transfer area.

Highlights of the Year:

- Student enrollments were increased by approximately 125 FTE (full-time equivalent) in the first year of the Bachelor of Science programs in response to student demands.
- Program planning was effected to increase the size of the second year science programs for 1989/90 to a total of 100 FTE.
- Work continued on the development of the collaborative Bachelor of Science Nursing Program

including development of curriculum for some of the first year courses.

- The second year of Pharmacy Technician Outreach Program was effected with an increase in student enrollments and centers at which the program was offered around the Province.
- The number of Community Education Service courses in Nursing and General Science was increased as was the number of student enrollments.
- Applications for all programs continued to grow with the numbers vastly exceeding the quotas in the Pharmacy Technician and Nursing programs.

In summary, the 1988/89 year resulted in the operationalization of some of the goals and plans from 1987/88. There was significant program and curriculum development undertaken in all areas resulting in increased quality in the educational programs. It was an active and busy year but also rewarding and fulfilling.



TECHNICAL TRAINING

Joanne Bucklee, Dean

The Technical Training Division includes programs to prepare students, for the world of work. Programming areas include Transitional Vocational job training for the trainable mentally handicapped, Auto Body, Carpentry, Electrical, Heavy Duty Mechanics, Motor Mechanics, Welding, Tile Setting, Cement Finisher, Plumbing, Sprinkler Systems Installer and Water Well Drilling, entry programs for youth, and re-entry programs for women. Delivery is achieved through apprenticeship, industry based training, short courses through Community Education Services, and full-time programs. The key to many of the Division's successful activities is its partnerships with the provincial government, the federal government and/or local industry.

Highlights of the Year:

- First year Competency Based Apprenticeship training periods were offered in Welder and Carpenter trades.
- Three Canadian Job Strategies programs were offered, two women's re-entry, Medi-Dent and Breaking Tradition; and one youth entry, Taste of Trades.

- WHMIS (Workplace Hazardous Materials Information System) training was a large component of Community Education Services.
- Recommendations for the development of a Strategic Plan for the Division were tabled with the Dean.
- Corporate donations to the Auto Body Program and to the Sprinkler System Installer Program were received. Enhancements to the programmable controller lab were made possible with corporate funding. A drilling rig has been loaned to the College by Alberta Environment.
- Motor Mechanics, Heavy Duty, Auto Body Departments hosted a meeting with local industry representatives.
- The Division participated in a meeting of Local Apprenticeship Committees organized by the local Career Development and Employment office.
- Faculty continue to actively contribute the curricula in apprenticeship training through the Apprenticeship Branch and work with Provincial Advisory Committees.



VISUAL AND PERFORMING ARTS

Jim Foote, Dean

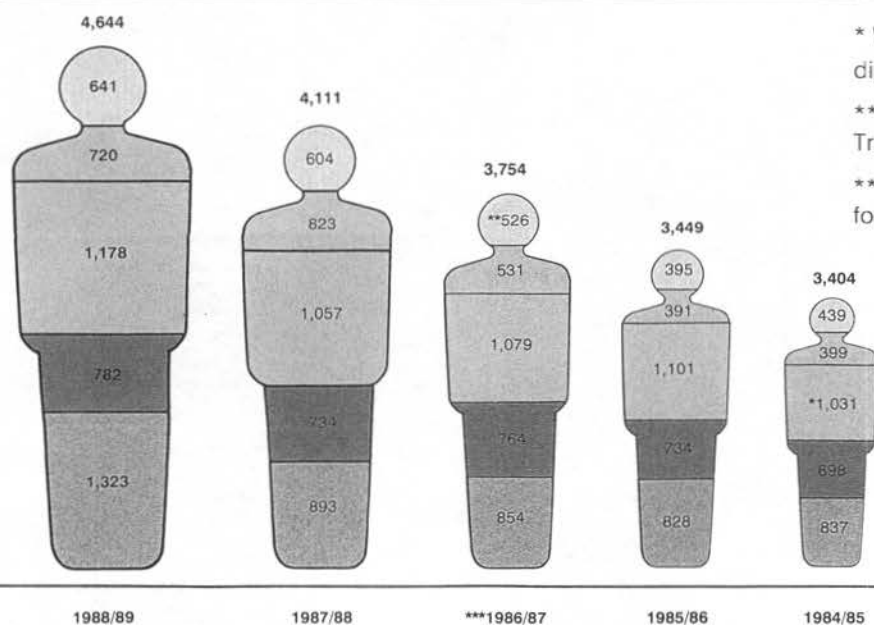
The Division of Visual and Performing Arts offers diploma and university programs in Visual Arts, Music and Theatre Studies (performance major and technical major). In addition to these credit programs the Division offers a wide spectrum of Community Education courses, workshops and festivals. The Division also manages the Red Deer College Arts Centre and presents an active season of touring performances as well as producing performance activities offered by the Departments of Music and Theatre Studies.

Highlights of the Year:

- An active season of activity and performances by the Departments of Music including Noon Shows, Concerts, Recitals, Workshops, Festivals and Master Classes.
- The inauguration of our new Concert Grand Piano, purchased through the proceeds of a fund raising program and culminating in a Piano Gala involving artists from throughout Alberta.
- Hosting a number of regional and Provincial Performing-Arts Festivals including the Alberta Band Association Festival, Provincial High School One-Act Festival, Kiwanis Music Festival and Jazz '89.
- An ambitious season of performances produced by the Theatre Studies Program's Centre Stage including Mother Courage, A Flea in her Ear, Dracula, Lucky Girl and Chorus Line. Summerstock offered Little Shop of Horrors and the perennial favorite Late Night Cabaret.
- Series '89 offered in cooperation with Alberta Culture, was again a great success and the largest Series program to date. Summerscapes expanded by 50%.
- The Division administered a Canadian Job Strategy Project involving 11 trainees that dealt with virtually all aspects of the Arts in the Division.

ENROLLMENT REPORTS

Five Year Comparison of Full-Time Equivalents



* With the elimination of the Arts & Science diploma, input their F.T.E. into certificate section

** Ad Hoc Program added to Apprenticeship, Trade & Vocational Programs

*** Includes all off-campus, ESL & ABL Programs for the first time.

Colour Legend

- Trade/Vocational
- High School Equivalency
- Certificate
- Diploma
- University Transfer

Career Programs

Program	F.T.E.
Art & Design	42
Biological Sciences Technology	16
Business Administration	211
Chemical Technology	11
Computer Systems Technology	54
Early Childhood Development	131
Hospitality Tourism	56
Institute of Canadian Bankers	2
Legal Assistant	162
Nursing R.N.	196
Pharmacy Technician	88
Rehabilitation Services	87
Secretarial Science	168
Social Services	91
Teachers' Aide	30
Theatre Studies	40
Music - Contemporary/Performance	
Merchandising	46
Total Diploma/Certificate	1431

University Transfer

Program	F.T.E.
B. of Arts	292
B. of Education (Elementary)	86
B. of Education (Secondary)	104
B. of Commerce	156
B. of Physical Education	105
B. of Arts in Recreation	78
B. of Music	23
B. of Science	259
Agriculture	10
Engineering	49
Home Economics	16
Pre-Professional	101
Post Basic Nursing	9
B. of Fine Arts	35
Total University Transfer	1323

Ad Hoc Programs

Program	F.T.E.
Adult Basic Education	68
BTSD	17
Clerk Typist	47
ESL	133
Women Entry Breaking Tradition	34
Women Re-Entry Medi-Dent	37
Youth Entry Taste of Trades	28
Miscellaneous Ad Hoc	12
Transitional Vocational	15
Total Ad Hoc	391

General & Developmental Studies

Program	F.T.E.
College Preparatory	558
General Studies	676
Total Gen/Dev. Studies	1234

Apprenticeship/Trade/Vocational Programs

F.T.E.: 265

- Motor Mechanic
- Heavy Duty Mechanic
- Sprinkler Systems Installer
- Carpentry
- Cement Finisher
- Water Well Driller
- Extended Pre-Employment Electrical
- Extended Pre-Employment Carpentry
- Pre-Employment Carpentry
- Pre-Employment Autobody
- Automotive Service Technology
- Welding
- Autobody
- Plumbing
- Tiletsetting
- Electrician
- Pre-Employment Welding
- Heavy Duty Technology
- Women in the Trades

Total Program Enrollment

Total Full Time Equivalency	4,644
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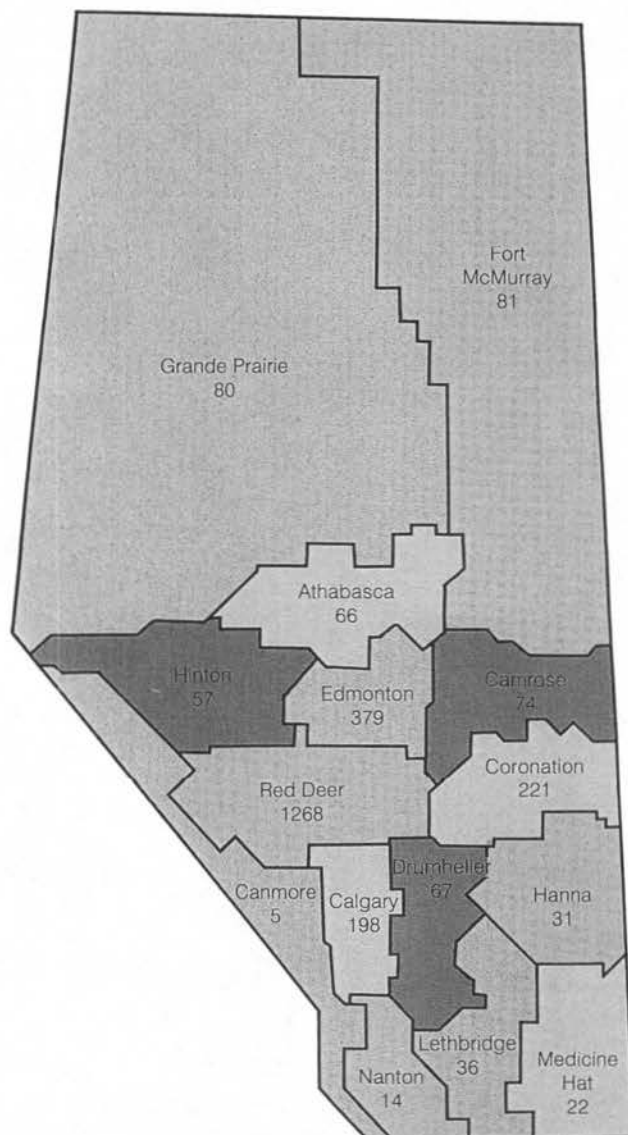
Community Education Services Program

	1988/89	1987/88
Employment Training	3,380	2,614
Fine Arts & Carfts	2,443	2,540
Physical Development	837	690
Personal Development	2,735	1,692
Family/Community	170	31
Adult Basic Education	927	232
Total Enrollment	10,492	7,799

Foreign Student Enrollment Fall 1988

Belgium	1
Fiji Islands	1
Hong Kong	134
India	1
Indonesia	1
Jamaica	1
Kenya	1
Macau	1
Malaysia	11
Morocco	1
Nigeria	1
Peoples Republic of China	1
Philippines	2
Portugal	1
Singapore	2
Tanzania	1
Trinidad, Tobago	1
United States	1
Vietnam	1
Country Not Specified	1
Total	165

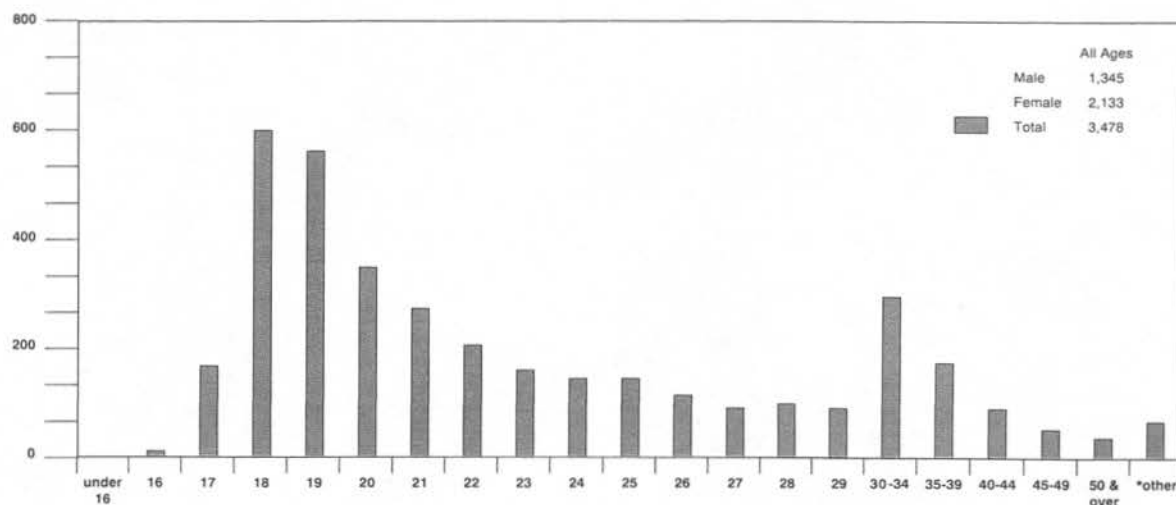
High School Count - by Census Area Fall 1988



Canada -	
Outside of Alberta	458
High School Not Specified	231
Alberta Not Specified	53
Foreign	137
Total	3,478

Age Distribution of Full-Time Students

Fall 1988



Note: Male and Female Age Distribution total does not equal Head Count due to print-outs taken on different days.

* Other age group is used when age has not been reported.

PHYSICAL FACILITIES

Site Area

Campus Size: 115.3 Hectares

Building Space

Non-Residential	Net Assignable Space (m ²)	Gross Space (m ²)
Classrooms	4,098.8	
Laboratories	12,857.2	
Learning Resources Centre	2,962.4	
Office Space	3,345.8	
Auditorium	265.9	
Food Services	1,269.3	
Guidance and Counselling	77.6	
Student Activities	1,447.8	
Athletic Space	3,201.8	
Total Non-Residential*	29,526.6	43,601.2

Residential and Other	Gross Space (m ²)
Owned - Permanent Building	
Owned - Temporary Building	12,109.6
Rented or Leased	
Total Residential	12,109.6

* Does not include rental space of 3,534.5 m²

LEARNING RESOURCES CENTRE HOLDINGS

	1988/89	1987/88
Books	96,944	95,039
Audio-Visual Aids	48,398	48,552
Periodicals	1,121	1,106
Microforms	(16,403)	15,535

FINANCIAL STATEMENTS

15

AUDITOR'S REPORT

To the Board of Governors
Red Deer College

I have examined the statement of financial position of Red Deer College as at June 30, 1989 and the statements of changes in fund balances, changes in equity in capital assets, reserves and restricted funds for the year then ended. My examination was made in accordance with generally accepted auditing standards, and accordingly included such tests and other procedures as I considered necessary in the circumstances.

In my opinion, these financial statements present fairly the financial position of the College as at June 30, 1989 and the results of its operations and the changes in its financial position for the year then ended in accordance with the disclosed basis of accounting, as described in Note 2 to the financial statements, applied on a basis consistent with that of the preceding year.

Donald D. Salmon

FCA
Auditor General

Edmonton, Alberta
October 23, 1989

Statement of Financial Position

June 30, 1989

	1989	1988
ASSETS		
Cash	\$ —	\$ 648,345
Accounts receivable	1,695,504	1,376,296
Investments (Note 3)	7,758,026	7,924,048
Inventories	389,568	377,382
Prepaid expenses	95,239	122,476
Capital assets (Note 4)	67,722,803	66,399,542
	<u>\$ 77,661,140</u>	<u>\$ 76,848,089</u>
LIABILITIES, EQUITY AND FUND BALANCES		
Bank indebtedness (Note 5)	\$ 472,098	\$ —
Accounts payable	1,101,837	958,708
Holdbacks payable	—	690,805
Deferred revenue	815,206	685,607
Long-term debt (Note 6)	876,246	898,277
Funds held on behalf of others	599,259	394,244
	<u>3,864,646</u>	<u>3,627,641</u>
Equity in capital assets	66,846,557	65,501,265
Fund balances		
Operating	894,638	1,263,890
Capital	2,326,137	2,949,874
Restricted	3,024,866	2,476,014
	<u>6,245,641</u>	<u>6,689,778</u>
Reserves	704,296	1,029,405
	<u>6,949,937</u>	<u>7,719,183</u>
	<u>\$ 77,661,140</u>	<u>\$ 76,848,089</u>

The accompanying notes are part of these financial statements.

Statement of Changes in Fund Balances

For the Year Ended June 30, 1989

	Operating	Ancillary Services (Note 8)	Capital	Restricted	Total 1989	Total 1988
REVENUE						
Grants:						
Province of Alberta (Note 7)	\$18,454,995	\$ —	\$ 797,300	\$ 484,336	\$19,736,631	\$18,430,850
Government of Canada	1,177,664	1,450	—	—	1,179,114	301,024
Tuition fees	3,393,599	—	—	—	3,393,599	2,779,683
Sales, rentals and services	168,880	3,579,358	—	—	3,748,238	3,832,815
Donations	—	—	56,468	397,697	454,165	871,047
Investment income	274,499	—	271,588	202,081	748,168	863,740
Proceeds from disposal of capital assets	—	—	27,410	—	27,410	16,059
Other	—	—	—	—	—	10,506
	<u>23,469,637</u>	<u>3,580,808</u>	<u>1,152,766</u>	<u>1,084,114</u>	<u>29,287,325</u>	<u>27,105,724</u>
EXPENDITURE						
Instruction	15,089,908	—	—	—	15,089,908	13,621,553
Community services	3,032,682	—	—	—	3,032,682	1,987,139
Plant maintenance	2,235,611	306,240	419,708	—	2,961,559	2,491,959
Financial and support services	1,354,369	—	—	—	1,354,369	1,239,036
Administration	1,125,687	—	—	—	1,125,687	908,667
Student services	1,215,100	3,168,095	—	—	4,383,195	4,023,028
Acquisition of capital assets	—	—	1,356,795	192,515	1,549,310	1,818,711
Other	221,074	—	—	338,787	559,861	651,504
	<u>24,274,431</u>	<u>3,474,335</u>	<u>1,776,503</u>	<u>531,302</u>	<u>30,056,571</u>	<u>26,741,597</u>
EXCESS (DEFICIENCY) OF REVENUE OVER EXPENDITURE						
	(804,794)	106,473	(623,737)	522,812	(769,246)	364,127
Inter-fund transfers	153,875	(149,915)	—	(3,960)	—	—
Adjustment to Arts Centre Capital cost Reserves	—	—	—	—	—	1,489,774
Returned to fund balance	939,871	306,240	—	—	1,246,111	870,999
Appropriated from fund balance	(658,204)	(262,798)	—	—	(921,002)	(898,121)
Changes In Fund Balances For The Year	(369,252)	—	(623,737)	548,852	(444,137)	1,826,779
Fund Balances At Beginning Of Year	1,263,890	—	2,949,874	2,476,014	6,689,778	4,862,999
Fund Balances At End Of Year	<u>\$ 894,638</u>	<u>\$ —</u>	<u>\$ 2,326,137</u>	<u>\$ 3,024,866</u>	<u>\$ 6,245,641</u>	<u>\$ 6,689,778</u>

Statement of Changes in Equity in Capital Assets

For the Year Ended June 30, 1989

	1989	1988
Balance at beginning of year	\$ 65,501,265	\$ 67,713,728
Add: Acquisition of capital assets	1,549,310	1,818,711
Increase in equity from reduction of long-term debt	22,030	20,515
	<u>67,072,605</u>	<u>69,552,954</u>
Deduct: Cost of capital asset disposals	226,048	79,551
Write off of capital assets	—	2,482,364
Adjustment to Arts Centre capital cost	—	1,489,774
	<u>226,048</u>	<u>4,051,689</u>
Balance at end of year	<u>\$ 66,846,557</u>	<u>\$ 65,501,265</u>

Statement of Reserves

For the Year Ended June 30, 1989

	Balance at Beginning of Year	Deduct Returned to Fund Balance	Add Appropriated from Fund Balance	Balance at End of Year
OPERATING				
Employee microcomputer purchase plan	\$ 100,000	\$ 200,000	\$ 100,000	\$ —
Library automation project	205,000	146,088	120,000	178,912
Innovative instruction	111,714	401,745	403,997	113,966
Red Deer College Foundation	137,288	137,288	—	—
R.E.A.C.H. - operating	4,555	9,446	15,277	10,386
- trust	6,370	6,934	3,201	2,637
Student alumni	13,352	18,382	5,030	—
1988 Homecoming	9,289	19,988	10,699	—
	<u>587,568</u>	<u>939,871</u>	<u>658,204</u>	<u>305,901</u>
ANCILLARY SERVICES				
Student residences	441,837	306,240	262,798	398,395
	<u>\$ 1,029,405</u>	<u>\$ 1,246,111</u>	<u>\$ 921,002</u>	<u>\$ 704,296</u>

Statement of Restricted Funds

For the Year Ended June 30, 1989

	Balance at Beginning of Year	Add Revenue	Deduct Expenditures and Fund Transfers	Balance at End of Year
ENDOWMENT FUNDS				
Operating				
Red Deer College	\$1,099,620	\$ 16,649	\$ 4,000	\$ 1,112,269
Red Deer College Foundation	336,971	374,831	8,000	703,802
Scholarships and other	511,613	111,450	—	623,063
	<u>1,948,204</u>	<u>502,930</u>	<u>12,000</u>	<u>2,439,134</u>
EXPENDABLE FUNDS				
Interest on endowments	264,872	174,349	179,991	259,230
Scholarships	11,675	8,711	15,060	5,326
Emergency loans	20,359	8,888	9,247	20,000
Other projects	116,783	311,513	127,120	301,176
Undesignated	114,121	77,723	191,844	—
	<u>527,810</u>	<u>581,184</u>	<u>523,262</u>	<u>585,732</u>
	<u>\$ 2,476,014</u>	<u>\$ 1,084,114</u>	<u>\$ 535,262</u>	<u>\$ 3,024,866</u>

NOTES TO THE FINANCIAL STATEMENTS

June 30, 1989

Note 1 Authority

Red Deer College operates under the authority of the Colleges Act, Chapter C-18, Revised Statutes of Alberta 1980, as amended.

Note 2 Summary of Significant Accounting Policies and Reporting Practices**(a) General**

These financial statements have been prepared in accordance with generally accepted accounting principles except that capital assets are not depreciated and long-term debt principal repayments are recorded as operating expenditures.

(b) Fund Accounting

The accounts of the College are maintained in accordance with the principles of fund accounting.

For financial reporting purposes, accounts with similar characteristics have been combined into the following major fund groupings:

- Operating
- Ancillary services
- Restricted
- Capital

(c) Inventories

Inventories of merchandise and supplies are valued at the lower of cost or net realizable value.

(d) Capital Assets

Capital assets are recorded at cost except for donated assets which are recorded at fair market value.

The expenditure of certain capital funds including building renovations is not capital-

ized. Leased assets funded by operating funds are not capitalized.

Items classified as minor equipment and funded by operations are not capitalized.

(e) Investments

Investments are recorded at cost.

(f) Deferred Revenue

Revenue from tuition fees is recognized as income in the fiscal period when the course or service has been substantially delivered.

Note 3 Investments

Investments are summarized as follows:

	1989	1988
Bank and trust company term deposits, bonds, guaranteed investment certificates, and acceptances	\$ 1,361,232	\$ 2,160,235
Government of Canada Bonds	600,754	532,780
Mortgage certificate	628,744	1,685,520
Mutual funds	530,548	925,360
Ontario Hydro debenture	—	1,532,625
Province of Alberta capital bonds	165,600	85,000
Quebec Hydro, Nova Scotia Power, and Nova Corporation bonds	1,721,174	—
Treasury bills	2,749,974	1,002,528
	<u>\$ 7,758,026</u>	<u>\$ 7,924,048</u>
Market value estimate	<u>\$ 8,079,893</u>	<u>\$ 8,068,093</u>

Note 4 Capital Assets

Capital assets are summarized as follows:

	1989	1988
Land and improvements	\$ 8,823,977	\$ 8,789,115
Buildings	47,939,018	47,290,680
Furniture and equipment	10,132,262	9,593,887
Mobile equipment	345,267	315,606
Computer software	481,529	409,504
Club share	750	750
	<u>\$67,722,803</u>	<u>\$66,399,542</u>

Note 5 Bank Indebtedness

Bank indebtedness is authorized by a borrowing resolution and represents an excess of cheques issued over funds on deposit.

Note 6 Long-Term Debt

Red Deer College has issued a 7 1/4% debenture to finance construction of student residences, repayable in semi-annual principal and interest instalments of \$43,381, with a maturity date of November 1, 2007.

Note 7 Grants, Province of Alberta

Grants from the Province of Alberta are summarized as follows:

	1989	1988
Operating		
Base	\$14,699,366	\$14,209,130
Conditional	2,085,471	1,469,537
	16,784,837	15,678,667
Other	1,670,158	1,321,197
	18,454,995	16,999,864
Capital		
General	797,300	1,023,236
Restricted		
Matching	484,336	407,750
	<u>\$19,736,631</u>	<u>\$18,430,850</u>

Note 8 Ancillary Services

Ancillary services revenue and expenditure are summarized as follows:

	1989	1988
Revenue		
Bookstore	\$ 1,695,121	\$ 1,430,225
Student residences	856,461	746,496
Child care centres	622,994	668,272
Children's service centre	406,232	251,702
	<u>\$ 3,580,808</u>	<u>\$ 3,096,695</u>
Expenditure		
Bookstore	\$ 1,566,840	\$ 1,345,818
Student residences	814,256	908,373
Child care centres	631,240	713,378
Children's service centre	461,999	280,824
	<u>\$ 3,474,335</u>	<u>\$ 3,248,393</u>

Note 9 Related Party Transactions

The Red Deer College Foundation is a charitable organization and was established to receive donations from various sources for the advancement of Red Deer College. Red Deer College has set up a reserve to provide for the payment of administration costs of the Foundation. The transactions and account balance between and pertaining to Red Deer College and Red Deer College Foundation at June 30, 1989 were as follows:

Donations received	\$ 262,946
Administrative expenses paid	107,742

Note 10 Approval of Financial Statements

These financial statements were approved by management.

SERVICES, FACILITIES, SPECIAL PROGRAMS

Adult Basic Literacy Program - Full-time instruction to adult students requiring basic literacy skills.

Athletics and Recreation - Facilities include two gyms, two racquetball courts, outdoor playing field, weight training room, testing centre and dance studio. Community memberships are available. The College Kings and Queens compete in the intercollegiate sports of badminton, basketball, canoeing, cross-country running, cross-country skiing, golf, hockey, racquetball, soccer, swimming and volleyball.

Arts Centre - The 593 seat theatre complex contains practice rooms and rehearsal studios for Music and Drama. A wide range of performances are presented by College and community groups.

Art Collection - Comprised of 250 original works of art on subjects ranging from historical to contemporary, national and international. It is valued at over \$750,000, with a capital expenditure of approximately \$140,000.

Artists on Campus - Guest artists, critics and major gallery and museum directors from Canada and the United States are sponsored throughout the year by the Art and Design Department.

Bilingual Summer Program - This program is a six-week summer English immersion program for francophone students.

Centre Stage - Offers Theatre Arts services to the community, including workshops, non-traditional entertainment, issues, animation and youth theatre. Community volunteers are integrated into the regular and summerstock season of plays to participate in acting and technical roles with students and professionals in the Theatre Studies Program.

Child Care Centre - Provides full and part time service for 2 1/2 to 6-year-old children of students and staff.

Children's Service Centre - Provides multi-disciplinary assessment, consultation and support to families which include children with special needs, and to professionals working directly with the children.

College Tours - Available through the Public Relations Office.

Community Education Services - Offers year-round courses, workshops, seminars, conferences and other services based on community needs assessments. Business, computer, health, science, technical, job skill, personal and professional development, fitness and visual and performing arts services are available.

Counselling - Provides information on the College and its programs to students and the public. Professional services available for students and prospective students. Provides educational/academic counselling, occupational/vocational planning, personal counselling, study skills, career and personal development workshops.

Disabled Student Services - Housing is available in six two-bedroom apartments connected to the main campus. The campus is designed to accommodate disabled students. Disabled students requiring a support system should contact the Coordinator. Support may include special services and equipment, counselling, etc.

English as a Second Language - Immersion, part time, and English in the workplace programs available to immigrants and refugees.

Family Day Home Program - Provides full and part time care for six-week to six-year-old children of students and staff. Care is provided in approved homes throughout the City of Red Deer.

Financial Aid and Awards - Information is provided on budgeting and types of financial assistance available to students. Over 135 awards and scholarships are available, as well as emergency loans and bursaries.

Health Centre - Staffed by an Occupational Health Nurse and part-time physicians who provide health counselling and information to students and staff.

Kevin Sirois Fitness Centre - Provides sport, fitness and lifestyle services to the community and College, including a mobile fitness unit, resource centre, fitness testing, workshops, presentations, displays, team and individual consultation. A nutritionist and sports therapist are on staff.

KITE - Keeping In Touch Effectively is a student and staff recognition program that rewards the many forms of achievement at Red Deer College.

Learning Assistance Centre - Over 100,000 items including books, periodicals and audiovisual materials are available in the Centre. Community members may purchase an annual borrower's card.

Management Development Center - Provides skill and developmental courses for the business community in both the public and private sectors.

Off-Campus Programs - Credit courses in Early Childhood Development, College Preparatory, Business Administration, Rehabilitation Services, Secretarial Science, Liberal Arts and others are run in communities outside Red Deer.

Play Matters - A day care centre which provides full, part-time, drop-in and emergency care for children up to 6 years of age. Located at the Red Deer Regional Hospital Centre, it is operated by the Early Childhood Development Department as a "lab school."

REACH - A service promoting the health and well-being of employees and their families. Through educative programs, peer support and/or confidential referral to professional services, those employees experiencing difficulties are helped to assume personal responsibilities for finding solutions.

Red Deer College Alumni Association - More than 9,000 former students are registered with the Alumni Association. Volunteer members worked with the Alumni Coordinator to organize a series of events to celebrate 25 years as a College. Activity is on-going.

Red Deer College Foundation - An independent non-profit organization to which individuals, corporations and other groups can make contributions that directly finance projects and activities of Red Deer College.

Red Deer College Press - An independent literary publisher, operating with the assistance of Red Deer College, Alberta Culture and Multiculturalism, The Canada Council, and The Alberta Foundation for the Literary Arts. Recent books include Fred Wah, *Music at the Heart of Thinking*; Ian Adam, *Songs from the Star Motel*; Anne Szumigalski and Terrance Heath, *Journey/Journee*; and Andrea Spalding, *The Most Beautiful Kite in the World*.

Red Deer College Student's Association - The objectives of the Association are to provide opportunities for the betterment of the social welfare of its Members, and to safeguard the academic, cultural and general student rights of its Members.

Residences - Accommodate 370 students in four-, two-, and single-bedroom suites in either a tower complex or row housing. 18- two bedroom family townhouses and 8 four bedroom units. Six two-bedroom apartments for disabled students are connected to the main campus.

Scholarships - The RDC Foundation currently has over 135 scholarships that require an annual funding base of \$128,000.

School of Music - Includes concert choir, jazz choir, symphonic winds band, jazz ensemble, chamber music, specialty groups and scholarship performance group. Adventures in Summer Music,

musicians in residence, conservatory, clinic/festivals and extension programs are available to the community.

Series '89 - Visual Arts Summerschool - A five-week program in one-week segments, open to anyone interested in the Visual Arts, from basic to advanced levels.

Summerscapes '89 - A one-week intensive studio art program for youths in grades 10-12. Presented in the second week of August.

Summer Enrichment Program - A week-long program scheduled in August for gifted students in grades 6-9. Designed to provide enrichment activities on a wide range of topics.

Summer Sports Camps - College athletic, instructional and community education staff offer camps in hockey, volleyball and basketball for youth, as well as introductory sport skills camps in volleyball and basketball. General sport camps are offered which introduce youth to basic skills in various sports.

Teleconferencing Programs - A form of distance education that uses telephone lines to transmit courses to off-campus locations. Courses can be offered to various areas in Central Alberta from Red Deer College, and are delivered at Red Deer College from the University of Calgary, SAIT and the University of Alberta.

Transitional Vocational Program - Provides employment readiness and job-skill training to mentally handicapped adults.

University Courses - University of Alberta offers several evening courses each year at the College. University of Calgary offers some credit programs through teleconferencing.

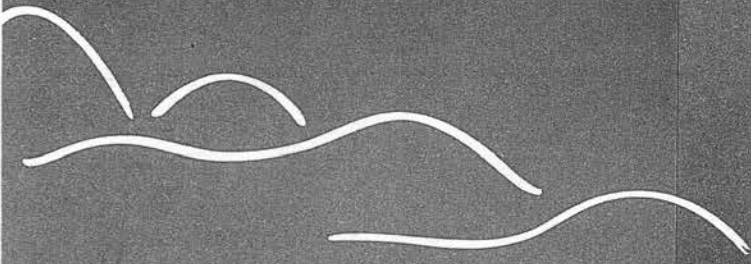
Volunteer Tutor Bank - Offers assistance to adults wishing to improve basic skills in reading, writing, mathematics, and English as a Second Language.

Writers-On-Campus - Prominent Canadian writers are brought in throughout the year for readings of their works to College and community members. A Writer-in-Residence is on campus for one week to meet with students and community writers for critiques, lectures and discussions.

Writers-On-Campus Summer Writing and Publication Program - Designed for writers beyond the beginning stages of their careers and taught by prominent Canadian writers.

Sixth Annual Report

April 1, 1988 to
March 31, 1989



Alberta

RECREATION AND PARKS
Advisory Committee on Wilderness
Areas and Ecological Reserves

May 14/90
p. 122.

September 30, 1989

Office of
the Minister

The Honourable Dr. David Carter
Speaker of the Legislative Assembly of Alberta

Sir:

I have the honour of transmitting the Sixth Annual Report of
the Advisory Committee on Wilderness Areas and Ecological
Reserves.

Respectfully submitted,



Dr. Stephen C. West
Minister
Alberta Recreation and Parks

September 30, 1989

The Honourable Dr. Stephen C. West
Minister of Recreation and Parks
107 Legislature Building
Edmonton, Alberta
T5K 2B6

Sir:

I have the honour to present the Sixth Annual Report of the
Advisory Committee on Wilderness Areas and Ecological
Reserves.

Respectfully submitted,



Donn E. Cline,
Chairman
Advisory Committee on Wilderness
Areas and Ecological Reserves

Statement of the Chairman



Donn E. Cline, Chairman
Advisory Committee on Wilderness
Areas and Ecological Reserves

With the completion of its sixth year, the Advisory Committee on Wilderness Areas and Ecological Reserves is pleased with the progress made in establishing ecological reserves, as well as the enhancement of public awareness and support for the program. The past year saw the establishment of the eleventh ecological reserve, Upper Bob Creek, an area of 2,601 hectares representative of the Montane Subregion of the Rocky Mountain Natural Region.

The increase in public support for ecological reserves reflects a greater understanding of the long-term benefits of protecting representative examples of the province's varied landscapes. This understanding stems from an increased awareness and concern nationally and internationally for the protection of threatened ecosystems.

To date, 11 ecological reserves have been established, encompassing 21,116.8 hectares. Management plans for several of the designated reserves, as well as guidelines for conducting academic research in ecological reserves are underway.

One of the priorities for the upcoming year will be to enhance public understanding of the Ecological Reserves Program. A new brochure on the program has been developed and an ecological reserves video is intended to be developed in the future.

The advisory committee participated in the national meeting of the Canadian Council on Ecological Areas (CCEA) hosted by Alberta in August of 1989.

One of the purposes of the CCEA is to share ideas and achievements among program administrators, professionals and the public, related to furthering the objectives of conservation with specific emphasis on ecological reserves.

The advisory committee looks forward to continuing in its efforts to respond to public opinion and input regarding the Ecological Reserves Program and to advise the government by way of recommendations to the Minister of Recreation and Parks.

Role of the Advisory Committee

The Advisory Committee on Wilderness Areas and Ecological Reserves has been appointed to represent the interests of the general public as they pertain to wilderness areas and ecological reserves and to advise the Minister of Recreation and Parks on matters relevant to those interests.

The guiding principle in the work of the advisory committee is reconciling the system of wilderness areas and ecological reserves in Alberta with the many interests of the public as a whole.

The advisory committee was established pursuant to Section 2 of the Wilderness Areas, Ecological Reserves and Natural Areas Act, 1981. The role of the Advisory Committee as set out in Section 2(7) of the Act is as follows:

2(7) The advisory committee shall receive and consider requests from the public regarding wilderness areas and ecological reserves and may make recommendations to the minister regarding:

- (a) the establishment of new wilderness areas or ecological reserves;
- (b) the addition of lands to wilderness areas or ecological reserves;
- (c) withdrawal of lands from wilderness areas or ecological reserves; and
- (d) the making of regulations for the administration, management, operation and utilization of wilderness areas, ecological reserves and controlled buffer zones.

The committee's role is advisory and does not include the authority to make decisions. The ultimate responsibility for decision-making on all matters relevant to wilderness areas and ecological reserves rests with the Minister of Recreation and Parks.

Advisory Committee Membership

Membership of the advisory committee is set out in the Wilderness Areas, Ecological Reserves and Natural Areas Act as follows:

- 2(1) The Lieutenant Governor in Council shall establish a committee called the "Advisory Committee on Wilderness Areas and Ecological Reserves" consisting of 12 members, and shall designate one of the members as chairman.
- (2) The Lieutenant Governor in Council may prescribe the term of office of any member of the committee or the term of office of the chairman.
- (3) The minister shall designate a member of the advisory committee as secretary to the committee.
- (4) The advisory committee shall consist of:
 - (a) two employees of the Department of Recreation and Parks,
 - (b) three employees of Alberta Energy and Natural Resources, (presently Department of Forestry, Lands and Wildlife and Department of Energy),
 - (c) one employee of Alberta Culture and Multiculturalism, and
 - (d) six persons who are not employed by the government or a government agency.



Members of the advisory committee as appointed by Order-In-Council are:

Front row (left to right): **Larry Duchesne**, Secretary, Alberta Recreation and Parks; **Donn E. Cline**, Chairman, Alberta Recreation and Parks; **Michael Day**, Alberta Energy; **Thomas Gilchrist**, Milk River.

Back row (left to right): **Murray Turnbull**, Alberta Forestry, Lands and Wildlife; **Peter Orlecki**, Two Hills; **Christian Andersen**, Grande Prairie; **William Byrne**, Alberta Culture and Multiculturalism; **Leslie Cooke**, Alberta Forestry, Lands and Wildlife; **Horst Fauser**, Lethbridge; **Jack Clements**, Edmonton; absent: **Ken Kultgen**, Foremost.

The Ecological Reserves Program – A Synopsis

Ecological reserves are areas set aside as examples of naturally functioning ecosystems representative of the six Natural Regions of Alberta (see Map 1). Biological, geographical or geological features that are rare, unusual or otherwise special are also protected.

The Alberta government recognizes that the preservation of natural environments and the plants and animals they sustain is fundamental to advances in industries such as agriculture, forestry and medicine. As such, these protected areas serve as outdoor classrooms and laboratories for environmental education and scientific research. They also allow us an opportunity to study how natural processes shape the environment. Perhaps most importantly, they are the tangible evidence of Alberta's commitment to share the land with its other inhabitants.

The Ecological Reserves Program currently has 11 reserves designated by Order-in-Council. These are:

1 Crow Lake

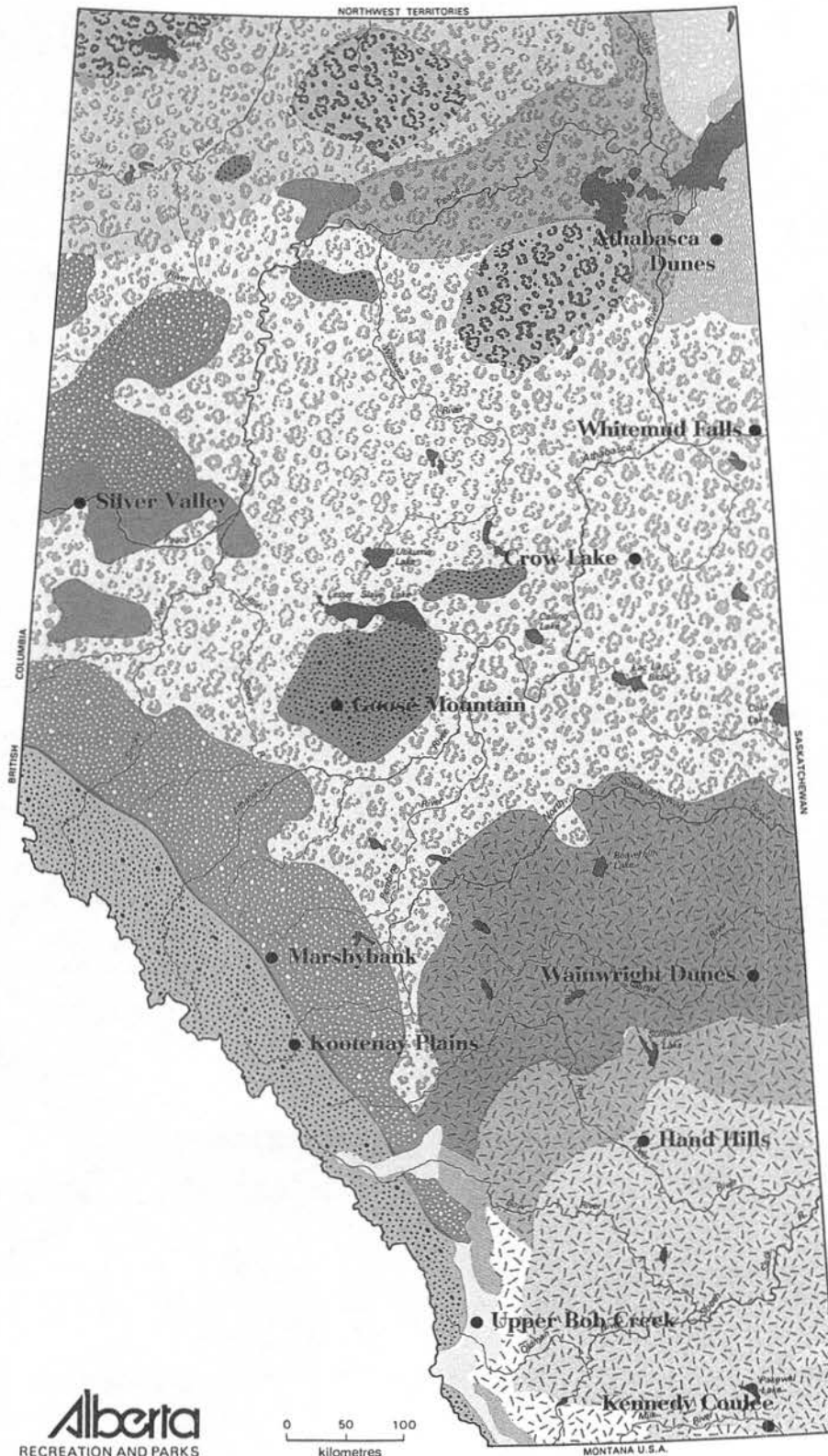
Crow Lake is predominantly northern mixed wood forest; an area of upland spruce, pine and aspen. Uncommon patterned fens, extensive shore marsh and boggy areas of larch and dwarf birch are also present.

Low levels of human disturbance have allowed bald eagles, woodland caribou and rare plants to exist in this area.

2 Goose Mountain

Goose Mountain is a part of the highest portion of the Swan Hills upland which was not glaciated during the last Ice Age. It rests on top of non-marine shales and sandstone and is dominated by stands of fir, spruce and pine. Animal species present are characteristic of the foothills environment and include several disjunct populations. Goose Mountain Ecological Reserve is representative of the Northern Outlier Subregion of the Foothills Natural Region.

Map 1
Ecological Reserves and Natural Regions of Alberta



Natural Regions of Alberta

Grassland

- Mixed
- Northern Fescue
- Foothills

Parkland

- Central
- Foothills
- Peace River

Foothills

- Main
- Northern Outliers

Boreal Forest

- Sub-Arctic
- Hay River
- Peace River Lowlands
- Mixed Wood

Rocky Mountain

- Montane
- Sub-Alpine
- Alpine

Canadian Shield

- Kazan Upland
- Athabasca Plain

● **Ecological Reserves**

... these protected areas serve as outdoor classrooms and laboratories ... they are the tangible evidence of Alberta's commitment to share the land with its other inhabitants.

3 Silver Valley

Plant communities at Silver Valley are strongly influenced by the Peac River valley slopes bordering the reserve's northern boundary as well as the numerous tributary creeks running through the area. An old burn has left most of the area vegetated with a maturing aspen/shrub forest. Common wildlife species include moose, wolf and the Tennessee warbler.

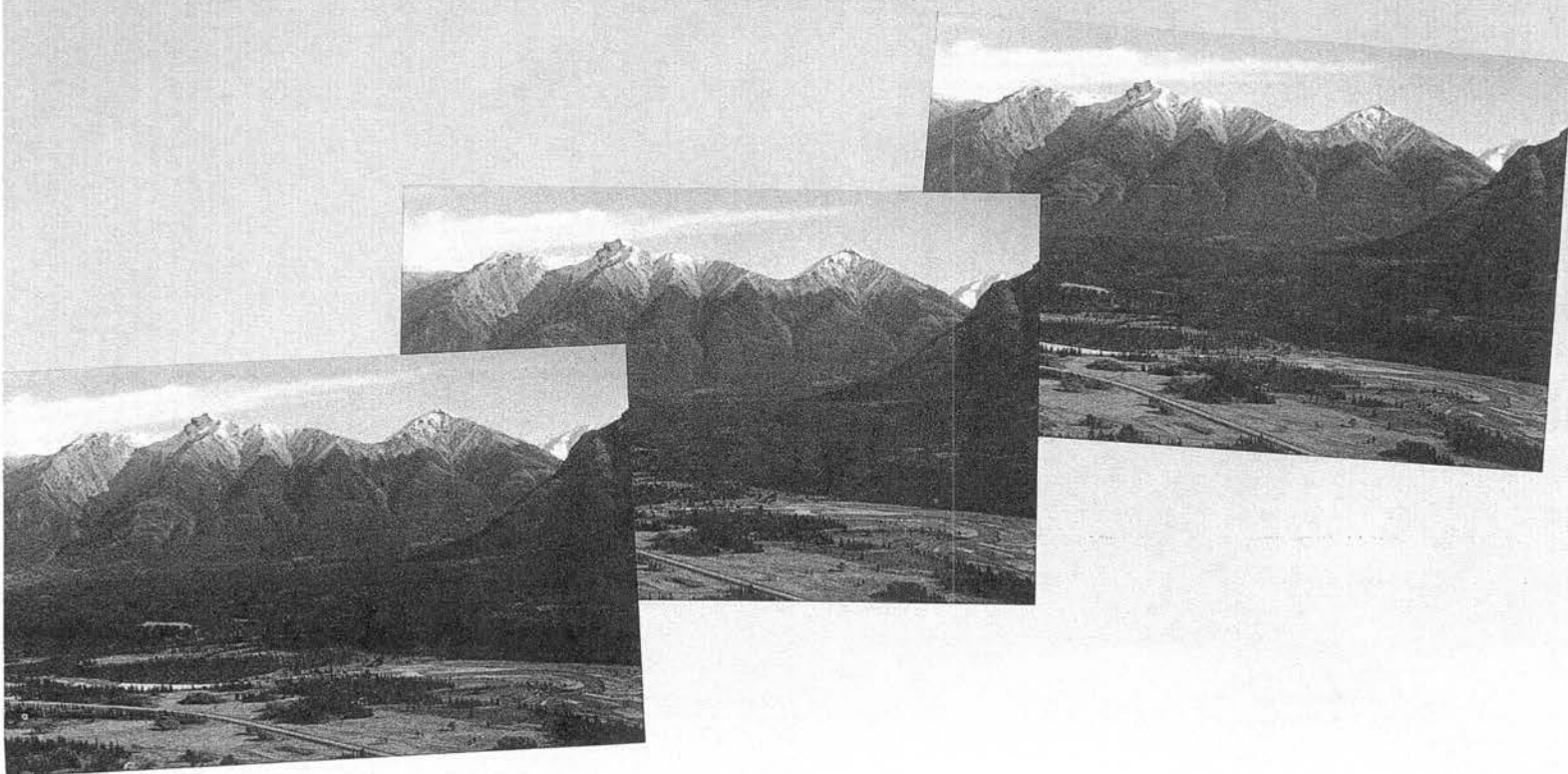
4 Kootenay Plains

Kootenay Plains is part of a steep valley within the Front Ranges of the Rocky Mountains. The geomorphology and low precipitation are typical of the Montane Subregion of the Rocky Mountain Natural Region in which the reserve is found. These factors have maintained the grassland environment of this area. Limber pine forests, wetlands and calcareous cliffs are also present. Many rare plant species occur here including one-flowered goldenweed.

5 Kennedy Coulee

Kennedy Coulee Ecological Reserve has its southern boundary resting on the Canada/U.S. border. The coulee area itself is the only variation in an otherwise flat landscape. True to the Mixed Grass Subregion in which it is found, the uplands are dominated by blue grama/wheatgrass/speargrass associations. Numerous springs and ponds are a few of the special features found in this area. Several rare and peripheral species also occur in this relatively undisturbed environment, including the ferruginous hawk, shrubby evening primrose and short-horned lizard.

Kennedy Coulee Ecological Reserve is part of a larger area managed as a special environment. The rest of the area is known as the Milk River Natural Area.



6 Athabasca Dunes

Athabasca Dunes in the remote Canadian Shield Natural Region of northeast Alberta was created through glacial and wind action on sandstone and granite. The result is dune systems dotted with jackpine woodlands, grass communities and dry black spruce bogs. There is a single, large active transverse dune migrating southeastwards.

7 Hand Hills

Hand Hills is a natural grassland remnant which has survived several periods of extensive erosion. Several steep-sided drainage valleys cut through the area and a system of high rolling hills are present in the southern portion. The ecological reserve lies within the Northern Fescue Subregion of the Grassland Natural Region and contains a variety of grass communities, aspen woodlands, wet sloughs and shrublands. Sharp-tailed grouse, thirteen-lined ground squirrel and the rare piping plover make their home in Hand Hills Ecological Reserve.



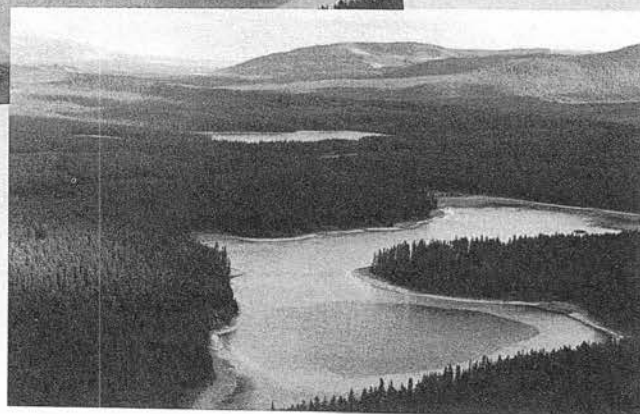
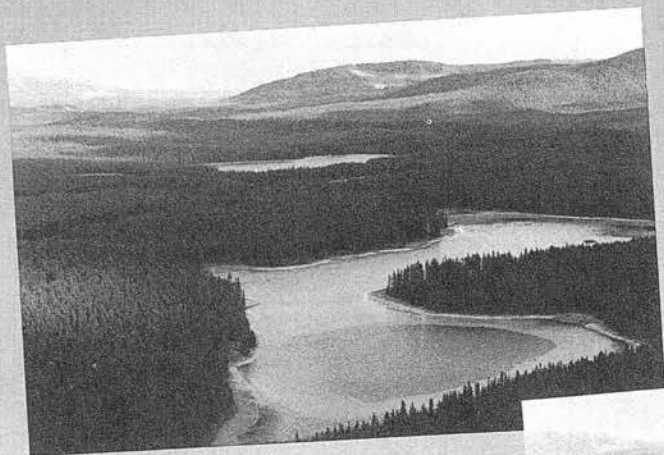
The guiding principle in the work of the Advisory Committee is reconciling the system of wilderness areas and ecological reserves in Alberta with the many interests of the public as a whole.

8 Wainwright Dunes

Wainwright Dunes Ecological Reserve is representative of the Central Subregion of the Parkland Natural Region in Alberta. The reserve is part of a gently rolling sandy plain with dunes up to 30 metres high and a unique mixture of southern grasslands, boreal forest and parkland vegetation types. A large wetland complex exists within the reserve as does an unusual sloping fen. Rare, disjunct and peripheral plant and animal species also occur including showy everlasting and oblong-leaved sundew.

9 Marshybank

Marshybank has two distinct areas. The first is a terrace-like lowland of lodgepole pine, black spruce fens and willow/birch wetlands. The second is an area of extensive bedrock ridges with young lodgepole pine growing amidst mature stands of Engelmann spruce. These forest types are typical of the Main Foothills Subregion in which this reserve is located.



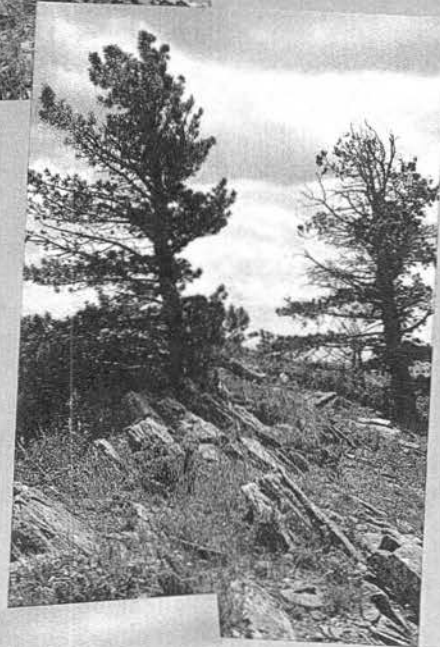
10 Whitemud Falls

Whitemud Falls is located on the Clearwater River in the far east-central part of the province, within the Mixedwood Subregion of the Boreal Forest Natural Region. It contains aspen dominated mixed-wood forests, pine/lichen woodlands, willow shrublands and 25 metre dolomite stacks which are unique in Alberta. Over 20 rare, uncommon or disjunct vascular and non-vascular plants are provided habitat in the reserve's extensive and unique karst topography.

11 Upper Bob Creek

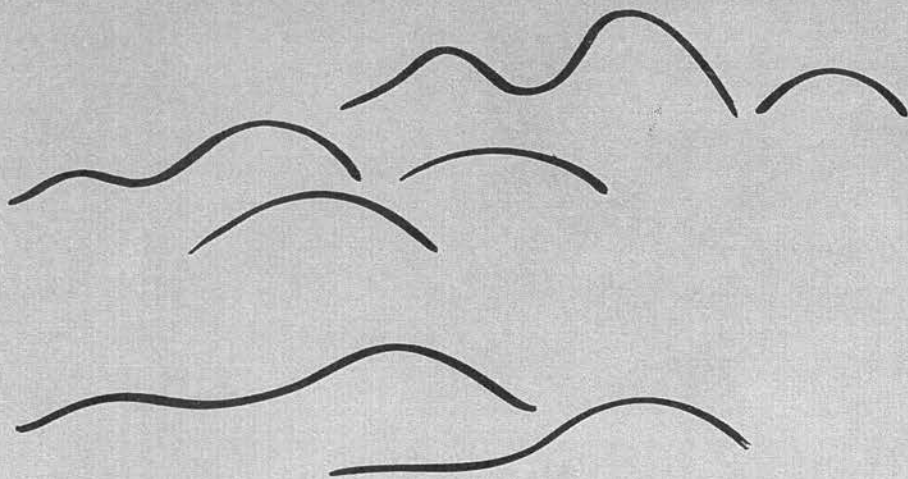
Upper Bob Creek contains a variety of vegetation types typical of the Montane Subregion of the Rocky Mountain Natural Region, including several douglas fir types, savannah areas, shrublands and grasslands. In addition to being an important elk wintering ground, it is home to 48 species of mammals and 103 species of birds, plus a variety of rare and uncommon plant species such as dwarf fleabane.

The locations of the established ecological reserves are illustrated on Map 1.



Summary of Advisory Committee Meetings and Activities

The increase in public support for ecological reserves reflects a greater understanding of the long-term benefits of protecting representative examples of the province's varied landscapes.



June 16, 1988 – High River

Plateau Mountain has been proposed to represent a portion of the Alpine and Sub-alpine Sub-regions of the Rocky Mountain Natural Region. Located southwest of Calgary, this area contains a unique array of stone circles, frost boils, rare plant and animal species, relic permafrost and an internationally renowned ice cave.

The advisory committee held a public open house to address Plateau Mountain Candidate Ecological Reserve. The open house was attended by approximately 50 individuals including representatives of various organizations and members of the general public. Following the open house, the advisory committee met to discuss the input received and began to formulate their recommendations for the area.



August 24, 1988 – Big Valley

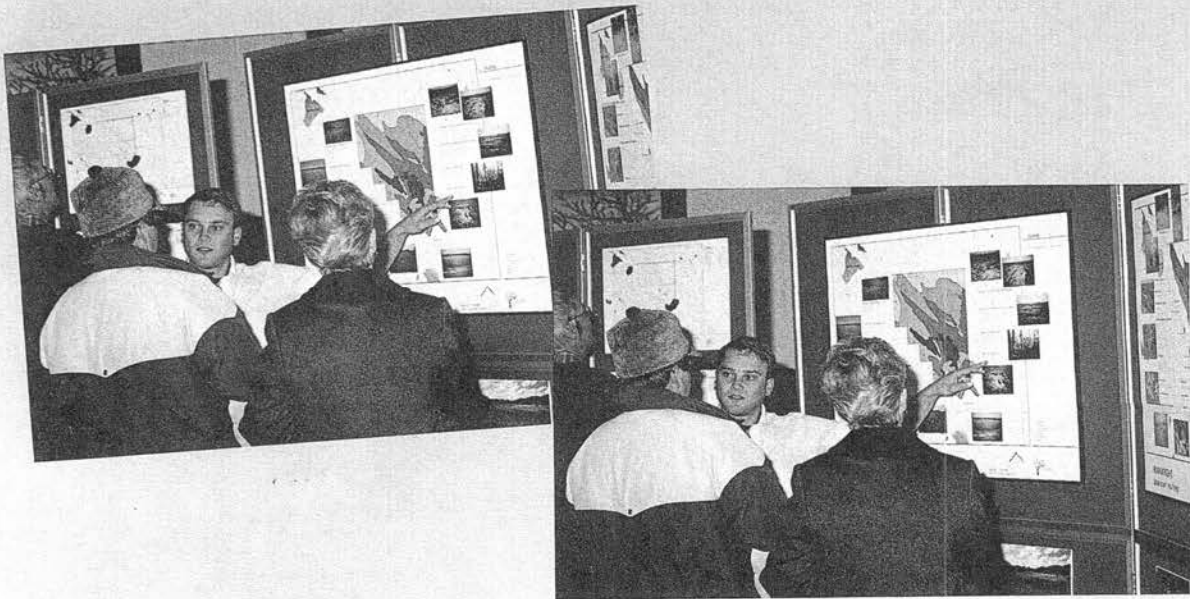
The advisory committee held a public open house to address Rumsey Candidate Ecological Reserve. The open house was attended by representatives of various organizations and members of the general public. The positive tenor of the event reflected the support for the establishment of Rumsey as an ecological reserve. This site has been proposed to represent a portion of the Central Parkland Natural Subregion. Its 3,400 hectares include lush fescue grassland, aspen woodland and a variety of shrub wetland habitats.

November 8, 1988 – Edmonton

Based on the biophysical information and public input, initial recommendations were formulated for Rumsey and Plateau Mountain Candidate Ecological Reserves. The advisory committee also met to discuss the biophysical inventories planned for Alberta's three wilderness areas and their relation to management planning for the areas. The status of management planning for Ross Lake Candidate Ecological Reserve was also reviewed.

February 14, 1989 – Edmonton

The advisory committee met to formulate final recommendations for Rumsey and Plateau Mountain Candidate Ecological Reserves. The status of the Ross Lake Candidate Ecological Reserve was examined to determine if a final recommendation could be made. Also discussed was the need for the overall co-ordination of conservation programs in Alberta, the meeting of the Canadian Council on Ecological Areas held in August of 1989 and how the advisory committee could contribute to the work of the Prairie Conservation Action Plan.



Advisory Committee Recommendations

Based on biophysical reports, input from written and verbal submissions and the studied consideration of its members, the Advisory Committee on Wilderness Areas and Ecological Reserves is pleased to make the following recommendations.

Of these, the first recommendation, Rumsey is ready to be implemented now. The second, Plateau Mountain, should await the completion of a special seismic program. The third, Ross Lake, is not being recommended at this time, pending future negotiation with local interest groups.

1 Rumsey

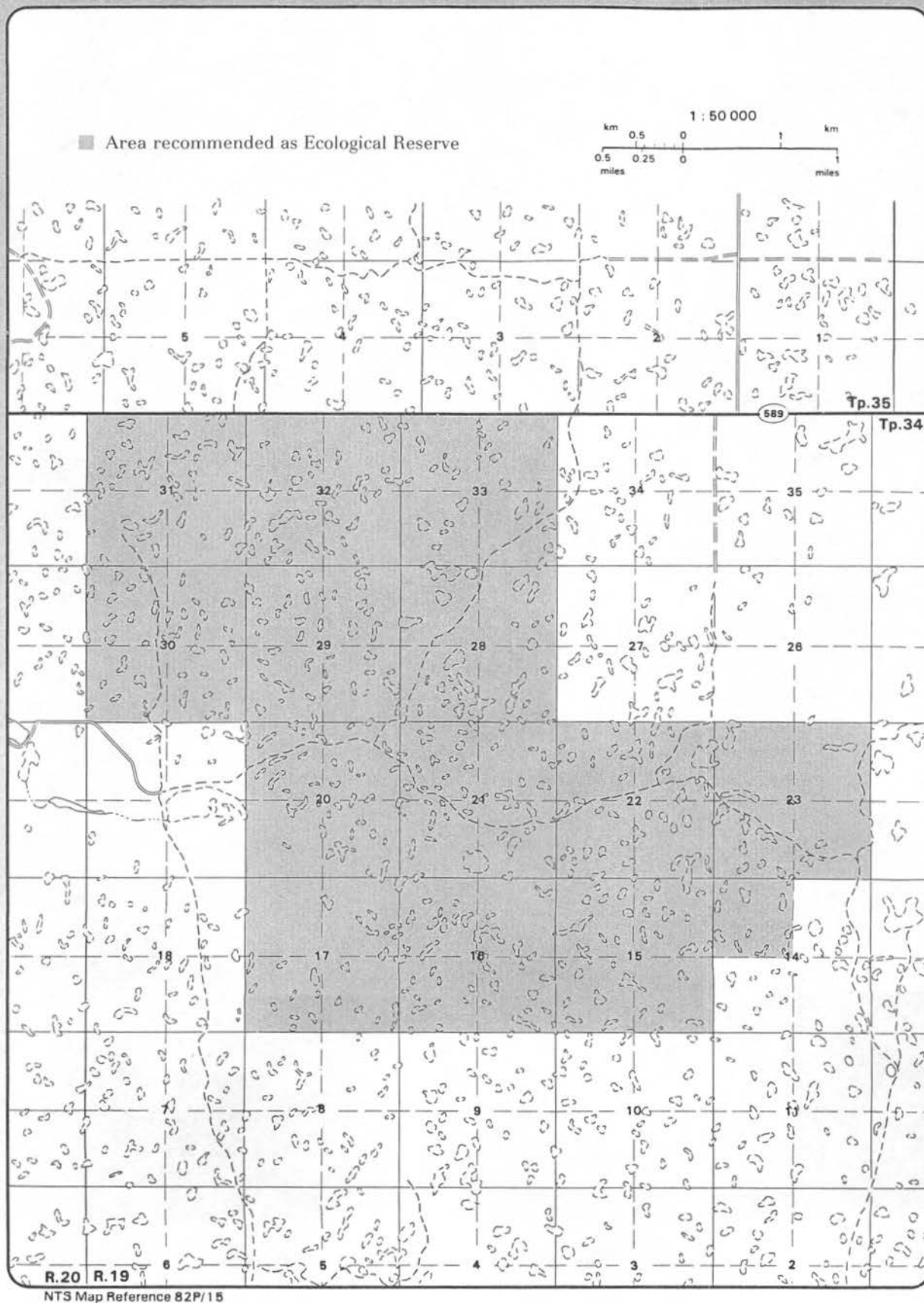
As illustrated on Map 2, the advisory committee recommends an area of 3,400 hectares (8,401.3 acres) be established as an ecological reserve.

The advisory committee also recommends that the Ecological Reserves Coordinating Committee develop a formula whereby the number of deer per square mile would be monitored annually, and become the basis for determining when hunting may be required to control deer populations.

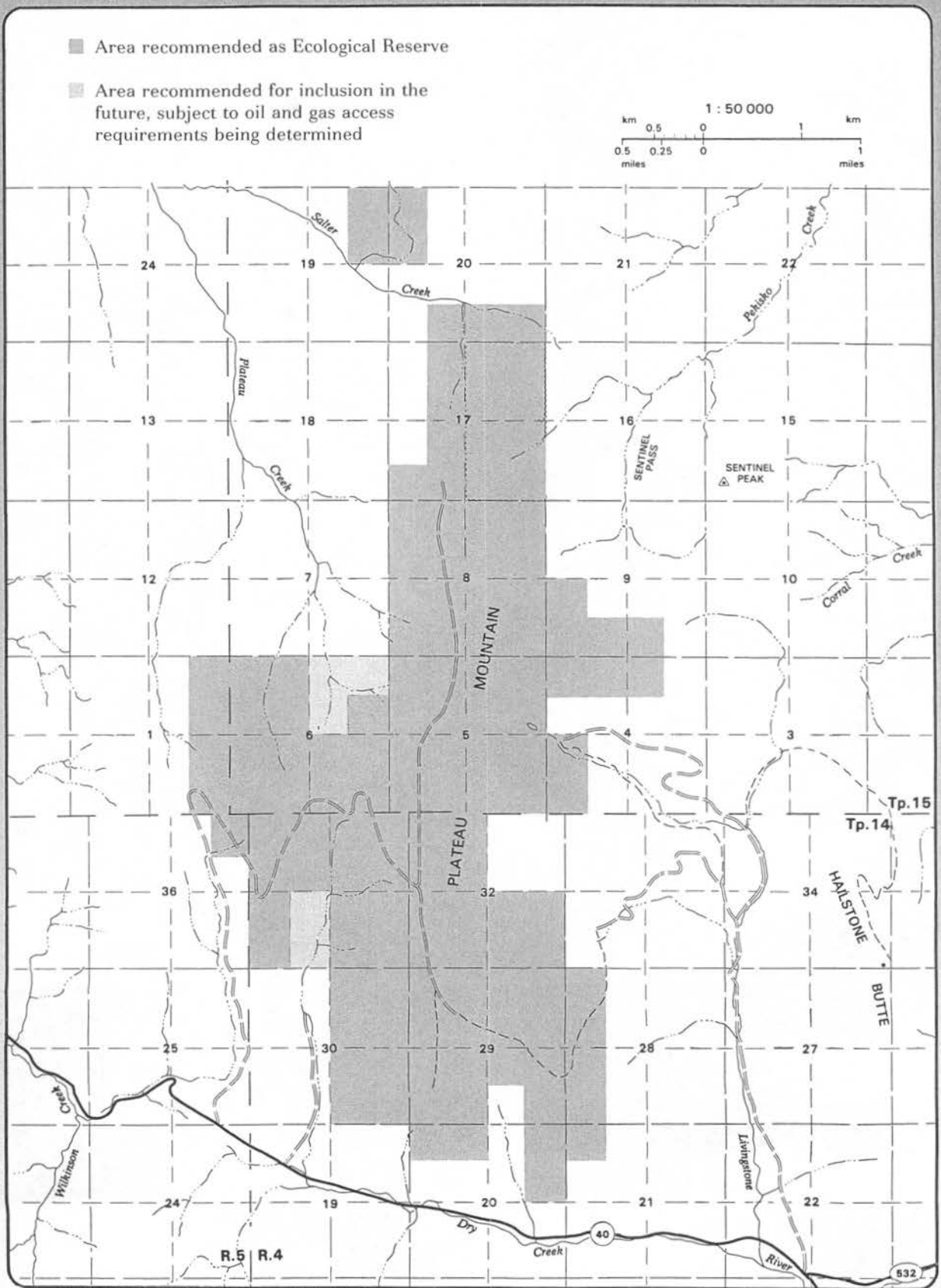
It is recommended that public access be addressed in the management plan and that the conditions of access be worked out with the grazing lessee.



Map 2
Rumsey
Tp.34. R.19. West of 4th Meridian



Map 3
Plateau Mountain
 Tp. 14 and 15, R. 4 and 5, West of 5th Meridian



2 Plateau Mountain

As illustrated on Map 3, the advisory committee recommends an area of 2,251.8 hectares (5,560 acres) be established as an ecological reserve.

It is also recommended that wildlife management, specifically with respect to the bighorn sheep population, be addressed by the Ecological Reserves Coordinating Committee during the development of a management plan for the area.

In order to determine the extent of the Savannah Creek gas field, it is recommended that an environmentally sensitive seismic program be carried out prior to the designation of the area as an ecological reserve.

3 Ross Lake

Specific management implications related to Ross Lake Candidate Ecological Reserve were reviewed during a workshop with government and public interest groups. Although the review was successful in clarifying many of the original concerns raised, several unanswered questions remain. These questions were forwarded to the advisory committee in a report entitled, "Ross Lake Candidate Ecological Reserve – Workshop with Government and Public Interest Groups (1989)" in February of 1989. The advisory committee defers recommendations on the area until the remaining questions have been addressed.

