

CITY COUNCIL

AGENDA

Monday, August 15, 2016 – Council Chambers, City Hall

Call to Order:	2:30 PM
Recess:	5:00 PM to 6:00 PM
Public Hearing(s):	6:00 PM

1. IN CAMERA MEETING

- 1.1. Motion to In Camera - Legal Matter FOIP 27(1)(a)
- 1.2. Motion to Revert to Open Meeting

2. MINUTES

- 2.1. Confirmation of the Minutes of the Monday, July 18, 2016 Regular Council Meeting

(Agenda Pages 1 – 14)

3. POINT OF INTEREST

4. REPORTS

- 4.1. Ice Facilities Plan

(Agenda Pages 15 – 197)

- 4.2. North Red Deer Regional Water Services Commission - Interim Water Transfer & Water Line Purchase

(Agenda Pages 198 – 203)

- 4.3. Request to Rescind Council Policy "4317-C Pedestrian Crosswalk Delineation"

(Agenda Pages 204 – 214)

- 4.4. North of IIA Major Area Structure Plan - Request to Purchase Land from Red Deer County

(Agenda Pages 215 – 216)

5. BYLAWS

- 5.1. Proposed Land Use Bylaw Amendment 3357/L-2016 - 94 Burnt Park Drive
To allow a Medical Marihuana Facility as a Use

(Agenda Pages 217 – 253)

5.1.a. Motion to Lift from the Table

5.1.b. Consideration of First Reading of the Bylaw

- 5.2. Proposed 2016 Off-Site Levy Rates - Bylaw 3549/A-2016

(Agenda Pages 254 – 269)

5.2.a. Consideration of Second Reading of the Bylaw

5.2.b. Consideration of Third Reading of the Bylaw

6. PUBLIC HEARINGS

- 6.1. Land Use Bylaw Amendment 3357/S-2016

(Agenda Pages 270 – 277)

6.1.a. Consideration of Second Reading of the Bylaw

6.1.b. Consideration of Third Reading of the Bylaw

- 6.2. Various Amendments for 20 Adamson Avenue, Aspen Ridge:

I. Supplementary Report

a. East Hill Major Area Structure Plan Amendment - Bylaw 3499/B-2016

b. Aspen Ridge Neighbourhood Area Structure Plan Amendment - Bylaw 3217/D-2016

c. Land Use Bylaw 3357/O-2016

(Agenda Pages 278 – 307)

6.2.a. Consideration of Second Reading of Bylaw 3499/B-2016

6.2.b. Consideration of Third Reading of Bylaw 3499/B-2016

6.2.c. Consideration of Second Reading of Bylaw 3217/D-2016

6.2.d. Consideration of Third Reading of Bylaw 3217/D-2016

6.2.e. Consideration of Second Reading of Bylaw 3357/O-2016

6.2.f. Consideration of Third Reading of Bylaw 3357/O-2016

6.3. Proposed Land Use Bylaw 3357/T-2016

Proposed Amendments of the East Hill Major Area Structure Plan - Bylaw
3499/C-2016

Proposed Amendment of the Lancaster Meadows Outline Plan

(Agenda Pages 308 – 327)

6.3.a. Consideration of Second Reading of Bylaw 3357/T-2016

6.3.b. Consideration of Third Reading of Bylaw 3357/T-2016

6.3.c. Consideration of Second Reading of Bylaw 3499/C-2016

6.3.d. Consideration of Third Reading of Bylaw 3499/C-2016

7. NOTICES OF MOTION

7.1. Notice of Motion Submitted by Councillor Lawrence Lee Re: Secondary Suites

(Agenda Pages 328 – 329)

7.1.a. Motion to Table

8. ADJOURNMENT



UNAPPROVED - M I N U T E S

**of the Red Deer City Council Regular Meeting
held on, Monday, July 18, 2016
commenced at 2:34 P.M.**

PRESENT: Mayor Tara Veer

Councillor Buck Buchanan

Councillor Tanya Handley

Councillor Paul Harris

Councillor Ken Johnson

Councillor Lawrence Lee

Councillor Lynne Mulder

Councillor Frank Wong

Councillor Dianne Wyntjes

City Manager, Craig Curtis

Director of Planning Services, Tara Lodewyk

Director of Human Resources, Kristy Svoboda

Director of Development Services, Elaine Vincent

Director of Corporate Transformation, Lisa Perkins

Director of Corporate Services, Paul Goranson

Director of Communications & Strategic Planning, Julia Harvie-Shemko

Acting Director of Community Services, George Penny

City Clerk, Frieda McDougall

Deputy City Clerk, Samantha Rodwell

Corporate Meeting Support, Carlee Mulder

Engineering Services Manager, Wayne Gustafson

Inspections & Licensing Manager, Erin Stuart

Major Projects Planner, Orlando Toews

Recreation, Parks & Culture Manager, Shelley Gagnon



I. MINUTES

I.1. Confirmation of the Minutes of the Monday, July 4, 2016 Regular Council Meeting.

Moved by Councillor Lawrence Lee, seconded by Councillor Dianne Wyntjes

Resolved that Council of The City of Red Deer hereby approves the Minutes of the July 4, 2016 Regular Council Meeting as transcribed.

IN FAVOUR: Mayor Tara Veer, Councillor Buck Buchanan, Councillor Tanya Handley, Councillor Paul Harris, Councillor Ken Johnston, Councillor Lawrence Lee, Councillor Lynne Mulder, Councillor Frank Wong, Councillor Dianne Wyntjes

MOTION CARRIED

2. MOTION TO ADD TO THE AGENDA

Moved by Councillor Lynne Mulder, seconded by Councillor Ken Johnston

Resolved that Council of The City of Red Deer hereby agrees to add a Land Matter to the Monday, July 18, 2016 City Council Agenda.

IN FAVOUR: Mayor Tara Veer, Councillor Buck Buchanan, Councillor Tanya Handley, Councillor Paul Harris, Councillor Ken Johnston, Councillor Lawrence Lee, Councillor Lynne Mulder, Councillor Frank Wong, Councillor Dianne Wyntjes

MOTION TO ADD CARRIED

3. BYLAWS

3.1. Proposed Land Use Bylaw 3357/T-2016 Proposed Amendments of the East Hill Major Area Structure Plan -



Bylaw 3499/C-2016

Proposed Amendment of the Lancaster Meadows Outline Plan

Moved by Councillor Dianne Wyntjes, seconded by Councillor Paul Harris

FIRST READING: That Bylaw 3357/T-2016 (a Land Use Bylaw Amendment to redesignate a +2.02 hectare (+5.00 acre) parcel in the Lancaster Meadows area from AI- Future Urban Development District to C5 - Commercial (Mixed Use) District) be read a first time.

IN FAVOUR: Mayor Tara Veer, Councillor Tanya Handley, Councillor Paul Harris, Councillor Ken Johnston, Councillor Lawrence Lee, Councillor Lynne Mulder, Councillor Frank Wong, Councillor Dianne Wyntjes

OPPOSED: Councillor Buck Buchanan

MOTION CARRIED

Moved by Councillor Paul Harris, seconded by Councillor Dianne Wyntjes

FIRST READING: That Bylaw 3499/C-2016 (an amendment to the East Hill Major Area Structure Plan) be read a first time.

IN FAVOUR: Mayor Tara Veer, Councillor Tanya Handley, Councillor Paul Harris, Councillor Ken Johnston, Councillor Lawrence Lee, Councillor Lynne Mulder, Councillor Frank Wong, Councillor Dianne Wyntjes

OPPOSED: Councillor Buck Buchanan

MOTION CARRIED

Council recessed at 3:15 p.m. and reconvened at 3:20 p.m.

3.2 Proposed 2016 Off-Site Levy Rates – Bylaw 3549/A-2016



Moved by Councillor Ken Johnston, seconded by Councillor Lawrence Lee

FIRST READING: That Bylaw3549/A-2016 (an amendment to the Off-Site Levy Bylaw to set the offsite levy rates for 2016) be read a first time.

IN FAVOUR: Mayor Tara Veer, Councillor Buck Buchanan, Councillor Tanya Handley, Councillor Paul Harris, Councillor Ken Johnston, Councillor Lawrence Lee, Councillor Lynne Mulder, Councillor Frank Wong, Councillor Dianne Wyntjes

MOTION CARRIED

3.3. Special Event Permit Bylaw 3572/2016

Moved by Councillor Lawrence Lee, seconded by Councillor Dianne Wyntjes

Resolved that Council of The City of Red Deer hereby agrees to lift from the table consideration of Special Events Permit Bylaw 3572/2016.

IN FAVOUR: Mayor Tara Veer, Councillor Buck Buchanan, Councillor Tanya Handley, Councillor Paul Harris, Councillor Ken Johnston, Councillor Lawrence Lee, Councillor Lynne Mulder, Councillor Frank Wong, Councillor Dianne Wyntjes

MOTION TO LIFT FROM THE TABLE CARRIED

Moved by Councillor Tanya Handley, seconded by Councillor Frank Wong

That Bylaw 3572/2016 (a bylaw to provide clarity and consistency around the application and approval of Special Event Permits) be read a second time with the following amendment:

3(c)(iii) add the words but “not limited to” after the words “such as” and delete the word “etc.”

3(p)(vii) delete the word “etc.”

IN FAVOUR: Mayor Tara Veer, Councillor Ken Johnston, Councillor Lawrence Lee, Councillor Lynne Mulder, Councillor Frank



Wong, Councillor Dianne Wyntjes

OPPOSED: Councillor Buck Buchanan, Councillor Tanya Handley,
Councillor Paul Harris

MOTION AS AMENDED CARRIED

Moved by Councillor Tanya Handley, seconded by Councillor Frank Wong

THIRD READING: That Special Events Permit Bylaw 3572/2016 be read a third time.

IN FAVOUR: Mayor Tara Veer, Councillor Ken Johnston, Councillor Lawrence Lee, Councillor Lynne Mulder, Councillor Frank Wong, Councillor Dianne Wyntjes

OPPOSED: Councillor Buck Buchanan, Councillor Tanya Handley,
Councillor Paul Harris

MOTION CARRIED

4. **ADDITIONAL AGENDA**

4.1. Kinex Arena Renovations to Accommodate Midget AAA Men's Team

Moved by Councillor Ken Johnston, seconded by Councillor Dianne Wyntjes

Resolved that Council of The City of Red Deer having considered the report from the Recreation, Parks & Culture Department, dated July 13, 2016 re: Kinex Arena Renovations to Accommodate Midget AAA Mens Team hereby directs administration to negotiate an agreement with Red Deer Minor Hockey Commission (RDMHC), for the development of an exclusive change room space for the Midget AAA Mens Team at the Kinex Arena, based on the following principles:

1. All detailed plans for renovations will be pre-approved by The City.
2. All capital financial impacts, including but not limited to design, permitting and construction are the responsibility of RDMHC. Further, RDMHC be



responsible for all costs associated with returning the facility to its original state should The City determine this is the preferred state for the ongoing operations of the facility.

3. All operating impacts associated with the proposed changes become the responsibility of RDMHC including but not limited to revenue loss from removal of upstairs meeting room and additional operating costs related to new spaces

IN FAVOUR:

Mayor Tara Veer, Councillor Buck Buchanan, Councillor Tanya Handley, Councillor Paul Harris, Councillor Ken Johnston, Councillor Lawrence Lee, Councillor Lynne Mulder, Councillor Frank Wong, Councillor Dianne Wyntjes

MOTION CARRIED

4.2 Municipal Government Act (MGA) - City of Red Deer Response

Moved by Councillor Lynne Mulder, seconded by Councillor Tanya Handley

Resolved that Council of The City of Red Deer, having considered the report from the Office of the City Manager dated July 18, 2016 re: Municipal Government Act (MGA) – City of Red Deer Response hereby endorses the report as presented as The City's formal response to the MGA amendments and as the basis for any advocacy efforts to be undertaken in responding to these amendments and regulations.

IN FAVOUR:

Mayor Tara Veer, Councillor Buck Buchanan, Councillor Tanya Handley, Councillor Paul Harris, Councillor Ken Johnston, Councillor Lawrence Lee, Councillor Lynne Mulder, Councillor Frank Wong, Councillor Dianne Wyntjes

MOTION CARRIED

Council recessed at 5:26 p.m. and reconvened at 6:11 p.m.

Prior to going In Camera Councillor Lawrence Lee declared a pecuniary interest as his employer is involved with the matter under discussion. Councillor Lawrence Lee excused himself at 6:12 p.m.



5. IN CAMERA MEETING

5.1. Motion to In Camera – Land Matter - FOIP 24(1)(a)

Moved by Councillor Dianne Wyntjes, seconded by Councillor Ken Johnston

Resolved that Council of The City of Red Deer agrees to enter into an In-Camera meeting of Council on Monday, July 18, 2016 at 6:12 p.m. and hereby agrees to exclude the following:

- All members of the media; and
- All members of the public

to discuss a Land Matter as protected under the Freedom of Information & Protection of Privacy Act, Section 24(1)(a).

IN FAVOUR:

Mayor Tara Veer, Councillor Buck Buchanan, Councillor Tanya Handley, Councillor Paul Harris, Councillor Ken Johnston, Councillor Lynne Mulder, Councillor Frank Wong, Councillor Dianne Wyntjes

ABSENT:

Councillor Lawrence Lee

MOTION CARRIED

5.2. Motion to Revert to an Open Meeting of Council

Moved by Councillor Buck Buchanan, seconded by Councillor Lynne Mulder

Resolved that Council of The City of Red Deer agrees to enter into an Open meeting of Council on Monday, July 18, 2016 at 7:22 p.m.

IN FAVOUR:

Mayor Tara Veer, Councillor Buck Buchanan, Councillor Tanya Handley, Councillor Paul Harris, Councillor Ken Johnston, Councillor Lynne Mulder, Councillor Frank Wong, Councillor Dianne Wyntjes



ABSENT: Councillor Lawrence Lee

MOTION CARRIED

Councillor Lawrence Lee returned to chambers at 7:22 p.m.

5.3 Public Transit Infrastructure Fund

Councillor Buck Buchanan left chambers at 7:29 p.m. and returned at 7:31 p.m.

Moved by Councillor Lynne Mulder, seconded by Councillor Lawrence Lee

Resolved that Council of The City of Red Deer having considered the report from the Transit Department, dated July 15, 2016 re: Public Transit Infrastructure Funding (PTIF) Application, hereby supports the application to the Public Transit Infrastructure Funding for the following multi-year capital items:

1. Storage structure for transit Action busses at a total project cost of \$2,225,000.
 2. Bus stop accessibility upgrades connecting sidewalks, ramps and bus stops pads to accelerate our accessible bus stop program through to 2019 at a total project cost of \$2,100,000.
 3. Continued purchase of transit buses at a total project cost of \$6,552,000.
 4. System Wide Intelligent transit Phase 2 at a total project cost of \$2,291,000.
- and directs that multi-year capital projects be accelerated in the 2016 Ten Year Capital Plan to be approved in the 2016 Capital Budget. The funding for the projects above will be 50% PTIF, and 50% GreenTRIP.

IN FAVOUR: Mayor Tara Veer, Councillor Buck Buchanan, Councillor Tanya Handley, Councillor Paul Harris, Councillor Ken Johnston, Councillor Lawrence Lee, Councillor Lynne Mulder, Councillor Frank Wong, Councillor Dianne Wyntjes

MOTION CARRIED

5.4. NOTICE OF MOTION

Notice of Motion to Reconsider a Motion: Land Use Bylaw



Amendment 3357/L-2016 for 94 Burnt Park Drive - To Allow a Medical Marihuana Facility as a Use.

Mayor Tara Veer declared a conflict of interest as she received representation on this matter outside of Council's formal process. Mayor Tara Veer left chambers at 7:30 p.m. and Councillor Frank Wong assumed the chair.

Moved by Councillor Paul Harris, seconded by Councillor Lawrence Lee

WHEREAS, Council of The City of Red Deer, defeated first reading of Bylaw 3357/L-2016 (a Land Use Bylaw amendment to allow a federally licensed Medical Marihuana Facility (MMF) located at 94 Burnt Park Drive (Lot 14, Block 1, Plan 052 4332)) presented at the July 4, 2016 City Council meeting; and

WHEREAS, Council was not provided with information in advance on the Medical Marihuana facility in Saskatoon; and

WHEREAS, Council was not provided information on this matter from Land and Economic Development. This operation would support The City of Red Deer Economic Development Strategy section 5.2 Economic Diversification Strategies which states "Red Deer's economy is largely dependent, either directly or indirectly, upon the various resource extraction industries, in which employment can fluctuate with commodities prices or with shifts in the broader economy. To reduce the effects of these shocks, Red Deer should work to diversify its economy and employment base.". Council should support diversified businesses, particularly at times like this when the oil and gas industry is suffering; and

WHEREAS, Council was not provided information on the current vacancy rates on industrial buildings; and

WHEREAS, The City of Red Deer is actively working to retain business interests. Rejection of the matter introduces the possibility for the facility to move to a competing market; and

WHEREAS, The City of Red Deer sent referral letters to landowners within 100m of the subject property so that landowners could provide comments. The City typically



allows landowners two weeks to provide comments however, only one week was provided on this matter; and

WHEREAS Council was unclear if the property must adhere to federal and/or municipal rules about odours and if the federal and/or municipal authority enforces these rules.

The Council Report (July 4, 2016 Council Agenda p. 50) states “. . . federal regulations dictate strict requirements about location, security, growing method including air quality controls for odor, processing, labeling, packaging, storing, disposing and transporting of marihuana. The City has no approval authority over any of these regulations and accepts that the Federal regulations are stringent enough to address our original concerns” and “concerns of noise, odour and other externalities [are addressed] through federal regulations . . .” During the July 4 City Council Meeting Administration stated “Purpose of II District is to provide for limited range of light industrial, warehousing, storage & industrial support services within the performance standards of section 6.4(2)(a), the operation of which do not create or emit noises, odours, dust, fumes and other nuisances. So they would be required to meet those requirements [in Red Deer]”

WHEREAS, The City of Red Deer Procedure Bylaw allows for the Reconsideration of Motions when Council can articulate the special or exceptional conditions which allow for a decision to be reconsidered again provided the motion has not yet been acted upon;

NOW THEREFORE IT BE RESOLVED THAT Council of The City of Red Deer consider the preceding as special and exceptional circumstances requiring the reconsideration of the July 4, 2016 decision to defeat first reading of Bylaw 3357/L-2016.

IN FAVOUR: Councillor Buck Buchanan, Councillor Ken Johnston, Councillor Lawrence Lee, Councillor Lynne Mulder, Councillor Paul Harris

OPPOSED: Councillor Tanya Handley, Councillor Frank Wong, Councillor Dianne Wyntjes



ABSENT: Mayor Tara Veer

MOTION TO RECONSIDER CARRIED

As a result of the Notice of Motion to Reconsider a Motion being passed First Reading of Bylaw 3357/L-2016 (a Land Use Bylaw Amendment to allow a federally licensed Medical Marihuana Facility (MMF) located at 94 Burnt Park Drive (Lot 14, Block 1, Plan 052 4232) was again on the floor.

Moved by Councillor Buck Buchanan, seconded by Councillor Lynne Mulder

FIRST READING: That Bylaw 3357/L-2016 (a Land Use Bylaw amendment to allow a federally licensed Medical Marihuana Facility (MMF) located at 94 Burnt Park Drive (Lot 14, Block 1, Plan 052 4262) be read a first time.

Prior to voting on first reading, the following tabling motion was introduced.

Moved by Councillor Lawrence Lee, seconded by Councillor Buck Buchanan

Resolved that Council of The City of Red Deer hereby agrees to table consideration of Bylaw 3357/L-2016 (a Land Use Bylaw amendment to allow a federally licensed Medical Marihuana Facility (MMF) located at 94 Burnt Park Drive (Lot 14, Block 1, Plan 052 4232) for up to 6 weeks to allow administration time to provide additional information related to odour, noise and security prior to first reading

IN FAVOUR: Councillor Buck Buchanan, Councillor Tanya Handley, Councillor Paul Harris Councillor Lawrence Lee, Councillor Lynne Mulder, Councillor Dianne Wyntjes

OPPOSED: Councillor Frank Wong, Councillor Ken Johnston

ABSENT: Mayor Tara Veer

MOTION TO TABLE CARRIED



Councillor Frank Wong left the Chair at 8:03 p.m. and Mayor Tara Veer assumed the Chair at 8:04 p.m.

6.0. NOTICE OF MOTION

6.1 Notice of Motion Submitted by Councillor Lawrence Lee: re Secondary Suites

The following Notice of Motion was introduced by Councillor Lawrence Lee:

Whereas secondary suites provided an alternative housing option particularly during the economic upswing when housing options were limited but are less required and desired now that a greater variety of housing options are routinely available; and

Whereas the principle of multi-neighbourhood design allows for flexible housing choices; and

Whereas secondary suites are allowed on a discretionary basis in single family homes located in a R1, R1A, R2, R3 and C1 residential districts and are permitted uses in some areas subject to location criteria; and

Whereas secondary suites are dwelling units that are located with a primary dwelling unit, where both units are registered under the same land title; and

Whereas currently 15% of the total number of detached dwelling units within a neighbourhood are permitted to have secondary suites, without limitations to the number on a specific street or area; and

Whereas this can result in clustering of secondary suites resulting in neighbourhood impacts in terms of density, noise, traffic, parking, etc.;

Now therefore be it resolved that the overall percentage of secondary suites within a given neighbourhood be reduced to 10% of the total number of detached dwelling units; and



Further be it resolved that the total of secondary suites on any street be limited to no more than 10% of the total number of detached dwelling units on that street.

The Notice of Motion as submitted will be considered by Council at its meeting of August 15, 2016.

7.0. ADDITION TO THE AGENDA

7.1 Land Matter

Prior to going In Camera Councillor Lawrence Lee declared a pecuniary interest as his employer is involved with the matter under discussion. Councillor Lawrence Lee excused himself at 8:08 p.m.

Moved by Councillor Lynne Mulder, seconded by Councillor Buck Buchanan

Resolved that Council of The City of Red Deer hereby endorses the principles as discussed In Camera and protected under the Freedom of Information and Protection of Privacy Act, Section 24(1)(a).

IN FAVOUR: Mayor Tara Veer, Councillor Buck Buchanan, Councillor Tanya Handley, Councillor Paul Harris, Councillor Ken Johnston, Councillor Lynne Mulder, Councillor Frank Wong, Councillor Dianne Wyntjes

ABSENT: Councillor Lawrence Lee

MOTION CARRIED

8. ADJOURNMENT

Moved by Councillor Paul Harris, seconded by Ken Johnston

Resolved that Council of The City of Red Deer hereby agrees to adjourn the Monday, July 18, 2016 Regular Council Meeting of Red Deer City Council at 8:09 p.m.



I4Unapproved - City Council Regular Meeting Minutes –
Monday, July 18, 2016

IN FAVOUR:

Mayor Tara Veer, Councillor Buck Buchanan, Councillor Tanya Handley, Councillor Paul Harris, Councillor Ken Johnston, Councillor Lynne Mulder, Councillor Frank Wong, Councillor Dianne Wyntjes

ABSENT:

Councillor Lawrence Lee

MOTION CARRIED

MAYOR

CITY CLERK



August 15, 2016

Ice Facilities Plan

RECREATION, PARKS & CULTURE

Report Summary & Recommendation:

The City undertook the development of an Ice Facilities Plan in order to outline a future direction for indoor and outdoor ice facility provision. The Plan was developed using a number of research inputs including engagement with facility users.

Administration recommends that Council accept the Ice Facilities Plan as a planning document that will inform future department service and capital plans. Further, it is recommended that Council authorize Administration to proceed with implementing the Principles to Guide the Development of Future Ice Surfaces.

City Manager Comments:

I support the recommendation of Administration and recommend that the alternative be considered in the 10 year plan.

Craig Curtis
City Manager

Proposed Resolution

Resolved that Council of The City of Red Deer, having considered the report from Recreation, Parks & Culture, dated August 15, 2016 re: Ice Facilities Plan hereby authorizes Administration to proceed with implementing the Principles to Guide the Development of Future Ice Surfaces and approves the Ice Facilities Plan, in principle, as a planning document.



Report Details

Background:

At the Council meeting on November 9, 2015 support was provided to RPC to conduct an Ice Facilities capital development strategy. This long term plan was to provide a strategic and comprehensive framework to ensure ice facility capital priorities were identified and long term investments were effective.

The provision of additional ice surfaces was identified through the Community Amenities Prioritization process in 2014. With the redevelopment of the Red Deer Arena as well as the construction of the ice surface at Red Deer College in 2016-18, a strategy to assess the need, timing and location of additional ice surfaces in Red Deer was required.

Discussion:

RC Strategies was contracted to undertake the development of the Ice Facilities Plan that would inform and guide future decision making related to the provision of ice facilities.



Research included review of Provincial and National Policies and Planning documents, sport and leisure participation trends, population analysis, current provision and utilization analysis, benchmarking with other municipalities, and consultation with facility users.

Consultation of user groups included the following:

Indoor Ice:

- **Stakeholder Discussions:** interviews with user groups that block book indoor ice surfaces were held. Through 35 sessions, more than 51 individuals representing 39 user groups participated. This included sport/recreation user groups, schools, regional municipalities, the Westerner and RDC.
- **User Group Surveys:** all groups that block book indoor ice surfaces were sent a survey to complete. There were 39 responses to this survey.



- Indoor Ice Intercept Survey: staff attended various public/spontaneous indoor ice activities (i.e. public skate, drop in hockey) conducting surveys. A total of 86 responses were gathered.

Outdoor Ice:

- Outdoor Ice Intercept Survey: staff went to various outdoor ice surfaces and conducted on site surveys. A total of 119 responses were gathered.
- Outdoor Ice Public Survey: a survey was available on-line for outdoor users to complete. A total of 312 responses were gathered.

The research was summarized in a Research Report. It was then further analyzed to present an Ice Facilities Plan. The Plan includes strategic recommendations to re-align aspects of ice facility provision, reinforce existing practices and also considerations for the future provision of ice.

Principles to Guide the Development of Ice Surfaces

Using both the research and consultation feedback, the following principles were identified to help guide the development/redevelopment of ice surfaces:

1. Ice facilities are planned, designed, and operated in alignment with broader strategic planning and objectives of The City of Red Deer.
2. Ice facilities are available and affordable to all residents for various activities including traditional organized sport, newly emerging sports and activities, and spontaneous/unscheduled utilization.
3. Ice facilities are operated effectively and efficiently, considering long-term sustainability.
4. Ice facilities in Red Deer are of high quality in relation to the intended level and appropriateness of use.
5. Ice facilities are designed and operated to balance resident and visitor interests, enhancing quality of life and capitalizing on opportunities to create economic benefits for Red Deer.

The report recommends that several current practices require enhancement or review in order to maximize the use and efficiencies of the current inventory ice surfaces, including data collection, allocation policies, and lifecycle planning.

When planning for the addition of indoor ice surfaces, the following triggers were identified that should be analyzed and considered:

- Facility spaces currently being offered approach 80-90% utilization on a sustained basis
- Facility Condition Index reports and associated functional analysis support that replacement is required
- Trends and market analysis support that future demands for indoor ice will remain stable or increase
- Consider benchmark for number of ice sheets per population



- Review the geographic distribution of existing ice facilities and consideration in relation to future growth areas
- Consider partnerships (with community groups, public and private industry and regional municipalities)

Design principles were also recommended when considering replacement of existing or provision of additional indoor ice surfaces including:

- Development of ice surfaces within multi-purpose venues
 - Optimize cost recovery and revenue generation opportunities
- Develop multiple ice sheets
- Ensure accessibility, including geographical, transportation options, multi-generational, and universal design considerations
- Balance uses between structured and spontaneous activities
- Integrate principles of Crime Prevention through Environmental Design
- Consider environmentally friendly designs
- Identify optimal design characteristics and operational efficiencies

Taking into consideration Red Deer's current state, along with the various development triggers and design principles, the report then suggests the following approach for planning future indoor ice provision:

1. Conduct a Facility Condition Index report on the Kinex arena and determine the future of the facility. This is currently planned for 2017. If the arena requires replacement, the recommendation is that the GH Dawe or Collicutt Centre be considered for a twin ice surface. Twinning at the GH Dawe would not only increase the geographic balance by providing an additional ice surface on the north end of town, but would also present the opportunity to retrofit the existing ice surface to regulation size. The GH Dawe's close proximity to Highway #2 access, hotels and restaurant services helps to capitalize on creating economic benefits for Red Deer.
2. Addition of a new ice surface prior to 2021. This need will be met through the partnership between RDC and The City for the construction of an indoor ice surface at the college scheduled to open in 2018. The agreement with RDC will include provisions for community use.
3. An additional ice surface should be considered after 2026.

Outdoor Ice Surfaces:

Research indicates that The City currently provides a high service level related to the provision and ongoing maintenance of outdoor rinks. Recommendations include developing a base level of service (number of rinks and maintenance levels), prioritizing the collection of utilization data and piloting organized group bookings. Opportunities exist to realign how the outdoor ice inventory is managed and accessed that may contribute to broader community and ice users needs.

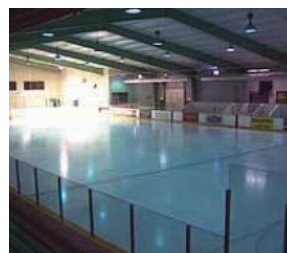
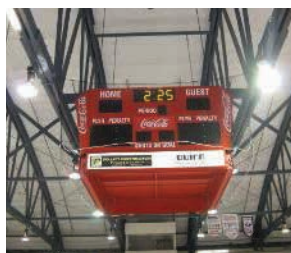


Analysis:

A copy of both the Ice Facilities Plan and the Research Report have been provided to Council.

It is recommended that Council:

- Authorize Administration to proceed with implementing the Principles to Guide the Development of Future Ice Surfaces, and;
- Approve the Ice Facilities Plan, in principle, as a planning document.



Cover images from reddeer.ca (unless otherwise noted).

THE CITY OF RED DEER

Ice Facilities Plan

Research Report

July 2016



THE CITY OF RED DEER

Ice Facilities Plan

Research Report

July 2016

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Project Background and Process

The City of Red Deer initiated the development of an Ice Facilities Plan in order to better understand current and future needs for indoor and outdoor ice facilities in Red Deer. The City will use the study in its capital and operational planning as it makes decisions about service levels and resource allocation. Indoor and outdoor facilities are included within the scope of the study.

The collection and analysis of data, research, and engagement with users and stakeholders were identified as critical elements to the completion of the study. This Research Report encapsulates this data and information, and was used to identify the strategic directions of the Ice Facilities Plan.

The information contained herein also provides valuable data and identifies broader best practices which can be used beyond the scope of the study to assist with other planning and decision making that may be undertaken by The City.

Primary Research Process

The following primary research techniques were used to gather input from stakeholders throughout the Red Deer region.

Mechanism	Description	Number of Responses	Timeline
Stakeholder Discussions	Discussion sessions with external participants (e.g. user groups) and internal participants (e.g. City staff). In-person discussions.	35 sessions <i>~51 External Participants</i> <i>21 Internal Participants</i>	February 2016
User Group Survey	Ice facility user groups such as local sport and recreation organizations, schools, dry-floor users, etc. Questionnaire available online and hard-copy	39	February to March 2016
Outdoor Ice Intercept Survey	Outdoor ice users; on-site. Questionnaire facilitated in person by City staff recording responses on tablets.	119	February to March 2016
Outdoor Ice Public Survey	Outdoor ice users; online. Questionnaire available online.	312	February to March 2016
Indoor Ice Intercept Survey	Spontaneous indoor ice users (e.g. public skate, drop-in hockey); on-site. Questionnaire facilitated in person by City staff recording responses on tablets.	86	February to March 2016

Secondary Research Process

The following secondary research techniques were used to gather additional information for analysis in order to help the project team further assess the current situation and market conditions related to ice facility provision.

Mechanism	Description
Background Review (Local)	Summary of The City of Red Deer strategic plans and previously completed tactical plans related to ice facilities.
Background Review (Provincial/National)	Summary of overarching provincial and national documents that encompass recreation, sport, and active living.
Trends and Leading Practices	Trends and leading practices on a provincial and national level. Topics include ice activity participation, ice infrastructure, aligning ice allocation with the Long Term Athlete Development model, and other observations from the sector.
Inventory and Mapping	A master list of indoor and outdoor ice facilities in Red Deer. Regional ice facilities within a 50 kilometre radius of Red Deer is shown. A variety of maps are presented.
Current Provision Analysis (Utilization)	Utilization data from indoor ice facilities is presented. On-site user counts were provided for some outdoor rink sites courtesy of local community associations. Operation financials are presented for indoor and outdoor ice facilities.
Current Provision Analysis (Facility Condition)	Future capital and maintenance investment as outlined by The City's previous planning efforts.
Benchmarking	A comparison of Red Deer's provision ratios (number of ice facilities per capita) for indoor and outdoor ice facilities. User fee comparisons are presented as well.

2

Background Review

Key Findings

- Recreation amenities create vibrant communities and neighbourhoods
- Recreation, active living and sport are vitally important to Albertans
- Recreation is the experience that results from freely chosen participation in physical, social, intellectual, creative and spiritual pursuits that enhance individual and community wellbeing
- Sustaining existing ice facilities is a priority
- Additional indoor ice arenas have been identified as a short and medium term need in past City planning efforts

Local Context

Key themes and findings from a number of previous City of Red Deer planning documents are summarized and presented as follows as they pertain to ice facility provision and the development of the Ice Facilities Plan.

The City of Red Deer Strategic Plan 2015 – 2018

The City's 2015 – 2018 Strategic Plan contains a number of themes which speak to the importance of recreation opportunities and ensuring that adequate public engagement takes place in the determination of City priorities. The following themes guide the Strategic Plan:

- Dialogue: Engaging our community and enhancing our relationships.
- Community Amenities: Planning great spaces and places for community living.
- Creating a sustainable financial foundation.
- Community Amenities Charter:
 - » Action—Creating great amenities that provide opportunities for Red Deerians to be active, learn, connect, and grow.
 - » Commitment—By building exceptional community amenities we will create vibrant communities and neighbourhoods where Red Deerians can enjoy their city and connect with each other.
 - » Outcome—When we have vibrant places for **community life** we have:
 - A balance of places and spaces that reflect the diversity of the community and our geography;
 - Citizens who have pride in our facilities and features because they anchor our region and reflect the community's authenticity, priorities and interests; and,
 - Been recognized provincially and nationally for our world class community features.

Ten-Year Capital Planning and Infrastructure Maintenance Plan (Community Services Division) 2016 – 2025

Outlines capital and maintenance requirements for Leisure Facilities (including indoor arenas) and Open Space Facilities (parks). The Plan identifies the following estimates for future reinvestment in ice facilities in Red Deer.

- Not including the Red Deer Arena replacement, an estimated \$4.2M in capital investment is required for arena facilities until 2025.
- An estimated \$2.1M in maintenance investment is required in the next 10 years (not including Red Deer Arena).

The following chart provides a further a breakdown of expected future re-investment requirements. Kinex will undergo a building assessment in 2019 to determine future needs.

Ice Facility	Future Capital to 2025	Future Maintenance to 2025
Kinex Arena	\$528,000	\$146,600
Kinsmen Community Arenas	\$3,040,000	\$896,000
G.H. Dawe Arena	\$379,000	\$834,500
Collicutt Centre Arena	\$252,000	\$191,000
Red Deer Arena	N/A	N/A
Total	\$4,199,000	\$2,068,100

Covered Ice Feasibility Study (2015)

The City's recent Covered Ice Feasibility Study explores a number of options for providing a covered, refrigerated outdoor ice surface in Red Deer. The following bullets highlight key findings from the Study:

- A refrigerated rink could help address needs for ice at a reasonable cost.
- Covering the surface would ensure better ice quality, lower operational costs, and higher utilization (additional 800 hours).
- Best locations: Collicutt Centre (#1) and Bower Kin Community Centre (#2).
- Estimated Cost: \$4,000,000 at the Collicutt Centre; \$3,100,000 at the Bower Kin Community Centre.
- Projected net operations: (\$14,000 – \$52,000).

Summary Report for Community Amenities Consultation (2014)

The Community Amenities Study undertook consultation to measure public priorities for a number of different types of infrastructure. Identified as follows are findings related to arenas.

- Ice arena projects were mid-high level priorities for residents.
- Ranked in the top half of potential projects: Red Deer College ice surface; Collicutt Centre 2nd ice surface; G.H. Dawe 2nd surface; ice arena development in general.

Green Space and Facility Action Plan (2011 – 2015; 2013 Update)

The Green Space and Facility Action Plan, updated in 2013, identifies the following priorities related to outdoor space and amenities.

- Relocate speed skating oval.
- Incorporate environmentally sustainable building systems in new and retrofitted facilities.
- Explore partnerships in development and operations.
- Ongoing maintenance of arenas.
- Improve accessibility in arenas.
- Explore alternative uses in off season (dry land).
- Plan for major multi-use regional recreation facility on the north side of the river.

Great Chief Park Enhancement Concept Plan (2012)

The Great Chief Park Enhancement Concept Plan provides a recreational concept plan for sports field related activities in Great Chief Park. Other themes and requirements noted in the Plan are outlined below.

- Site assessments are needed to determine an appropriate new location within the city for the existing speed skating oval that is currently in Rotary Recreation Park.
- The concept plan provides a clear recommendation as to the re-development of the speed skating oval as an important facility within the overall enhancement of Great Chief Park.

Red Deer Rotary Recreation Park and South Site Study Report (2010)

A planning exercise was conducted to help identify future needs and opportunities for Rotary Recreation Park, one of the City's largest and most valued public spaces. The report recommended that the skating oval be relocated to another location such as Great Chief Park. The study also speaks to the Ice Zone in the south end of the park. The benefits of relocating the oval as outlined in the report are noted as follows.

- Improved venue for competitive athletic events.
- Provide better lighting, seating, changing and support facilities.
- Provide access to gathering space and food services.

Recreation, Parks, and Culture Community Asset Needs Assessment (2008)

The following bullets highlight key findings related to ice arenas from this planning document.

- Replace the Kinex Arena and Red Deer Arena due to poor physical condition (medium term: 9 – 16 years).
- Twin the G.H. Dawe (short term: 3 – 8 years) and add two additional surfaces (medium term: 9 – 16 years).

Framework for the Use of Public Facilities and Land (2014)

The Framework assists the Recreation, Parks and Culture Department with decision making about proposed uses of City-owned public facilities and land by the community (non-profit, individuals, businesses, etc.).

- Four steps are provided in order to utilize the Framework:
 - » Screening to determine the eligibility of the organization.
 - » Classification of land.
 - » Alignment of proposed use with core concepts.
 - » Alignment of proposed use with the values and principles.

Reciprocal Use of Facilities (2014)

Highlighted as follows are pertinent elements of the above noted document as they pertain to use of Red Deer recreation facilities by schools.

- Reciprocal Use Partners: Fees & Charges Guide
 - » Provides specific guidance to each of the reciprocal use partners on the joint and reciprocal use of partner facilities at no cost other than “out of pocket” expenses, as revised annually by the Joint Facility Use Committee.
- City of Red Deer Facilities
 - » There is no rental charge for daytime school use of Recreation, Parks & Culture facilities for instructional use.
 - » Outdoor rinks are accessible to schools and the public for drop-in use on a first-come, first-served basis.
 - » Indoor arenas are provided at a basic service level only with use of skate change area; additional staff charged at cost for use of change rooms, ice maintenance, and special requirements.

6. **New or emerging groups** (Based on written applications from groups who are members of both a provincially or nationally recognized governing body, and whose program does not duplicate an existing program)
7. **Growth** (Based on availability from reduced needs of other groups or users, use of non-prime time ice, or increased facility capacity)
8. **Balance** (Based on not more than 10% of total ice being allocated to special events/tournaments)
9. **Standards of play** (As per the following definition: Each sport or activity provides the basis for determining the “basic need to play” by program, number of hours, number of weeks and the number of participants)

Recreation, Parks, and Culture User Fees Guide 2015/2016

The City's User Fees Guide helps direct the City in the setting of rates for groups and individuals to access facilities and spaces. Key elements related to ice provision are identified below.

- Arena rental fees are outlined in the chart below.
- Typically, rates have increased by 3 – 5% each year.
- 2016 fees were approved by Council.

Indoor Ice Allocation Department Procedure Document

The above noted document was developed for the following purpose:

“To identify the procedures for the allocation of indoor ice to community groups and individuals in City owned and operated facilities.”

The process by which annual allocations occur are specified in the document along with specific time frames identified for allocation meetings, permits, and communications protocols. The document also identifies that ice will be allocated with due consideration given to the following criteria:

1. **Historical use** (Based on each groups previous two years' allocation)
2. **Priorities by facility** (Based on each type of group and use)
3. **Priorities by residence** (Based on resident or non-resident users with priority given to residents)
4. **Priorities by group status** (Based on not for profit or commercial with priority given to not for profit groups)
5. **Registration levels** (Based on each group's previous season's final registration figures)

Arenas	Category	Sept 2014	Sept 2015	Sept 2016
In Season Ice (Oct 1 – Mar 31)	Adult (Base)	\$155.00	\$162.75	\$170.90
	Youth	\$93.00	\$97.65	\$102.55
	Adult Sporting Event	\$201.25	\$211.60	\$222.15
	Youth Sporting Event	\$133.75	\$146.50	\$153.80
	Commercial/ Non-Residential Event	\$232.25	\$244.15	\$256.35
In-Season Ice: Non-Prime (Sept 1 – June 30)	Non-Prime (Base)	\$116.25	\$122.05	\$128.15
	Adult Sporting Event	\$151.15	\$158.70	\$166.60
	Commercial/ Non-Residential Event	\$175.40	\$183.10	\$192.25
Pre/Post Season Ice (Apr 1 - Sept 30)	Adult (Base)	\$201.50	\$211.60	\$222.15
	Youth	\$120.90	\$126.95	\$133.30
	Adult Sporting Event	\$261.95	\$275.05	\$288.80
	Youth Sporting Event	\$180.05	\$190.45	\$199.95
	Commercial/ Non-Residential Event	\$302.25	\$317.40	\$333.25
Arenas (Dry Space)	Adult (Base)	\$80.30	\$82.70	\$85.20
	Youth	\$48.20	\$49.65	\$51.10
	Adult Sporting Event	\$104.30	\$107.55	\$110.75
	Youth Sporting Event	\$70.65	\$74.15	\$76.65
	Commercial/ Non-Residential Event	\$120.45	\$124.05	\$127.80

Provincial and National Context

Provincial and national planning frameworks pertaining to recreation, sport, and active living are presented as follows.

Active Alberta 2011 – 2021

The Province of Alberta's Active Alberta Policy (2011 – 2021) is the overarching Policy document that is intended to guide the delivery of recreational, active living and sport opportunities in the province. The Policy identifies that:

"Recreation, active living and sport are vitally important to Albertans. The activities they choose for enjoyment, where they live and take vacations, what they teach their children, and who they select as their heroes all demonstrate how important the sector is to the lives of Albertans."

Core to the Policy document is the identification of six core outcomes which reflect the intended objectives of the Policy:

Active Albertans: *More Albertans are more active, more often.*

Active Communities: *Alberta communities are more active, creative, safe and inclusive.*

Active Outdoors: *Albertans are connected to nature and able to explore the outdoors.*

Active Engagement: *Albertans are engaged in activity and in their communities.*

Active Coordinated System: *All partners involved in providing recreation, active living and sport opportunities to Albertans work together in a coordinated system.*

Active Pursuit of Excellence: *Albertans have opportunities to achieve athletic excellence.*



A Framework for Recreation in Canada 2015: Pathways to Wellbeing

The recently (2015) finalized Framework for Recreation in Canada provides a new vision and suggests clear goals, underlying values and principles for the provision and delivery of recreation in Canada. The Framework states that local government is the primary supplier of direct recreation services. While it is understood that recreation is a broad term and that local interests, priorities and needs differ from region to region and in each individual community; aligning the recreation sector can help build a stronger case for investment in recreation. The Framework outlines both a renewed definition and Vision for recreation in Canada:

Recreation is the experience that results from freely chosen participation in physical, social, intellectual, creative, and spiritual pursuits that enhance individual and community wellbeing.

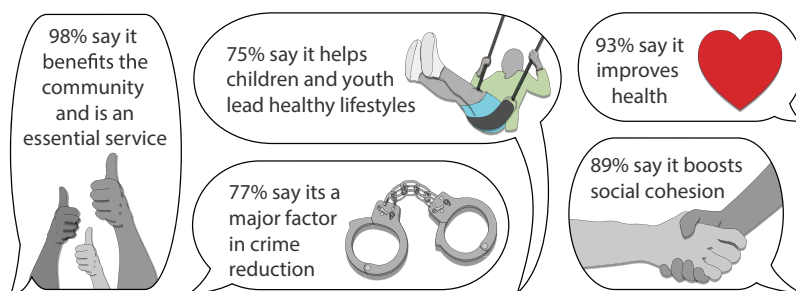
Vision: We envision a Canada in which everyone is engaged in meaningful, accessible recreation experiences that foster:

- Individual wellbeing
- Community wellbeing
- The wellbeing of our natural and built environments

The Framework was developed based on ongoing engagement with decision makers, academics, service providers, and citizens across the Country. Research was also important to the development of the Framework in order to help further justify and portray the benefits of recreation.

The Framework for Recreation in Canada was formally adopted by the Alberta Parks and Recreation Association in April 2015. The following graphic illustrates the Vision, Values, Principles, Goals and Priorities of the Framework.

What Canadians Say About Parks and Recreation⁵



Part II

A Framework for Recreation in Canada 2015

Vision

Everyone engaged in meaningful, accessible recreation experiences, that foster:

Individual Wellbeing | Wellbeing of Natural & Built Environments | Community Wellbeing

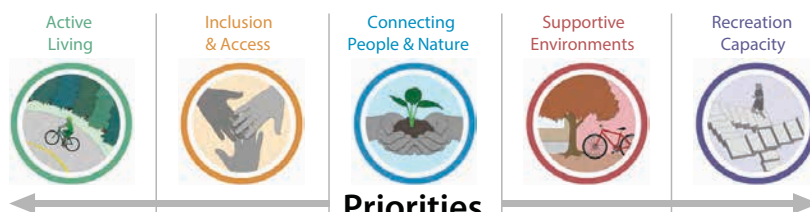
Values

Public Good | Inclusion & Equity | Sustainability

Principles of Operation

Lifelong Participation | Outcome-Driven | Quality & Relevance | Evidence-Based | Partnerships | Innovation

Goals



Priorities

<ul style="list-style-type: none"> - Participation throughout the lifecourse - Physical literacy - Play - Reduce sedentary behaviours 	<ul style="list-style-type: none"> - Equitable participation for all, regardless of socioeconomic status, age, culture, race, Aboriginal status, gender, ability, sexual orientation or geographic location 	<ul style="list-style-type: none"> - Natural spaces and places - Comprehensive system of parks - Public awareness and education - Minimize negative impacts 	<ul style="list-style-type: none"> - Provide essential spaces and places - Use existing structures and spaces for multiple purposes - Renew infrastructure - Active transportation - Partnerships in social environment - Recreation education - Assessment tools - Align community initiatives 	<ul style="list-style-type: none"> - Collaborative system - Career development - Advanced education - Capacity development - Community leadership - Volunteers - Knowledge development
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Canadian Sport Policy (2012)

Identifies five broad objectives for sport participation in Canada:

- Introduction to sport: Canadians have the fundamental skills, knowledge, and attitudes to participate in organized and unorganized sport.
- Recreational sport: Canadians have the opportunity to participate in sport for fun, health, social interaction and relaxation.
- Competitive sport: Canadians have the opportunity to systematically improve and measure their performance against others in competition in a safe and ethical manner.
- High performance sport: Canadians are systematically achieving world-class results at the highest levels of international competition through fair and ethical means.
- Sport for development: Sport is used as a tool for social and economic development, and the promotion of positive values at home and abroad.

The Policy recognizes that each government will determine which of the goals and objectives in the plan to pursue, taking into account their relevance to jurisdictional mandate and priorities.

Canadian Sport for Life: Long-Term Athlete Development

Children, youth and adults need to do the right things at the right time to develop in their sport or activity—whether they want to be hockey players, dancers, figure skaters, or gymnasts. Long-Term Athlete Development (LTAD) describes the things athletes need to be doing at specific ages and stages.

There are seven stages within the basic LTAD model:

Stage 1: Active Start (0 – 6 years)

Stage 2: FUNdamentals (girls 6 – 8, boys 6 – 9)

Stage 3: Learn to Train (girls 8 – 11, boys 9 – 12)

Stage 4: Train to Train (girls 11 – 15, boys 12 – 16)

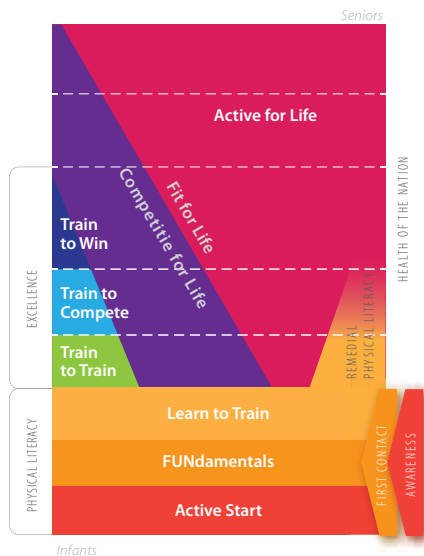
Stage 5: Train to Compete (girls 15 – 21, boys 16 – 23)

Stage 6: Train to Win (girls 18+, boys 19+)

Stage 7: Active for Life (any age participant)

Where municipalities can help:

- Physical Literacy Program Development
- Municipal Planning and Sport Strategy Development
- Sport Councils
- Facility Planning
- Access and Allocation





Trends and Leading Practices Analysis

Key Findings

Participation

- *Some available data sources suggests that organized, competitive sport participation is declining however these findings are highly dependent on specific sports and regions*
- *Hockey remains Alberta's second most participated in group activity*
- *Figure skating continues to remain popular; high participation in introductory programs (e.g. CanSkate)*
- *Spontaneous recreation opportunities are becoming more prevalent due to lower costs and flexible time commitments*

Infrastructure

- *Multiple ice sheet venues are being developed to capture economies of scale in operations and enable sport tourism*
- *More and more ice facilities are being built with leisure ice surfaces to enable community drop in use*
- *Ice facility users are expecting basic facility amenities that are included in newer, more modern facilities*
- *LEED designations (environmentally friendly operations and technological advances)*
- *Outdoor rink ice and amenity quality are important drivers that impact utilization*

Leading Practices from Municipalities

- *Demonstrating social good and aligning with desired outcomes*
- *Revisiting the classification of "Prime" and "Non-Prime" ice*
- *Identifying new "Dry-Floor" opportunities*
- *Aligning maintenance of outdoor rinks with utilization data*

The following section identifies trends and leading practices that are impacting the provision of ice facilities.

Participation Trends

A number of sources can be used to assess trends and participation levels for sports that take place in indoor ice arena facilities. The Alberta Recreation Survey, fielded every four to five years by Alberta Culture and Tourism, broadly measures participation rates for a variety of activities. The following chart identifies findings from the past three Alberta Recreation Surveys. The percentages reflect the proportion of Alberta households that had participated in each activity at least once in the previous year. While findings from the Alberta Recreation Survey reflect a gradual decrease in hockey participation, it is important to note that hockey remains the second most popular “group activity” among Albertans. Although the Alberta Recreation Survey reflects a gradual decline in all organized sport participation, it is important to note that Hockey Alberta registration data shows that hockey participation in the province has remained stable.

The following chart provides participation percentages for organized sports in Alberta.¹ A majority of the group activities, including hockey, have experienced slight participation decline since 2014. Hockey participation declined from 2004 to 2013 by 4.1% but has remained the second highest group activity behind bowling/lawn bowling (14.7%). In comparison to other group activities, hockey remains ahead of soccer (12.4%), curling (10.1%), and basketball (8.7%).

Ice Activity	2004	2008	2013
Ice Hockey	16.90%	14.20%	12.80%
Figure Skating	N/A	3.30%	3.80%
Ringette	1.00%	1.10%	1.10%
Lacrosse	N/A	N/A	0.40%
Floor Hockey	N/A	N/A	0.20%

“N/A” Data was not collected for these activities in the given year.

Skating continues to be popular among Albertans, especially at the recreational level and participation focused levels (e.g. Can Skate). As of 2014, Skate Canada: Alberta—NWT/ Nunavut was the third largest Sectioning the country with 24,067 member participants, 1,216 clubs and skating schools and 5,202 coaches.²

Research continues to support that a number of factors influence sport participation for children, youth and adults. A research study, “Sport Participation 2010,” published by Canadian Heritage identified a number of these factors:

- Age is a significant factor in sport participation (participation declines significantly with age).
- Education and income relate directly to participation levels (households with high incomes and education levels tend to have higher participation rates).
- The sport participation gap between Canadian-born and immigrants still exists but is narrowing.
- Among adult age groups, students are most active in sport followed by full-time workers.

Opportunities to Expand Utilization

Municipalities and facility operators are continuing to look for new ways to increase overall usage and revenues. Identified as follows are a number of trends and best practices observed broadly in the provision of public indoor ice arena facilities. A number of the trends identified in this section are currently in place in Red Deer or are in the process of being implemented by local user groups.

Spontaneous/Unstructured Use

While many ice facilities are viewed as being primarily used by structured sports programs, it is important that opportunities for spontaneous use exist. Broad trends in recreation support that there is an increased demand for spontaneous and unstructured opportunities and that these needs should be balanced in facility scheduling and allocations. In some communities, public skating and drop-in shinny times are often afterthoughts and scheduled into less desirable time slots. Scheduling and allocating suitable ice time for public skating and drop-in use can help ensure that publically funded facilities are available for all residents to enjoy. These types of spontaneous opportunities can also benefit ice sport programs by providing supportive environment for individuals of all ages to learn or improve skating skills; leading to possible participation (or higher levels of participation) in organized sport and recreation programs.

1 Alberta Recreation Survey
2 Skate Canada, 2014 Annual Report.

Ice Facilities and Social Inclusion

In northern climates, indoor and outdoor ice facilities are key community “hubs” that foster both physical activity and social interaction. While recreational and sport interests are diversifying, activities that take place at arenas are still important to building healthy, connected, and strong communities. Increasingly, many urban communities are placing a focus on connecting with new Canadian populations through recreation and sport. Providing programs that can introduce new Canadians to skating and ice sports can help connect individuals to their community, foster integration, and develop an increased sense of belonging.

Many municipalities are achieving these outcomes by partnering with schools and sport clubs and through the development of communications and marketing campaigns that seek to promote programs. Equipment cost and comfort level (e.g. perceived risk of injury, knowledge of the rules) are often barriers that inhibit participation in both spontaneous and structured ice sports. Working with organizations that provide services to newcomers and identifying ways to mitigate barriers can help encourage participation in ice sports and activities at both indoor and outdoor facilities.

Sport Schools and Academies

Sport schools, or academies, continue to be a growing trend across a number of sports. Whereby previously these programs were identified primarily with private education providers, public school boards are increasingly developing sport school/academy programs in order to meet demand and retain students. As many of these sport schools/academies schedule a half day of academic classes and a half day of sport training, opportunities are often presented for arena facilities to fill daytime (nonprime) ice and increase the overall usage of dry-land training areas such as fitness centres and gymnasiums.

Adult Hockey

Many facilities are aggressively seeking to increase adult hockey participation and rentals at their facilities. Given that the adult user groups often have an increased capacity to pay for rental ice and programs, often during late evening hours, many facilities are trying to capitalize on this market segment in order to increase revenues and usage.

Traditionally, adult hockey leagues and programs have been organized and operated at a local level by volunteers, local recreation staff or the participating teams. However, a recent and growing trend observed across adult hockey is for leagues to be coordinated at a regional, provincial or national level. This approach offers a number of benefits which include fewer burdens on volunteers or players and the opportunity for teams to take part in regional or national tournaments. The Adult Safe Hockey League, primarily offered at CANLAN owned and operated facilities, is one such example of a national adult hockey league. Participants and teams are provided with opportunities to take part in tournaments across North America, which may ultimately increase local participation and interest.

Another strategy employed to increase adult hockey participation involves providing complementary social opportunities to participants. These could include end of year team parties, social events in conjunction with other adult sports or by partnering with on-site or off-site food and beverage providers. The Sport and Social Club franchises operate in numerous major cities across Canada, and combines coed sport leagues with numerous social opportunities such as trips, tournaments and pub nights. The majority of leagues offered by the Edmonton Sport and Social Club and Calgary Sport and Social Club, for example, use municipally operated facilities. While this organization does not offer ice hockey, their model may present a template that can be applied to adult hockey.

Youth Recreational Hockey

With the growing cost and structure of traditional minor hockey programs, many youth and their parents are looking for more recreational and low cost opportunities to participate in hockey. As such, many communities have seen an increase in youth recreational hockey programs (often referred to as “Pond Hockey”) that focus on fun, safety and ensuring that costs remain minimal. While these groups may not have the capacity to pay above youth or community (subsidized) rates, engaging and encouraging these groups to grow may provide opportunities to generate revenues from ice times that are currently being underutilized.

Revisiting the Classification of “Prime” and Non-Prime” Ice

Traditionally, ice arena schedules at most facilities have been dictated by historical context with preferences given to certain user groups. However the need to ensure maximum efficiency in public facilities and with public dollars is resulting in facility schedulers to explore alternative scheduling formats and structures. One such strategy is to redefine “prime” ice. Doing so can help fill previously underutilized ice slots while also creating more desirable ice inventory. This strategy can be executed by using a number of methods:

- Expanding the definition of prime time hours (e.g. evening “prime” ice expands from 5 p.m. – 9 p.m. to 4 p.m. – 11 p.m.).
- Requiring groups that hold significant “prime” ice inventory to additionally take selected non-prime ice slots. This can help improve cost recovery and utilization as well as increasing prime ice capacity as some of these major ice user groups will simply shift a portion of their utilization into non-prime hours.
- Implementing different usage rates within the “prime” and “non-prime” categories (e.g. “super prime” rates for high demand ice slots such as weekend afternoons and early evenings).

Identifying New “Dry-Floor” Opportunities to Expand Non-Ice Season Utilization

The significant cost associated with developing and operating ice arena facilities has resulted in many arena operators attempting to increase dry-floor utilization during the summer months in order to ensure that use of available facilities can be fully maximized. Fueling this practice and trend is also the emergence of new activity preferences and space needs in some communities. In some instances, municipal providers have taken a proactive and aggressive role in supporting groups and activities (e.g. roller derby, lacrosse, ball hockey) in order to help encourage their growth and ability to consume available arena time. Some municipalities have also investigated and installed amenities/components that can allow the facility to be used more frequently for new activities during the non-ice season months. Examples include netting for baseball/golf, portable nets for pickle ball/tennis/badminton, skateboard structures, and temporary flooring and surface installations (artificial turf, rubberized flooring, etc.) that can help better accommodate activities such as football, soccer, lacrosse, and court sports.



Trends in Ice Arena Infrastructure

Given the significant capital investment required to enhance existing, and to develop new, ice arena facilities private and public sector providers are increasingly concerned with best practices and trends in ice arena infrastructure. Identified as follows are a number of trends observed in indoor ice arena infrastructure:

- Developing multiple ice sheets in a single location (as opposed to the traditional approach of developing “stand alone” facilities).
- Developing in conjunction with other recreation and culture facilities (in order to create community “hub” facilities and capitalize on efficiencies).
- Including convenience and social amenities (e.g. attractive lobby areas, Wi-Fi).
- Shared office/administrative spaces that are available to user groups and for events.
- Lease spaces (e.g. food and beverage, medical services, retail).
- Development of adjacent leisure ice space or “mini arenas” to accommodate public skating and recreational programs.

“Leisure ice” spaces are typically non-boarded surfaces that are designed to provide fun and safe ice skating opportunities.

Tradition has often driven how outdoor rinks are provided in many urban communities. Focus on a “neighborhood market,” partnerships with community associations, and winter use have most often been the key aspects of outdoor rink provision. However some municipalities and outdoor rink providers have started to adjust practices based on a couple of factors which include evolving utilization trends and the need to meet broadening demands for parks and open spaces. Identified in the chart below are a handful of trends and creative practices observed in the provision of outdoor rinks.



Trend	Contributing Factor(s)
Multi-sheet “hub” sites.	<ul style="list-style-type: none"> • Efficiency of having multiple sheets at a single site. • Increased event hosting, rental and program opportunities. • Data in some communities reflects that users are driving to their site of choice; need to provide increased amenities (parking, change facilities, etc.) over what might be available at neighbourhood sites.
Exploration of refrigerated and covered rinks.	<ul style="list-style-type: none"> • Weather and climate limitations. • Demand for higher quality sites in some communities. • Ability to accommodate ice sport groups. • Increased programming and spontaneous use capacity.
Enhanced communication of ice conditions and maintenance expectations.	<ul style="list-style-type: none"> • Overall resident demand for information. • Complaint mitigation. • Ability to tactfully drive utilization.
Secondary ice surfaces (outdoor “leisure ice”).	<ul style="list-style-type: none"> • Safety. • Reduces user conflict.
On-site comfort amenities (e.g. skate racks, water).	<ul style="list-style-type: none"> • Increasing user expectations. • Community partnership opportunities.

Demonstrating Social Good and Aligning with Desired Outcomes

The provision of ice arena facilities continues to be a significant financial investment for most municipalities. In addition to the capital costs associated with development, the majority of ice time utilized by groups is done so at a subsidized rate. Increasingly, many municipalities have to more clearly communicate and demonstrate why a significant ongoing investment in ice arena facilities is justified. The increasing diversity of sport and recreation in Canada, and demands for new types of infrastructure, is fueling this situation.

Based on these changing dynamics and community perspectives, many municipalities are working towards ensuring that the provision of ice arena facilities aligns desired outcomes and ultimately benefits the broader community. The social and community good that results from providing ice arenas aligns with many of these goals. A number of municipalities have placed a priority on ensuring that user groups are aware of goals and outcomes identified in Master Plans and other strategic planning, and in some cases have required that groups demonstrate alignment with these goals in order to continue receiving financial support (e.g. subsidized ice).

The Canadian Sport for Life Long Term Athlete Development model (LTAD) is also increasingly being considered by many municipalities in the provision of recreation and sport facilities. The LTAD recommends principles and best practices for allocation of facilities to sports groups:

- Allocation practices are based on “standards of play” principles in terms of the time and space required by each group.
- Allocation policies are transparent and reviewed with the groups.
- Allocation is not done by tradition, but rather on actual requirements of all groups, including the needs of emerging sports.
- Seasonal allocation meetings are held with common users groups to review their requests and try to achieve consensus on sharing available spaces and times.
- As seasons progress, groups are encouraged to be flexible in the reallocation of spaces with other groups when no longer needed, either temporarily or for longer periods.
- User fees and subsidies need to reflect community taxpayer support, and the rationale should be shared with sport organizations.



Sport organizations, such as Hockey Canada, have aligned their program's plans to LTAD guidelines. Programs, coaching, and ideal number of games and practices for each age level are some of the elements influenced by LTAD. Specialization before the age of ten is discouraged while participating in a variety of sports and activities is encouraged to develop basic physical literacy skills. The following chart displays the ideal season layout for hockey participation as per the Hockey Canada Long Term Development Plan (2013).

LTAD Level	Hockey level (Age)	# of Practices	Start Date for Practices	Development Season	Start Date for Games	Development and Regular Season	Playoff Season	Tournaments	# of Games (Total)
FUNDamental	Initiation (5-6)	35 – 40	Sept. 15	12 Weeks 20 Practices (limited and modified games)	Dec. 15	10 Weeks 20 Practices 10 Games	N/A	2 Tournaments 8 Games	15 – 20
FUNDamental	Novice (7-8)	40 – 45	Sept. 15	10 Weeks 20 Practices 2 Ex Games	Dec. 1	14 Weeks 28 Practices 16 Games	N/A	3 Tournaments 12 Games	30 – 35
Learning to Play	Atom (Male 9 – 10; Female 8 – 9)	40 – 45	Sept. 15	6 Weeks 12 Practices 2 Ex Games	Nov. 1	16 Weeks 32 Practices 20 Games	Mar. 15 2 Weeks 6 Practices	4 Tournaments 16 Games	40 – 45
Learn to Train	Peewee (Male 11 – 12; Female 10 – 11)	50 – 55	Sept. 15	4 Weeks 12 Practices 4 Ex Games	Oct. 15	18 Weeks 36 Practices 24 Games	Mar. 15 2 Weeks 6 Practices	4 Tournaments 16 Games	45 – 50
Train to Train	Bantam (Male 12 – 16; Female 11 – 15)	55 – 60	Sept. 15	4 Weeks 12 Practices 2 Ex Games	Oct. 15	20 Weeks 40 Practices 28 Games	Mar. 15 2 Weeks 6 Practices	3 Tournaments 12 Games	50 – 55
Train to Compete	Midget (Male 16 – 17; Female 16 – 18)	55 – 60	Sept. 15	4 Weeks 12 Practices 4 Ex Games	Oct. 15	20 Weeks 40 Practices 32 Games	Mar. 15 2 Weeks 6 Practices	3 Tournaments 12 Games	55 – 60

Looking Forward

Youth Hockey

- Minor hockey participation has remained relatively stable, with some data indicating a gradual decrease.
- Governing bodies (e.g. Hockey Alberta, Hockey Canada) have taken measures to address issues such as cost of participation and the demand for recreational options (e.g. Pond Hockey programs).
- If modest growth occurs, it will likely be at recreational levels in programs such as pond hockey, leisure shinny, or “fun team” hockey.

Skating

- Indicators suggest that skating as a sport will continue to be popular.
- Demand for learn to skate programs (e.g. CanSkate) are likely to steadily increase.
- Speed skating popularity and demand remains highly regional (often tied to the success of a program) and should be continuously monitored.

Female Youth Participation

- The popularity of ringette and female hockey is influenced by the local context (popularity in specific communities) and is dependent on the capacity of organizations and volunteers.
- Ongoing tracking of these organizations by municipalities will be important to help assess ice needs.

Adult Hockey

- Current trends suggest that adult hockey users will continue to demand increasing social amenities and opportunities associated with their participation.

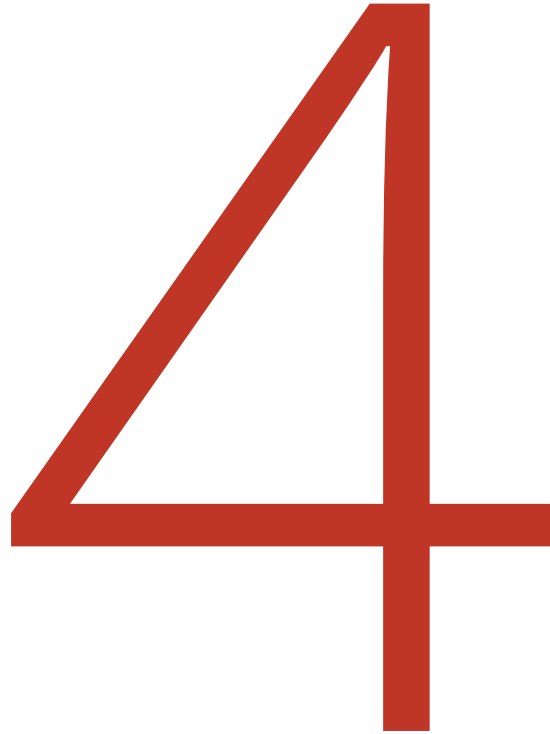
Dry-Floor

- While minimal historical data exists to track the growth of dry-floor activities, many communities are experiencing the growth in popularity of indoor box lacrosse, recreational ball hockey and roller derby.

Adjusting to Needs

- Municipalities are continually looking to find creative ways to increase capacity at existing facilities before exploring new development.
- This sometimes occurs at the expense of user convenience/preference (e.g. requiring users to utilize non-prime ice for practices).
- New ice arena development will continue to place a priority on developing multi-sheet facilities in conjunction with other recreational components and amenities.
- Municipalities will increasingly be required in the future to justify the provision and subsidization of ice arena facilities by communicating the social benefits and alignment with overarching strategic planning.





Population and Demographics Analysis

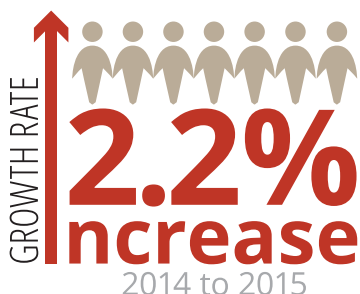
Key Findings

- Red Deer's 2015 population is 100,807
- The population is expected to range between 149,911 and 186,891 by 2041
- The ten most populated neighbourhoods have an indoor ice facility within at least 3 kilometres

The following data is from the 2015 Municipal Census Report unless noted otherwise.

Population

Red Deer recorded a 2015 population of 100,807 which is a 2.2% increase from the previous year. The population in 2005 was 79,082 signifying a 27.5% increase over the past 10 years. As seen in the adjacent chart, Red Deer's population has grown steadily over the past 10 years.



Year	Population	% Increase
2015	100,807	2.2
2014	98,585	1.5
2013	97,109	5.7
2011	91,877	2.0
2010	90,084	0.2
2009	89,891	2.4
2008	87,816	2.5
2007	85,705	3.3
2006	82,971	4.9
2005	79,082	4.2

Population Projections

Based on low and high growth scenarios derived from Red Deer's Statistics and Economic Profile¹, the overall population of Red Deer is expected to reach between 149,911 and 186,891 by 2041.

Growth Rate	2016	2021	2026	2031	2036	2041
Low (1.6%)	100,807	109,134	118,148	127,908	138,473	149,911
Medium (2.2%)	100,807	112,395	125,314	139,719	155,779	173,685
High (2.5%)	100,807	114,054	129,041	145,999	165,184	186,891

Indoor Ice Sheet Provision Projections

Currently The City of Red Deer provides six indoor ice sheets², resulting in one ice sheet for every 16,801 residents. If Red Deer's population continues to grow at 2.2% (medium growth scenario) and The City continues to provide the same amount of ice sheets (six), then the provision ratio in 25 years (2041) will be one ice sheet for every 28,948 residents. If The City were to provide eight ice sheets in 2041, then the provision ratio will be one ice sheet for every 21,711 residents (assuming the medium growth scenario).

Year	2016	2021	2026	2031	2036	2041
Projected Population (2.2% Growth)	100,807	112,395	125,314	139,719	155,779	173,685
Provision Ratio (6 ice sheets)	16,801	18,733	20,886	23,287	25,963	28,948
Provision Ratio (7 ice sheets)	14,401	16,056	17,902	19,960	22,254	24,812
Provision Ratio (8 ice sheets)	12,601	14,049	15,664	17,465	19,472	21,711

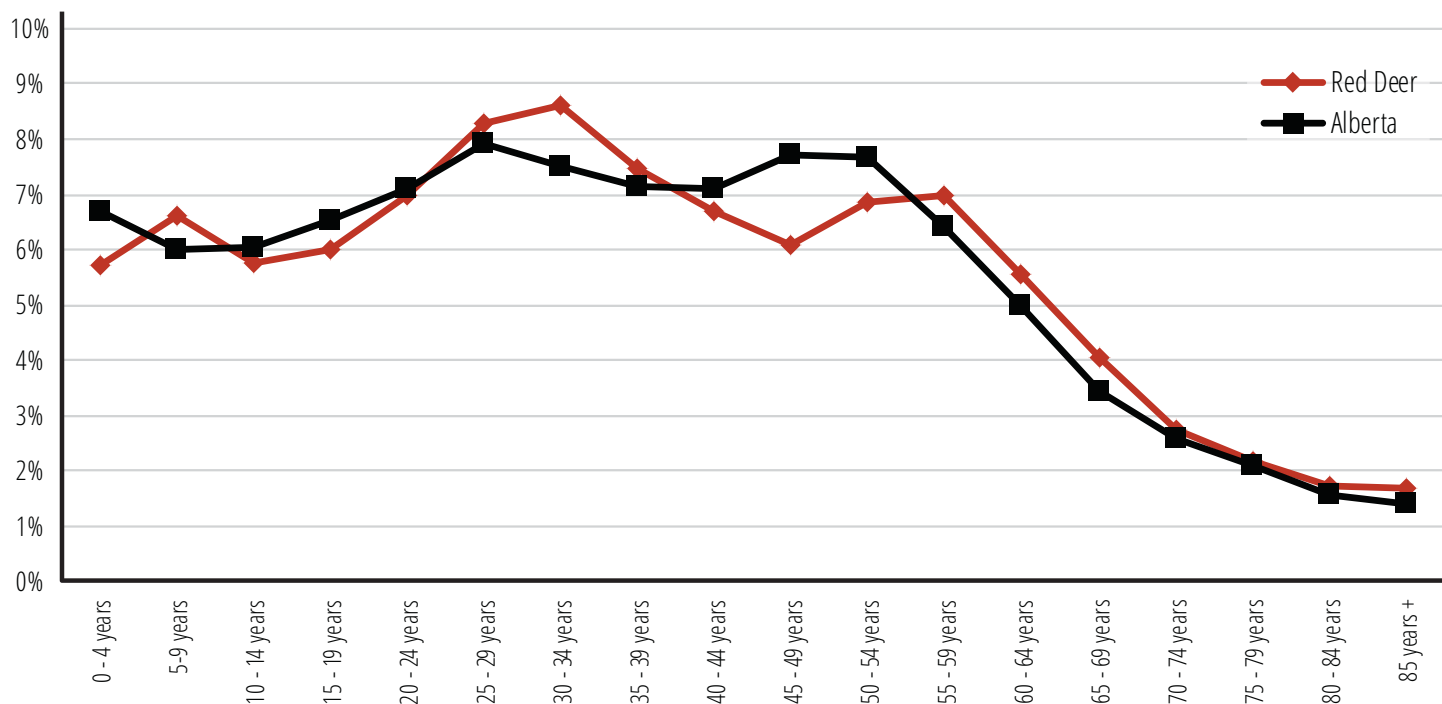
¹ <http://www.reddeer.ca/business/economic-profile/statistics-and-economic-profile>

² The City owns and operates six indoor ice sheets; additional sheets exist at Westerner Park and Red Deer College (under development).

Age Distribution

Red Deer's highest proportioned age group is the 30 – 34 year category at 8.6% while the same age group for the province registered at 7.5% in 2011; this age group is a potential demographic for adult ice programs. As seen in the graph below, Red Deer's age distribution is relatively similar to Alberta's.

Age Distribution
Red Deer vs. Alberta



Population Distribution

68% of Red Deer's population resides south of the river. The provision ratio for indoor ice sheets north of Red Deer River is one ice sheet for every 32,166 residents compared to one ice sheet for every 13,728 residents south of the river.

Location	Population (2015)	Indoor Provision (Residents per Ice Sheet)	Outdoor Provision (Residents per Ice Sheet)
North of the Red Deer River	32,166	32,166	2,681
South of the Red Deer River	68,641	13,728	2,367
Combined	100,807	16,801	2,459

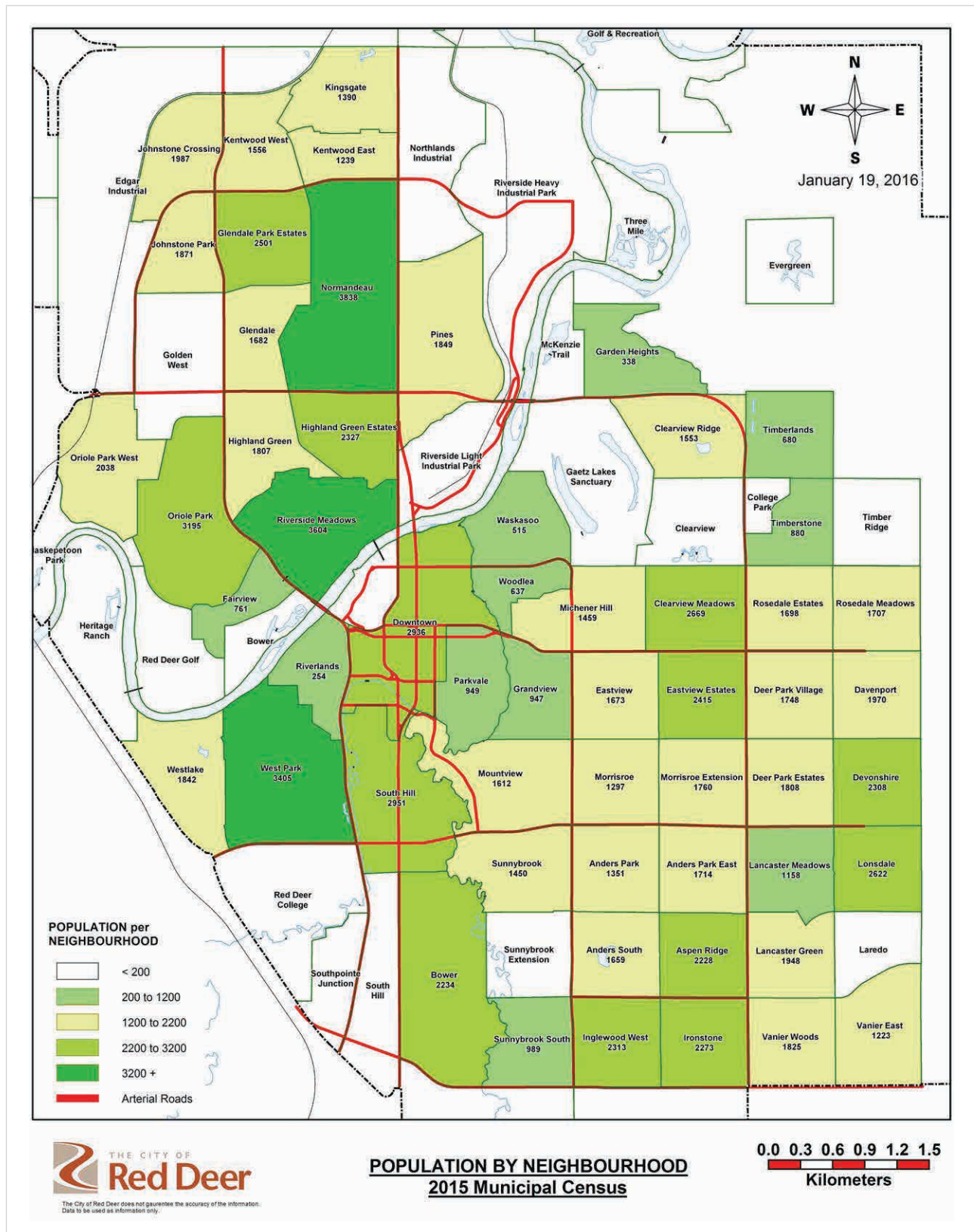
Top Ten Most Populated Neighbourhoods

Lancaster/Lonsdale is the most populated neighbourhood with 6,150 residents; the closest indoor ice facility is the Collicutt Centre which is located within Lancaster. All of the ten most populated neighbourhoods are within 3 kilometres of an indoor ice facility. Nine of the ten most populated neighbourhoods have outdoor rink sites. There is no outdoor rink site within the Glendale neighbourhood, however the sites at Aspen Heights School and Normandeau School are located adjacent to Glendale’s boundaries.

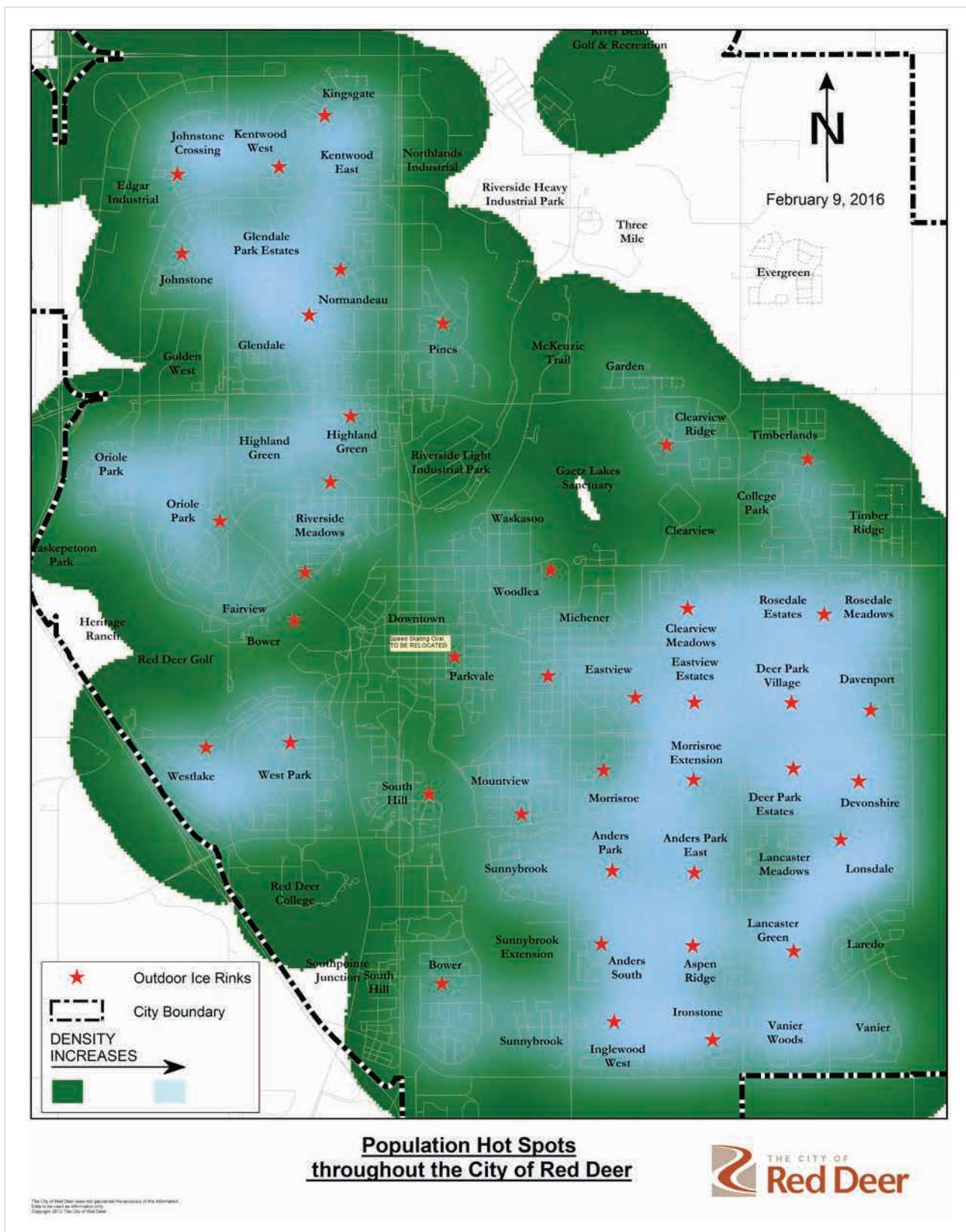
Neighbourhood	Population (2015)	Outdoor Rink Site	Distance to Nearest Indoor Ice Facility
Lancaster/Lonsdale	6,150	✓ ✓	0 km (Collicutt)
West Park	5,489	✓	2 km (Kinex/Red Deer Arena)
Oriole Park	5,300	✓	1 km (G.H. Dawe)
Inglewood	4,586	✓	3 km (Collicutt)
Glendale	4,430		1 km (G.H. Dawe)
Kentwood	4,299	✓	3 km (G.H. Dawe)
Deer Park/Devonshire	4,116	✓ ✓	1 km (Collicutt)
Highland Green	4,065	✓	0 km (G.H. Dawe)
Anders South/Aspen Ridge	3,887	✓ ✓	1 km (Collicutt)
Johnstone Park	3,886	✓	2 km (G.H. Dawe)



Population by Neighbourhood



Population Hot Spots throughout the City of Red Deer



5

Inventory and Mapping

Key Findings

Indoor Ice Facilities

- *There are six ice sheets at five indoor arena facilities (owned and operated by The City)*
- *Five of the six indoor ice sheets are concentrated south of the river*
- *Indoor ice is available (or will be) at Westerner Park and Red Deer College (under development)*
- *23 indoor ice sheets are available within a 50km radius of Red Deer*

Outdoor Ice Facilities

- *The City owns and maintains 36 boarded rinks*
- *The City owns and maintains 35 snowbank surfaces*
- *Outdoor oval and three pond skating areas*
- *Outdoor ice sites are well balanced throughout the city and are available for use during the winter months*

Local Inventory

Indoor Ice Inventory

Facility	Number of Sheets	Year Built
Red Deer Arena	1	1952
Kinex Arena	1	1967
Kinsmen Community Arenas	2	1975, 1988
G.H. Dawe Community Centre	1	1983
Collicutt Centre	1	2000

Note: Indoor ice sheets also exist at the ENMAX Centrium (Westerner Park) and Red Deer College (under development); these facilities are not owned or operated by The City of Red Deer.

THE CITY OF RED DEER PROVIDES:

6 Indoor Ice Sheets

75 Outdoor Ice Surfaces

Outdoor Ice Inventory

In total there are 36 boarded rinks, 35 snowbank rinks, three pond areas, and one oval. For the boarded and snowbank rink sites, 12 sites are located north of the river and 29 are south. 20 sites are serviced daily while 21 receive maintenance on a weekly basis.

Site	Boarded	Snowbank	Pond	Oval	Activity Centre On-Site	Adjacent to a School	Maintenance Schedule
Anders Park (St. Elizabeth Seton School)	1	1				✓	Weekly
Anders On The Lake			1				Weekly
Annie L. Gaetz	1	1				✓	Daily
Aspen Heights School	1	1				✓	Weekly
Aspen Ridge	1	1					Weekly
Bower Ponds			1		✓		Daily
Bower Place	2				✓		Daily
Clearview Meadows	1	1			✓		Daily
Clearview Ridge (Father Henry Voisin School)	1	1				✓	Weekly
Davenport	1	1					Weekly
Dawson Park	1	1					Weekly
Devonshire	1	1					Weekly
Douglas Park (Holy Family School)	1	1			✓	✓	Daily
Eastview Estates	1	1			✓		Daily
Fairview School		1				✓	Weekly
Grandview School	1	1			✓	✓	Daily
Highland Green	1	1			✓		Daily
Inglewood	1	1					Weekly

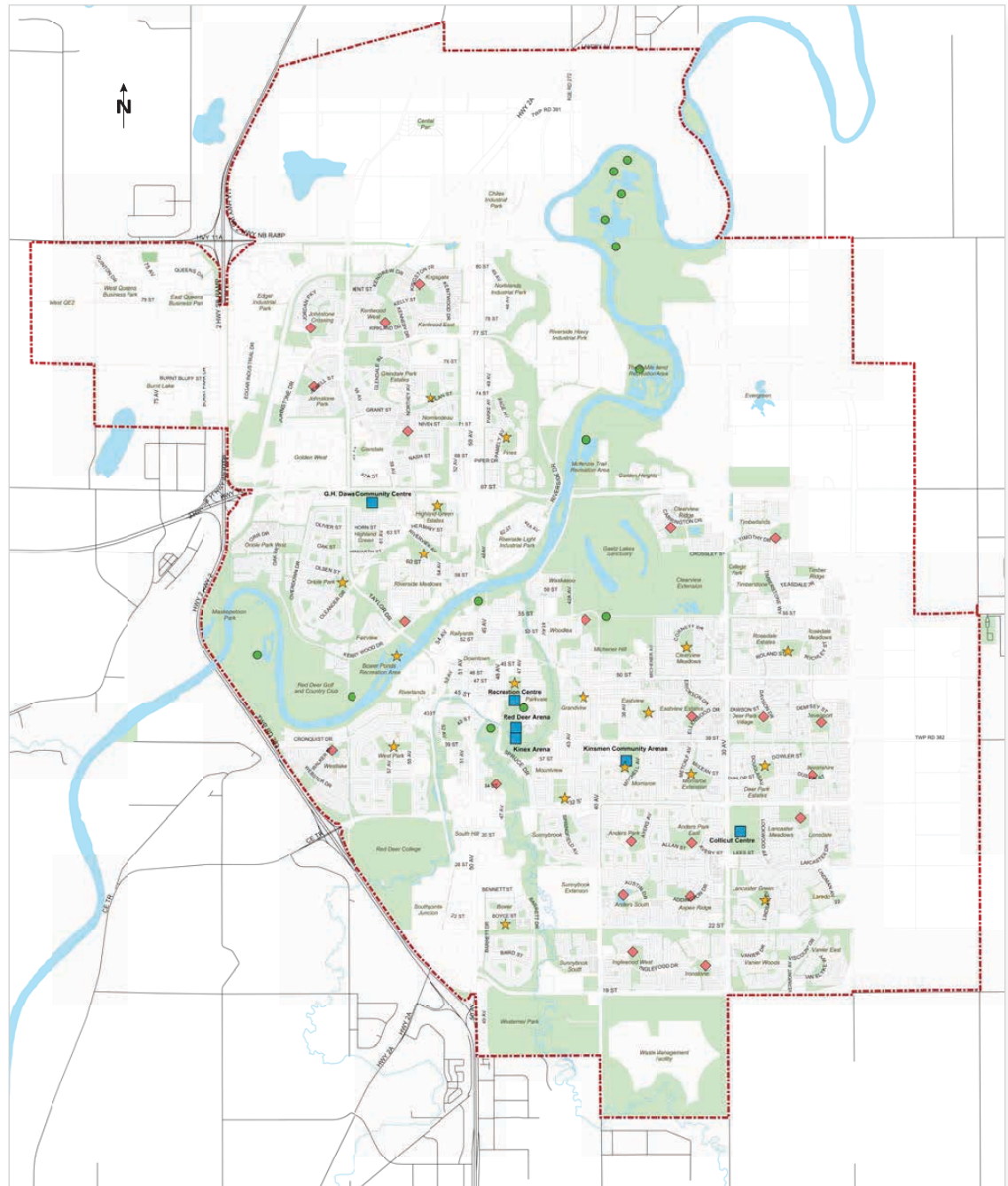
Site	Boarded	Snowbank	Pond	Oval	Activity Centre On-Site	Adjacent to a School	Maintenance Schedule
Ironstone	1	1					Weekly
Johnstone Crossing	1	1					Weekly
Johnstone Park	1	1					Weekly
Joseph Welsh School	1	1			✓	✓	Daily
Kentwood	1	1					Weekly
Kingsgate	1	1					Weekly
Lancaster (St. Francis of Assisi School)	1	1				✓	Daily
Lonsdale (Mattie McCullough School)	1	1				✓	Daily
McLean Park	1	1			✓		Daily
Mountview School	1	1			✓	✓	Daily
Normandeau School	1	1			✓	✓	Daily
Oriole Park School	1	1			✓	✓	Daily
Pines	1	1			✓	✓	Daily
Riverside Meadows	1	1			✓	✓	Daily
Rosedale	1	1			✓		Daily
South Hill (Ecole La Prairie School)	1	1				✓	Weekly
Timberlands (Barry Wilson Elementary School)	1	1				✓	Weekly
Victoria Park	1	1					Weekly
Waskasoo (Camille J. Lerouge School)	1					✓	Weekly
West Lake			1				Weekly
West Park Elementary School	1	1			✓	✓	Daily
Woodlea		1				✓	Weekly
Family Skating Oval (Golden Circle)				1	✓		Daily
Total	36	35	3	1	17	20	20 Daily 21 Weekly



Mapping

Previously existing City of Red Deer maps are presented in this section along with maps developed specifically for this Plan.

Community Facilities



Community Facilities

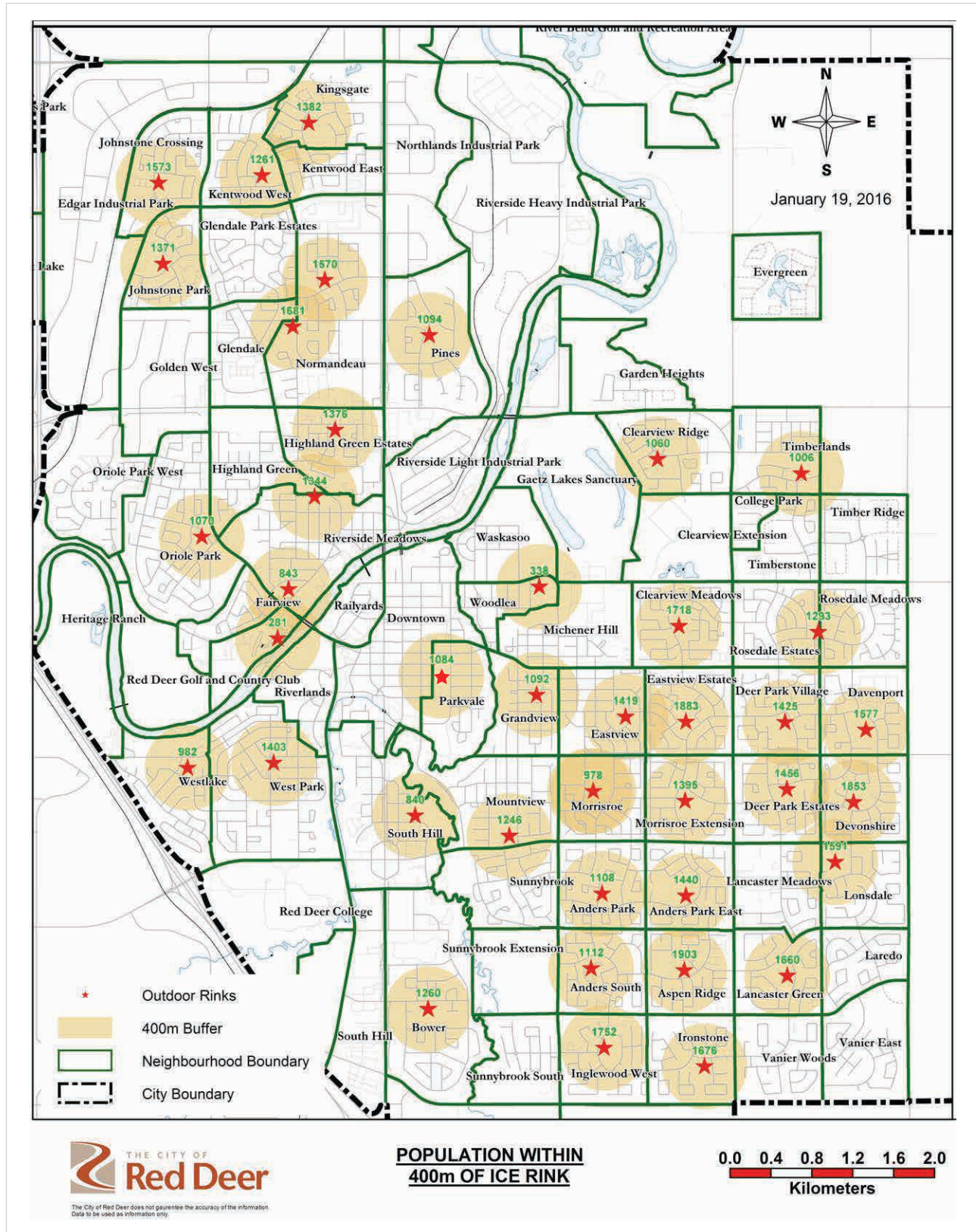
- ◆ Rink Only
- Picnic Shelter Only
- ★ Rink with Activity Centre
- Recreation Facility / Arena

0.0 0.5 1.0 1.5 2.0
Kilometers
1:22,500
NAD 83 - STM 114

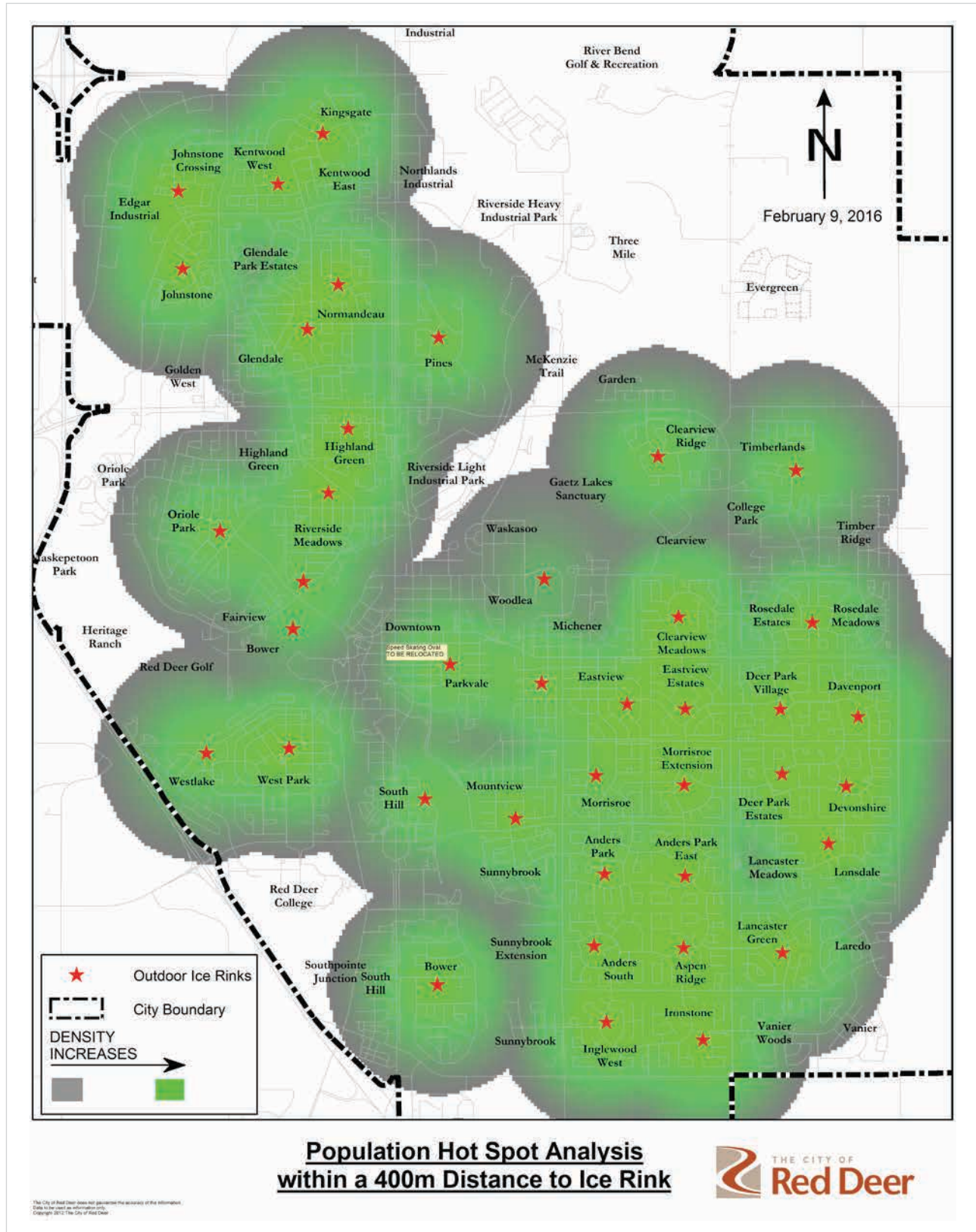


June 19, 2015

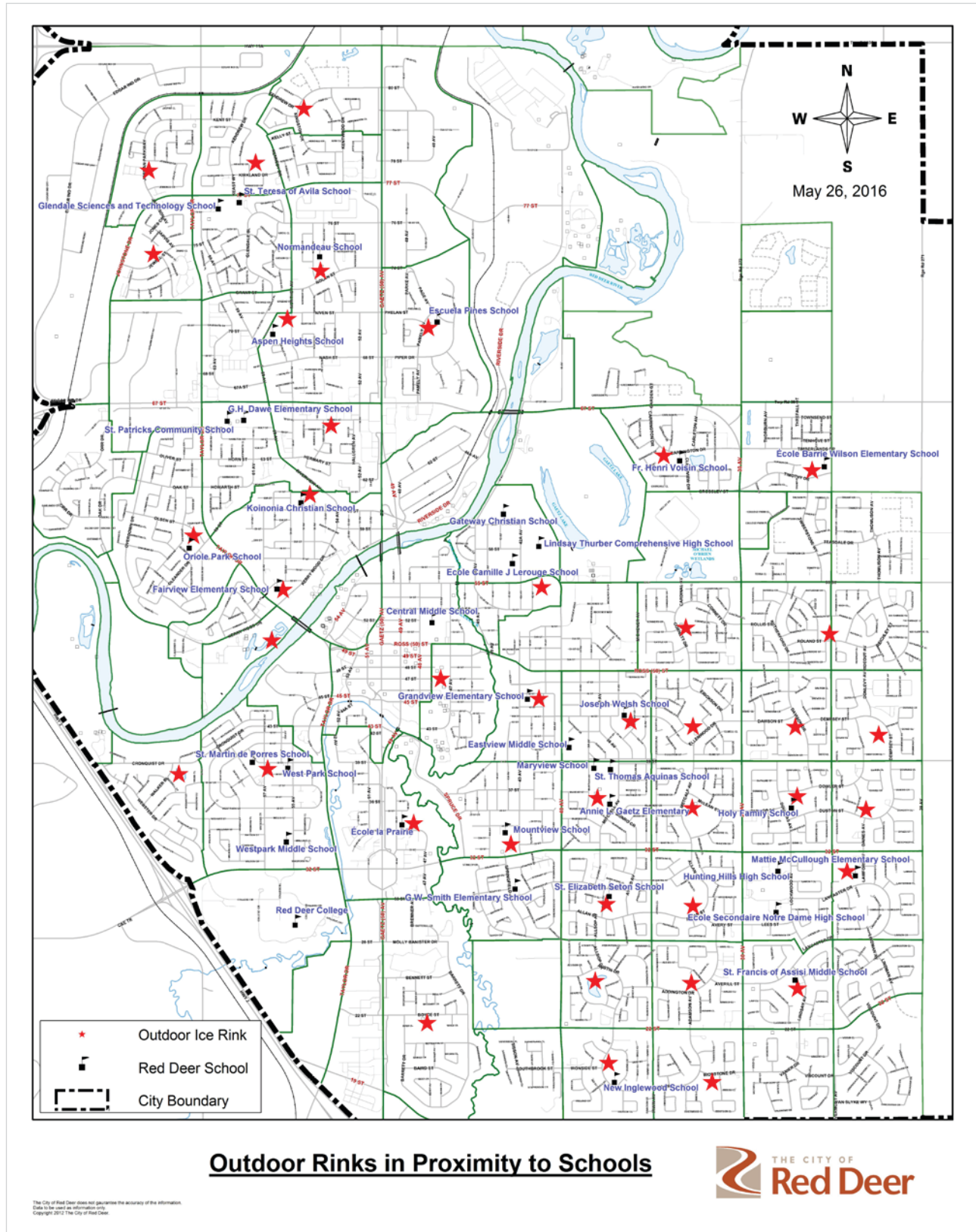
Population within 400 Metres of Outdoor Ice Rinks



Population Hot Spot Analysis within a 400m Distance to Outdoor Ice Rink

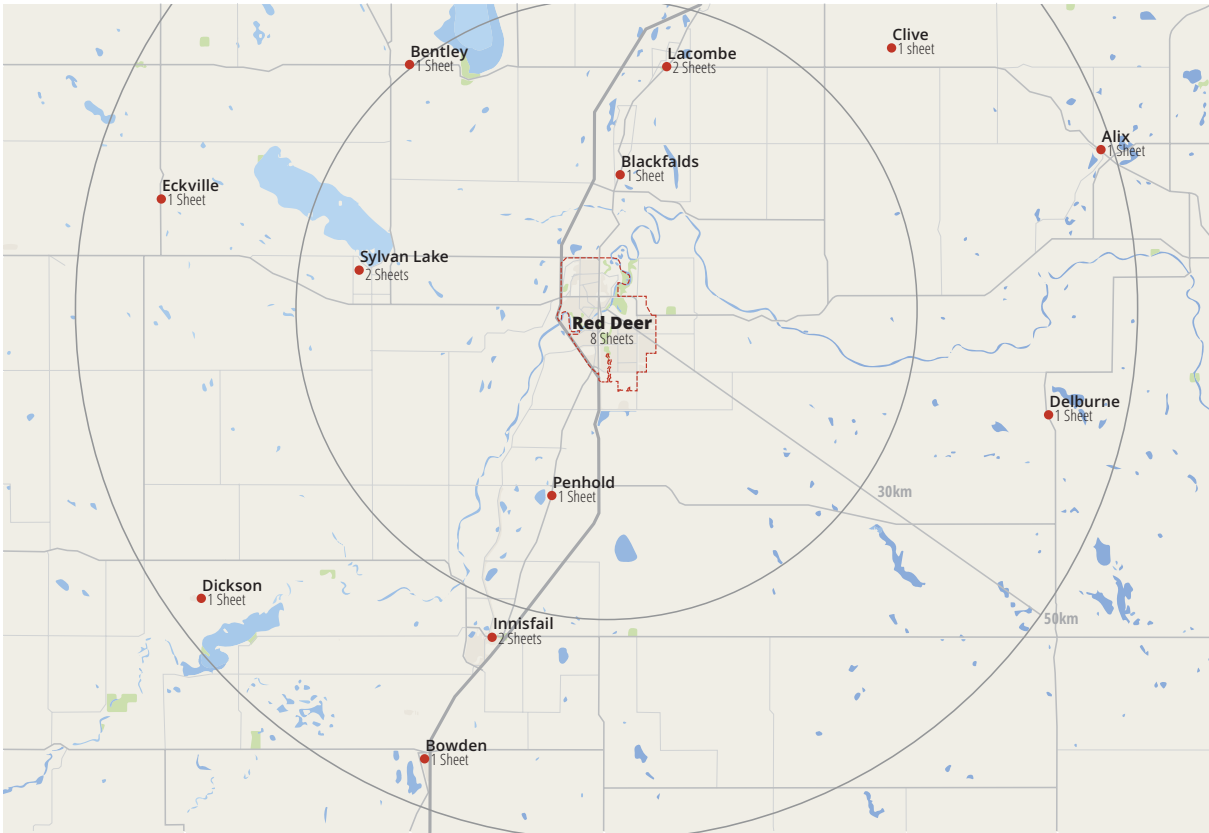


Outdoor Rinks in Proximity to Schools



Regional Inventory

There are 23 indoor ice sheets within a 50 kilometre radius of Red Deer (including the ENMAX Centrium at Westerner Park and the development of an indoor ice facility at Red Deer College).¹



Community	Distance from Red Deer (km)	Number of Indoor Ice Sheets
Red Deer	—	8 ¹
Blackfalds	14	1
Penhold	16	1
Sylvan Lake	24	2
Lacombe	25	2
Innisfail	31	2
Bentley	40	1
Bowden	43	1
Delburne	45	1
Eckville	45	1
Clive	48	1
Alix	50	1
Dickson	52	1

¹ 6 City owned and operated ice sheets (8 including Westerner Park and Red Deer College).



Current Provision Analysis

Key Findings

Service Season

- All indoor ice sheets offer ice from September 28 to March 24 (2015/16)
- Typically one arena is operated in the summer from July through May

Indoor Utilization

(Weekends: 8am – 10pm and Weekdays: 4pm – 10pm)

- 9,145 hours were available from October through March (2014/15)
- 7,545 hours were booked
- 83% utilization

Operations

- Most efficient: Kinsmen Arenas' net loss was \$95,069 for both ice sheets in 2015
- Least efficient: Red Deer Arena had a net loss of \$303,313 in 2015.
- Outdoor: Daily Maintenance Sites require \$18,025 annually to operate

Required Investment

- The total replacement value of City owned ice sheets, once the Red Deer Arena is replaced, is between \$65 and \$70M
- In ensuring existing facilities remain in operational, The City has identified over \$6.2M in required capital and maintenance investment over the next 10 years (to 2025; based on facility assessment completed; not including lifecycle reserve budgeting)

Functional Assessment

- Collicutt Centre ice sheet offers significantly better functionality than the other venues

Utilization

Indoor Ice Facilities

All six ice sheets have ice in for the majority of October through March. The Collicutt Centre opened the earliest in 2015 (June 29) and kept ice until the end of May. Although the graph below presents the 2015-2016 ice season, this was not a typical schedule as the Red Deer Arena has traditionally been utilized for the shoulder seasons (open until early June).



For the purpose of analyzing indoor ice utilization, two time categories are analyzed:

1. Weekends from 8am – 10pm combined with weekdays 4pm – 10pm; and
2. Weekends 7am – 8am, weekdays 6am – 4pm, and daily 10pm – 12am.

The first time category represents Prime Time while the second time category represents Non-Prime Time. The City's official definitions of Prime Time and Non-Prime Time are slightly different than the outlined time categories.

The booked and available hours presented in the following charts are from the 2014/2015 ice season from October through March as the timeframe correlates with all the arenas' ice dates and the majority of the city's user group leagues are scheduled then.

All Arenas Combined

(October through March)

Time Category	Booked Hours	Available Hours	Utilization Percentage
Weekends: 8am – 10pm Weekdays: 4pm – 10pm	7,545.00	9,145.00	83%
Weekends: 7am – 8am Weekdays: 6am – 4pm Daily: 10pm – 12am	5,068.20	9,873.50	51%

Kinsmen Community A

Time Category	Booked Hours	Available Hours	Utilization Percentage
Weekends: 8am – 10pm Weekdays: 4pm – 10pm	1,300.00	1,514.00	86%
Weekends: 7am – 8am Weekdays: 6am – 4pm Daily: 10pm – 12am	790.75	1,587.50	50%

Collicutt Centre

Time Category	Booked Hours	Available Hours	Utilization Percentage
Weekends: 8am – 10pm Weekdays: 4pm – 10pm	1,245.50	1,508.00	83%
Weekends: 7am – 8am Weekdays: 6am – 4pm Daily: 10pm – 12am	967.28	1,708.00	57%

Kinsmen Community B

Time Category	Booked Hours	Available Hours	Utilization Percentage
Weekends: 8am – 10pm Weekdays: 4pm – 10pm	1,288.25	1,508.00	85%
Weekends: 7am – 8am Weekdays: 6am – 4pm Daily: 10pm – 12am	781.75	1,645.00	48%

G.H. Dawe Community Centre

Time Category	Booked Hours	Available Hours	Utilization Percentage
Weekends: 8am – 10pm Weekdays: 4pm – 10pm	1,154.00	1,508.00	77%
Weekends: 7am – 8am Weekdays: 6am – 4pm Daily: 10pm – 12am	825.00	1,643.00	50%

Kinex Arena

Time Category	Booked Hours	Available Hours	Utilization Percentage
Weekends: 8am – 10pm Weekdays: 4pm – 10pm	1,253.00	1,599.00	78%
Weekends: 7am – 8am Weekdays: 6am – 4pm Daily: 10pm – 12am	811.00	1,645.00	49%

Red Deer Arena

Time Category	Booked Hours	Available Hours	Utilization Percentage
Weekends: 8am – 10pm Weekdays: 4pm – 10pm	1,304.25	1,508.00	86%
Weekends: 7am – 8am Weekdays: 6am – 4pm Daily: 10pm – 12am	892.42	1,645.00	54%

Utilization Summary

The overall peak utilization percentage from October 2014 through March 2015 was 83% while non-peak was 51%. Red Deer Arena and Kinsmen Community A had the highest peak utilization at 86% and the Collicutt had the highest non-peak percentage (57%).

83%

UTILIZATION

Weekends: 8am to 10pm Weekdays: 4pm to 10pm



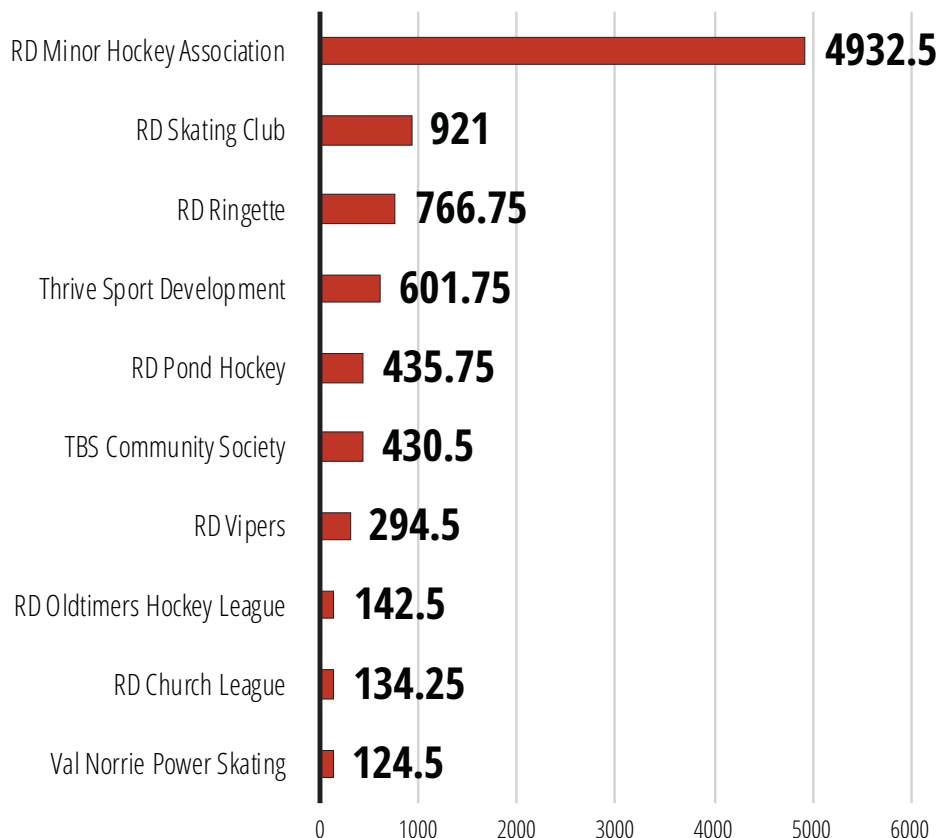
Arena	Weekends: 8am – 10pm Weekdays: 4pm – 10pm	Weekends: 7am – 8am Weekdays: 6am – 4pm Daily: 10pm – 12am
Collicutt Centre	83%	57%
G.H. Dawe Community Centre	77%	50%
Kinsmen Community A	86%	50%
Kinsmen Community B	85%	48%
Kinex Arena	78%	49%
Red Deer Arena	86%	54%
Total	83%	51%

User Group Breakdown

In the calendar year of 2015 (including Spring and Summer seasons), there were ten ice user groups that used at least 100 hours. Red Deer Minor Hockey Association was The City's largest user group with nearly 5,000 booked hours, while the Red Deer Skating Club used the next most with 921.

2015 Booked Hours

Ice User Groups with 100+ Hours



Public Skate Numbers

The City of Red Deer offers a number of public programs such as drop-in public skating, parent and tot skating/hockey, 55+ skating, and adult drop-in hockey. The following chart displays the amount of public program bookings from October 2014 through March 2015 at each rink along with the total attendance; an average attendance was also calculated. The G.H. Dawe Community Centre had the most public program bookings (295) while the Collicutt Centre amassed the most participants (3,926), and Kinsmen A had the highest average attendance (20.5).

Arena	Bookings	Attendance	Average Attendance
G.H. Dawe Community Centre	295	1,322	4.5
Collicutt Centre	274	3,926	14.3
Red Deer Arena	138	2,482	18.0
Kinsmen Community A	22	451	20.5
Kinex Arena	21	179	8.5
Kinsmen Community B	7	28	4.0
Total	757	8,388	11.1

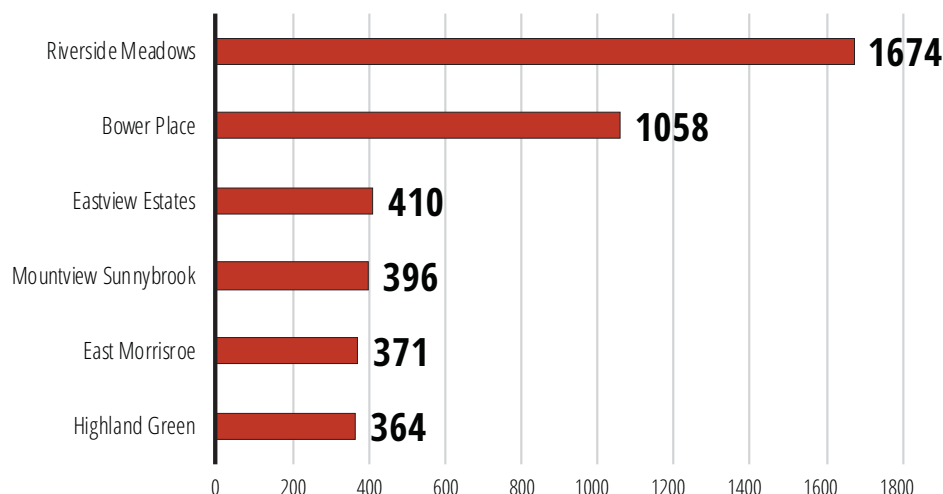
Outdoor Ice Facilities

Six of the outdoor rink sites with Activity Centres collected user data in 2015/2016 courtesy of the community associations. Attendants are not on location everyday therefore the number of days with counts varies from each site. A daily average was calculated based on the total recorded attendance and the number of days counted. Riverside Meadows recorded a daily average of 38 users while Eastview Estates had 26.

The accompanying graph displays the number of users counted at the following six outdoor rinks in January 2015.

Location	Days Counted	Total Recorded Attendance	Daily Average
Eastview Estates	40	1,022	26
Grandview	21	40	2
Highland Green	58	813	14
Morrisroe	23	237	10
Pines	33	318	10
Riverside Meadows	73	2,749	38

January 2015 Users



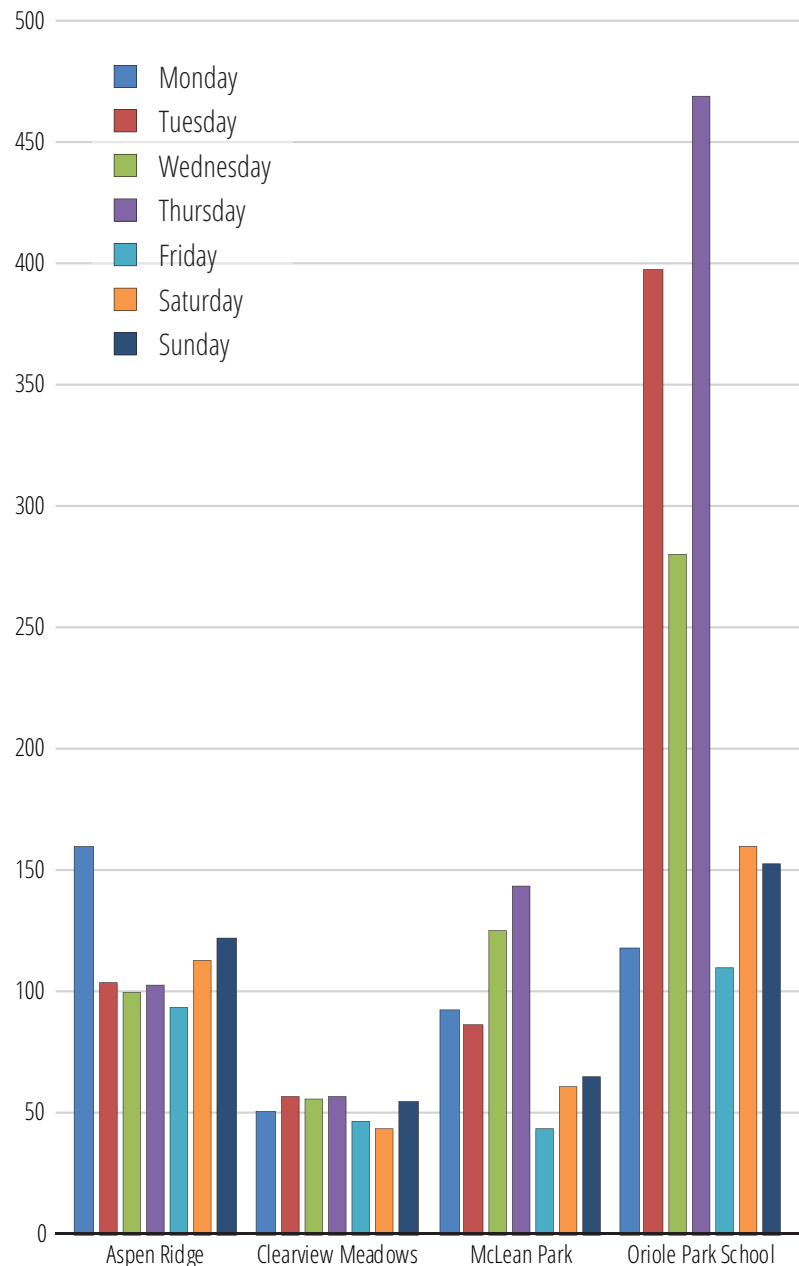
Trail Trackers

From December 12, 2015 to March 3, 2016, City staff situated trail trackers at four outdoor rinks to get an idea of utilization. The output data is intended to gather the number of users, however it may not be exact as the same participant may trigger the device multiple times, for example. Nonetheless, it is a great starting point for collecting outdoor ice statistics and some factors that were found to impact user data included weather and the skate shack being open or not.

In the 85 days of collecting data, the trail tracker at Oriole Park School was triggered 20,533 times for a daily average of 242. On January 21, 2016, Oriole Park School was triggered 1,003 times. Aspen Ridge had a higher weekend average than weekday average; Clearview Meadows, McLean Park, and Oriole Park School had a higher average on weekdays. Fridays experienced the least amount of usage at each site. Oriole Park School recorded high amounts of usage on Tuesdays and Thursdays.

Arena	Aspen Ridge	Clearview Meadows	McLean Park	Oriole Park School
Days Counted	85	85	85	85
Total Counts	9,765	4,475	7,522	20,533
Daily Average	115	53	88	242
Weekday Average	112	53	98	275
Weekend Average	122	51	65	162

Trail Trackers: Days of the Week



Operations

Indoor Ice Facilities

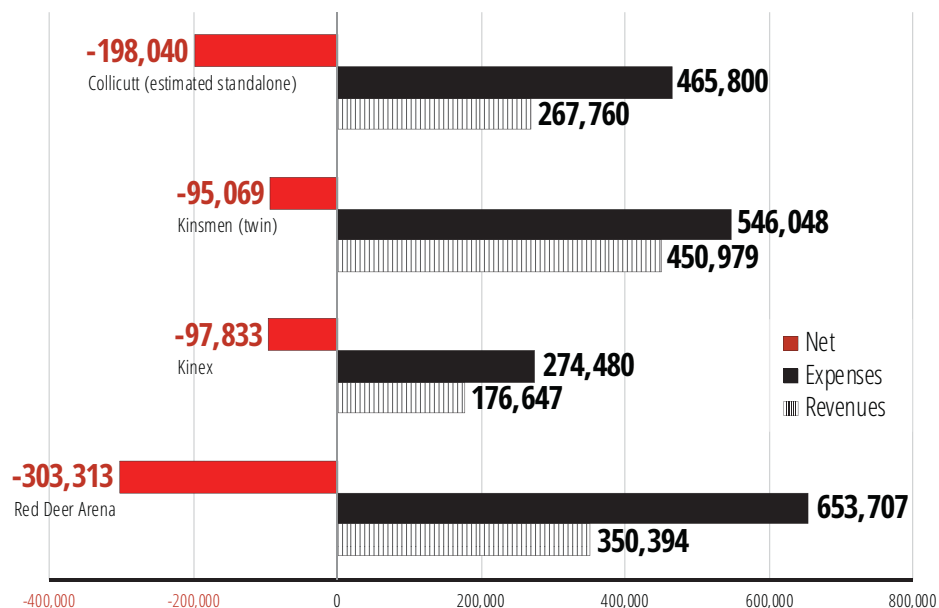
The Kinsmen Community Arenas have the best operating efficiencies as the net loss in 2015 was \$95,069 for both ice sheets. The Red Deer Arena required the most expenses (\$653,707) and the Kinex required the least (\$274,480).¹

Outdoor Ice Facilities

The City of Red Deer classifies their outdoor ice sites according to three service level categories. Two sites are **Performance Sites**, as the maintenance requires are quite extensive at these larger sites (Bower Ponds and Ice Oval). **Daily Maintenance Sites** are locations that are serviced daily; these 20 sites typically have a boarded and snowbank rink, lighting, and an Activity Centre. The remaining 21 locations are **Weekly Maintenance Sites** as these locations are serviced weekly and have less amenities (typically an ice surface without lighting and no on-site activity centre).

As displayed in the adjacent chart, Performance Sites cost \$49,000 to operate annually, Daily Maintenance Sites require \$18,025, and Weekly Maintenance Sites cost \$11,639. Total annual operating expenses for outdoor rinks equates to approximately \$700,000.

Arena Operations 2015



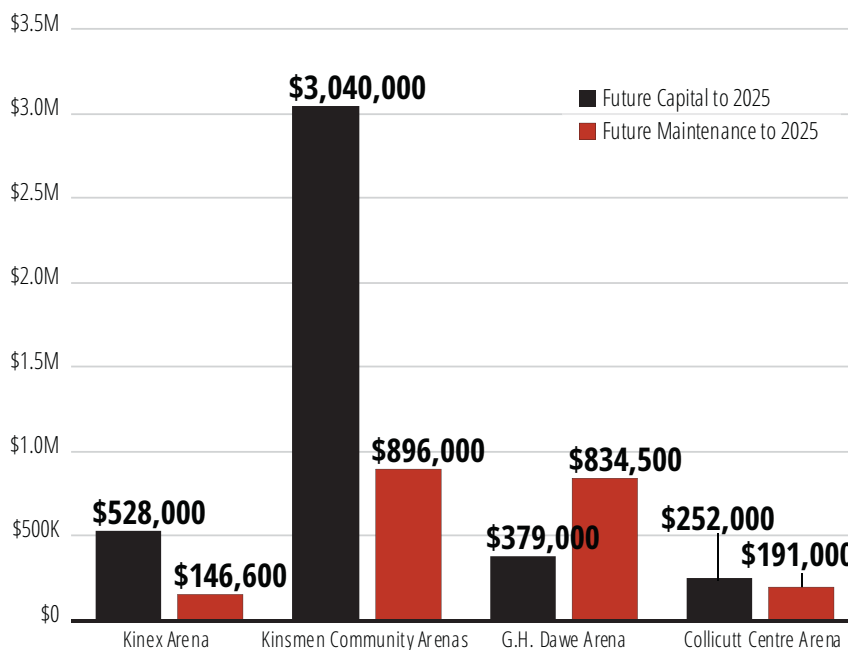
Level of Service	Description	# of Sites	Annual Expense (per site)	Annual Expense (per service level)
Performance Sites	Large ice surfaces; Bower Ponds and Ice Oval.	2	\$49,000	\$98,000
Daily Maintenance Sites	Typically sites with a boarded rink with lighting, an adjacent snowbank rink, and an Activity Centre.	20	\$18,025	\$360,500
Weekly Maintenance Sites	Typically an ice surface without lighting and no on-site Activity Centre.	21	\$11,639	\$244,419
Total Annual Expenses				\$702,919

¹ Note: Current budgeting practices do not allow identification of specific arena costs in multi-component facilities; an estimate was produced for the Collicutt Centre (an estimate for the G.H Dawe was not produced as historical data did not break out costs).

Facility Condition

Existing indoor ice facilities within city boundaries range in amenity, size, location and age. The oldest facility is the Kinex Arena which was built in 1967. The newest arena, aside from the two currently being constructed, is at the Collicutt (constructed in 2000). The total replacement value of City owned ice sheets, once the Red Deer Arena is replaced is between \$65 and \$70M. As noted in the operations section, The City's twin facility operates significantly more efficiently than stand-alone facilities or those included in multiplex settings (83% vs. 53% – 64% respectively). In ensuring existing facilities remain operational, The City has identified over \$6.2M in required capital and maintenance investment over the next 10 years (to 2025). Additionally, The City has already invested over \$3.6M in indoor ice facilities over the past 10 years.

Future Capital and Maintenance Investments to 2025



A functional assessment tool was developed to assess each City owned and operated arena facility based on user, spectator, and operator experience. The assessments were conducted by the consulting team for the development of the Ice Facilities Plan. The Collicutt Centre ice sheet offers significantly better functionality than the other venues (81% vs. 40% – 63% functional). A summary of assessment findings are as follows while each arena's full criteria results and scoring template can be found in the appendix.

Arena Amenities	Rating						Weighting (1 – 5)
	Kinex	Kin. A	Kin. B	Red Deer Arena	G.H. Dawe	Collicutt	
Ice Surface	1.75	2.375	1.75	2	1.75	2.75	5
Benches and Players Area	1	1.75	1.75	1.75	1.5	2.5	3
Penalty Box and Scorekeeper Area	1	2.5	2.5	2.25	2.5	3	3
Change Rooms	1	2	1.5	1.75	1.5	2.25	5
Spectator Area	1.75	1.75	1.75	2	2	2.25	3
Alternative Spectator Options	1	1.25	0.75	1.5	1.5	2.5	2
Common Space and Circulation	1.25	1.75	1.75	2	2	2.5	4
Food And Beverage	1.25	1.875	1.875	1.75	2	2.25	3
Maintenance and Operational Efficiency	1	2	1.75	1.5	1.625	1.75	3
Complementary Amenities (Ice Related)	0.875	0.875	0.875	1.5	1.375	2.25	2
Complementary Amenities and Facilities (Non-Ice Related)	0	1.5	1.5	0	2.5	3	1
Total Points	40.5	64.25	56.875	60.5	61.375	82.75	—
Total Possible Points (Ideal)	102	102	102	102	102	102	—
Percentage	39.7%	63.0%	55.8%	59.3%	60.2%	81.1%	—

The ideal state for each arena amenity is listed below. The full assessment report can be found in the appendix along with the detailed scoring criteria and weighting.

Arena Amenities	Ideal State
Ice Surface	Regulation size (for purpose; NHL or Olympic), concrete slab, appropriate dasher system, appropriate access to ice surface, appropriate lighting levels, physically accessible
Benches and Players Area	Appropriately sized (large enough for full adult team and coaches), located across from penalty/scorers box with adjacent access to change rooms, appropriate finish (skate tile, durable bench seating, padding), convenience amenities (water and sink), physically accessible
Penalty Box and Scorekeeper Area	Appropriately sized, located across from benches, comfortable for scorekeepers, modern sound system and scoreboard operations
Change Rooms	Appropriately sized, rectangle/oval layout (minimal corners), six changes rooms (including off gender and referee), full washroom and shower facilities, physically accessible, water fountains
Spectator Area	Appropriate capacity for purpose, comfortable seating (seats or bench), comfortable heating, full physical accessibility and safety features (railing, hearing loops, etc.), good sight lines from all viewing areas, proximity to other facility amenities
Alternative Spectator Options	Options for non-traditional spectating potentially to include: lean to areas, stools, standing areas, lounge areas, fitness amenities
Common Space and Circulation	Appropriately sized lobby areas with social gathering spaces, convenient spectator access/egress, appropriate wayfinding and signage, communication and public address capabilities, convenient user access/egress, appropriate corridor width, appropriately located and publicly accessible administrative areas, welcoming aesthetics, Wi-Fi, sponsorship activation opportunities, physically accessible
Food And Beverage	Quality food and beverage options, healthy food choices, appropriate proximity to spectator area, provides ability to section off licenced area, availability of water fountains, physically accessible
Maintenance and Operational Efficiency	Multiple sheets of ice (economies of scale), "Green" energy efficient systems, "Green" energy efficient equipment, workshop space in close proximity to ice surface(s) and change rooms, adequate storage (for 1/2 ice board systems, floor covering, user groups), appropriate exterior lighting, appropriate dehumidification, functional heating sub floor
Complementary Amenities (Ice Related)	VIP/special viewing/hosting areas, dry land warm up areas, skate sharpening services, athlete/therapy rooms, media/broadcast spaces, dry land training areas (multipurpose, walking/jogging tracks and fitness), existence of tournament support/multipurpose rooms, adjacent or nearby hotel facilities, parking (sufficient amount, charging stations)
Complementary Amenities and Facilities (Non-Ice Related)	Community recreation and social amenities such as swimming pools, gymnasiums, restaurant and lounge facilities



Benchmarking

Key Findings

- Red Deer's level of provision of indoor ice facilities is comparable to municipalities of similar size
- Red Deer has significantly more outdoor ice amenities than comparable municipalities
- User fees are slightly lower in Red Deer than in municipalities of comparable size
- Prime user fees are approximately 12% higher in Red Deer compared to other arenas in central Alberta

Benchmarking research provides comparable data to show how Red Deer's provision relates to municipalities of similar size and within the central Alberta region.

Indoor Provision

Compared to smaller cities than Red Deer, Red Deer's amount of residents per municipally owned ice sheets¹ is higher by approximately 5,000.

When comparing Red Deer to similar sized municipalities, the provision ratios are fairly alike. Red Deer provides the same amount of ice sheets per capita as Kelowna and very similar to Lethbridge.

Compared to larger cities, Red Deer provides more ice sheets per capita.

Municipality	Population	# of Municipally Provided Indoor Sheets	Provision Ratio (Residents per Ice Sheet)
Spruce Grove	26,000	4	6,500
Okotoks	24,425	3	8,142
Leduc	29,304	4	7,326
Brandon	46,061	4	11,515
Spruce Grove/Stony Plain	48,163	5	9,633
Airdrie	58,690	5	11,738
Medicine Hat	63,018	6	10,503
St. Albert	63,255	4	15,814
Grande Prairie	68,556	4	17,139
Prince George	71,273	6	11,879
Fort McMurray	76,009	4	19,002
Kamloops	85,678	6	14,280
Lethbridge	94,804	6	15,801
Strathcona County (Sherwood Park Ice Sheets Only)	95,597	7	13,657
Red Deer	100,807	6	16,801
Kelowna	117,312	7	16,759
Windsor	210,891	8	26,361
Halifax	390,096	20	19,505
Regina	193,100	14	13,793
Richmond	190,473	10	19,047
Saskatoon	254,000	11	23,091
Vancouver	603,500	8	75,438
Winnipeg	718,400	13	55,262
Edmonton	877,926	31	28,320
Ottawa	883,391	44	20,077
Calgary	1,230,915	19	64,785
Toronto	2,615,060	59	44,323

Legend

Small Urban Municipality (<75,000 residents)
Mid-Sized Urban Municipality (75,000 – 150,000 residents)
Large Urban Municipality (>150,000 residents)

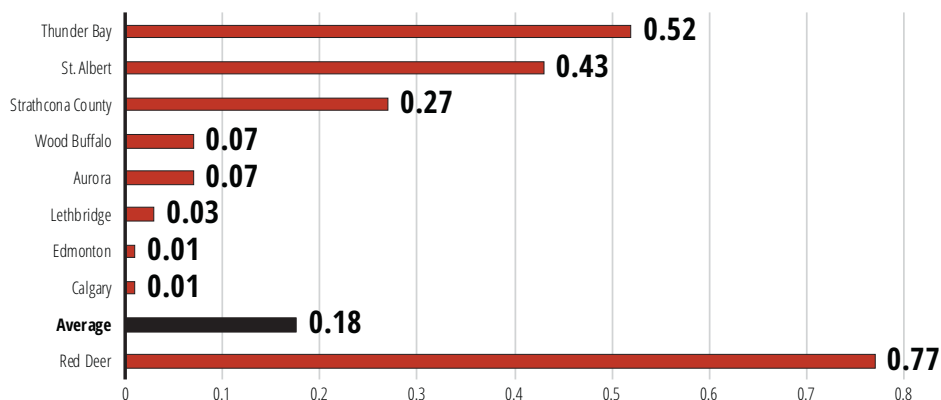
¹ The provision charts include arenas that are municipally owned and operated (including municipally owned and contracted); private and post-secondary arenas are not included.

Outdoor Provision

Based on data from Yardstick Benchmarks 2015 Reporting¹, Red Deer provides 0.77 outdoor ice sheets per every 1000 residents which is a much higher provision ratio than the other participating municipalities.

¹ Yardstick Benchmarks is a service that The City of Red Deer subscribes to that compares the provision of parks and open spaces in the city to other cities throughout Canada.

Rinks per 1,000 Residents



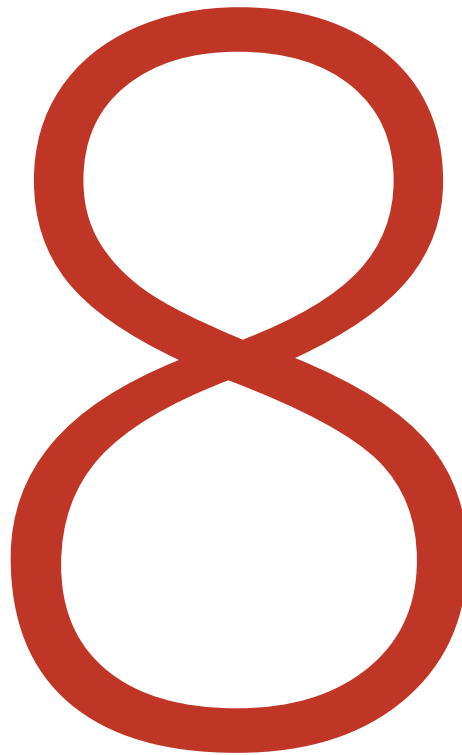
Indoor User Fees

Red Deer's fees are slightly lower in each category compared to similarly sized municipalities.

Municipality	Youth Prime	Youth Non-Prime	Adult Prime	Adult Non-Prime	Youth Dryland	Adult Dryland
Fort McMurray	\$100.00	\$100.00	\$170.00	\$170.00	\$80.00	\$104.00
Grande Prairie	\$116.00	\$116.00	\$116.00	\$116.00	N/A	N/A
Kelowna	\$179.62	\$119.74	\$239.00	\$180.00	\$42.15	\$84.00
Leduc	\$151.70	\$122.20	\$229.50	\$140.20	\$54.50	\$95.30
Medicine Hat	\$93.70	\$80.90	\$166.40	\$113.70	\$49.20	\$60.90
St. Albert	\$129.00	\$88.00	\$227.00	\$121.50	\$59.00	\$80.00
Average	\$128.34	\$104.47	\$191.32	\$140.23	\$56.97	\$84.84
Red Deer	\$122.05	\$97.65	\$162.75	\$122.05	\$49.65	\$82.70

Compared to the central Alberta municipalities listed below, Red Deer's prime rates are higher by approximately 11 – 12%. Non-prime rates are similar for youth and adults.

Municipality	Youth Prime	Youth Non-Prime	Adult Prime	Adult Non-Prime
Stettler	\$130.00	\$130.00	\$130.00	\$130.00
Innisfail	\$75.00	\$64.00	\$125.00	\$82.00
Penhold Multiplex	\$175.00	\$150.00	\$200.00	\$175.00
Lacombe	\$111.00	\$111.00	\$137.00	\$137.00
Blackfalds	\$102.00	\$90.00	\$150.00	\$126.00
Sylvan Lake	\$88.07	\$54.08	\$146.76	\$90.13
Bowden	\$80.85	\$75.08	\$115.50	\$98.18
Average	\$108.85	\$96.31	\$143.47	\$119.76
Red Deer	\$122.05	\$97.65	\$162.75	\$122.05



Consultation

Key Findings

User Group Survey

- 64% are satisfied to some extent with the overall provision of indoor ice facilities in Red Deer
- 74% want more than 6 ice sheets in Red Deer
- 55% of user groups are able to completely access sufficient indoor ice time to meet current needs (26% somewhat and 19% cannot access enough)

Stakeholder Discussions

- Despite aging facilities, current service levels provided at City ice arena facilities are high
- Current ice user rates are generally considered fair
- Lack of available prime time ice inhibits growth
- The current bookings/allocation process works better for some groups than others
- Multi-sheet venues are preferred should new development occur

Indoor Intercept Survey

- 98% drove to the arena
- 25% chose the specific arena based on the schedule of the program; 48% chose based on the arena's location

- 64% also utilize outdoor ice rinks in Red Deer
- 95% are satisfied to some degree with the drop-in skating opportunities in Red Deer

Outdoor Intercept Survey

- 67% drove to the rink; 31% walked
- 64% are "very satisfied" with overall service (27% "somewhat satisfied")
- Public skating (44%) and shinny (37%) are the primary activities
- 66% think The City should maintain the number of current ice rinks

Outdoor Ice Public Survey

- 53% primarily drive to rinks; 45% primarily walk
- 58% are "very satisfied" with overall service (36% "somewhat satisfied")
- Shinny (47%) and public skating (36%) are the primary activities
- 72% think The City should maintain the number of current ice rinks

A number of consultation mechanisms were used to gather information including a user group survey, two on-site intercept surveys (outdoor and indoor ice), an online public survey specific to outdoor ice, and in-person discussions with key stakeholders.

Mechanism	Description	Number of Responses	Timeline
Stakeholder Discussions	Discussion sessions with external participants (e.g. user groups) and internal participants (e.g. City staff). In-person discussions.	35 sessions ~51 External Participants 21 Internal Participants	February 2016
User Group Survey	Ice facility user groups such as local sport and recreation organizations, schools, dry-floor users, etc. Questionnaire available online and hard-copy.	39	February to March 2016
Outdoor Ice Intercept Survey	Outdoor ice users; on-site. Questionnaire facilitated in person by City staff recording responses on tablets.	119	February to March 2016
Outdoor Ice Public Survey	Outdoor ice users; online. Questionnaire available online.	312	February to March 2016
Indoor Ice Intercept Survey	Spontaneous indoor ice users (e.g. public skate, drop-in hockey); on-site. Questionnaire facilitated in person by City staff recording responses on tablets.	86	February to March 2016

User Group Survey

A user group survey was conducted to engage organizations that use indoor and outdoor ice locations in the city. 39 responses were gathered, including 19 schools and two dry-floor user groups. An email was sent to the user groups containing a link to the online questionnaire as well as a pdf hardcopy that could be filled out and scanned or faxed in; three groups opted to complete the hardcopy version. A complete list of respondents can be found in the appendix. A sub-segment analysis was conducted to separate the ice sport user groups from the overall results; the identification of the ice sport groups can be found in the appendix as well.

The **red** columns represent results from the **12 ice sport groups**. The 12 ice sport groups include the following group survey respondents: Bentley OldTimers "Red Deer Premiums" Hockey Team; Central AB Wiggers Ringette Association; Mourning Blues Hockey Club; Pylons hockey; Red Deer Central Lions Speed Skating Club; Red Deer Optimist Chiefs Midget AAA; Red Deer Pond Hockey; Red Deer Ringette Association; Red Deer Rookies; TBS Community Society; The Next Shift Sport Development; Red Deer Minor Hockey.

The **blue** columns indicate overall findings from **the 27 other arena users** comprised of schools, community associations, dryland users, and regional stakeholders.

Which of the following age groups does your organization serve?

27 of the 39 groups (69%) provide programming for children ages 0 – 12.

	Ice Sport Groups	Other Arena Users
Children (ages 0 – 12)	6	21
Youth (ages 13 – 17)	7	16
Adults (ages 18+)	6	6
Seniors (ages 65+)	1	3

Over the next couple of years, what are your expectations for participant numbers?

Approximately two-thirds of the groups expect to grow; none expect to decline.

	Ice Sport Groups	Other Arena Users
Grow	8	15
Remain Stable	4	10
Decline	0	0

Generally speaking, should the amount of ice your organization currently accesses stay the same or change?

When asked to provide a written response to explain their answer, all of the groups who indicated “change” would like access to more ice.

	Ice Sport Groups	Other Arena Users
Stay the Same	6	15
Change	6	9

The City of Red Deer provides five indoor ice facilities (6 ice sheets) for user groups and residents. How satisfied is your organization with the overall provision of indoor ice facilities in Red Deer?

66% of groups are satisfied to some degree with the provision of indoor ice facilities.

	Ice Sport Groups	Other Arena Users
Very Satisfied	5	8
Somewhat Satisfied	3	5
Unsure	1	5
Somewhat Dissatisfied	0	1
Very Dissatisfied	3	1

Which ice rates does your organization currently pay for?

Five of the ice sport groups youth use prime ice; three use adult prime.

	Ice Sport Groups	Other Arena Users
Youth Prime Time	5	2
Youth Non-Prime Time	2	10
Youth Sporting Event	4	2
Adult Prime Time	3	1
Adult Non-Prime Time	3	0
Adult Sporting Event	0	0
Commercial/ Non-Residential/ Special Event	1	3

On behalf of your organization, do you think that the rates for ice are fair for the current level of service that your organization receives at the facilities that you use?

67% of groups believe the rates are fair; 9 of the 12 ice sport groups believe so as well.

	Ice Sport Groups	Other Arena Users
Yes	9	13
Unsure	2	8
No	1	0

For each indoor ice facility listed below, does your organization use this facility?

The Kinsmen Community Arenas receive the greatest diversity of user groups.

	Ice Sport Groups		Other Arena Users	
	Yes	No	Yes	No
Kinsmen Community Arena “A”	8	3	9	13
Kinsmen Community Arena “B”	6	4	8	13
Collicutt Centre Arena	7	4	7	16
Kinex Arena	7	4	5	18
G.H. Dawe Community Centre Arena	6	6	6	17
Red Deer Arena	4	8	4	19
Westerner Park ENMAX Centrium ¹	4	4	2	21

¹ Note: the ENMAX Centrium is not owned or operated by The City of Red Deer.

For each indoor ice facility listed below, does this facility meet the needs of your organization?¹

Reason why the arenas do not meet the groups' needs include location, ice surface size (too small), and dressing rooms being inadequate (e.g. size, number, quality).

	Ice Sport Groups			Other Arena Users		
	Yes, Completely	Yes, Somewhat	No	Yes, Completely	Yes, Somewhat	No
Kinsmen Community Arena "A"	5	1	2	7	1	2
Kinsmen Community Arena "B"	4	1	1	6	1	2
Collicutt Centre Arena	7	0	0	5	0	1
Kinex Arena	2	4	1	4	2	2
G.H. Dawe Community Centre Arena	2	2	2	3	1	1
Red Deer Arena	5	0	0	3	1	2
Westerner Park ENMAX Centrium ²	3	1	0	2	0	3

Is your organization able to access sufficient indoor ice time to meet your current needs?

The major of user groups' needs are able to access sufficient ice time to meet their needs.

	Ice Sport Groups	Other Arena Users
Yes, Completely	5	12
Yes, Somewhat	4	5
No	3	3

If your organization requires more ice time, please indicate when.

None of the ice sport users groups require more ice time on weekdays during non-prime hours.

	Ice Sport Groups	Other Arena Users
Weekday Prime	4	1
Weekends	3	2
Weekday Non-Prime	0	6

Answering on behalf of your organization, what should The City's provision be for indoor ice facilities in the future?

9 of the 12 ice sport groups would like to see more ice sheets provided by The City of Red Deer.

	Ice Sport Groups	Other Arena Users
Sustain the Existing Number of Indoor Ice Facilities (6 ice sheets)	3	5
Increase the Number of Indoor Ice Facilities (more than 6 sheets of ice)	9	11
Decrease the Number of Indoor Ice Facilities (less than 6 sheets of ice)	0	0

Would your organization like improved access to any of the following types of amenity spaces at indoor ice facilities?

Storage and warm-up space are valued amenities for user groups.

	Ice Sport Groups	Other Arena Users
Storage Space	6	3
Warm-up Space	6	3
Flexible Dressing Room Space	5	2
Meeting Space	1	2
Concession	1	2
Seating Capacity	0	1

¹ Only the groups that use the facility provided a response to that facility.

² Note: the ENMAX Centrium is not owned or operated by The City of Red Deer.

Does your organization use indoor ice facilities outside of the city of Red Deer for purposes other than away games?

3 of the ice sport groups schedule home games outside of Red Deer.

	Ice Sport Groups	Other Arena Users
No	7	18
Yes, for Home Games	3	1
Yes, for Organized Team Practices	2	4
Yes, for Extra Ice Time (e.g. skill development, shinny)	2	2
Yes, Other	1	0

If “yes,” please indicate the reason(s) why your organization uses ice outside of Red Deer.

All 5 “other” responses revolved around lack of available ice in Red Deer and the need to access additional ice.

	Ice Sport Groups	Other Arena Users
Better ice times are available elsewhere.	2	1
Better quality of indoor ice facilities.	1	1
The rental rates are less expensive.	1	0
The location is more convenient for our participants.	0	0
Other	3	2

Is it acceptable for local ice organizations to use indoor ice facilities outside of the city of Red Deer to meet their program goals?

Just over half of the groups think it is acceptable for local ice organizations to use facilities outside of Red Deer.

	Ice Sport Groups	Other Arena Users
Yes	7	6
No	5	7

Should regional municipalities work together in the planning and delivery of indoor ice facilities?

24 groups think that regional municipalities should work together while 2 do not.

	Ice Sport Groups	Other Arena Users
Yes	11	13
No	1	1

Does your organization use outdoor ice in the city of Red Deer?

2 of the ice sport groups use outdoor ice for extra ice time (e.g. skill development, shinny).

	Ice Sport Groups	Other Arena Users
No	9	8
Yes, for Home Games	0	0
Yes, for Organized Team Practices	2	0
Yes, for Extra Ice Time (e.g. skill development, shinny)	2	3
Yes, Other	1	12

Answering on behalf of your organization, what should The City's provision be for outdoor ice facilities in the future?

The majority of groups would like to see The City sustain the number of outdoor rinks.

	Ice Sport Groups	Other Arena Users
Reduce the Number of Outdoor Ice Facilities (less than 36 boarded/ 35 snow bank sheets of ice)	2	1
Sustain the Existing Number of Outdoor Ice Facilities (36 boarded/ 35 snow bank sheets of ice)	6	14
Increase the Number of Outdoor Ice Facilities (more than 36 boarded/ 35 snow bank sheets of ice)	1	3

In order to meet the future needs of local ice organizations, do you think The City should allow groups to book outdoor ice surfaces for scheduled use?

23 groups (including 8 ice sport groups) would like to be allowed to book outdoor rinks.

	Ice Sport Groups	Other Arena Users
Yes	8	15
No	3	5

If The City allows organizations to book outdoor ice surfaces for scheduled use, would your organization be willing to pay an ice rental rate?

7 ice sport groups would be willing to pay an ice rental rate; 18 groups overall would not.

	Ice Sport Groups	Other Arena Users
Yes	7	4
No	3	15

Which components and amenities would be desired if your organization were to consider using outdoor ice facilities to meet your program goals?

A comment was also made that a boarded pad for summer use would help meet their group's needs.

	Ice Sport Groups	Other Arena Users
Change Room Facilities	5	15
Cover and Wind Shelter	5	13
Washroom Facilities	5	9
Lighting	6	8
Improved Quality of Natural Ice	5	8
Adjacent to Indoor Ice Facility	4	4
Spectator Viewing	2	5
Activity Schedule Board	4	3
Refrigerated Ice	3	3
Improved Boards	2	2
Concession	2	2
Other	1	1
No Changes are Required	1	4

Considering the ice facilities (indoor and/or outdoor) that your organization has used in other communities, are there any trends or "best practices" that you would like to see implemented at ice facilities in Red Deer?

Open ended comments summarized as follows:

- Multi-component facilities.
- Multi-sheet facilities for tournament hosting.
- More accommodation for adaptive programs (e.g. sledge hockey).

Please use the space below to provide any additional comments on indoor and/or outdoor ice facilities in Red Deer.

Open ended comments summarized as follows:

- Appreciative that the outdoor rinks are available at no user cost.
- Use of outdoor rinks should be encouraged for user groups but community use must be maintained as well.
- The City's population is growing yet the number of indoor arenas has not.
- The current indoor ice allocation process is unsatisfactory.



Stakeholder Discussions

Stakeholder interviews and discussion sessions were convened in order to gain further insight into the strengths, opportunities, and gaps related to indoor and outdoor ice provision in Red Deer. Participating stakeholders included a wide range of individuals; representing an array of groups and interests. In total, 35 sessions were held with approximately 51 external participants taking part.¹

While the perspectives and opinions of stakeholders that participated in the discussion sessions were wide ranging, themes did emerge. Presented as follows are key themes from the discussion sessions. A list of participating stakeholders and organizations can be found in the appendices.

Strengths

Despite aging facilities, current service levels provided at City ice arena facilities are high. Discussion session participants were generally satisfied with the cleanliness, staff and support their organizations receive at indoor ice facilities in Red Deer. Stakeholders generally expressed that the majority of interactions/relationships with City staff are positive.

There exists sentiment for existing venues. While some stakeholders expressed desire for new development, the fondness for existing facilities was often mentioned. The Red Deer Arena in particular was identified as being a preferred facility by many groups that will be missed once it is decommissioned in the spring of 2016.

Access to shoulder/off-season ice. A number of stakeholders expressed that their organizations have sufficient access to ice in the spring, summer, and fall months. While some would like to see additional capacity, the cost realities of The City undertaking this were often recognized as being prohibitive. However comments were also provided on the evolving nature of ice sports, which may require increased demand for summer ice in future years.

Outdoor skating opportunities are plentiful. A number of stakeholders expressed pride over the quantity and quality of outdoor ice in the city. Some individuals believe that the availability of outdoor ice is a significant cultural and quality of life contributor and helps build community pride.

Bookings and Allocations

Bookings and allocations were a prevalent theme of the discussion session. Common themes brought forward included:

- Historical bookings/allocations work well for some “embedded” user groups but are a challenge for emerging and growing user groups.
- A number of stakeholders indicated that they would like to see increased clarity around how ice is allocated.
- The opportunity to revisit how ice is allocated was identified as something that should be further explored (through the Ice Facilities Plan or follow-up initiatives).

Ice allocation needs to consider spontaneous use and evolving interests. A handful of stakeholders suggested that ice allocation should consider the needs of broader participants and those facing barriers to ice facility use. The importance of providing “learn to skate” opportunities through both structured programs and open skate times was identified.

There exists some perception that not all booked ice is being used. A handful of stakeholders expressed the viewpoint that actual utilization may not be aligned with hours booked. Opportunities to put in place better systems to recuperate unused ice and potential disciplinary actions were identified by some stakeholders.



¹ 21 internal participants (City staff) also participated in the discussion sessions.

Concerns

The impending loss of the Red Deer Arena is a concern in the ice user community. Stakeholders expressed concern over the decommissioning of the city's only community use spectator arena. Specific impacts to user groups, particular competitive level teams and programs, were commonly cited. Uncertainty and a lack of clarity also appear to exist over the Red Deer Arena's replacement timing and scale.

Lack of prime time ice inhibits growth. User group representatives commonly cited the lack of evening and weekend ice as a barrier to growth, both in terms of the overall participant capacity and ability to offer optimal programming. Early morning ice, while used to some degree, was expressed as not being ideal or viable for some program cohorts.

A lack of clarity exists over the status of aging facilities and future ice arena development. A number of stakeholders expressed concern over the future of the Kinex Arena, and the impact that decommissioning the facility may have for some users. A number of stakeholders were also unclear as to existing replacement plans and potential future options.

The indoor ice arena landscape is evolving and amenity provision is a growing consideration. Some stakeholders expressed the belief that Red Deer is "falling behind" other urban centres in some aspects of ice arena provision (e.g. multi-sheet venues, new rinks, amenity provision, support spaces). Inconsistent facility dimensions and amenities in existing facilities were also identified as being an issue for some user groups.

Future Considerations and Preferences

Multi-sheet venues are preferred. When asked about future preferences should new indoor ice arena development be pursued, the overwhelming sentiment was that priority should be given to multi-sheet facilities. Stakeholders indicated that multi-sheet venues can create enhanced and increased opportunities for programs and event hosting while also optimizing participant and spectator experiences.

Some groups would like increased opportunities for information sharing among organizations. Doing so, stakeholders expressed, could help break down silos and foster better overall collaboration. A number of stakeholders also expressed that opportunities to share ice or otherwise make more efficient use of available ice could be accrued through better information sharing and communications. It was suggested that The City should play a more active role in fostering these relationships and lines of communication.

Opportunities may exist to make better use of indoor ice. While stakeholders commonly cited the lack of prime time ice as an issue, it was acknowledged by some that current ice inventory could be more efficiently utilized in some instances. A review of the allocation process, more frequent half-ice practices and better collaboration between groups were identified as ways in which better efficiency could potentially occur.

A variety of perspectives on the potential to develop covered, outdoor refrigerated ice surfaces. While some groups believe that this type of facility could help alleviate current prime time ice pressures, others expressed that user group and participant buy-in may be challenging. However, it was commonly expressed that covered, outdoor refrigerated ice surfaces could help enhance the experience for spontaneous ice users.



Regional Relationships

Arena representatives (facility operators and/or municipal staff) from Lacombe, Blackfalds, Penhold, Sylvan Lake, Delburne, and Spruce View were engaged through stakeholder discussions.

Although limited ice time is available in regional facilities, there is willingness to accommodate Red Deer user groups. The indoor ice facilities in the region experience steady utilization especially on weekends and weekday evenings. However, there is some ice time available and facilities are willing to accommodate Red Deer user groups as best they can.

Regional facilities are not overly concerned about the situation in Red Deer. The news regarding the two-year closure of the Red Deer Arena did not stir a reaction among the regional facilities; no major concerns were portrayed regarding any hypothetical plans for new arena development in Red Deer either. The facilities are well focused on the needs of their own community and none of the regional facilities claimed to set their user fees based on Red Deer's rates (historical rates and the perceived ability of local user groups to pay are the primary drivers to setting fees).

Flexibility in local vs. non-local rates may be considered to host Red Deer user groups. When discussing the potential accommodation of Red Deer user groups during the two-year closure of the Red Deer Arena, some of the regional facilities are willing to be flexible with their non-local rates as long as operations can remain financially viable. Although it would be the user groups directly booking ice from regional facilities, a suggestion was made that The City of Red Deer should play a role in facilitating relationships between the groups and the facilities.

"No-shows" will not be tolerated. A major concern expressed by regional facilities in regard to hosting Red Deer user groups is "no-shows." If Red Deer user groups book ice at regional facilities, advanced payment may be a condition. More importantly, it was expressed that "no-show" ice time by Red Deer user groups shows disrespect to the local user groups. For some regional facilities this exact situation has been an issue in the past.

Indoor Intercept Survey

An indoor intercept survey was conducted at The City's indoor ice facilities during public programming (e.g. public skate). In total, 86 responses were gathered primarily at the Collicutt Centre, Red Deer Arena, and the G.H. Dawe Community Centre. The surveys were facilitated in-person by City staff on tablet devices during March 2016.

Respondent Overview

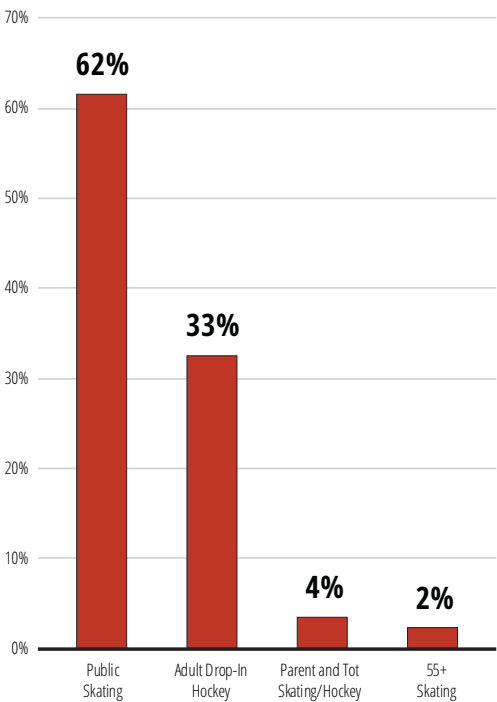
The survey was facilitated at each of The City's arenas; 42% of the responses were gathered at the Collicutt Centre.

Arena	Responses
Collicutt Centre	42%
G.H. Dawe Community Centre	28%
Red Deer Arena	25%
Kinsmen Community Arenas	2%
Kinex Arena	2%

Respondent Overview

The City of Red Deer provides four public programs. 62% of the responses gathered were from Public Skating participants.

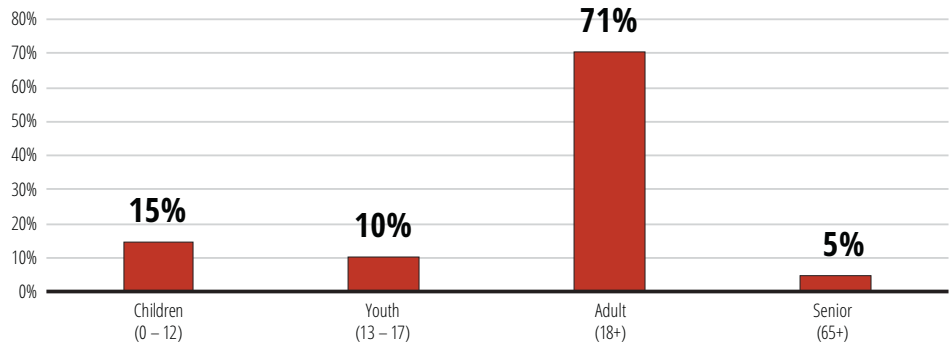
Public Program



Respondent Overview

71% of respondents were adults while 25% were children or youth.

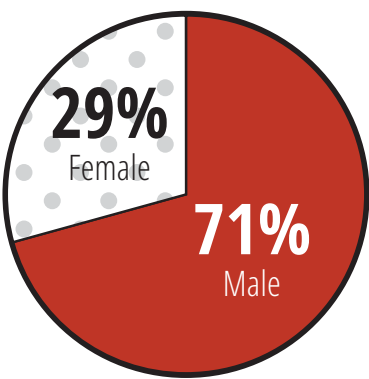
Age of Respondent



Respondent Overview

71% of the responses were provided by males; 29% were provided by females.

Sex of Respondent

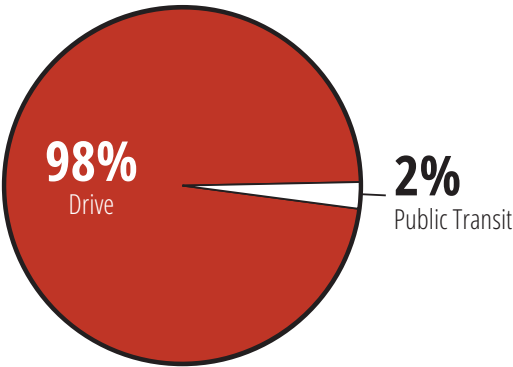


Transportation

98% of respondents drove to the arena while the remaining 2% used public transit. None of the respondents walked.

The average drive time was 4 minutes.

Method of Transportation

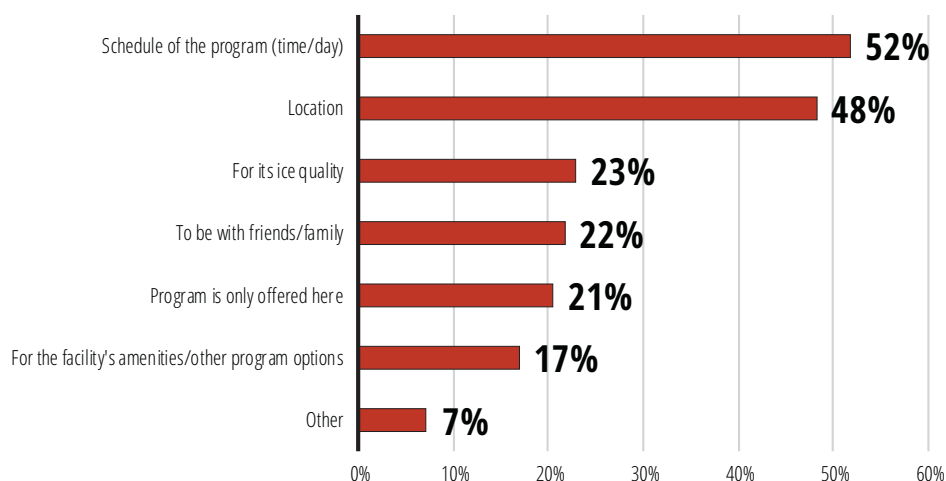


Method	Count	Max.	Min.	Average
Drive	n=82	45	2	14.1
Public Transit	n=2	45	30	37.5

Arena Selection

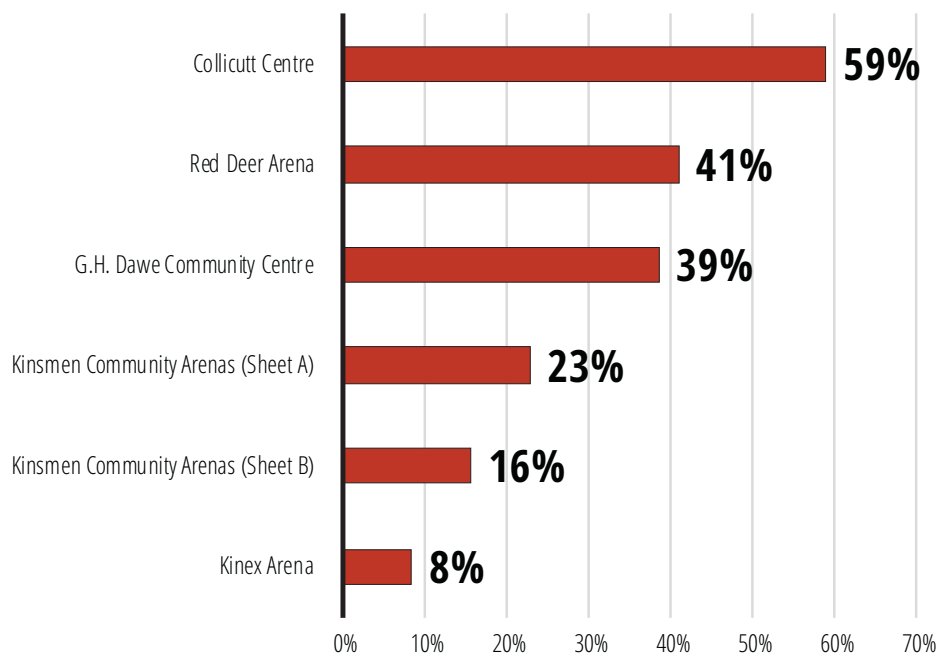
Just over half (52%) of respondents choose the arena based on the schedule of the program. 48% choose the arena due to its location.

Why did you attend this arena for the drop-in skating program today?

**Arena Selection**

The Collicutt Centre, Red Deer Arena, and the G.H.Dawe are utilized for public skating the most as indicated by respondents (95% of respondents were surveyed at those 3 arenas).

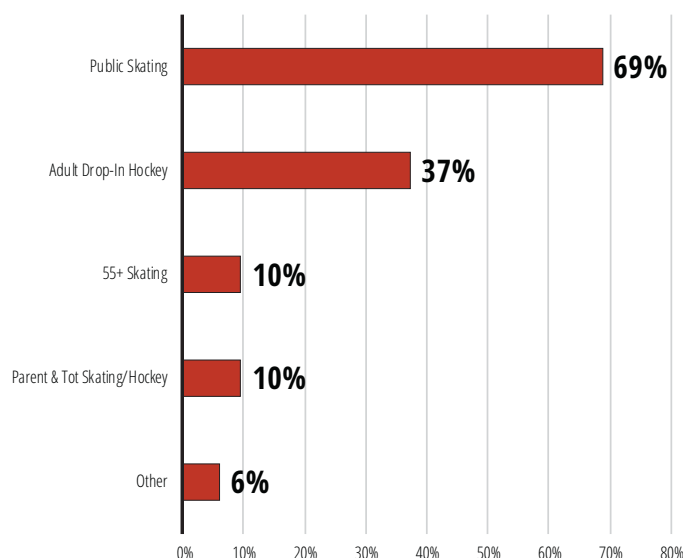
Which arenas in Red Deer do you visit to participate in drop-in skating?



Programming

When asked to indicate all the drop-in programs they participate in, 69% participate in Public Skating and 37% participate in Adult Drop-In Hockey.

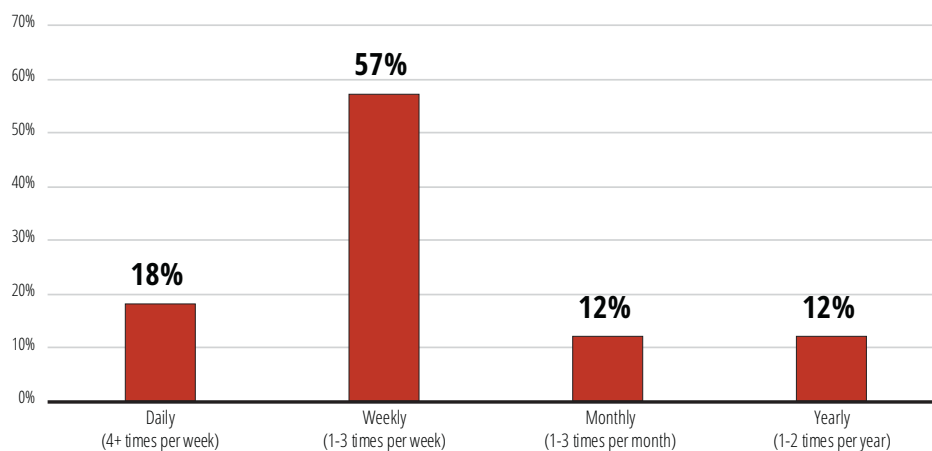
What drop-in skating programs do you participate in at the indoor arenas?



Frequency of Attendance

During the ice season, 57% of respondents attend drop-in skating programs on a weekly basis.

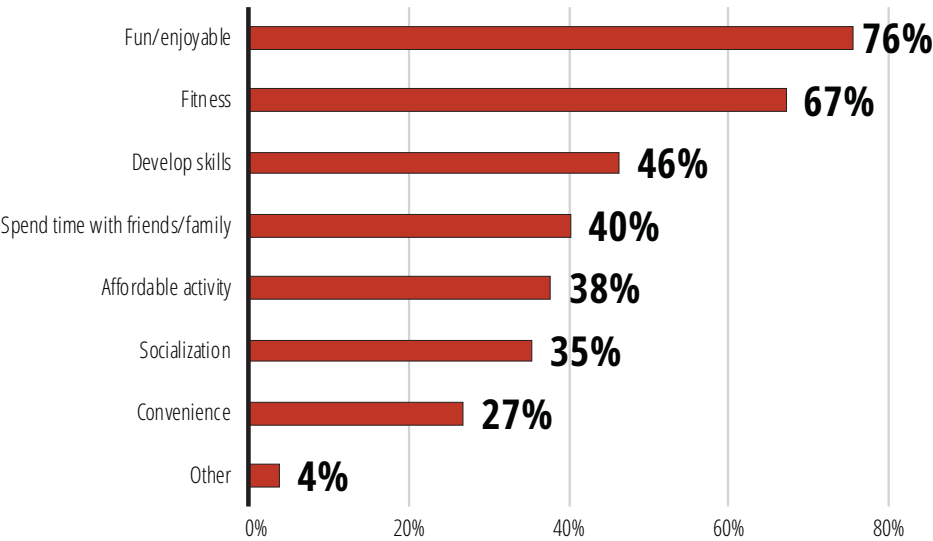
How often do you attend drop-in skating programs at the indoor ice arenas in Red Deer (during the Season)?



Reasons for Participating

76% of respondents participate in drop-in programs because they are fun/enjoyable. Two-thirds (67%) participate for the fitness aspects.

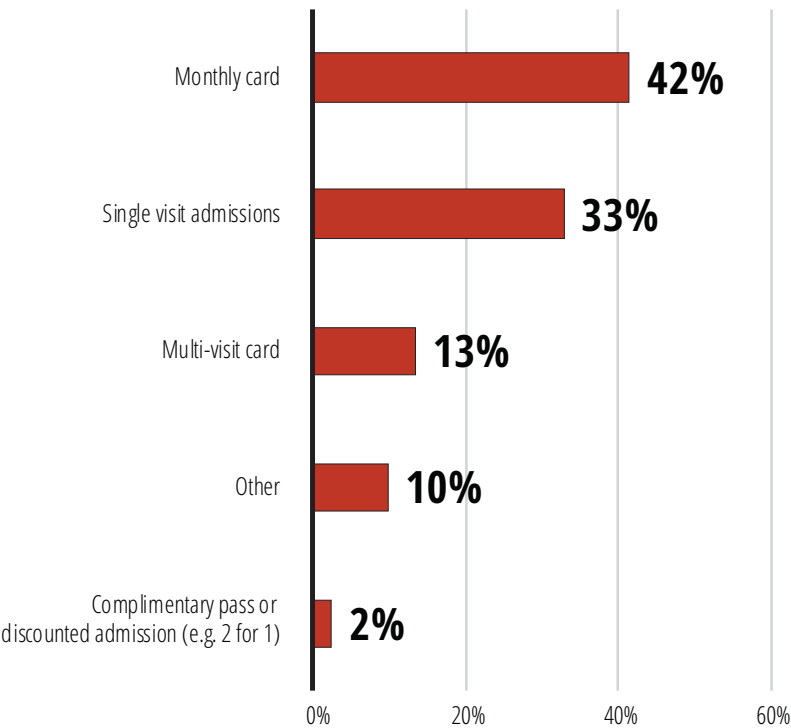
Why do you participate in drop-in skating at the indorr arenas?



Method of Payment

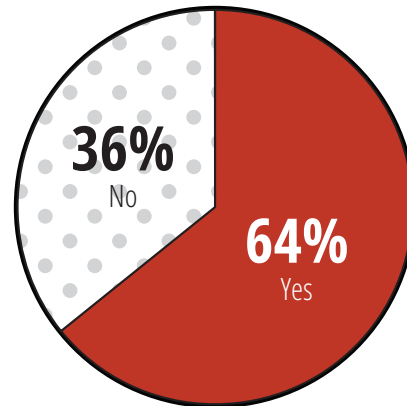
42% of respondents paid for the drop-in program by way of their monthly card. One-third (33%) paid a single visit admission. Others included "cash" (could assume single admission) and one responded used fee assistance.

How do you pay for your admission at drop-in skating opportunities?

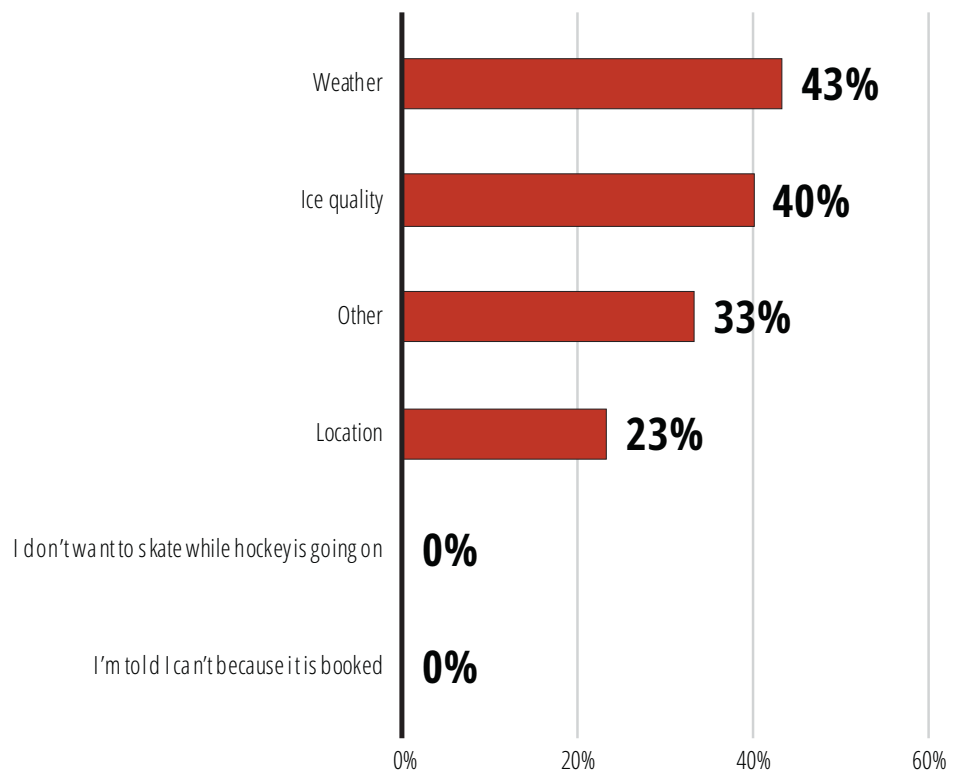


Outdoor Rinks

64% of respondents use the outdoor rinks in Red Deer.

Do you use the outdoor ice rinks in Red Deer?**Outdoor Rinks**

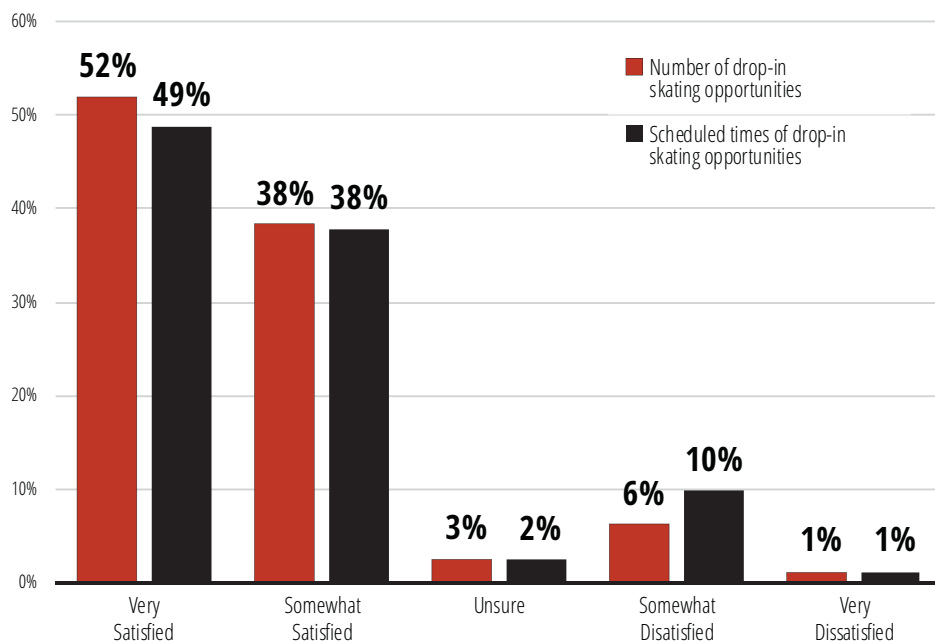
43% do not use the outdoor rinks due to weather. "Other" responses included supervision concerns, preference, and that indoor facilities are more convenient with young children.

If you do not use the outdoor rinks, why not?

Satisfaction with Skating Opportunities

90% of respondents are satisfied (52% very; 38% somewhat) with the number of drop-in skating opportunities. 87% are satisfied (49% very; 38% somewhat) with the scheduled times of drop-in skating opportunities.

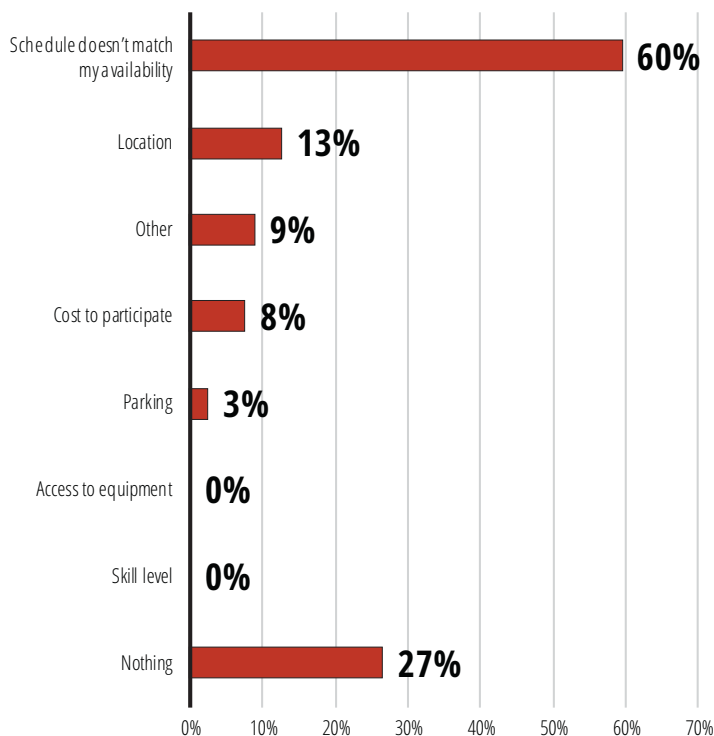
How satisfied are you with: A) The number of drop-in skating opportunities; and B) The scheduled times of drop-in skating opportunities at indoor arenas in Red Deer?



Participation Barriers

60% of respondents indicated scheduling as a reason why they do not participate more in skating opportunities.

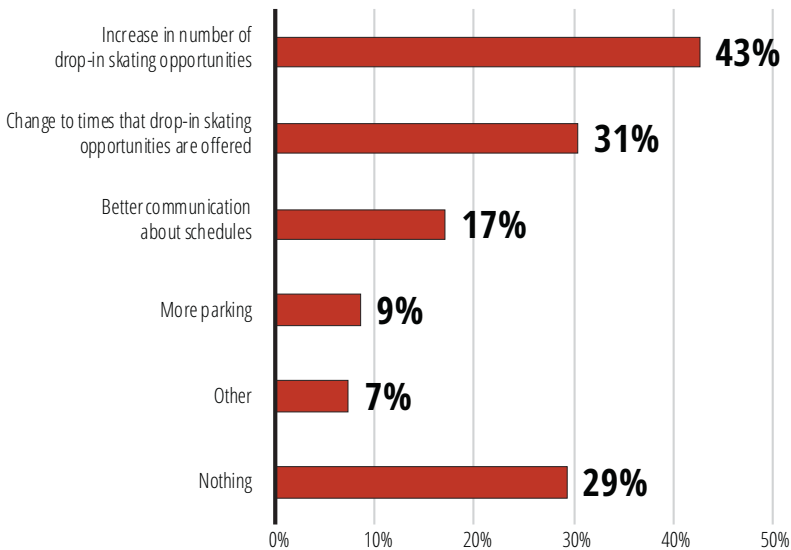
What prevents you from participating in drop-in skating opportunities more often at the indoor arenas in Red Deer?



Improved Experience

When asked what could improve their experience at drop-in skating, 43% mentioned to increase the number of drop-in opportunities.

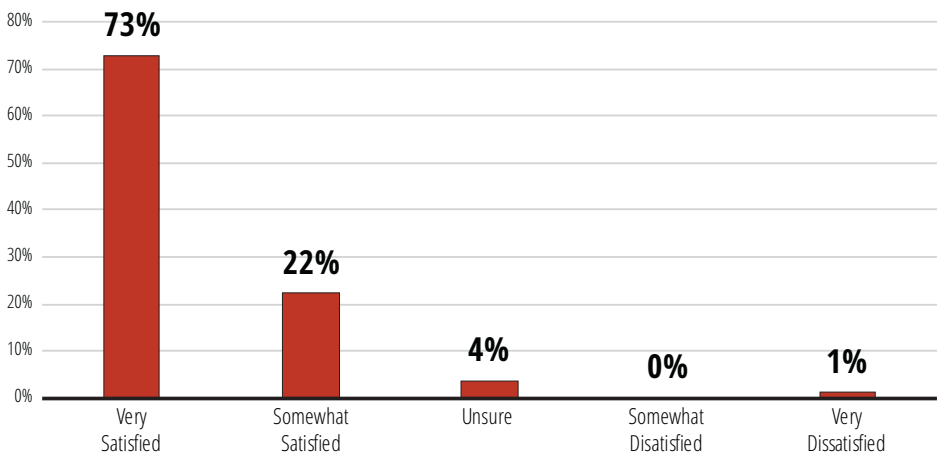
What would improve your experience at drop-in skating at the indoor arenas?



Overall Satisfaction

When asked to indicate their overall level of satisfaction with drop-in skating opportunities at the Red Deer arenas, 73% of respondents are very satisfied and 22% are somewhat satisfied.

Please indicate your overall level of satisfaction with drop-in skating opportunities at the Red Deer arenas.



General Comments

Respondents were also provided with the opportunity to comment generally on their experiences and wishes for ice opportunities. A variety of comments were provided and are summarized as follows:

- More skating opportunities in the summer.
- More safety equipment available.
- Limit the number of skaters at a given time.
- More availability in the morning for toddlers.
- More availability in the evenings.
- Drop-in stick and puck program would be nice.

Outdoor Ice Surveys

Two outdoor ice surveys were conducted:

1. An intercept survey facilitated by City staff on-site and in-person; and
2. A public online survey with access via a link on The City's website.

119 intercept questionnaires were completed and 312 online responses were gathered. Presented as follows are the findings of the two surveys. While the nature of how the surveys were fielded differed (intercept vs online), where possible the results are presented jointly in order to provide a comparison between both sets of respondents.

In the following charts and graphs, the **red** items indicate findings from the **intercept survey**.

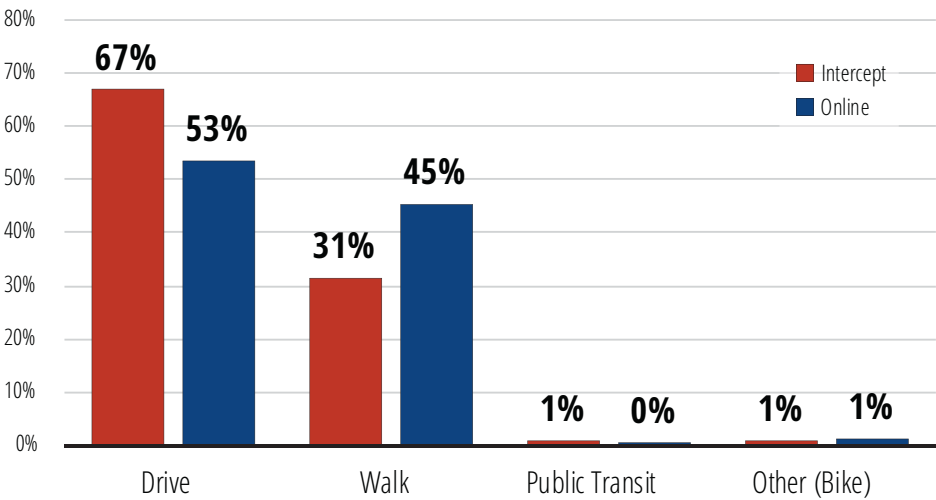
The **blue** items represent results from the **online questionnaire**.



Travel Method and Time

A majority of outdoor ice participants drive to outdoor rinks.

Travel Method and Time



Intercept Survey

Method	Count	Max.	Min.	Average	Median
Drive	n=78	60	0.5	8.6	5.5
Walk	n=37	30	1	5.7	5

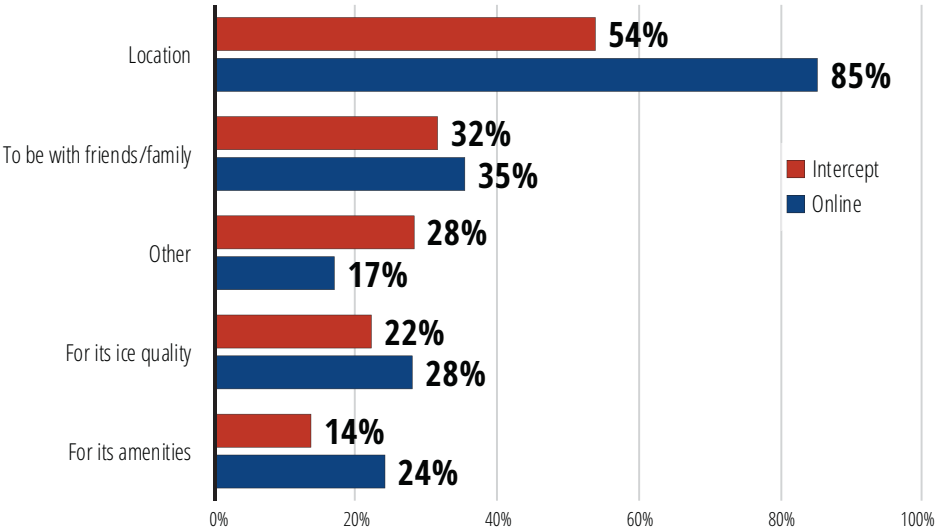
Online Survey

Method	Count	Max.	Min.	Average	Median
Drive	n=143	30	0.5	6.5	5
Walk	n=125	20	0.75	4.7	5

Reason for Rink Choice

The location of the rink is the most important reason for choosing which rink to travel to.

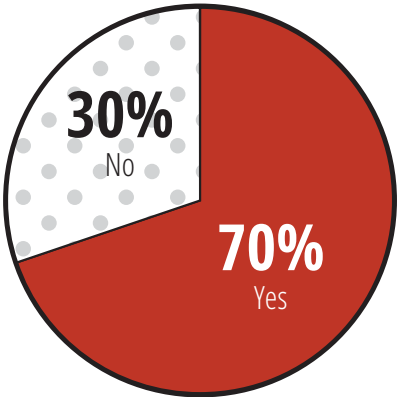
Reasons for Rink Preference



Reason for Rink Choice

70% of intercept survey participants have used a different rink other than the one they were surveyed at.

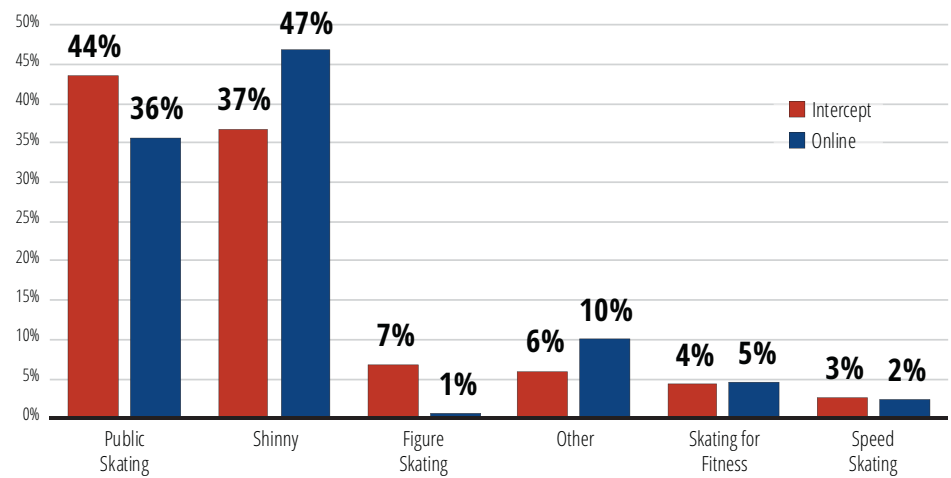
Have you used other outdoor ice rinks in Red Deer in the last two years?



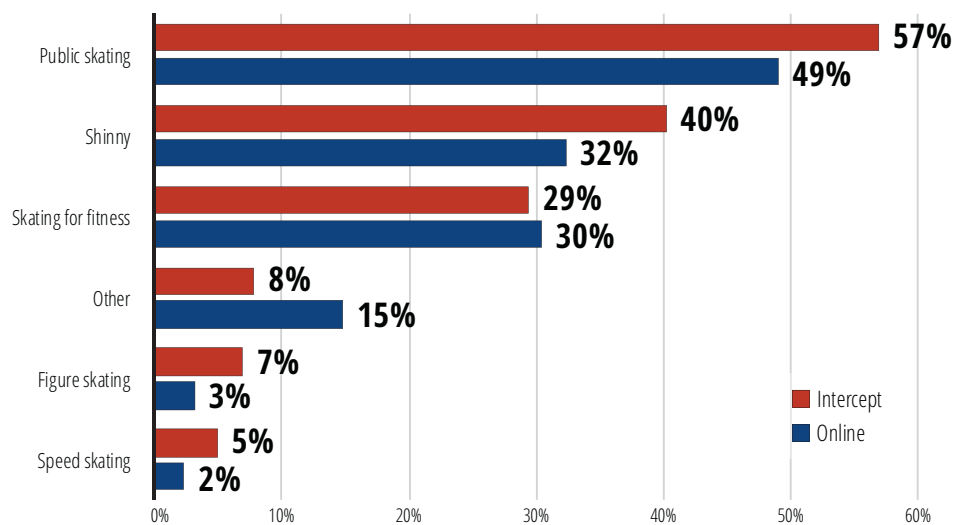
Activities

Public skating and shinny are the two most participated in activities.

Primary Activity

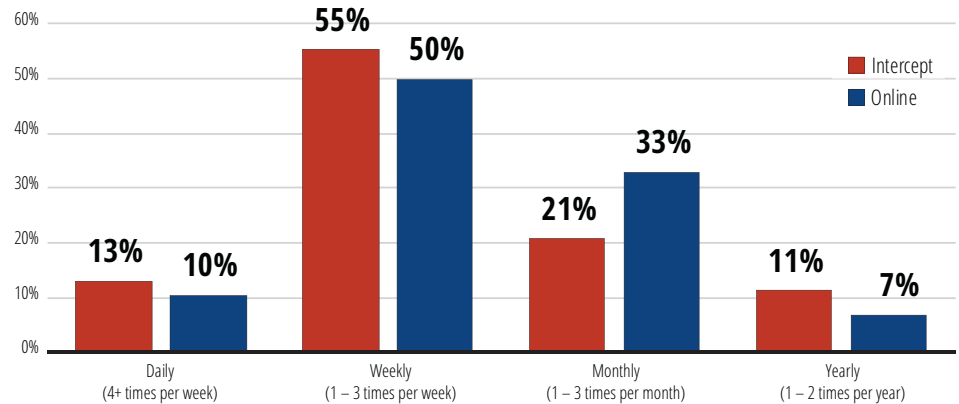


Other Activities

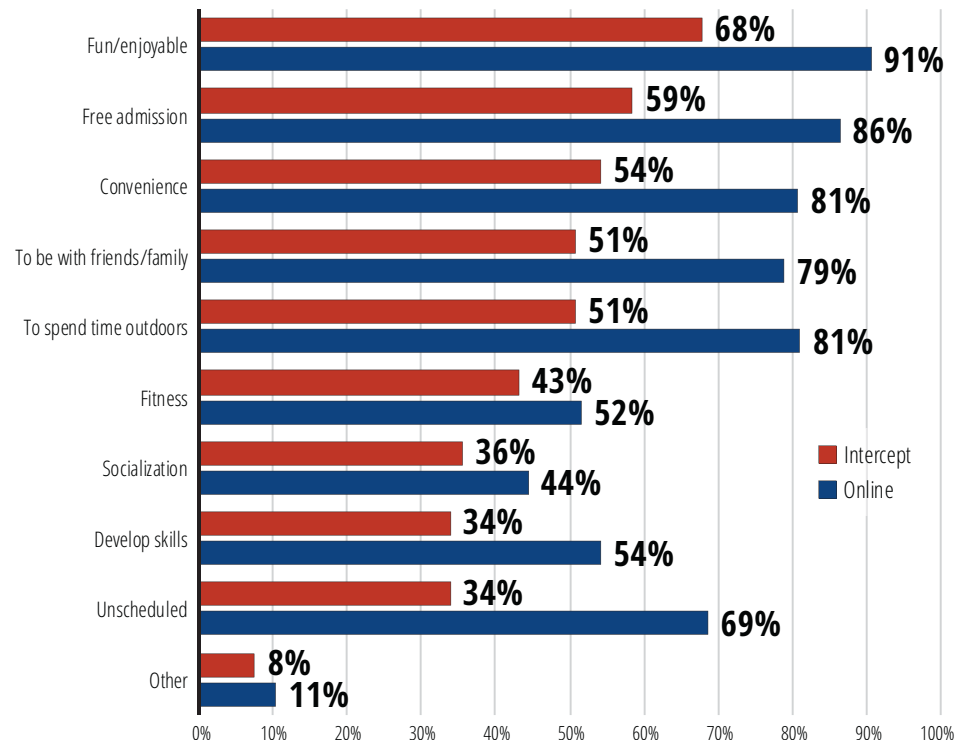


Frequency

Most respondents are weekly users of outdoor rinks.

Frequency of Use**Frequency**

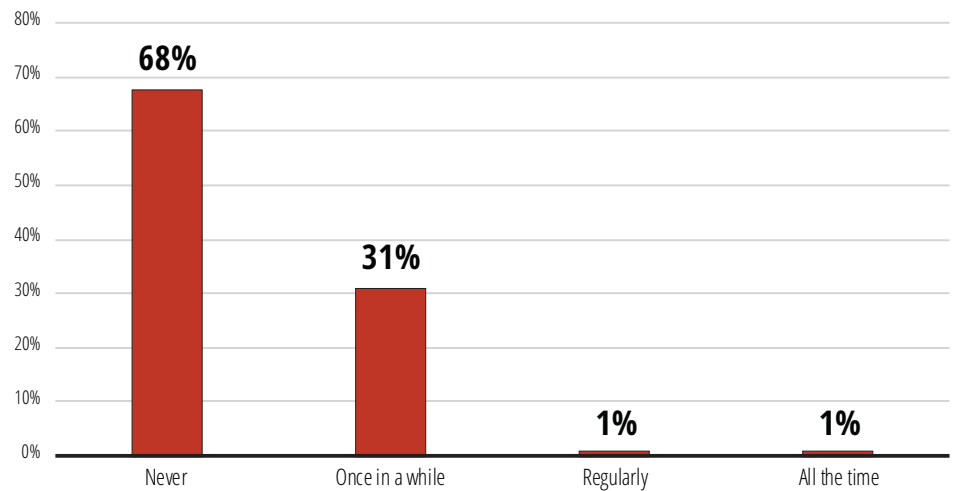
"Fun/enjoyable" and "free admission" are the top two motivations to use outdoor rinks.

Why do you use the outdoor rinks in Red Deer?

Intercept Survey Results

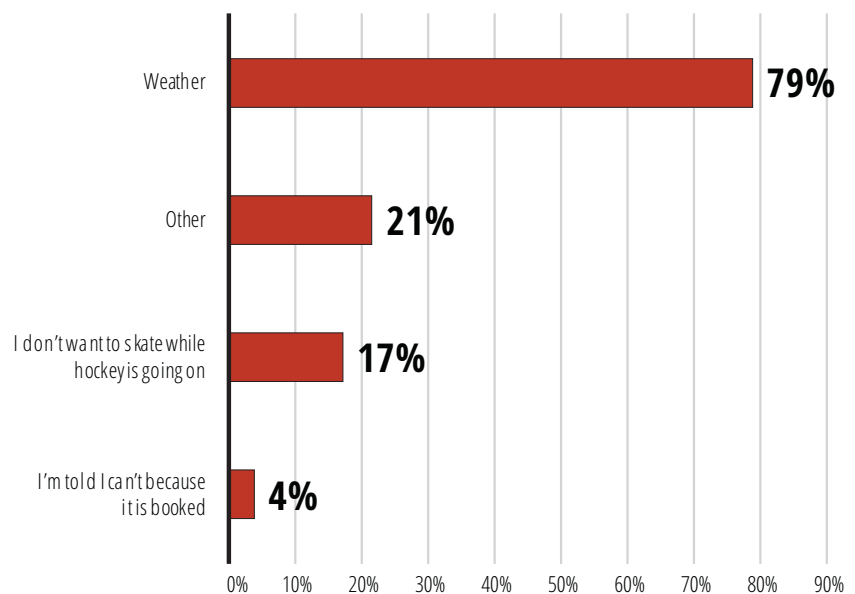
68% of respondents have never been turned away from a rink due to it being booked.

How often is an outdoor rink not available for you because it is in use by a group?

**Intercept Survey Result**

Weather is the most common barrier to outdoor rink participation.

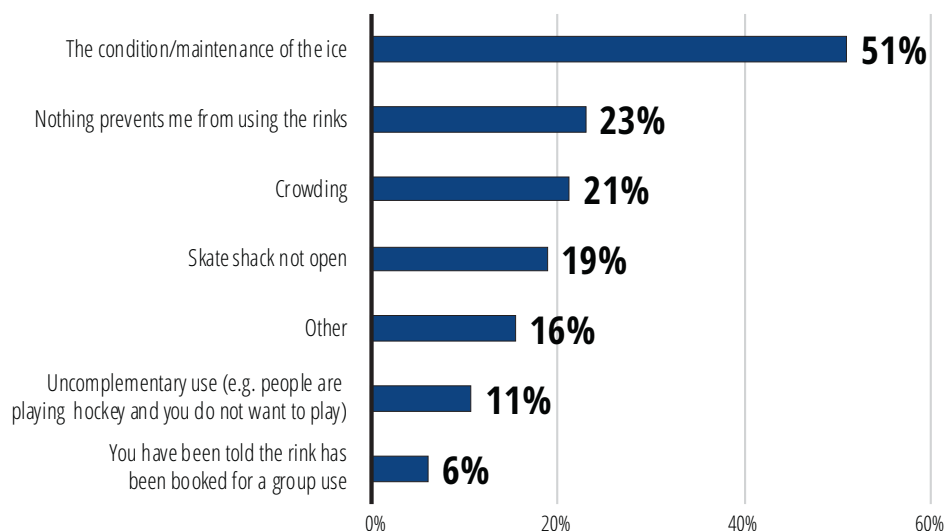
What "stops" you from using outdoor rinks?



Online Survey Result

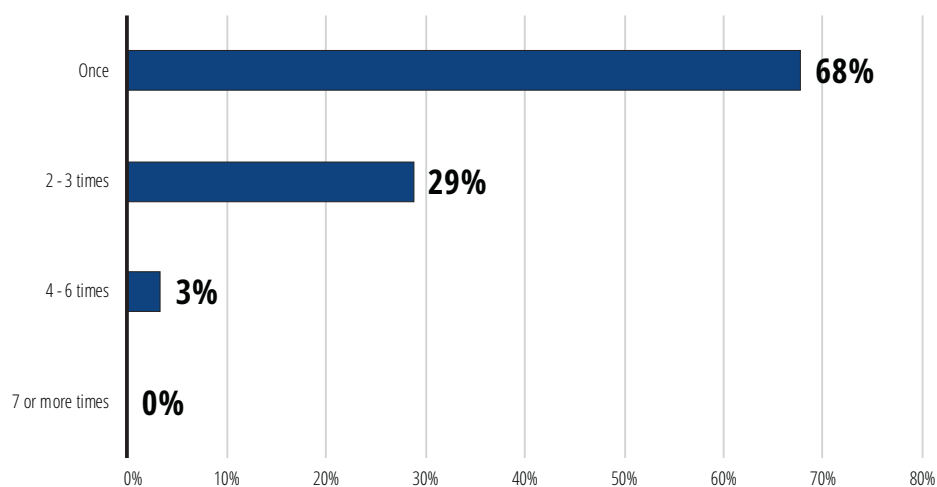
Besides weather, ice condition is the biggest barrier to participation.

What, if anything, prevents you from using the outdoor rinks in Red Deer (besides weather)?

**Online Survey Result**

Of the 6% of respondents who have been told the rink is booked, 68% indicated it happened once in the previous year.

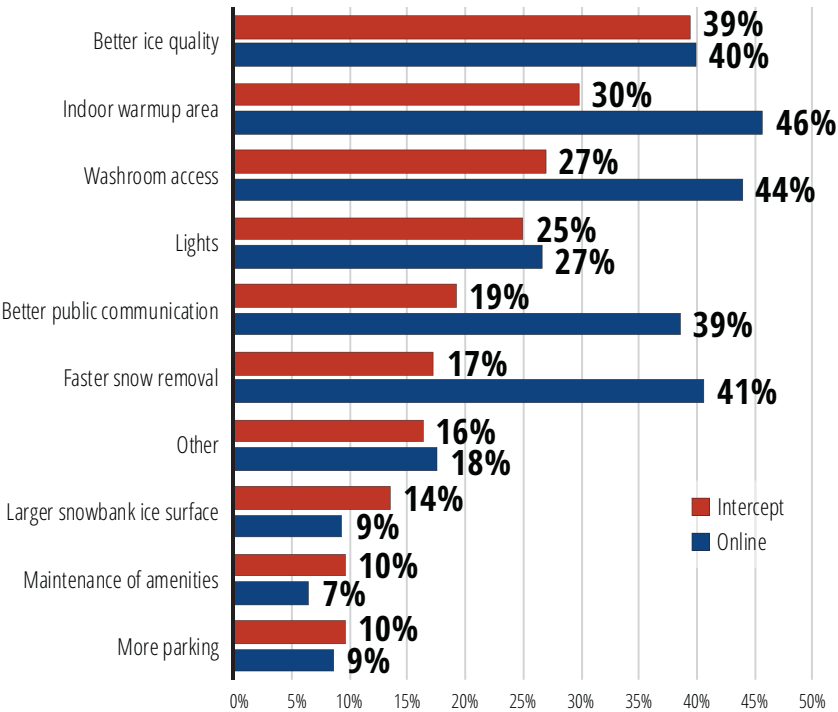
If you have been told an outdoor rink has been booked, approximately how many times in the previous year has this occurred?



Enhancement of Outdoor Rinks

Better ice quality, an indoor warm-up area, and washroom accesses ranked as the best ways to improve outdoor rink user experience.

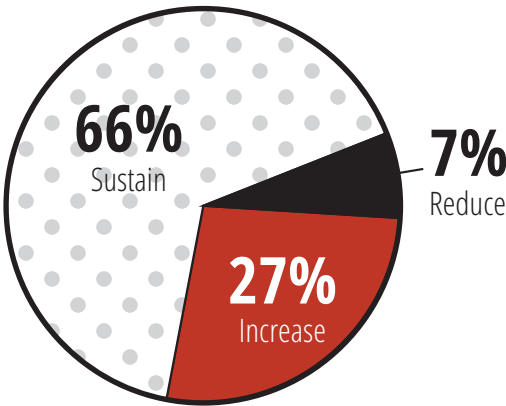
What would improve your experience at the outdoor ice rinks in Red Deer?



Intercept Survey Result

Two-thirds of respondents believe The City should sustain the amount of rinks.

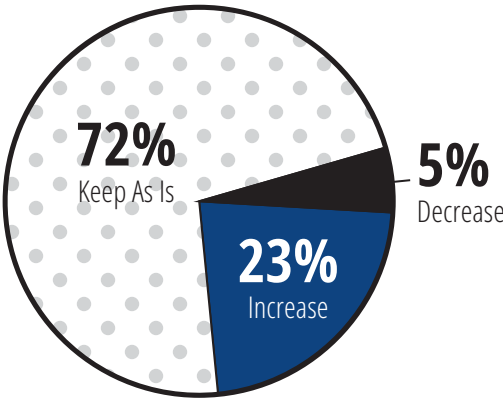
Should the City increase, sustain, or reduce the amount of outdoor rinks in Red Deer?



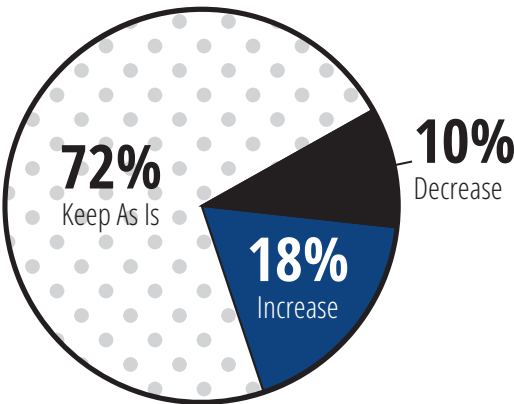
Online Survey Result

72% of respondents selected “keep as is” for both boarded and snowbank rinks when asked whether to increase, decrease, or sustain the existing number of rinks.

Boarded Rinks



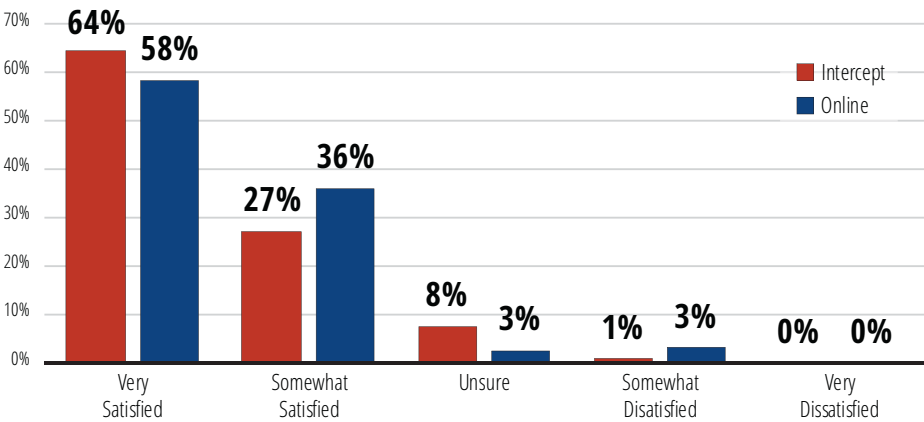
Snowbank Rinks



Satisfaction

Levels of satisfaction are high for outdoor ice users. 64% and 58% (intercept and online respectively) are “very satisfied.”

Overall Satisfaction



9

Summary: Key Findings

Identified as follows are key findings from each of the content areas of this Research Summary Report.

Background Review Key Findings

- Recreation amenities create vibrant communities and neighbourhoods
- Recreation, active living and sport are vitally important to Albertans
- Recreation is the experience that results from freely chosen participation in physical, social, intellectual, creative, and spiritual pursuits that enhance individual and community wellbeing
- Sustaining existing ice facilities is a priority
- Additional indoor ice arenas have been identified as a short and medium term need in past City planning efforts



Trends and Leading Practices Analysis Key Findings

Participation

- *Some available data sources suggests that organized, competitive sport participation is declining however these findings are highly dependent on specific sports and regions*
- *While numbers have stagnated provincially, hockey remains one of Alberta's most popular group/team activities*
- *Figure skating continues to remain popular; high participation in introductory programs (e.g. CanSkate)*
- *Spontaneous recreation opportunities are becoming more prevalent due to lower costs and flexible time commitments*

Infrastructure

- *Multiple ice sheet venues are being developed to capture economies of scale in operations and enable sport tourism*
- *More and more ice facilities are being built with leisure ice surfaces to enable community drop-in use*
- *Ice facility users are expecting basic facility amenities that are included in newer, more modern facilities*
- *LEED designations (environmentally friendly operations and technological advances)*
- *Outdoor rink ice and amenity quality are important drivers that impact utilization*

Leading Practices from Municipalities

- *Demonstrating social good and aligning with desired outcomes*
- *Revisiting the classification of "Prime" and "Non-Prime" ice*
- *Identifying new "Dry-Floor" opportunities*
- *Aligning maintenance of outdoor rinks with utilization data*

Population and Demographic Analysis Key Findings

- Red Deer's 2015 population is 100,807
- The population is expected to range between 149,911 and 186,891 by 2041
- The ten most populated neighbourhoods have an indoor ice facility within at least 3 kilometres



Inventory and Mapping Key Findings

Indoor Ice Facilities

- *There are six ice sheets at five indoor arena facilities (owned and operated by The City)*
- *Five of the six indoor ice sheets are concentrated south of the river*
- *Indoor ice is available (or will be) at Westerner Park and Red Deer College (under development)*
- *23 indoor ice sheets are available within a 50km radius of Red Deer*

Outdoor Ice Facilities

- *The City owns and maintains 36 boarded rinks*
- *The City owns and maintains 35 snowbank surfaces*
- *Outdoor oval and three pond skating areas*
- *Outdoor ice sites are well balanced throughout the city and are available for use during the winter months*



Current Provision Analysis Key Findings

Service Season

- *All indoor ice sheets offer ice from September 28 to March 24 (2015/16)*
- *Typically one arena is operated in the summer from July through May*

Indoor Utilization (Weekends: 8am – 10pm and Weekdays: 4pm – 10pm)

- *9,145 hours were available from October through March (2014/15)*
- *7,545 hours were booked*
- *83% utilization*

Operations

- *Most efficient: Kinsmen Arenas' net loss was \$95,069 for both ice sheets in 2015*
- *Least efficient: Red Deer Arena had a net loss of \$303,313 in 2015.*
- *Outdoor: Daily Maintenance Sites require \$18,025 annually to operate*

Required Investment

- *The total replacement value of City owned ice sheets, once the Red Deer Arena is replaced, is between \$65 and \$70M*
- *In ensuring existing facilities remain in operational, The City has identified over \$6.2M in required capital and maintenance investment over the next 10 years (to 2025; based on facility assessment completed; not including lifecycle reserve budgeting)*

Functional Assessment

- *Collicutt Centre ice sheet offers significantly better functionality than the other venues*

Benchmarking Key Findings

- Red Deer's level of provision of indoor ice facilities is comparable to municipalities of similar size
- Red Deer has significantly more outdoor ice amenities than comparable municipalities
- User fees are slightly lower in Red Deer than in municipalities of comparable size
- Prime user fees are approximately 12% higher in Red Deer compared to other arenas in central Alberta



Consultation Key Findings

User Group Survey

- 64% are satisfied to some extent with the overall provision of indoor ice facilities in Red Deer
- 74% want more than 6 ice sheets in Red Deer
- 55% of user groups are able to completely access sufficient indoor ice time to meet current needs (26% somewhat and 19% cannot access enough)

Stakeholder Discussions

- Despite aging facilities, current service levels provided at City ice arena facilities are high
- Current ice user rates are generally considered fair
- Lack of available prime time ice inhibits growth
- The current bookings/allocation process works better for some groups than others
- Multi-sheet venues are preferred should new development occur

Indoor Intercept Survey

- 98% drove to the arena
- 25% chose the specific arena based on the schedule of the program; 48% chose based on the arena's location
- 64% also utilize outdoor ice rinks in Red Deer
- 95% are satisfied to some degree with the drop-in skating opportunities in Red Deer

Outdoor Intercept Survey

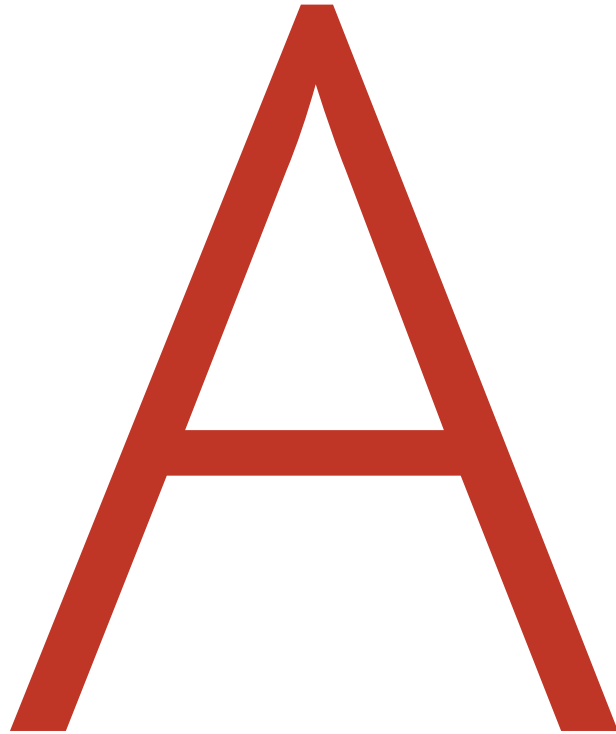
- 67% drove to the rink; 31% walked
- 64% are "very satisfied" with overall service (27% "somewhat satisfied")
- Public skating (44%) and shinny (37%) are the primary activities
- 66% think The City should maintain the number of current ice rinks

Outdoor Ice Public Survey

- 53% primarily drive to rinks; 45% primarily walk
- 58% are "very satisfied" with overall service (36% "somewhat satisfied")
- Shinny (47%) and public skating (36%) are the primary activities
- 72% think The City should maintain the number of current ice rinks



APPENDICES

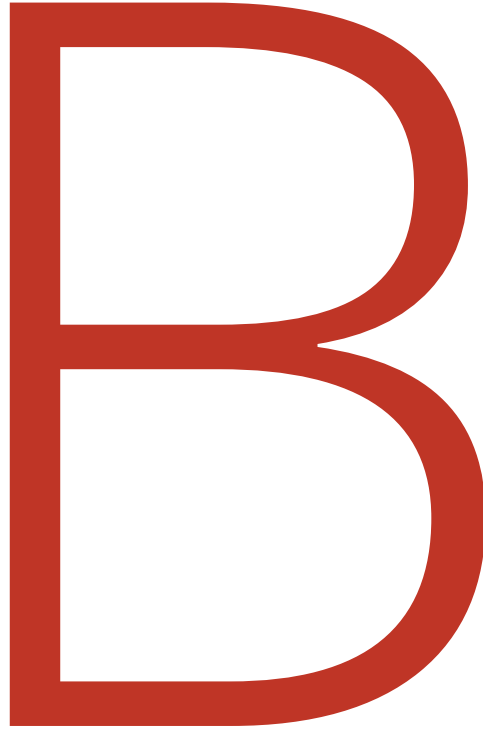


Facility Assessment Template

Venue name:	Venue #1	Rating				Weighting	Score
Arena Amenities	Ideal state	0 - not applicable	1	2	3 - ideal	(1-5)	
Ice surface	subtotal	0				5	0
	regulation size (for purpose; NHL or Olympic)						
	concrete slab						
	appropriate dasher system						
	appropriate access to ice surface						
	appropriate lighting levels						
	physically accessible						
Benches and players area	subtotal	0				3	0
	appropriately sized (large enough for full adult team and coaches)						
	located across from penalty/scorers box with adjacent access to change rooms						
	appropriate finish (skate tile, durable bench seating, padding)						
	convenience amenities (water and sink)						
	physically accessible						
Penalty box and scorekeeper area	subtotal	0				3	0
	appropriately sized						
	located across from benches						
	comfortable for scorekeepers						
	modern sound system and scoreboard operations						
Change rooms	subtotal	0				5	0
	appropriately sized						
	rectangle/oval layout (minimal corners)						
	six changes rooms (including off gender and referee)						
	full washroom and shower facilities						
	water fountains						
	physically accessible						
Spectator area	subtotal	0				3	0
	appropriate capacity for purpose				0		
	comfortable seating (seats or bench)						
	comfortable heating						
	full physical accessibility and safety features (railing, hearing loops, etc.)						
	good sight lines from all viewing areas						
	proximity to other facility amenities						
Alternative spectator options		0				2	0
Common space and circulation	subtotal	0				4	0
	appropriately sized lobby areas with social gathering spaces						
	convenient spectator access/egress						
	appropriate wayfinding and signage						
	communication and public address capabilities						
	convenient user access/egress						
	appropriate corridor width						
	appropriately located and publicly accessible administrative areas						
	welcoming aesthetics						
	Wi-Fi						
	sponsorship activation opportunities						
	physically accessible						
Food and beverage	subtotal	0				3	0
	quality food and beverage options						
	healthy food choices						
	appropriate proximity to spectator area						
	provides ability to section off licenced area						
	availability of water fountains						
	physically accessible						
Maintenance and operational efficiency	subtotal	0				3	0
	multiple sheets of ice (economies of scale)						
	Green energy efficient systems						
	Green energy efficient equipment						
	workshop space in close proximity to ice surface(s) and change rooms						
	adequate storage (for 1/2 ice board systems, user groups)						
	floor covering						
	appropriate exterior lighting						

		located across from benches						
		comfortable for scorekeepers						
		modern sound system and scoreboard operations						
Change rooms	subtotal		0			5		0
		appropriately sized						
		rectangle/oval layout (minimal corners)						
		six changes rooms (including off gender and referee)						
		full washroom and shower facilities						
		water fountains						
		physically accessible						
Spectator area	subtotal		0			3		0
		appropriate capacity for purpose				0		
		comfortable seating (seats or bench)						
		comfortable heating						
		full physical accessibility and safety features (railing, hearing loops, etc.)						
		good sight lines from all viewing areas						
		proximity to other facility amenities						
Alternative spectator options			0			2		0
Common space and circulation	subtotal		0			4		0
		appropriately sized lobby areas with social gathering spaces						
		convenient spectator access/egress						
		appropriate wayfinding and signage						
		communication and public address capabilities						
		convenient user access/egress						
		appropriate corridor width						
		appropriately located and publicly accessible administrative areas						
		welcoming aesthetics						
		Wi-Fi						
		sponsorship activation opportunities						
		physically accessible						
Food and beverage	subtotal		0			3		0
		quality food and beverage options						
		healthy food choices						
		appropriate proximity to spectator area						
		provides ability to section off licenced area						
		availability of water fountains						
		physically accessible						
Maintenance and operational efficiency	subtotal		0			3		0
		multiple sheets of ice (economies of scale)						
		Green energy efficient systems						
		Green energy efficient equipment						
		workshop space in close proximity to ice surface(s) and change rooms						
		adequate storage (for 1/2 ice board systems, user groups)						
		floor covering						
		appropriate exterior lighting						
		appropriate dehumidification						
		functional heating sub floor						
Complementary amenities (ice related)	subtotal		0			2		0
		VIP/special viewing/hosting areas						
		dry land warm up areas						
		skate sharpening services						
		athlete/therapy rooms						
		media/broadcast spaces						
		dry land training areas (multipurpose, walking/jogging tracks and fitness)						
		existence of tournament support/multipurpose rooms						
		adjacent or nearby hotel facilities						
		parking (sufficient amount, charging stations)						
Complementary amenities and facilities (non-ice related)	Community recreation and social amenities such as swimming pools, gymnasiums, restaurant and lounge facilities		0			1		0
Total points						0		
Total possible points						102		
Percentage						0.0%		

Venue name: Venue #1		Rating				Weighting	Score
Arena Amenities	Ideal state	0 - not applicable	1	2	3 - ideal	(1-5)	
Ice surface	subtotal					5	0
	regulation size (for purpose; NHL or Olympic)						
	concrete slab						
	appropriate dasher system						
	appropriate access to ice surface						
	appropriate lighting levels						
	physically accessible						
Benches and players area	subtotal					3	0
	appropriately sized (large enough for full adult team and coaches)						
	located across from penalty/scorers box with adjacent access to change rooms						
	appropriate finish (skate tile, durable bench seating, padding)						
	convenience amenities (water and sink)						
	physically accessible						
Penalty box and scorekeeper area	subtotal					3	0
	appropriately sized						
	located across from benches						
	comfortable for scorekeepers						
	modern sound system and scoreboard operations						
Change rooms	subtotal					5	0
	appropriately sized						
	rectangle/oval layout (minimal corners)						
	six changes rooms (including off gender and referee)						
	full washroom and shower facilities						
	water fountains						
	physically accessible						
Spectator area	subtotal					3	0
	appropriate capacity for purpose				0		
	comfortable seating (seats or bench)						
	comfortable heating						
	full physical accessibility and safety features (railing, hearing loops, etc.)						
	good sight lines from all viewing areas						
	proximity to other facility amenities						
Alternative spectator options						2	0
Common space and circulation	subtotal					4	0
	appropriately sized lobby areas with social gathering spaces						
	convenient spectator access/egress						
	appropriate wayfinding and signage						
	communication and public address capabilities						
	convenient user access/egress						
	appropriate corridor width						
	appropriately located and publicly accessible administrative areas						
	welcoming aesthetics						
	Wi-Fi						
	sponsorship activation opportunities						
	physically accessible						
Food and beverage	subtotal					3	0
	quality food and beverage options						
	healthy food choices						
	appropriate proximity to spectator area						
	provides ability to section off licenced area						
	availability of water fountains						
	physically accessible						
Maintenance and operational efficiency	subtotal					3	0
	multiple sheets of ice (economies of scale)						
	Green energy efficient systems						
	Green energy efficient equipment						
	workshop space in close proximity to ice surface(s) and change rooms						
	adequate storage (for 1/2 ice board systems, user groups)						
	floor covering						
	appropriate exterior lighting						
	appropriate dehumidification						
	functional heating sub floor						
Complementary amenities (ice related)	subtotal					2	0
	VIP/special viewing/hosting areas						
	dry land warm up areas						
	skate sharpening services						
	athlete/therapy rooms						
	media/broadcast spaces						
	dry land training areas (multipurpose, walking/jogging tracks and fitness)						
	existence of tournament support/multipurpose rooms						
	adjacent or nearby hotel facilities						
	parking (sufficient amount, charging stations)						
Complementary amenities and facilities (non-ice related)	Community recreation and social amenities such as swimming pools, gymnasiums, restaurant and lounge facilities					1	0
Total points							0
Total possible points							102
Percentage							0.0%



User Group Survey Tool

THE CITY OF RED DEER

Ice Facilities Plan

User Group Survey



An assessment of indoor and outdoor ice facilities in Red Deer is underway as The City works to better understand ice supply, demand and utilization in the city and throughout the region. But we need your help to make it happen. As a key stakeholder we want to understand your needs and hear from you as part of the process. This survey will apply to both ice and non-ice usage of arenas.

Please complete the questionnaire by **February 26th, 2016** on behalf of your organization and return it via email to slawuta@rcstrategies.ca or fax to (780) 426 – 2734. **Only one response per group is requested.**

If you have any questions about the project or questionnaire, please contact Shelley Gagnon, Recreation, Parks, and Culture Manager, at (403) 342 – 8165.

Section One: General Information

1. Please provide the following information about your organization.

Organization Name: _____

Contact Name and Position: _____

Contact Phone Number: _____

Contact Email: _____

2. Please use the space below to briefly explain the purpose/mandate of your organization and its main activities.

3. Which of the following age groups does your organization serve? Please select all that apply.

Children
(Ages 0 – 12)

☐

Youth
(Ages 13 – 17)

☐

Adults
(Ages 18+)

☐

Seniors
(Ages 65+)

☐

4. How many active participants (e.g. players, program participants) are registered in your organization?
If possible, please provide data from previous years.

2015/2016

2014/2015

2013/2014

2012/2013

2011/2012

5. Over the next couple of years, what are your expectations for participant numbers?

Grow

☐

Remain Stable

☐

Decline

☐

6. Generally speaking, should the amount of ice your organization currently accesses stay the same or change?

Stay the Same

☐

Change

☐

6a. Please explain your response.

7. The City of Red Deer provides five indoor ice facilities (6 ice sheets) for user groups and residents. How satisfied is your organization with the overall provision of indoor ice facilities in Red Deer?

Very
Satisfied

☐

Somewhat
Satisfied

☐

Unsure

☐

Somewhat
Dissatisfied

☐

Very
Dissatisfied

☐

7a. Please explain your response.

8. Which ice rates does your organization currently pay for? Please select all that apply.

☐ Youth Prime Time

☐ Youth Non-Prime Time

☐ Youth Sporting Event

☐ Adult Prime Time

☐ Adult Non-Prime Time

☐ Adult Sporting Event

☐ Commercial/Non-Residential/Special Event

9. On behalf of your organization, do you think that the rates for ice are fair for the current level of service that your organization receives at the facilities that you use?

Yes

☐

Unsure

☐

No

☐

9a. Please explain your response.

Section Two: Current Indoor Ice Facility Usage

10. For each indoor ice facility listed below:

- Does your organization use this facility?
- Does this facility meet the needs of your organization?
- If the facility does not completely meet your needs (if you answered "yes, somewhat", or "no") please explain why.

Facility	a) Does your organization use this facility?	b) Does this facility meet the needs of your organization?	c) If the facility does not completely meet your needs (if you answered "yes, somewhat" or "no") please explain why.
Red Deer Arena	<input type="checkbox"/> Yes	<input type="checkbox"/> Yes, Completely	
	<input type="checkbox"/> No	<input type="checkbox"/> Yes, Somewhat	
		<input type="checkbox"/> No	
Kinex Arena	<input type="checkbox"/> Yes	<input type="checkbox"/> Yes, Completely	
	<input type="checkbox"/> No	<input type="checkbox"/> Yes, Somewhat	
		<input type="checkbox"/> No	
G.H. Dawe Community Centre Arena	<input type="checkbox"/> Yes	<input type="checkbox"/> Yes, Completely	
	<input type="checkbox"/> No	<input type="checkbox"/> Yes, Somewhat	
		<input type="checkbox"/> No	
Collicutt Centre Arena	<input type="checkbox"/> Yes	<input type="checkbox"/> Yes, Completely	
	<input type="checkbox"/> No	<input type="checkbox"/> Yes, Somewhat	
		<input type="checkbox"/> No	
Kinsmen Community Arena "A"	<input type="checkbox"/> Yes	<input type="checkbox"/> Yes, Completely	
	<input type="checkbox"/> No	<input type="checkbox"/> Yes, Somewhat	
		<input type="checkbox"/> No	
Kinsmen Community Arena "B"	<input type="checkbox"/> Yes	<input type="checkbox"/> Yes, Completely	
	<input type="checkbox"/> No	<input type="checkbox"/> Yes, Somewhat	
		<input type="checkbox"/> No	
Westerner Park ENMAX Centrium (not owned by The City)	<input type="checkbox"/> Yes	<input type="checkbox"/> Yes, Completely	
	<input type="checkbox"/> No	<input type="checkbox"/> Yes, Somewhat	
		<input type="checkbox"/> No	

11. Is your organization able to access sufficient indoor ice time to meet your current needs?

Yes, Completely

☐

Yes, Somewhat

☐

No

☐

12. If your organization requires more ice time, please indicate the amount of additional hours per annual season of access to indoor ice facilities your organization needs in the following categories.

Weekends
(6:30 am – Midnight)

Weekdays Prime
(6:30 am – 8:30 am; 3:30 pm – Midnight)

Weekdays Non-Prime
(8:30 am – 3:30 pm)

13. Answering on behalf of your organization, what should The City's provision be for indoor ice facilities in the future?

Sustain the existing number of indoor ice facilities.

(6 Ice Sheets)

☐

Increase the number of indoor ice facilities.

(More than 6 Sheets of Ice)

☐

- 13a. Please explain your response.

14. Would your organization like improved access to any of the following types of amenity spaces at indoor ice facilities? Please select all that apply.

☐ Storage space

☐ Meeting space

☐ Warm-up space

☐ Flexible dressing room space

☐ Concession

☐ Seating capacity

☐ Other (please specify): _____

15. Does your organization use indoor ice facilities outside of the city of Red Deer for purposes other than away games? Please select all that apply.

☐ No

☐ Yes, for home games

☐ Yes, for organized team practices

☐ Yes, for extra ice time (e.g. skill development, shinny)

☐ Yes, other (please specify): _____

16. If "yes," please indicate the reason(s) why your organization uses ice outside of Red Deer.

☐ Better ice times are available elsewhere

☐ Better quality of indoor ice facilities

☐ The rental rates are less expensive

☐ The location is more convenient for our participants

☐ Other (please specify): _____

17. Is it acceptable for local ice organizations to use indoor ice facilities outside of the city of Red Deer to meet their program goals? (For purposes other than away games.)

Yes

☐

No

☐

17a. Please explain your response.

18. Should regional municipalities work together in the planning and delivery of indoor ice facilities?

Yes

☐

No

☐

18a. Please explain your response.

Section Three: Outdoor Ice Facilities

The City of Red Deer is also considering outdoor ice facilities in the scope of the Ice Facilities Plan. The following section is specific to outdoor ice facilities.

19. Does your organization use outdoor ice in the city of Red Deer? Please select all that apply.

☐ No

☐ Yes, for home games

☐ Yes, for organized team practices

☐ Yes, for extra ice time (e.g. skill development, shinny)

☐ Yes, other (please specify): _____

20. If your organization uses outdoor ice facilities, please specify the top three ice surfaces used.

1. _____
2. _____
3. _____

21. Answering on behalf of your organization, what should The City's provision be for outdoor ice facilities in the future?

- ☐ Reduce the number of outdoor ice facilities (less than 36 boarded/35 snow bank sheets of ice)
- ☐ Sustain the existing number of outdoor ice facilities (36 boarded/35 snow bank sheets of ice)
- ☐ Increase the number of outdoor ice facilities (more than 36 boarded/35 snow bank sheets of ice)

21a. Please explain your response.

22. In order to meet the future needs of local ice organizations, do you think The City should allow groups to book outdoor ice surfaces for scheduled use?

Yes

☐

No

☐

23. If The City allows organizations to book outdoor ice surfaces for scheduled use, would your organization be willing to pay an ice rental rate?

Yes

☐

No

☐

23a. Please explain your response.

24. Which components and amenities would be desired if your organization were to consider using outdoor ice facilities to meet your program goals? Please select all that apply.

- | | |
|--|--|
| <input type="checkbox"/> Refrigerated ice | <input type="checkbox"/> Concession |
| <input type="checkbox"/> Improved quality of natural ice | <input type="checkbox"/> Adjacent to indoor ice facility |
| <input type="checkbox"/> Cover and wind shelter | <input type="checkbox"/> Washroom facilities |
| <input type="checkbox"/> Change room facilities | <input type="checkbox"/> Lighting |
| <input type="checkbox"/> Improved boards | <input type="checkbox"/> Activity schedule board |
| <input type="checkbox"/> Spectator viewing | |
| <input type="checkbox"/> Other (please specify): _____ | |
| <input type="checkbox"/> No changes are required. | |

24a. Please explain why they would be desired.

Section Four: General Comments

25. Considering the ice facilities (indoor and/or outdoor) that your organization has used in other communities, are there any trends or "best practices" that you would like to see implemented at ice facilities in Red Deer?

26. Please use the space below to provide any additional comments on indoor and/or outdoor ice facilities in Red Deer.

Thank you for completing this survey!



Outdoor Online Survey Tool

THE CITY OF RED DEER

Ice Facilities Plan

Outdoor Ice Public Web Survey



The City of Red Deer is developing an Ice Facilities Plan to effectively plan for the future of ice facilities in the city, including outdoor rinks. Gathering feedback from public outdoor ice users is a critical aspect of the project. Please answer the following questions based on your experience using the outdoor ice rinks in Red Deer over the past year.

1. Which outdoor ice rinks do you use?
 Ice rink you use most often: _____
 Other ice rinks you frequently use: _____
2. How do you get to the outdoor rink you primarily use and how long does it take (minutes)?
☐ Walk (please specify time): _____
☐ Drive (please specify time): _____
☐ Public Transit (please specify time): _____
☐ Other (please specify mode of transportation and time): _____
3. Why did you come to this rink? Please select all that apply.
☐ Location ☐ For its ice quality
☐ For its amenities ☐ To be with friends/family
☐ Other (please specify): _____
4. Which activity do you participate in the most at the outdoor rinks?
☐ Public skating ☐ Figure skating
☐ Shinny ☐ Speed skating
☐ Skating for fitness ☐ Other (please specify): _____
5. Which other activities do you participate in at the outdoor rinks? Please select all that apply.
☐ Public skating ☐ Figure skating
☐ Shinny ☐ Speed skating
☐ Skating for fitness ☐ Other (please specify): _____

6. How often do you use the outdoor ice rinks in Red Deer (during the season)?
- ☐ Daily (4+ times per week)
- ☐ Weekly (1 – 3 times per week)
- ☐ Monthly (1 – 3 times per month)
- ☐ Yearly (1 – 2 times per year)
7. Why do you use the outdoor rinks in Red Deer? Please select all that apply.
- ☐ Free admission ☐ Develop skills
- ☐ Convenience ☐ Fitness
- ☐ Unscheduled ☐ Fun/enjoyable
- ☐ Socialization ☐ To be with friends/family
- ☐ To spend time outdoors ☐ Other (please specify): _____
8. What, if anything, prevents you from using the outdoor rinks (besides weather)? Please select all that apply.
- ☐ Nothing prevents me from using the rinks
- ☐ Crowding
- ☐ Skate shack not open
- ☐ Uncomplementary use (e.g. people are playing hockey and you do not want to play)
- ☐ You have been told the rink has been booked for a group use.
- ☐ Please specify which rinks: _____
- ☐ The condition/maintenance of the ice
- ☐ Other (please specify): _____
9. If you have been told the rink has been booked, approximately how many times in the previous year has this occurred? Only answer if you have been told the rink is booked.
- ☐ Once
- ☐ 2 – 3 times
- ☐ 4 – 6 times
- ☐ 7 or more times
10. What would improve your experience at the outdoor ice rinks? Please select all that apply.
- ☐ Lights ☐ More parking
- ☐ Indoor warmup area ☐ Larger snowbank ice surface
- ☐ Washroom access ☐ Maintenance of amenities
- ☐ Better ice quality ☐ Better public communication (identifying when ice surfaces that are cleared of snow, shaved, and flooded)
- ☐ Faster snow removal ☐ Other (please specify): _____

11. The City maintains 36 boarded and 35 snowbank outdoor rinks. Do you think the City should increase, keep as is, or decrease the amount of rinks?

A) Boarded Rinks:

- ☐ Increase
- ☐ Keep as is
- ☐ Decrease

B) Snowbank Rinks:

- ☐ Increase
- ☐ Keep as is
- ☐ Decrease

12. Please indicate your overall level of satisfaction with the outdoor ice rinks in Red Deer.

- ☐ Very satisfied
- ☐ Somewhat satisfied
- ☐ Unsure
- ☐ Somewhat dissatisfied
- ☐ Very dissatisfied

13. Do you have any other comments about outdoor ice rinks in Red Deer?

14. What is your postal code?

15. What is your age?

Thank you for taking the time to complete this survey!



Outdoor Intercept Survey Tool

THE CITY OF RED DEER

Ice Facilities Plan

Outdoor Ice Intercept Survey



The City of Red Deer is developing an Ice Facilities Plan to effectively plan for the future of ice facilities in the city, including outdoor rinks. Gathering feedback from outdoor ice users is a critical aspect of the project.

INTERVIEWER USE ONLY

Date: _____, 2016 Time: _____ ☐ AM ☐ PM Temperature: _____ °C

Location: _____

Rink Type: ☐ Boarded ☐ Snowbank ☐ Pond ☐ Oval

Age: ☐ Child (0 – 12) ☐ Youth (13 – 17) ☐ Adult (18+) ☐ Senior (65+)

Gender: ☐ Female ☐ Male

1. What is your address and postal code?

Address: _____

Postal Code: _____

2. How did you get here today and how long did it take (minutes)?

☐ Walk: _____

☐ Drive: _____

☐ Public Transit: _____

☐ Other (please specify mode of transportation): _____

3. Why did you come to this rink?

☐ Location

☐ For its amenities

☐ For its ice quality

☐ To be with friends/family

☐ Other (please specify): _____

4. What is the primary activity you are participating in at the rink today?
- ☐ Public skating
- ☐ Shinny
- ☐ Figure skating
- ☐ Speed skating
- ☐ Skating for fitness
- ☐ Other (please specify): _____
5. What other activities do you participate in at the outdoor rinks? *Select all that apply.*
- ☐ Public skating
- ☐ Shinny
- ☐ Figure skating
- ☐ Speed skating
- ☐ Skating for fitness
- ☐ Other (please specify): _____
6. How often do you use the outdoor ice rinks in Red Deer?
- ☐ Daily (4+ times per week)
- ☐ Weekly (1 – 3 times per week)
- ☐ Monthly (1 – 3 times per month)
- ☐ Yearly (1 – 2 times per year)
7. Have you used other outdoor ice rinks in Red Deer in the last two years?
- ☐ Yes (please specify which rinks): _____
- ☐ No (please specify why not): _____
8. Why do you use the outdoor rinks in Red Deer? *Select all that apply.*
- ☐ Free admission ☐ Fitness
- ☐ Convenience ☐ Fun/enjoyable
- ☐ Unscheduled ☐ Socialization
- ☐ Develop skills ☐ To spend time outdoors
- ☐ Spend time with friends/family ☐ Other (please specify): _____
9. Is the outdoor rink ever not available for you to use because it is in use by a group? If so, how often?
- ☐ Never
- ☐ Once in a while
- ☐ Regularly
- ☐ All the time

10. What "stops" you from using outdoor rinks?

- ☐ Weather
- ☐ I'm told I can't because it is booked
- ☐ I don't want to skate while hockey is going on
- ☐ Other (please specify): _____

11. What would improve your experience at the outdoor ice rinks? *Select all that apply.*

- | | |
|--|--|
| <input type="checkbox"/> Lights | <input type="checkbox"/> More parking |
| <input type="checkbox"/> Indoor warmup area | <input type="checkbox"/> Larger snowbank ice surface |
| <input type="checkbox"/> Washroom access | <input type="checkbox"/> Maintenance of amenities |
| <input type="checkbox"/> Better ice quality | <input type="checkbox"/> Better public communication (identifying when ice surfaces that are cleared of snow, shaved, and flooded) |
| <input type="checkbox"/> Faster snow removal | <input type="checkbox"/> Other (please specify): _____ |

12. The City maintains 36 boarded and 35 snow bank outdoor rinks. Do you think The City should:

- ☐ Reduce the existing number of outdoor ice facilities (36 boarded/35 snow bank sheets of ice)
- ☐ Sustain the existing number of outdoor ice facilities (36 boarded/35 snow bank sheets of ice)
- ☐ Increase the number of outdoor ice facilities (more than 36 boarded/35 snow bank sheets of ice)

13. Please indicate your overall level of satisfaction with the outdoor ice rinks in Red Deer.

- ☐ Very satisfied
- ☐ Somewhat satisfied
- ☐ Unsure
- ☐ Somewhat dissatisfied
- ☐ Very dissatisfied

14. Do you have any other comments about outdoor ice rinks in Red Deer?

Thank you for taking the time to complete this survey!



Indoor Intercept Survey Tool

THE CITY OF RED DEER

Ice Facilities Plan

Indoor Ice Intercept Survey



The City of Red Deer is developing an Ice Facilities Plan to effectively plan for the future of ice facilities in the city. Gathering feedback from participants of drop-in skating activities in Red Deer's arenas is an important aspect of the project. Drop-In Skating includes the following spontaneous activities: Public Skating, Parent & Tot Skating/Hockey, 55+ Skating, Adult Drop-In Hockey.

INTERVIEWER USE ONLY

Date: _____, 2016 Time: _____ ☐ AM ☐ PM

Arena: ☐ G.H. Dawe Community Centre ☐ Collicutt Centre ☐ Kinex Arena ☐ Red Deer Arena
 ☐ Kinsmen Community Arenas (Sheet A) ☐ Kinsmen Community Arenas (Sheet B)

Program: ☐ Public Skating ☐ Parent and Tot Skating/Hockey ☐ 55+ Skating ☐ Adult Drop-in Hockey
 ☐ Other (please specify): _____

Age: If the participant is there with a group (e.g. family), please identify the number of people in the group by age.
 ☐ Child (0 – 12) _____ ☐ Youth (13 – 17) _____ ☐ Adult (18+) _____ ☐ Senior (65+) _____

Gender: ☐ Female ☐ Male

1. What is your postal code? _____
2. How did you get here today and how long did it take (minutes)?
☐ Walk (please specify time): _____
☐ Drive (please specify time): _____
☐ Public Transit (please specify time): _____
☐ Other (please specify mode of transportation and time): _____
3. Why did you come to this rink? Please select all that apply.

☐ Location
☐ Program is only offered here
☐ For its ice quality
☐ Other (please specify): _____

☐ Schedule of the program (day/time)
☐ For the facility's amenities/other program options
☐ To be with friends/family

4. Which arenas in Red Deer do you visit to participate in drop-in skating? Select all that apply. Please include this arena.
- ☐ G.H. Dawe Community Centre
 - ☐ Collicutt Centre
 - ☐ Kinex Arena
 - ☐ Red Deer Arena
 - ☐ Kinsmen Community Arenas (Sheet A)
 - ☐ Kinsmen Community Arenas (Sheet B)
5. What drop-in skating programs do you participate in at the indoor arenas? Select all that apply. Please include the program they participated in today.
- ☐ Public Skating
 - ☐ Parent & Tot Skating/Hockey
 - ☐ 55+ Skating
 - ☐ Adult Drop-In Hockey
 - ☐ Other (please specify): _____
6. How often do you attend drop-in skating programs at the indoor ice arenas in Red Deer (during the season)?
- ☐ Daily (4+ times per week)
 - ☐ Weekly (1 – 3 times per week)
 - ☐ Monthly (1 – 3 times per month)
 - ☐ Yearly (1 – 2 times per year)
7. Why do you participate in drop-in skating at the indoor arenas? Please select all that apply.
- ☐ Affordable activity
 - ☐ Fun/enjoyable
 - ☐ Convenience
 - ☐ Socialization
 - ☐ Develop skills
 - ☐ Spend time with friends/family
 - ☐ Fitness
 - ☐ Other (please specify): _____
8. How do you pay for your admission at drop-in skating opportunities?
- ☐ Single visit admissions
 - ☐ Multi-visit card
 - ☐ Monthly card
 - ☐ Complimentary pass or discounted admission (e.g. 2 for 1)
 - ☐ Other (please specify): _____
9. Do you use the outdoor ice rinks in Red Deer? ☐ Yes ☐ No
10. If you answered "No" to Question #9, why not? Please select all that apply.
- ☐ Location
 - ☐ I'm told I can't because it is booked
 - ☐ Weather
 - ☐ I don't want to skate while hockey is going on
 - ☐ Ice quality
 - ☐ Other (please specify): _____

11. How satisfied are you with:
- A) The **number** of drop-in skating opportunities; and
- B) The **scheduled times** of drop-in skating opportunities at indoor arenas in Red Deer?

Question	Very Satisfied	Somewhat Satisfied	Unsure	Somewhat Dissatisfied	Very Dissatisfied
A) Number of drop-in skating opportunities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B) Scheduled times of drop-in skating opportunities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

12. What prevents you from participating in drop-in skating opportunities more often at the indoor arenas in Red Deer? Please select all that apply.
- ☐ Schedule doesn't match my availability
- ☐ Skill level
- ☐ Parking
- ☐ Access to equipment
- ☐ Cost to participate
- ☐ Location
- ☐ Other (please specify): _____
- ☐ Nothing
13. What would improve your experience at drop-in skating at the indoor arenas? Please select all that apply.
- ☐ Better communication about schedules
- ☐ Change to times that drop-in skating opportunities are offered
- ☐ More parking
- ☐ Increase in number of drop-in skating opportunities
- ☐ Other (please specify): _____
- ☐ Nothing
14. Please indicate your overall level of satisfaction with drop-in skating opportunities at the Red Deer arenas?
- ☐ Very satisfied
- ☐ Somewhat satisfied
- ☐ Unsure
- ☐ Somewhat dissatisfied
- ☐ Very dissatisfied
15. Do you have any other comments about outdoor ice rinks in Red Deer?

Thank you for taking the time to complete this survey!



Stakeholder Discussion Participants

Organization Name	Individual/Representative
City of Lacombe	Calvin Bennefield
Community Associations	Eight participants
CoRD Financial Specialist	Kevin Good
CoRD Collicutt Centre	Sherry McInnis
CoRD Community Development	Pauline Mousseau & Jennifer Garnett
CoRD Facility Bookings	Shelley Broadbent
CoRD Facility Operations	Curtis Martinek, Cutis Bailey, & Stan Krawiec
CoRD Land and Economic Development	John Sennema & Michelle Zeggil
CoRD Parks	John Eastwood & Trevor Poth
CoRD Planning	Emily Damberger
CoRD Program Coordinator—Collicutt	Jodi Smith
CoRD Program Coordinator—Dawe	Monique Pages
CoRD Recreation, Parks & Culture	Sarah Cockrill, Shelley Gagnon, Barb McKee, Deb Comfort, Tammy, Denis
Delburne Agricultural Society	Lance Cochrane
East Morrisroe Community Association	Jim Todd
Hockey Camps	—
Jack Benny Recreational Hockey League	Darcy Warawa
Power Skating/Hockey Camps	Val Norrie
Pylon's Hockey Club	Mike
Red Deer College	Doug Sharp
Red Deer County	Joanne Symington
Red Deer Major Lacrosse	Jeanelle
Red Deer Minor Hockey Association	Joanne Mahura & Dallas Gaume
Red Deer Minor Lacrosse	Lorae Couchman
Red Deer No Hit League	Chad
Red Deer Oldtimers	Darin and Gary
Red Deer Pond Hockey	Bob Weinrauch
Red Deer Ringette	Mike Sullivan
Red Deer Rookies	Mike
Red Deer Skating	Patti Somer
Red Deer Speed Skating	Andrew Jenkins
Red Deer Vipers	Wade Krusky
Ringette - CA Sting AA	Tanya Doyle & Chris
Ringette - CA Wiggers	Marilyn Shand & Ersela
Roller Hockey	Nan Shybunka & Shelley
School Academies	Adam Silery & Wendy Parker
Sledge Hockey	Sheldon Fandrey
Spruceview Agricultural Society	Mitch Hetu
Town of Blackfalds	Sean Barnes
Town of Penhold	Michael Szievczuk
Town of Sylvan Lake	Jennifer Bickell
Westerner Park/ENMAX Centrum	Kelly Korpany



User Group Survey Respondents

#	Organization Name
1.	Alternative School Centre
2.	Annie L Gaetz School
3.	Bentley OldTimers "Red Deer Premiums" Hockey Team*
4.	Central AB Wiggers Ringette Association*
5.	Destiny Christian School
6.	Eastview Estates Community Association
7.	Eastview Middle School
8.	Ecole Barrie Wilson School
9.	G.W. Smith Elementary School
10.	Holy Family School
11.	Hunting Hills High School
12.	Joseph Welsh Elementary School
13.	Lacombe Minor Hockey
14.	Lindsay Thurber High School
15.	Maryview School
16.	Mountview School
17.	Mourning Blues Hockey Club*
18.	Normandeau School
19.	Notre Dame High School
20.	Pylons hockey*
21.	Red Deer Catholic St. Thomas Aquinas School
22.	Red Deer Central Lions Speed Skating Club*
23.	Red Deer College
24.	Red Deer Major Lacrosse
25.	Red Deer Minor Hockey*
26.	Red Deer Optimist Chiefs Midget AAA*
27.	Red Deer Pond Hockey*
28.	Red Deer Ringette Association*
29.	Red Deer Roller Hockey Association
30.	Red Deer Rookies*
31.	Red Deer Rosedale Community Association
32.	St Francis Middle School
33.	St. Elizabeth Seton
34.	St. Martin de Porres School
35.	St. Patrick's Community School
36.	TBS Community Society*
37.	The Next Shift Sport Development*
38.	Town of Penhold
39.	Westerner Park

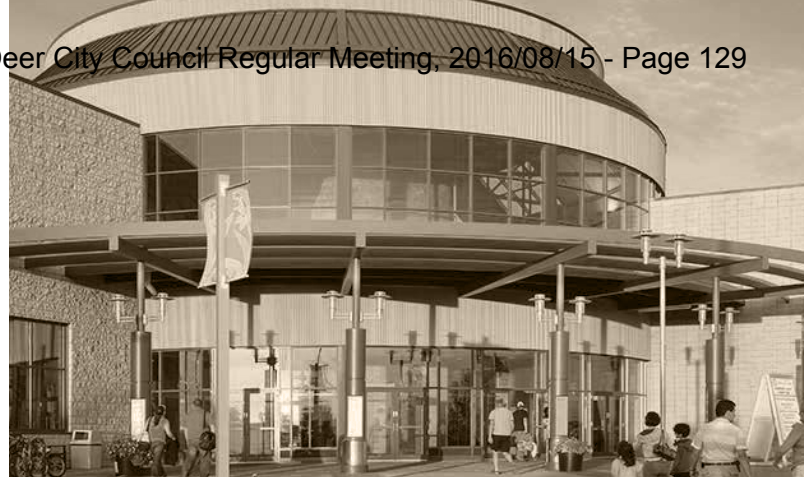
* Ice sport groups







wikimedia.org



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THE CITY OF RED DEER

Ice Facilities Plan

FINAL DRAFT
July 2016



THE CITY OF RED DEER

Ice Facilities Plan

FINAL DRAFT
July 2016

Executive Summary

The City of Red Deer undertook the development of an Ice Facilities Plan in order to outline a future direction for indoor and outdoor ice facility provision. The Plan provided the opportunity to assess the current situation; identify areas of enhancement; analyze changing local and regional dynamics related to ice provision; and clarify future needs for infrastructure. The Plan provides The City with a planning document that can help inform and guide future decision making.

The Plan was developed using a number of research inputs, including engagement with facility users. The adjacent graphic illustrates the research inputs that were considered in the development of the Plan.

Note: The research findings are summarized in this Plan document and available in further detail in a separate Research Summary Report document.

A number of key research findings and considerations emerged and provided a basis for the development of the Plan. These include the following.

- The current of provision of indoor ice sheets in Red Deer is consistent with comparably sized urban municipalities (1 sheet for every 16,801 residents). Benchmarking confirms that it is reasonable to expect provision to decrease as the city grows.
- Analysis of utilization data indicates that peak time utilization of indoor ice sheets is 83%; non-peak utilization is 51%.
- Satisfaction levels among indoor and outdoor ice users are generally high, although room exists for ongoing improvement.
- The City provides a significantly higher quantity of outdoor ice sheets in comparison to other urban municipalities.
- Multi-sheet venues provide a number of benefits including increased operational efficiency, expanded event and competition hosting capacity, and are generally preferred by user groups.
- The City has, and will need to continue investing significant dollars to sustain current facilities. A scheduled 2019 assessment of the Kinex Arena will further clarify life expectancy and future capital investment required beyond 2020.
- The decommissioning of the Red Deer Arena is concerning in the short term for many user groups and will impact overall provision. The situation, however, will force The City and user groups to further identify efficiencies and methods to most effectively use available ice.

Research Inputs

(How was the Plan developed?)

- Review of Current Practices
- Utilization Analysis
- User Engagement
- Trends
- Leading Practices
- Benchmarking
- Previous Strategic Planning
- Population and Demographics

Ice Facilities Plan

Outcomes

(What areas of indoor and outdoor provision will the Plan inform?)

- Infrastructure Planning
- Partnerships and Collaborations
- Allocations
- Inventory Management
- Service Delivery Approach and Philosophy
- User Group Support and Communication

- A large proportion of outdoor ice users drive to their site of choice. Weather and ice quality are key drivers of use.
- Available data suggests that outdoor ice rink utilization varies greatly from site to site.

The Plan identifies a Provision Philosophy (Section 4) for ice facilities in Red Deer. The following Vision and Goals form a basis and foundation for how indoor and outdoor ice facilities may be provided in the future.

Vision for Ice Facilities in Red Deer

Ice facilities in Red Deer are inclusive, supportive, and accessible while being vibrant gathering hubs for healthy physical activity and community engagement.

The City will additionally look to provide ice facilities in a manner that is consistent with provincial and national best practices. Key aspects of Canadian Sport for Life (CS4L) and the Long Term Athlete Development model (LTAD), a Framework for Recreation in Canada 2015, and Active Alberta will help guide The City's future provision of ice facilities and alignment will be sought whenever appropriate.

Ice Facility Goals

1. Ice facilities are planned, designed, and operated in **alignment with broader strategic planning and objectives of The City of Red Deer**.
2. Ice facilities are **available and affordable to all residents** for various activities including traditional organized sport, newly emerging sports and activities, and spontaneous/unscheduled utilization.
3. Ice facilities are **operated effectively and efficiently**, considering long-term sustainability.
4. Ice facilities in Red Deer are of high quality in relation to the intended level and appropriateness of use.
5. Ice facilities are designed and operated to **balance resident and visitor interests**, enhancing quality of life and capitalizing on opportunities to create economic benefits for Red Deer.

Strategic Directions

Section 5 of the document outlines twelve indoor and five outdoor Strategic Directions (recommendations). In some instances, the Strategic Directions identified are intended to re-align aspects of ice facility provision. Others are intended to simply reinforce existing practices or strategies that have already been initiated.

Inventory Management recommendations for indoor ice facilities include the following.

- Work with indoor ice user groups to further explore opportunities to maximize the use of existing facilities (Indoor Strategic Direction #1)
- Refresh the Ice Allocation Policy and Procedure (Indoor Strategic Direction #2)
- Enhance data collection and analysis practices (Indoor Strategic Direction #3)

Recommendations identified for **Current Indoor Infrastructure** include the following.

- Establish a base level of service (Indoor Strategic Direction #4)
- Establish a more formal protocol for facility lifecycle replacement budgeting (Indoor Strategic Direction #5)
- Use of the Facility Condition Index (FCI) or similar metric to inform reinvestment vs decommission (or replacement) decisions (Indoor Strategic Direction #6)

A key objective of the Strategy is to identify **Future Infrastructure** tactics for indoor ice facilities. Recommended design principles are suggested (Indoor Strategic Direction #7) to guide future capital development of new or enhanced indoor ice facilities. Targeted provision ratios are also outlined (Strategic Direction #8) which suggest that The City should strive to provide ice facilities at a provision ratio of one indoor ice sheet for every 15,000 residents. However as the city grows, it is realistic that provision ratios will decrease. Decision making triggers are also identified (Strategic Directions #9) and should be used moving forward to help validate need for new or refreshed facilities.

The recommendations provided for future indoor ice infrastructure in Red Deer ultimately culminate in the identification of an overarching strategic approach (Indoor Strategic Direction #10). This approach reflects the need to sustain existing ice sheets at the Collicutt Centre and Kinsmen Arenas. Exploration of upgrading the G.H. Dawe ice sheet to regulation size should be undertaken and is an important variable in the suggested approach for new facility development. As reflected in the chart below, it is anticipated that The City will need to explore the development of four new ice sheets over the next decade. Two of these sheets will replace existing facilities with a net addition of two additional sheets to the inventory.

Action	Suggested Approach	Timing	Net Impact
Replacement of the Red Deer Arena	1. Replace on the same site.	2018	0
Assessment of the Kinex Arena	1. Assess in 2019 (complete assessment). 2. Replace at the G.H Dawe (if existing surface can be upgraded to regulation) or Collicutt when facility requires decommissioning.	TBD	0
Addition of New Ice Surface to the Inventory	1. Determine/measure the extent to which the new RDC arena has met community need. 2. Explore potential partnerships. 3. Preference towards adding onto existing facility (Collicutt or partner).	2021	1
Addition of New Ice Surface to the Inventory	1. Preference towards adding onto existing facility (Collicutt or partner). 2. Explore potential partnerships and new site options if required.	2026+	1

While the above chart identifies an approach based on current analysis and information, it is important to note that ice facility needs and other community and regional dynamics are continuously evolving. The Plan identifies a number of factors that should be considered and further analyzed as final decision making occurs in the future.

Recommendations are also provided to help guide **Partnerships and Collaborations** pertaining to indoor ice provision.

- Increase dialogue with user groups (Indoor Strategic Direction #11)
- Use of the suggested Partnership Framework when exploring major indoor ice facility partnerships with regional municipalities, the private sector, and public sector organizations (Indoor Strategic Direction #12)

The five **Outdoor Ice Facility Strategic Directions** provide recommendations in a number of areas pertaining to outdoor rinks and sites and are noted below.

- Work towards defining a base level of service for outdoor rink in Red Deer which clarifies service expectations related to geographic balance, amenity provision standards, maintenance protocols, and the benefits/ impact of future major “hub” sites (Outdoor Strategic Direction #1)
- Continue to prioritize the collection of outdoor rink utilization data (Outdoor Strategic Direction #2)
- Designate selected outdoor rinks for organized group bookings (Outdoor Strategic Direction #3)
- Adapt maintenance standards for boarded and lit outdoor rinks (Outdoor Strategic Direction #4)
- Focus on increasing utilization of existing outdoor rinks before considering new development (Outdoor Strategic Direction #5)

An Implementation Strategy (Section 6) is also provided which highlights key next steps and an anticipated schedule for major capital upgrades and development. Implementation tactics are also embedded through the Strategic Directions as pertinent to the recommendations identified.

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Introduction and Project Context

The City of Red Deer believes in the value of recreation facilities and opportunities and invests significantly in these essential services. One of the largest areas of service The City provides within the recreation realm is ice facilities (indoor and outdoor). The City currently owns and operates five indoor ice arenas (six ice surfaces). One additional indoor ice arena is operated by a local non-profit at Westerner Park and another ice arena is currently being constructed by Red Deer College. The City also owns and maintains 75 outdoor ice surfaces which include 36 boarded rinks, 35 snowbank rinks, three pond rinks and a skating oval.

Facility	Number of Sheets	Year Built
Red Deer Arena	1	1952
Kinex Arena	1	1967
Kinsmen Community Arenas	2	1975, 1988
G.H. Dawe Community Centre	1	1983
Collicutt Centre	1	2000

The importance of developing a strategic direction for ice arena infrastructure is necessitated by a number of factors which will directly impact current and future ice arena supply in the Red Deer area. These factors include the following.

- Facility assessment data has identified issues with aging facilities that will require The City to determine approaches for reinvestment and/or replacement.
*An updated assessment will be conducted in 2019 to determine the future service capacity of the Kinex Arena.
- The decommissioning of the Red Deer Arena occurred at the end of the 2015/2016 ice season with the replacement facility expected to open by the fall of 2018. In the meantime The City will have one less available ice sheet than in previous years.
- In the City's current 10-year capital plan, the G.H. Dawe Community Centre has been identified as the site for an additional ice arena to be built on in 2025.
- A new single sheet facility is under construction at Red Deer College; the facility is expected to have some level of community use but the exact parameters and quantity are undefined.

THE CITY OF RED DEER PROVIDES:

6 Indoor Ice Sheets

75 Outdoor Ice Surfaces



Broader community dynamics and strategic planning also support the need to develop a strategic plan for ice facilities. The City's 2014 Community Amenities Consultation demonstrated that recreation facilities, including ice arenas, are valued and are a future priority for many residents. Red Deer also continues to experience significant change and substantial growth which in the recent past included evolving social, economic and demographic trends. Recreation and leisure participation patterns and user expectations are also dynamic and diverse, requiring The City to have a strong grasp of future needs and priorities.

The Ice Facilities Plan was developed to help The City optimize the provision of indoor and outdoor ice infrastructure and to establish tools that can inform future decision making. Critical to developing the Plan was sound research and engagement with ice users. The information gleaned from the research and engagement helped the project team establish strategic directions for the Plan. The following graphic illustrates how the Plan was developed and the areas of planning and delivery that it is intended to inform moving forward.



Research Inputs

(How was the Plan developed?)

- Review of Current Practices
- Utilization Analysis
- User Engagement
- Trends
- Leading Practices
- Benchmarking
- Previous Strategic Planning
- Population and Demographics



Ice Facilities Plan



Outcomes

(What areas of indoor and outdoor provision will the Plan inform?)

- Infrastructure Planning
- Partnerships and Collaborations
- Allocations
- Inventory Management
- Service Delivery Approach and Philosophy
- User Group Support and Communication

2

Research Summary

Provided in this section is an overview of the key findings from the research that was conducted and which informed the strategic content of the Plan.

The detailed research and engagement findings can be found under separate cover in the Ice Facilities Plan Research Report.

Background Planning and Policy Review

Future City Investment in Indoor Ice Facilities

Not including the decommissioned Red Deer Arena (as of spring 2016), The City's Ten Year Capital Planning & Infrastructure Maintenance Plan 2016-2025 and follow-up assessment data anticipate that approximately \$6.2 million will be required to sustain existing indoor ice arenas over the next decade. The City's current 10-year capital plan and Community Asset Needs Assessment also identify twinning of the G.H. Dawe Community Centre.

\$6.2M
OVER THE NEXT
10
Years
Sustain Existing
Indoor Ice
Facilities



Outdoor Ice Planning

Background Planning and Policy Review

The City recently conducted a Covered Ice Feasibility Study in 2015 to measure the viability and costs associated with developing a refrigerated covered surface. The study provided The City with information that validated cost estimates and preferred locations, which can be used should future interest warrant proceeding with a facility. Cost estimates ranged from \$3 – 4 million dollars with the Collicutt Centre and Bower Kin Community Centre identified as the best locations for such a facility. A number of planning studies have also suggested that the outdoor skating oval be relocated from Rotary Recreation Park to Great Chief Park.



Background Planning and Policy Review

Six Core Objectives of Active Alberta

Active Albertans: More Albertans are more active, more often.

Active Communities: Alberta communities are more active, creative, safe and inclusive.

Active Outdoors: Albertans are connected to nature and able to explore the outdoors.

Active Engagement: Albertans are engaged in activity and in their communities.

Active Coordinated System: All partners involved in providing recreation, active living and sport opportunities to Albertans work together in a coordinated system.

Active Pursuit of Excellence: Albertans have opportunities to achieve athletic excellence.

A MORE
ACTIVE

Background Planning and Policy Review

A Framework for Recreation in Canada 2015: Pathways to Wellbeing

The Framework for Recreation in Canada was formally adopted by the Alberta Parks and Recreation Association in April 2015. The Framework identifies five goals for recreation in Canada, which include the need to provide “Supportive Environments” for recreation pursuits. Priorities that fall under the Supportive Environment goal area include:

- Provide essential spaces and places
- Use existing structures and spaces for multiple purposes
- Renew infrastructure
- Assessment tools
- Align community initiatives



A Framework for Recreation
in Canada 2015: Pathways to Wellbeing



Goals

Priorities

Values

Background Planning and Policy Review

Canadian Sport for Life (CS4L) and the Long Term Athlete Development Framework (LTAD)

The LTAD framework is built around seven stages:

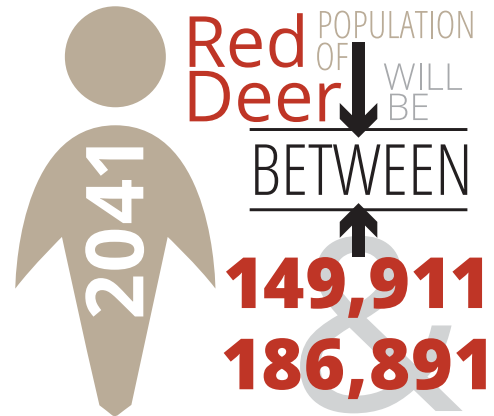
- Stage 1:** Active Start (0 – 6 years)
- Stage 2:** FUNdamentals (girls 6 – 8, boys 6 – 9)
- Stage 3:** Learn to Train (girls 8 – 11, boys 9 – 12)
- Stage 4:** Train to Train (girls 11 – 15, boys 12 – 16)
- Stage 5:** Train to Compete (girls 15 – 21, boys 16 – 23)
- Stage 6:** Train to Win (girls 18+, boys 19+)
- Stage 7:** Active for Life (any age participant)

Canadian Sport for Life also identifies recommendations and suggests best practices for the allocations of recreation and sport facilities. Ensuring that allocations decisions are made based on data, alignment with LTAD, and appropriateness of activity and venue are included in the suggested practices.



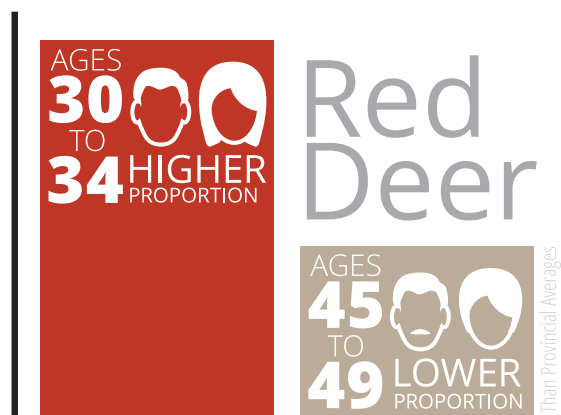
Population and Demographics

Growth projections anticipate that the population of Red Deer will be between 149,911 and 186,891 residents by 2041 based on growth rates of 1.6% (low) to 2.5% (high). Currently, 68% of the community's population lives south of the Red Deer River.



Population and Demographics

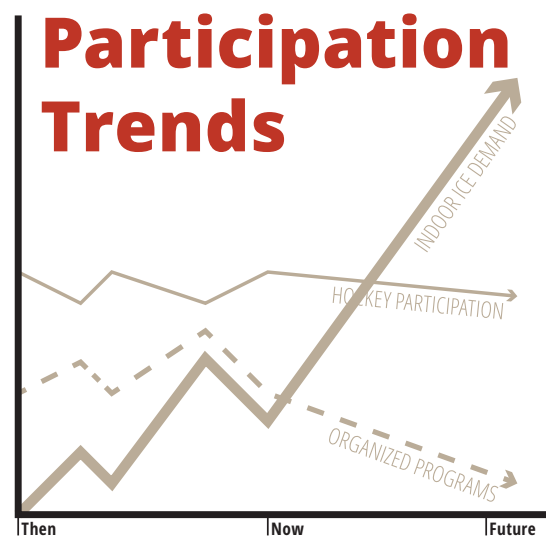
Age distribution characteristics of Red Deer are generally similar to provincial averages, with the notable exception of the 30-34 age segment (higher proportion than provincial averages) and 45 to 49 age segment (lower proportion than provincial averages).



Trends and Leading Practices

Participation Trends

- At a provincial level youth hockey participation remains relatively stable with some modest growth at the recreational levels. *The majority (approximately two-thirds) of local ice user groups expect to experience growth in coming years.
- Many urban municipalities are experiencing higher demand for indoor ice facilities than rural communities.
- Skating programs remain popular, especially at introductory levels (e.g. CanSkate).
- There continues to be a shift within recreation from organized programs to spontaneous use.
- Overall societal physical activity levels remain concerning. Many municipalities are looking at creative and new approaches to encourage recreation-based participation in sport programs.



Trends and Leading Practices

Infrastructure Trends

- Multi-sheet facilities continue to be preferred when new development or major reinvestment occurs.
- Integration with other recreation facilities and convenience amenities is increasingly common.
- Leisure ice spaces (indoor and outdoor) are often included in new facilities or as part of major refurbishment projects.
- Many municipalities are looking at partnerships and collaborations as opportunities to most effectively use available resources.
- Ensuring that new facilities can accommodate expansion and future phases is a best practice that is being followed by many municipalities.
- In many urban municipalities, the operations of outdoor rinks are partially or completely the responsibility of community groups or homeowner associations. In Edmonton, The City directly maintains the majority of non-boarded skating areas while most boarded community rinks and associated amenities (e.g. skate shacks) are operated by community leagues.



Current Provision Analysis

Indoor Facility Utilization

The overall utilization of City-operated arenas in Red Deer is 83% during peak weekend and weekday hours and 51% during non-peak hours. Red Deer Arena and the Kinsmen Community A Arena had the highest levels of prime utilization while the Collicutt Centre ice surface had the highest levels of non-prime utilization.

Red Deer Minor Hockey continues to consume the most hours of any user groups (4,932 hours in 2015) followed by the Red Deer Skating Club (921 hours in 2015) and Red Deer Ringette (767 hours in 2015).

83% WEEKENDS: 8am to 10pm
WEEKDAYS: 4pm to 10pm

51% WEEKENDS: 7am to 8am
WEEKDAYS: 6am to 4pm
DAILY: 10pm to 12am

Current Provision Analysis

Drop-In Ice Opportunities

The City offered 757 public skate programs (e.g. drop-in skating, parent and tot, shinny hockey) during the 2014/15 ice season with a total of 8,388 participants.

757 Public Skate PROGRAMS
8,388 Participants
2014/2015 SEASON

 A graphic showing the number of public skate programs and participants. It includes icons of people skating and a small box indicating the 2014/2015 season.

Current Provision Analysis

Outdoor Use Utilization

Participant counts suggest that utilization of outdoor rinks in Red Deer varies greatly with some sites receiving over a thousand visitors during winter months while others are used by hundreds.



Current Provision Analysis

Annual Investment in Ice Facilities

The net cost (deficit) for the operations of indoor ice facilities varies between approximately \$95,000 and \$303,000 annually.

The City spends approximately \$700,000 annually on outdoor ice rinks. The Bower Ponds and Skating Oval have the highest average annual expenses (average of \$49,000) with other sites ranging between approximately \$11,000 and \$18,000 annually.

Indoor Ice Facilities



Outdoor Ice Facilities

Benchmarking

Indoor Ice Provision

The City of Red Deer provides indoor ice facilities at similar provision ratios (# of residents per ice sheet) to similar sized urban municipalities in western Canada. Benchmarking data confirms that as municipalities grow, provision ratios increase (worsen).

Indoor ice user fees at City-operated rinks in Red Deer are slightly lower but generally consistent with similar sized municipalities but 11 – 12% higher than facilities operated by other municipalities in the region.



Benchmarking

Outdoor Ice Provision

The City of Red Deer provides significantly more outdoor ice surfaces in comparison to other similar sized municipalities. There are currently 0.77 outdoor ice sheets for every 1,000 residents. None of the other benchmarked urban centres had more than 0.43 per 1,000 residents.

THE CITY OF RED DEER OUTDOOR ICE PROVISION

Significantly More outdoor ice surfaces

RED DEER: 0.77 outdoor ice sheets per 1,000 residents

OTHER SIMILAR CITIES: 0.43 per 1,000 residents



Consultation

Satisfaction with current service levels is generally high.

64% of group survey respondents were satisfied with the overall provision of indoor facilities and stakeholders generally expressed that, despite aging facilities, service levels provided are high.

95% of indoor intercept survey participants were also satisfied with drop-in ice opportunities in Red Deer.

64% Group Survey Respondents **Satisfied** WITH overall provision of indoor facilities

95% Indoor Intercept Survey Participants **Satisfied** WITH drop-in ice opportunities

Consultation

Some user groups would like to see more available indoor ice.

74% of group survey respondents would like to see provision increased beyond the current six sheets that are available. Some groups believe that a lack of access to prime time ice inhibits program growth.

74% Group Survey Respondents would like **PROVISION** of indoor ice sheets

Consultation

Opportunities may exist to more effectively use existing facilities.

While desire for new indoor ice facilities exists, some group representatives and stakeholders acknowledged that existing facilities could be used more efficiently. Half-rink practices and increased coordination between user groups were identified as potential efficiencies. The impending closure of the Red Deer Arena was even expressed by some stakeholders as being a “forced opportunity” that can help identify efficiencies.



Consultation

A large proportion of outdoor ice users drive to their site of choice.

53% of outdoor ice (online) survey respondents primarily drive to outdoor rinks while 67% of on-site (intercept) outdoor ice survey participants drove to the site on the day they were surveyed.



Consultation

Outdoor ice surfaces are highly valued.

Over two-thirds of outdoor intercept survey participants and outdoor public survey respondents believe that The City should maintain the current number of outdoor rinks.



3

Supply and Demand Analysis

The supply and demand analysis contained in the following section further analyzes the current situation (supply) and identifies key indicators and other factors that will influence the demand moving forward.

Indoor Ice

Supply

Local Supply Characteristics (in Red Deer)

The City of Red Deer currently operates five indoor ice facilities providing six sheets of ice. One of the single sheet facilities, the Red Deer Arena, will be replaced, with construction beginning in April 2016, rendering only four facilities and five sheets of ice available for the 2016 – 2017 and 2017 – 2018 ice seasons. Of significance, the Red Deer Arena is the only current municipally operated spectator venue with regular community accessibility. Red Deer College is also developing an indoor ice sheet which will open in 2018 and is expected to be available for community use, although specific allocation and community accessibility parameters have yet to be defined. In addition, Westerner Park operates the Enmax Centrium, a major spectator venue, which also accommodates limited community use.

Existing indoor ice facilities within City boundaries range in amenity, size, location, and age. The oldest existing facility is the Kinex Arena which was built in 1967. The newest arena, aside from the two currently being constructed, is at the Collicutt Centre (constructed in 2000). The total replacement value of City-owned ice sheets, once the Red Deer Arena is replaced, is between \$65 and \$70M. Each of the facilities operates with different revenue and expense structures, with operational cost recovery (revenue as a percentage of expenses) ranging from 54% to 83%. The City's twin facility operates significantly more efficiently than stand-alone facilities or those included in multiplex settings (83% vs. 53% – 64% respectively). In ensuring existing facilities remain operational, The City has identified over \$6.2M in required capital and maintenance investment over the next 10 years (to 2025). Of note is that The City has already invested over \$3.6M in indoor ice facilities over the past 10 years.

Summary and Key Considerations

Indoor Ice Supply

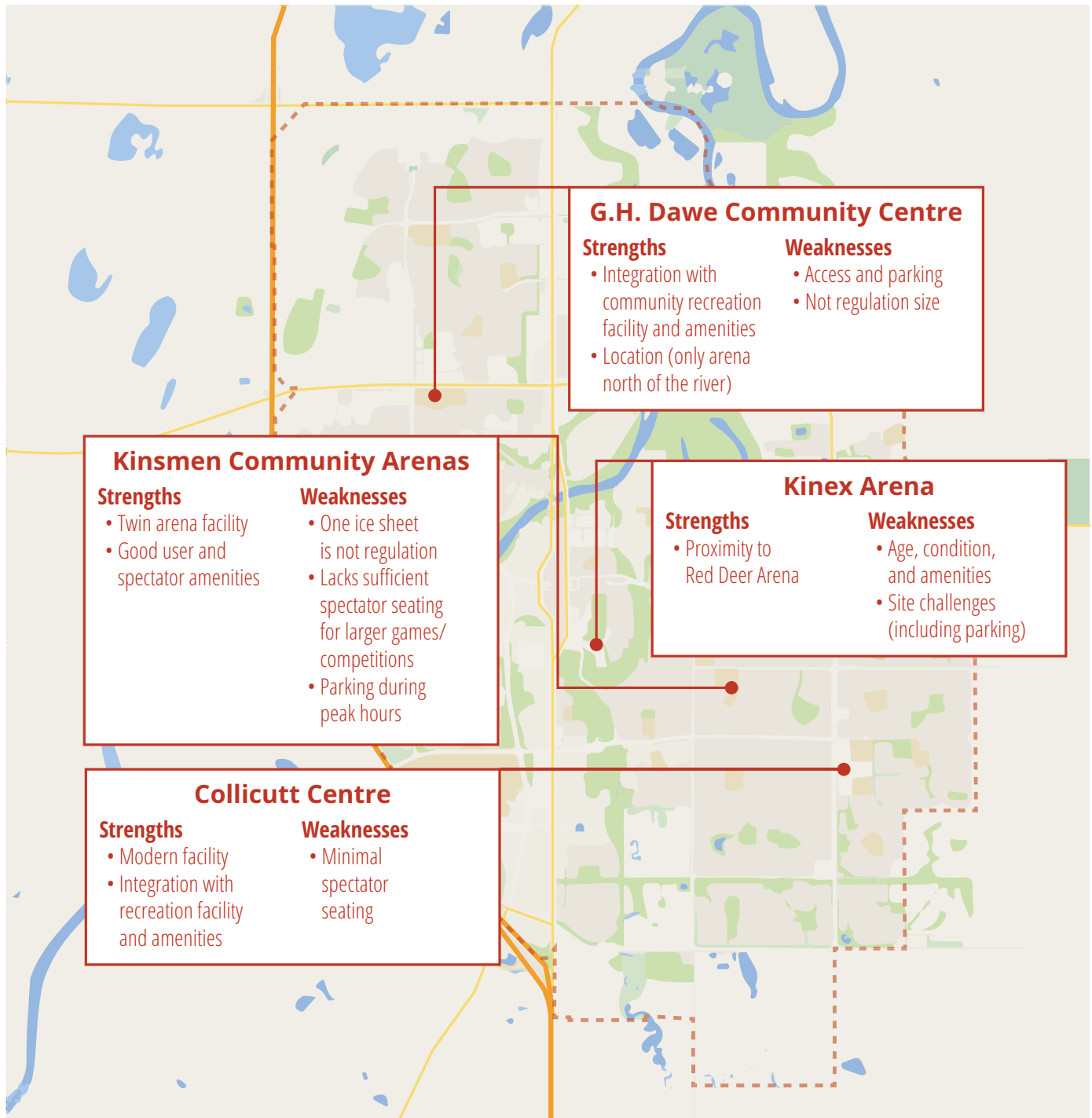
- The City owns and operates six sheets of ice at five facilities worth between \$65M and \$70M.
- The current indoor ice provision ratio of one arena per 16,801 residents is generally consistent with comparator averages and the rate of provision is expected to decrease as the city grows.
- The Collicutt Centre arena offers significantly better user, spectator, and customer experience compared to the other City-owned and operated indoor ice facilities.
- Significant investment (\$6.2M) is required to sustain existing facilities over the next 10-year period.
** The City will be conducting further assessment of the Kinex Arena in 2019 order to further clarify life expectancy and identify capital reinvestment requirements past 2020.*
- There are 23 indoor ice venues within 50 km of the city (including Westerner Park and Red Deer College).
- Multi-sheet facilities are more efficient than stand-alone or single sheets in multiplex facilities.
- Current prime time capacity at the six indoor ice facilities is 9,145 hours per season from October through March.

City of Red Deer Indoor Ice Facilities

Facility	# of Sheets	Year Constructed	Estimated Capital Reinvestment Required (to 2025)	Estimated Future Maintenance (to 2025)	Seating Capacity (Approximate)
Red Deer Arena	1	1952	N/A	N/A	1,400
Kinex Arena	1	1967	\$528,000*	\$146,600	400
Kinsmen Community Arenas	2	1975, 1988	\$3,040,000	\$896,000	400 – 500 (both ice sheets)
G.H. Dawe Community Centre	1	1983	\$379,000	\$834,500	400
Collicutt Centre	1	2000	\$252,000	\$191,000	250

* Further assessment of the Kinex Arena is being undertaken in 2019 and will help clarify capital reinvestment required beyond 2020.

This map illustrates the locations of the indoor ice facilities in Red Deer as well as high level strengths and weaknesses of each facility as identified by the project team.¹



¹ The project team conducted functional assessments of each facility and reviewed previous assessment data provided by The City.

The current provision of municipally owned indoor ice arenas in Red Deer is one ice sheet for every 16,801 residents. Benchmarking research suggests that this supply is on-par with urban municipalities of similar size. As municipalities grow in size, provision typically decrease (worsen) as reflected in the following chart. In the future, if Red Deer experiences significant growth, it is reasonable to assume that provision ratios will move towards the 18,000 to 22,000 residents per ice sheet range.

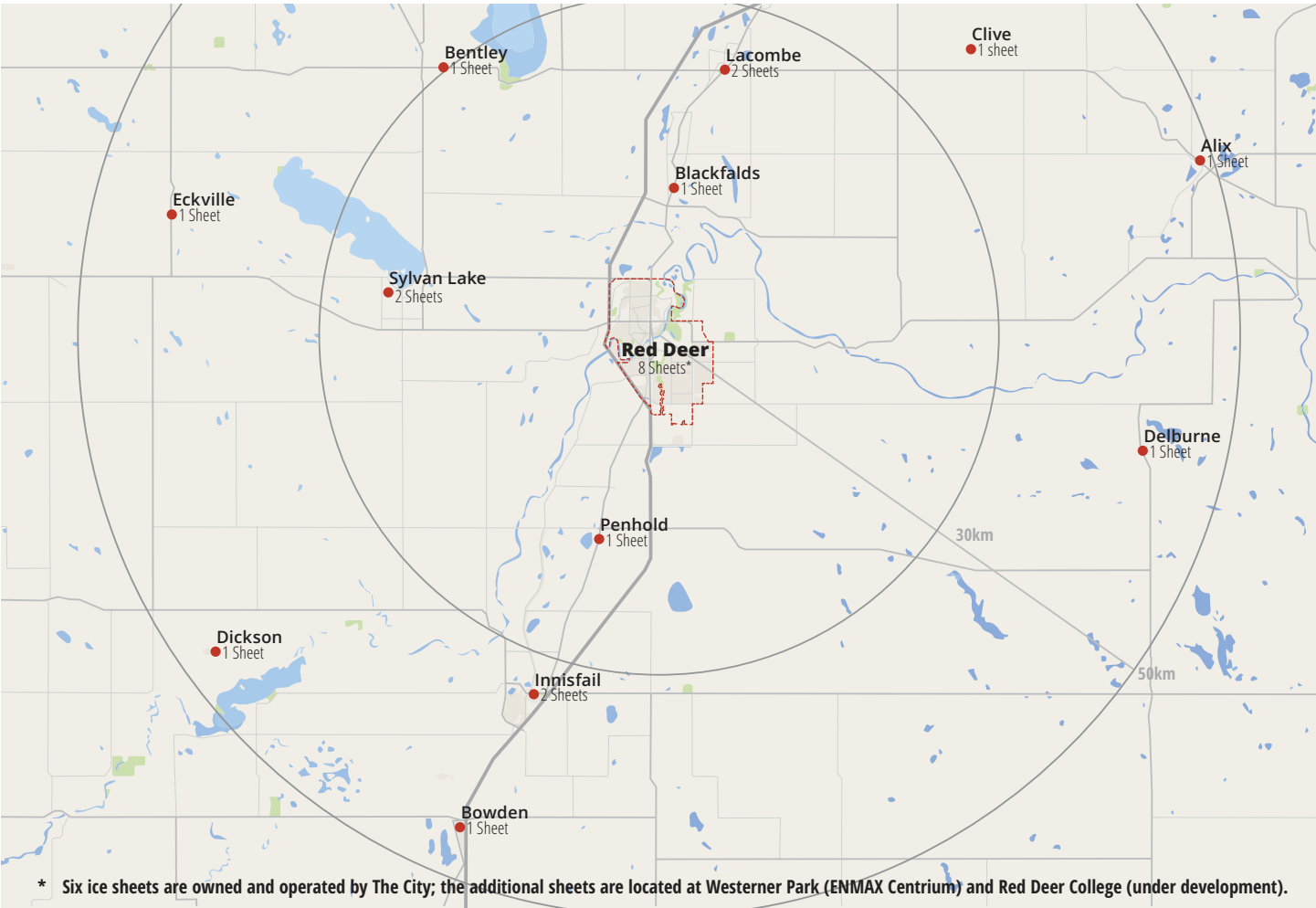
Municipality	Population	# of Municipally Provided Indoor Sheets	Provision Ratio (Residents per Ice Sheet)
Spruce Grove	26,000	4	6,500
Okotoks	24,425	3	8,142
Leduc	29,304	4	7,326
Brandon	46,061	4	11,515
Spruce Grove/Stony Plain	48,163	5	9,633
Airdrie	58,690	5	11,738
Medicine Hat	63,018	6	10,503
St. Albert	63,255	4	15,814
Grande Prairie	68,556	4	17,139
Prince George	71,273	6	11,879
Fort McMurray	76,009	4	19,002
Kamloops	85,678	6	14,280
Lethbridge	94,804	6	15,801
Strathcona County (Sherwood Park Ice Sheets Only)	95,597	7	13,657
Red Deer	100,807	6	16,801
Kelowna	117,312	7	16,759
Windsor	210,891	8	26,361
Halifax	390,096	20	19,505
Regina	193,100	14	13,793
Richmond	190,473	10	19,047
Saskatoon	254,000	11	23,091
Vancouver	603,500	8	75,438
Winnipeg	718,400	13	55,262
Edmonton	877,926	31	28,320
Ottawa	883,391	44	20,077
Calgary	1,230,915	19	64,785
Toronto	2,615,060	59	44,323

Legend

Small Urban Municipality (<75,000 residents)
Mid-Sized Urban Municipality (75,000 – 150,000 residents)
Large Urban Municipality (>150,000 residents)

Regional Supply Characteristics

The broader Red Deer region includes a number of other urban and rural municipalities that provide indoor ice. A handful of not-for-profit community organizations also operate facilities in smaller communities across the region. In total, Red Deer residents have access to a total of 23 indoor¹ ice facilities within an approximate 50km driving distance.



1 Includes an ice sheet at Red Deer College which is currently under development.

Demand

Summary and Key Considerations

Indoor Ice Demand

- Consultation with user groups indicated that generally the current supply of indoor ice meets the needs of most users; however uncertainty exists if this will continue to be the case once the Red Deer Arena closes.
- Annual participation data provided by major user groups to The City reflects stable participation numbers. However consultation data indicates that many groups expect to experience growth in future years.
- Red Deer has a current population of 100,807 residents and an immediate trading area of 271,000.¹ Growth scenarios suggest the city could be between 149,911 and 186,891 by 2041.² Assuming a medium growth scenario and the present indoor ice provision ratio for the city (one indoor ice sheet per 16,801 residents) additional capacity would need to be brought online in 2021+ and again in 2026+.
- Although national and provincial trends show participation in some organized sports is decreasing, ice sports (hockey, skating) have shown stable participation rates.
- The majority of local indoor ice user groups are satisfied with current provision levels but would like to see additional ice facilities built to accommodate growth and expansion of existing programs.
- Current peak ice utilization at the five City-owned and operated indoor ice facilities is 83% of capacity.

1 <http://www.reddeer.ca/business/economic-profile/market-access/>

2 Red Deer Statistics and Economic Profile

User Demand Indicators

The following two charts identify hours allocated to major user groups over the past three fall/winter seasons as well as the number of participants reported by each group.

Population Ranges	Allocated Hours 2013/14	Allocated Hours 2014/15	Allocated Hours 2015/16
Red Deer Speed Skating	130	156	150
Red Deer Minor Hockey	5,274	5,100	4,980
Red Deer Skating Club	864	903	714
Red Deer Ringette	714	756	720
Red Deer Pond Hockey	414	390	510

Population Ranges	Number of Participants Reported 2013/14	Number of Participants Reported 2014/15	Number of Participants Reported 2015/16
Red Deer Speed Skating	50	50	50
Red Deer Minor Hockey	1,395	1,390	1,415
Red Deer Skating Club	1,400	1,400	1,500
Red Deer Ringette	290	232	248
Red Deer Pond Hockey	698	750	800

In contrast to the data in the previous chart, which reflect stable participation numbers for most of the major user groups, over two-thirds of responding User Group Survey organizations indicated that they expect to experience an increase in participation numbers.

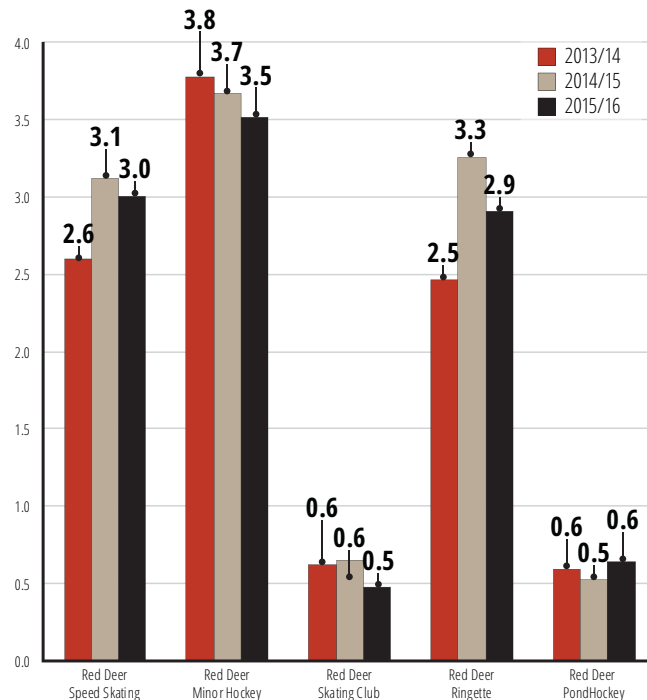
Based on the data presented in the previous charts, hour to participant ratios have also been calculated using City booking data and reported participant numbers. This analysis helps reflect the relationship between hours allocated and reported user group registration numbers. As illustrated in the accompanying graph, some minimal year to year fluctuations do occur and variations exist between some user groups.

The City has also tracked ice time requests from major user groups over the past three years. This information suggests that:

- Historical allocations (quantity and time) continue to drive allocations.
- Group demand for ice is time specific (prime time ice).
- The City has been able to adjust to some user group requests but often requires two years in order to realign allocations accordingly.

Feedback and data provided by user groups during the consultation phases of the project also help identify demand for indoor ice in Red Deer. When asked (during the User Group Survey) if their organization is able to access sufficient indoor ice time to meet current needs, 17 groups (five ice sport groups) indicated "Yes, Completely," while nine groups (four ice user groups) indicated "Yes, Somewhat." Six groups (three ice sport groups) indicated that "No" they are not able to access sufficient indoor ice. More access to ice during peak weekday and weekend hours was identified through the consultation process as being desired. Uncertainty over the closure of the Red Deer Arena was also flagged by a number of users and is likely to impact some groups until the replacement facility is commissioned.

Annual Hours per Participant



Facility Capacity and Utilization

For the purpose of analyzing utilization, two time categories are studied:

1. **Peak Weekday and Weekend Hours:** Weekends 8am – 10pm; and Weekdays 4pm – 10pm.
2. **Non-Peak Hours:** Weekends 7am – 8am; Weekdays 6am – 4pm; and Daily 10pm – 12am.

The first time category has a current capacity of 9,145 hours per season from October 1st to March 31st at existing City operated ice facilities.

Current utilization of City-owned and operated indoor ice facilities has been calculated at 83% during peak hours as shown below.

Indoor Ice Facility	Peak Weekday and Weekend Hours	Non-Peak Hours
Collicutt Centre	83%	57%
G.H. Dawe Community Centre	77%	50%
Kinsmen Community A	86%	50%
Kinsmen Community B	85%	48%
Kinex Arena	78%	49%
Red Deer Arena	86%	54%
Total	83%	51%

Of note is that current allotments for public skating (spontaneous) as well as times for ice resurfacing and other daily maintenance functions are included in the above calculations.

Market Demand Indicators

The City of Red Deer has a population of 100,807 residents with an immediate trade area of 271,000. Based on the growth rates shown¹, the overall population of Red Deer is expected to reach between 149,911 and 186,891 by 2041.

City Population	2016	2021	2026	2031	2036	2041
Low (1.6%)	100,807	109,134	118,148	127,908	138,473	149,911
Medium (2.2%)	100,807	112,395	125,314	139,719	155,779	173,685
High (2.5%)	100,807	114,054	129,041	145,999	165,184	186,891

Under the medium growth scenario and assuming the same level of provision (one arena per 16,801 residents) The City would need to develop an additional ice sheet between 2021 and 2026 and another between 2026 and 2031 in order to sustain existing provision ratios. However, as explained previously, benchmarking indicators support that as municipalities grow in size provision ratios generally increase (worsen).

Year	2016	2021	2026	2031	2036	2041
Projected Population (2.2% Growth)	100,807	112,395	125,314	139,719	155,779	173,685
Provision Ratio (6 ice sheets)	16,801	18,733	20,886	23,287	25,963	28,948
Provision Ratio (7 ice sheets)	14,401	16,056	17,902	19,960	22,254	24,812
Provision Ratio (8 ice sheets)	12,601	14,049	15,664	17,465	19,472	21,711

Current participation levels in The City are at 1.5% to 11.1% of the population based on input received from the ice user groups surveyed. Further breakdown based on age category is presented in the following table.

Current Population	Participants	% of Population
100,807	12,862 (including school use)	12.8%
100,807	3,178 (not including school use)	3.1%

¹ <http://www.reddeer.ca/business/economic-profile/statistics-and-economic-profile/>

Participation Trend Indicators

Participation data from provincial sources can also be used to help measure potential demand for indoor ice. The Alberta Recreation Survey, a time series survey of Albertans conducted every four to five years by the Province of Alberta, explains the following levels of activity pertaining to indoor ice arenas. If extrapolated to the current population of Red Deer, 18,448 residents in the Red Deer area are likely participating in activities that occur in indoor ice facilities (whether ice is in place or not). While findings from the Alberta Recreation Survey reflect a gradual decrease in hockey participation, it is important to note that hockey remains the second most popular “group activity” among Albertans.

Ice Activity	2013	Participants ¹	2008	2004
Ice Hockey	12.80%	12,903	14.20%	16.90%
Figure Skating	3.80%	3,831	3.30%	N/A
Ringette	1.10%	1,109	1.10%	1.00%
Lacrosse	0.40%	403	N/A	N/A
Floor Hockey	0.20%	202	N/A	N/A
Total	—	18,448	—	—

Hockey Alberta data indicated that registration numbers are generally stable with some increase experienced in female participation. Skating also continues to be popular among Albertans, especially at the recreation and participation focused levels (e.g. CanSkate). As of 2014, Skate Canada: Alberta—NWT/Nunavut was the third largest Section in the country with 24,067 member participants, 1,216 clubs and skating schools and 5,202 coaches.²

A research study, “Sport Participation 2010” published by Canadian Heritage, further identified a number of factors influencing sport participation by children, youth and adults.

- Age is a significant factor in sport participation (participation declines significantly with age).
- Education and income relate directly to participation levels (households with high incomes and education levels tend to have higher participation rates).
- The sport participation gap between Canadian-born and immigrants still exists but is narrowing.
- Among adult age groups, students are most active in sport followed by full-time workers.



The overall provision ratio for outdoor rinks in Red Deer is one rink for every 1,344 residents. There is a boarded rink for every 2,800 residents. As reflected in the chart below, provision in some more densely populated neighborhoods is less (worse); however, residents in these neighborhoods generally have convenient access to sites in adjacent neighbourhoods.

Neighbourhood	Population (2015)	Number of Outdoor Rink Sites
Lancaster/Lonsdale	6,150	2
West Park	5,489	1
Oriole Park	5,300	1
Inglewood	4,586	1
Glendale	4,430	0
Kentwood	4,299	1
Deer Park/Devonshire	4,116	2
Highland Green	4,065	1
Anders South/Aspen Ridge	3,887	2
Johnstone Park	3,886	1

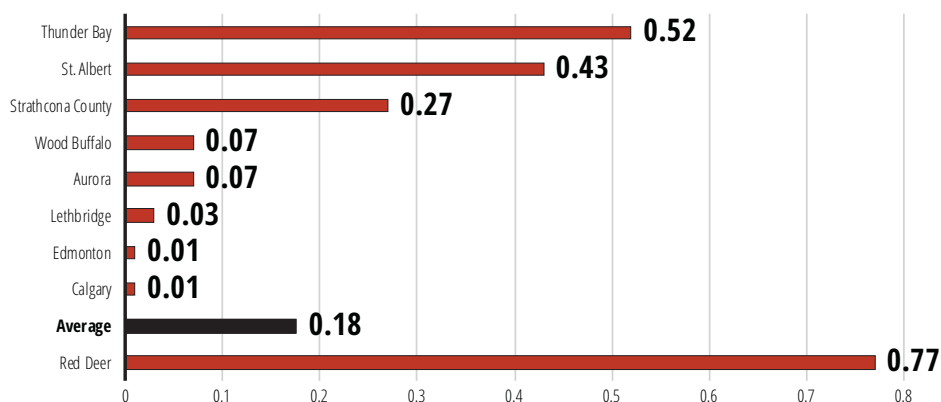


Benchmarking

The City of Red Deer provides significantly more outdoor skating opportunities in comparison to many other urban communities as illustrated in the following data from the Yardstick Benchmarks 2015 Report.

Currently, refrigerated and covered outdoor ice surfaces in the region are limited. The Town of Blackfalds operates the only refrigerated outdoor surface in the region; however, some municipalities (including The City of Red Deer) have explored potential refrigerated and covered surfaces. To date none of these projects has been confirmed.

Rinks per 1,000 Residents



Demand

Summary and Key Considerations

Outdoor Ice Demand

- Available outdoor rink utilization data is limited, but suggests that levels of use vary significantly between sites.
- Consultation data reflects that:
 - » Outdoor rinks are highly valued.
 - » A high proportion of outdoor rink users access their chosen site by driving.
 - » Shinny and leisure skating are the primary activities.
 - » Ice conditions and weather significantly impact utilization.

Demand Indicators from the Consultation

Outdoor ice demand can be difficult to assess given the spontaneous nature of the activity. However consultation conducted for the Ice Facilities Plan helps provide some insight into demand and overall user characteristics. Identified as follows are demand characteristics as identified by the outdoor ice intercept and outdoor ice public surveys.

- The majority of outdoor ice users drive to their location of choice.
- Shinny and leisure skating are the primary activities participated in at outdoor rinks in Red Deer.
- Weather and ice conditions are the primary factors which impact day to day and seasonal use.
- The majority of outdoor ice users indicated that they participate “weekly.”

Outdoor ice users also clearly value outdoor rinks, with the majority indicating that The City needs to sustain the current number of ice surfaces. Over 90% of respondents indicated some degree of satisfaction with outdoor rinks.



Data Indicators

In recent years The City has taken steps to try and better understand outdoor ice utilization. Six outdoor rinks with Activity Centres conducted user counts during the 2015/ 2016 season. As reflected in the chart, recorded attendance figures varied greatly.

Location	Days Counted	Total Recorded Attendance	Daily Average
Eastview Estates	40	1,022	26
Grandview	21	40	2
Highland Green	58	813	14
Morrisroe	23	237	10
Pines	33	318	10
Riverside Meadows	73	2,749	38

The City has also started using automated counters at selected outdoor skating sites. This will help gather further data that can be analyzed and used to create ongoing, time series data.

The sites with automated trackers were Aspen Ridge, Clearview Meadows, McLean Park, and Oriole Park School. In the 85 days of collecting data, the trail tracker at Oriole Park School was triggered 20,533 times for a daily average of 242.

Arena	Aspen Ridge	Clearview Meadows	McLean Park	Oriole Park School
Days Counted	85	85	85	85
Total Counts	9,765	4,475	7,522	20,533
Daily Average	115	53	88	242
Weekday Average	112	53	98	275
Weekend Average	122	51	65	162

4

Strategic Alignment and Provision Philosophy

The provision of indoor ice arenas enables residents to be physically active and contributes to community pride. When these facilities are being utilized, there are proven reductions to health care, social service, and justice costs; users of ice facilities are less likely to participate in self-destructive behaviours. Ice arenas also contribute to the local economy through their ongoing operations and the non-local spending they attract via tournaments and special events. The following section outlines the philosophy of provision for ice facilities in Red Deer. The importance of strategic alignment with City, provincial, and national planning and policy documents is also explained.

The City of Red Deer corporately envisions the city as a “Vibrant Community.” Recreation facilities, and more specifically indoor ice arenas, create vibrancy and can also be vehicles for “innovative thinking” and “inspired results.”

Although The City is the primary owner and operator of indoor ice facilities in Red Deer, it is also important for The City to recognize other levels of government and the broader provincial and national recreation community when defining its philosophical stance on service provision. **A Framework for Recreation in Canada: Pathways to Wellbeing¹** is a national initiative developed by a diverse cross section of recreation professionals and representatives from affiliated sectors (justice, health, education, social, etc.) to explain the state of the recreation industry and present a collective path forward. As it pertains to the provision of indoor ice facilities, the framework outlines the need to get more Canadians more active more often. It also suggests that physical literacy development in youth and activity participation throughout the life course should be of focus. Equitable access for all Canadians, promoting social inclusion through recreation, and creating capacity in the delivery system are all important goals moving forward. **Municipalities remain a critical provider and facilitator of recreational opportunities. The provision of infrastructure or “support environments” is an area that often falls on the municipal sector.**

Active Alberta was developed by the Province of Alberta in 2011. The policy was developed involving recreation and physical activity stakeholders from across the province and outlines goals, directives, and roles in a similar fashion to the national Pathways to Wellbeing document (increasing activity among Albertans, creating capacity throughout the delivery system, etc.). Specific to the provision of indoor ice facilities, **the policy states that the role of local municipalities is integral in the provision of recreation facilities.** Furthermore, it suggests that the Province will “link funding to the achievement of outcomes” outlined in the policy and thus alignment is important should The City wish to pursue provincial government grants and support.

Canadian Sport for Life (CS4L) is a movement that promotes quality sport and physical activity. It is led by the Sport for Life Society, a federal not for profit society that incorporated in September 2014, and comprises experts from sport, health, recreation and academia who are employed as independent contractors, yet work cooperatively to promote the movement’s goals. The movement introduces two important concepts that influence how recreation and sport activity should be planned, promoted, organized, and delivered. **Long-Term Athlete Development** is a seven-stage training, competition and recovery pathway guiding an individual’s experience in sport and physical activity from infancy through all phases of adulthood.

City of Red Deer Corporate Vision

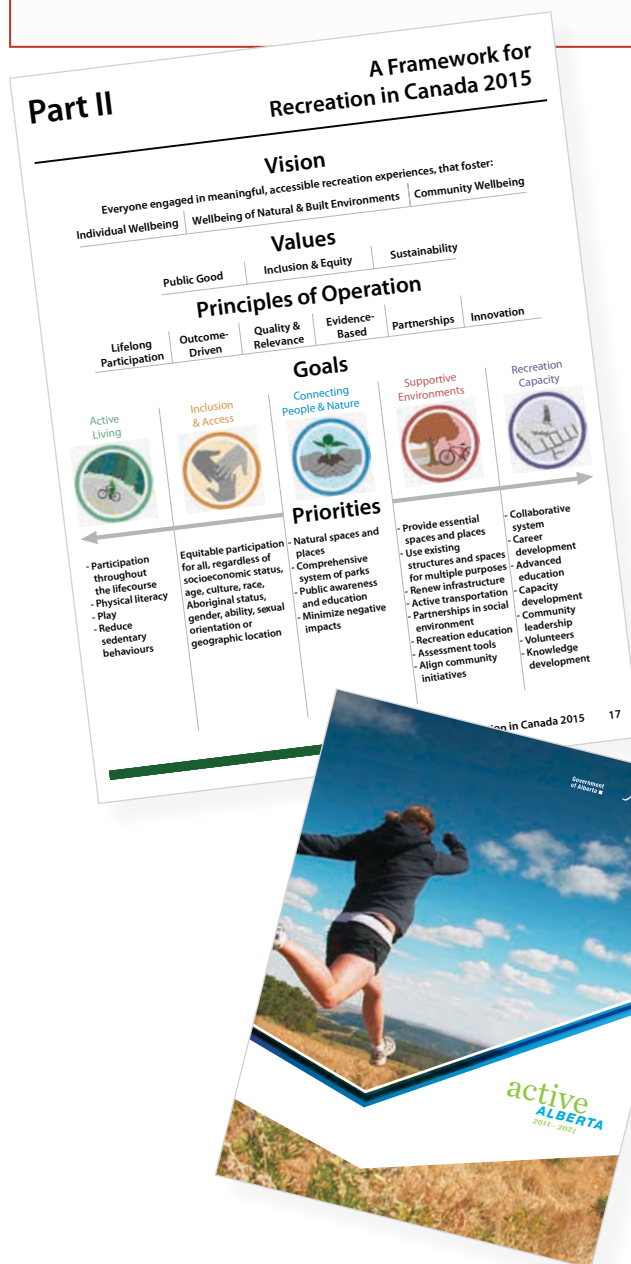
City Strategic Plan 2015 – 2018

**Innovative Thinking. Inspired Results.
Vibrant Community.**

City of Red Deer Corporate Mission

City Strategic Plan 2015 – 2018

The City of Red Deer works together to provide leadership and sustainable municipal services.



¹ A Framework for Recreation in Canada: Pathways to Wellbeing was endorsed and accepted by Federal, Provincial, and Territorial Ministers responsible for Recreation in February, 2015.

Physical literacy is the motivation, confidence, physical competence, knowledge and understanding to value and take responsibility for engagement in physical activities for life. Sport for Life, with Long-Term Athlete Development and physical literacy, represents a paradigm shift in the way Canadians lead and deliver sport and physical activity. **The movement calls on municipalities to help further these two important concepts in a variety of ways as outlined below.** As it relates to the provision of indoor ice facilities, it is important to consider these roles and the fundamentals of the two concepts as they define a broader social good that is delivered through indoor ice facilities. Ensuring that these concepts are catalyzed through the operations of indoor ice facilities, and through all municipal recreation services, will optimize the benefits and value for public investment in facilities and infrastructure.

Where municipalities can help further the CS4L movement:

1. Physical Literacy Program Development
2. Municipal Planning and Sport Strategy Development
3. Sport Councils
4. Facility Planning
5. Access and Allocation

It is acknowledged that indoor ice arenas are one of many facilities and services The City provides, all of which contribute to the quality of life that Red Deer residents enjoy. That being said, the following vision and goals for indoor ice facility provision have been developed to help guide future decision making regarding planning, design, and operations of existing and new indoor ice facilities in the city.

A Strategic Foundation for Ice Facility Provision

Identified below are a Vision and Goals that are intended to help guide the future of indoor and outdoor ice provision in Red Deer. Establishing this philosophic base can help ensure that The City and stakeholders are aligned and working towards common objectives.

Vision for Ice Facilities in Red Deer

Ice facilities in Red Deer are inclusive, supportive, and accessible while being vibrant gathering hubs for healthy physical activity and community engagement.

The City will additionally look to provide ice facilities in a manner that is consistent with provincial and national best practices. Key aspects of Canadian Sport for Life and the Long Term Athlete Development model, a Framework for Recreation in Canada 2015, and Active Alberta will help guide The City's future provision of ice facilities and alignment will be sought whenever appropriate.

Ice Facility Goals

1. Ice facilities are planned, designed, and operated in **alignment with broader strategic planning and objectives of The City of Red Deer.**
2. Ice facilities are **available and affordable to all residents** for various activities including traditional organized sport, newly emerging sports and activities, and spontaneous/unscheduled utilization.
3. Ice facilities are **operated effectively and efficiently**, considering long-term sustainability.
4. Ice facilities in Red Deer are of high quality in relation to the intended level and appropriateness of use.
5. Ice facilities are designed and operated to **balance resident and visitor interests**, enhancing quality of life and capitalizing on opportunities to create economic benefits for Red Deer.



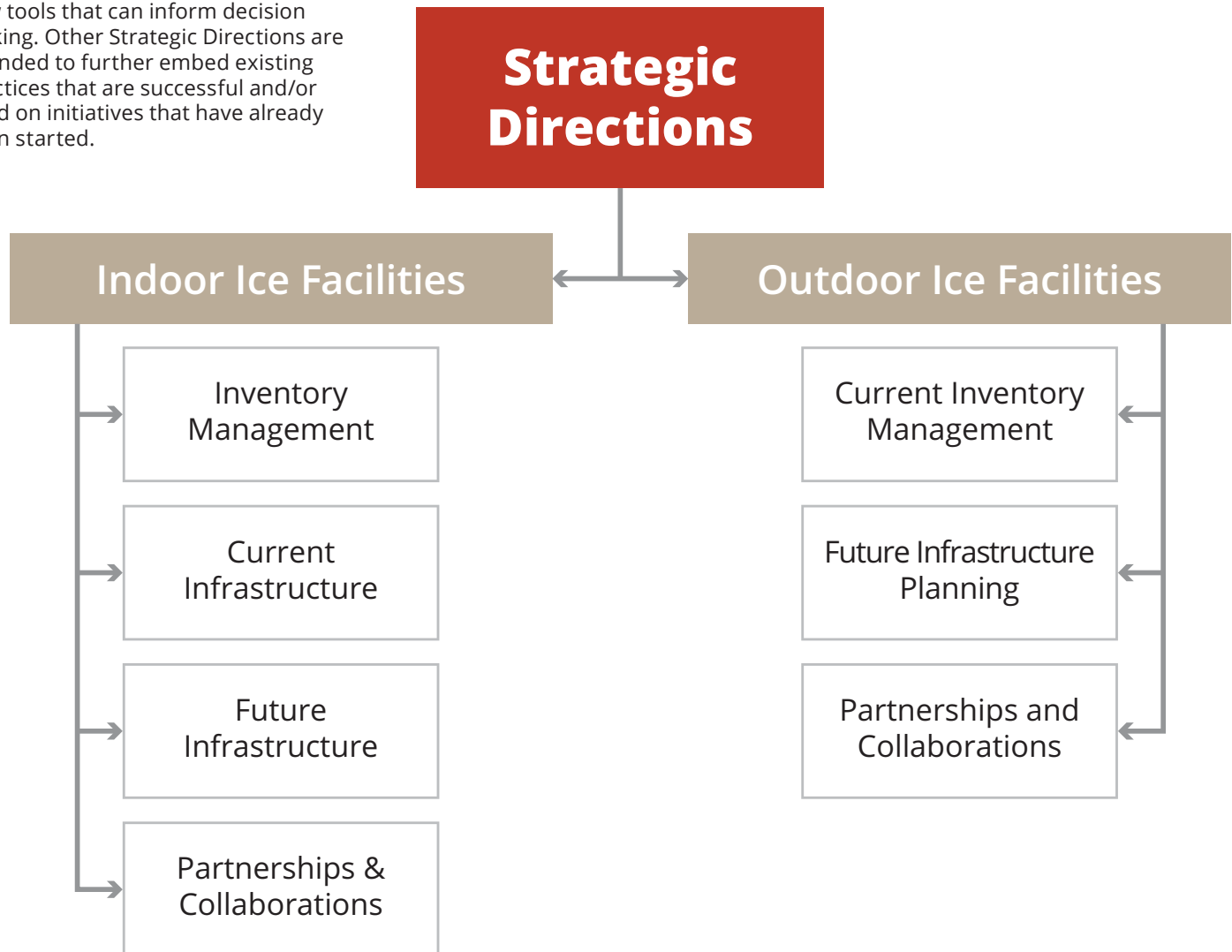
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Strategic Directions

Presented in this section are twelve indoor and five outdoor Strategic Directions which have been developed in order to provide planning tools and recommended approaches for ice facilities in Red Deer. The Strategic Directions provided are a product of the research, engagement and supply and demand analysis presented in this Ice Facilities Plan and detailed in the Research Summary Report (found under separate cover).

The Strategic Directions for indoor and outdoor ice have been structured under core areas of focus as illustrated by the following graphic.

While some of the Strategic Directions presented suggest a realignment in how ice is provided they also provide new tools that can inform decision making. Other Strategic Directions are intended to further embed existing practices that are successful and/or build on initiatives that have already been started.



Indoor Ice Facilities Strategic Directions

Inventory Management

The Strategic Directions identified in the Inventory Management focus area outline approaches and recommended enhancements to how The City administers and allocates its existing inventory of indoor arenas. The City provides indoor ice facilities at a subsidized user fee. As such it is important for The City to operate these facilities as efficiently as possible and ensure that the benefits of the service are experienced by the highest possible number of residents.

Indoor Strategic Direction #1: Work with indoor ice user groups to further explore opportunities to maximize the use of existing facilities.

While new development may be needed in the future, The City and user groups will need to collaborate in order to mitigate the impacts of the Red Deer Arena closure. Exploring opportunities to more efficiently use existing inventory is also important as it will allow The City to more accurately measure future infrastructure needs.

Suggested as follows are a number of efficiencies and opportunities to maximize indoor ice in Red Deer that should be pursued.

- **Increase tracking of no shows and unused booked ice.**
Enhanced tools/mechanisms for user groups to access returned ice should be put in place and communicated accordingly. Additional performance measurement metrics should also be established and used in the allocations process to the benefit of groups that use all of their booked ice
- **Encourage creative use of ice sheets, including half sheet practices.** Identify and help groups address barriers that may be limiting half ice use (e.g. participant and parent perspective, coach training).
- **Further expand the definition and allocation of prime time ice into non-traditional time slots where at all able.** Encourage increased utilization of weekday am and late pm ice times.
- **Explore opportunities to meet ice needs at outdoor rinks.** Consider allowing booking of selected outdoor venues and explore development of a refrigerated, covered surface.



Indoor Strategic Direction #2: Revise the current Ice Allocation Policy and Procedure in order to better align with The City's philosophy for ice facility provision and to ensure that the existing inventory is most effectively and appropriately utilized. The development of a renewed Ice Allocation Policy is suggested to achieve this objective.

The City's current Indoor Ice Allocation Policy and Procedure document identifies that ice will be allocated with due consideration given to the following criteria:

- Historical use (Based on each group's previous two years' allocation).
- Priorities by facility (Based on each type of group and use).
- Priorities by residence (Based on resident or non-resident users with priority given to residents).
- Priorities by group status (Based on not for profit or commercial with priority given to not for profit groups).
- Registration levels (Based on each group's previous season's final registration figures).
- New or emerging groups (Based on written applications from groups who are members of both a provincially or nationally recognized governing body, and whose program does not duplicate an existing program).
- Growth (Based on availability from reduced needs of other groups or users, use of non-prime time ice, or increased facility capacity).
- Balance (Based on not more than 10% of total ice being allocated to special events/tournaments).
- Standards of play (As per the following definition: Each sport or activity provides the basis for determining the "basic need to play" by program, number of hours, number of weeks and the number of participants).

The refreshed Ice Allocations Policy and Procedure needs to be developed in alignment with the vision and goals as outlined in Section 4 and broader City strategic planning. Consultation with stakeholders revealed that "historical rights" works well for some user groups but is a barrier for others. Development of the new Ice Allocation Policy and Procedure should consider historical practices but also ensure that the allocations process strives to provide equitable access and has maximum transparency.

The refreshed Ice Allocations Policy and Procedure should also reflect the importance of sport tourism, ensuring that ice is available for provincial and national events that foster sustainability, provide exposure for local sport organizations, and provide economic benefit to Red Deer.

Pathways to Wellbeing, Active Alberta, and the Canadian Sport for Life movement (notably the Long Term Athlete Development framework) should be used as the Ice Allocation Policy and Procedure is designed.

Canadian Sport for Life (CS4L) recommends a number of principles and practices for the allocation of facilities to sport groups.

- Allocation practices are based on "standards of play" principles in terms of the time and space required by each group.
- Allocation policies are transparent and reviewed with the groups.
- Allocation is not done by tradition, but rather on actual requirements of all groups, including the needs of emerging sports.
- Seasonal allocation meetings are held with common user groups to review their requests and try to achieve consensus on sharing available spaces and times.
- As seasons progress, groups are encouraged to be flexible in the reallocation of spaces with other groups when no longer needed, either temporarily or for longer periods.
- User fees and subsidies need to reflect community taxpayer support, and the rationale should be shared with sport organizations.

Identified as follows are criteria that should drive the refreshed Ice Allocations Policy and Procedure.

Ice Allocations Policy and Procedure Criteria:

- The age of participants affiliated with the user group (e.g. youth vs. adults).
- The overall number of participants accommodated by the user group.
- Demonstrated alignment of the user group program to The City's principles/values.
- The type of user group organization (e.g. non-profit vs. for-profit).
- Demonstration by the user group that the program provides community benefit and social good.
- The point of origin of user group participants (e.g. local vs. non-local).
- Alignment of the user group program to principles outlined by Canadian Sport For Life (LTAD) and other provincial and national sport organizations.¹
- The type of activity offered by the user group.
- The user group program's inclusiveness of all skill levels.
- The user group program's affordability and accessibility.
- The user group's length of existence (i.e. established vs. emerging).
- Historical bookings already in place for the user group.

¹ CS4L outlines specific ratios of game time to practice time for different ages. Hockey Canada outlines appropriate amounts of ice time per week for different age categories. Both of these sources of information can define and influence the appropriate amount (i.e. hours per week) and type (i.e. half ice: full ice) of ice times for user groups.

It is important to note that spontaneous/unstructured ice allocation for drop-in public skating and shinny hockey is important and should continue to be protected given observed trends in sport participation and other current demand indicators. Defining appropriate amounts for these unstructured activities can be achieved through input from current drop-in public skating participants and other means.

Included in the refreshed Ice Allocations Policy and Procedure should be an approach to managing the allocations of regional ice, if necessary. With the closure of the Red Deer Arena and the potential future need to bridge users during other arena upgrade or development projects, it is likely that some Red Deer users will need to access regional facilities. If regional ice is utilized, the following rank criteria should be considered.

1) Alignment with the overall allocations criteria:

Priority for regional facilities should be determined based on the primary and secondary allocations criteria that drive prioritization for City-operated facilities.

2) Geographic considerations:

Location of residency data should be collected from user groups and used when determining which groups might be best suited to use regional facilities.



Indoor Strategic Direction #3: Enhance data collection and analysis practices.

Pertinent and reliable facility usage information and participation data are key to understanding the supply and demand for indoor ice facilities. Relevant and accurate user statistics at facilities, participation counts from service providers (user groups), and registration information regarding programs are essential in understanding current community impact, supply and demand for facilities, and analysis regarding target markets reached. User satisfaction surveys/opportunities can also provide valuable insight into best practices and areas of improvement.

Usage and user information helps position the impact of these activities among the entire population; builds the case for sustained and continued investment in indoor ice facilities and recreation in general; and enables City staff and administration to benchmark performance on an ongoing basis. Although this information is only one consideration in measuring achievement of the indoor ice facility goals outlined herein and has to be considered in the context of other less tangible information, it is a valuable tool in building **political and community support** for these essential services.

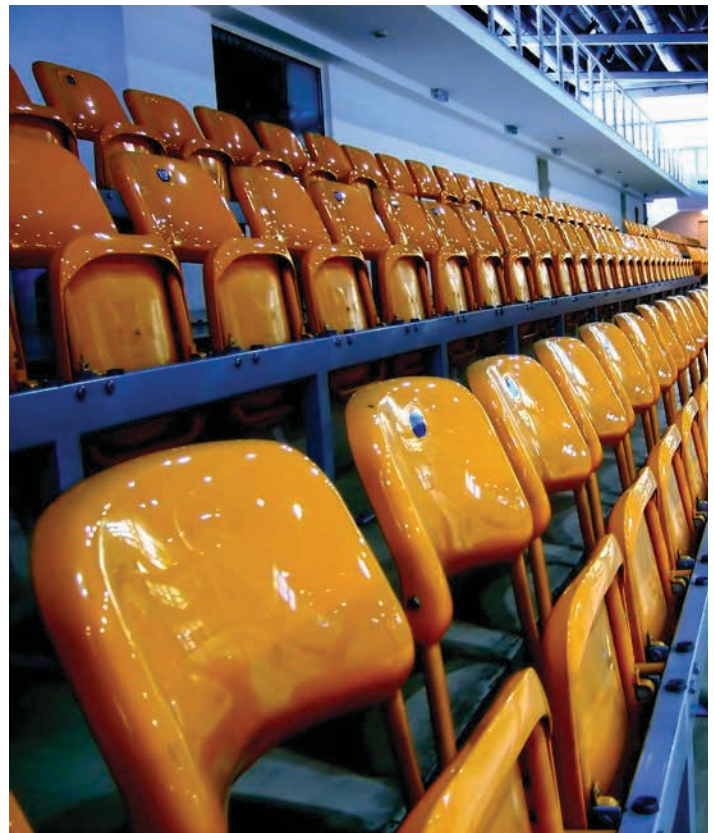
The ability to quickly and accurately analyze data is also important. The City should be able to easily determine and benchmark key indicators such as prime and non-prime ice capacity and utilization, operational costs, and type of usage.

The City currently collects some data from user groups and has used this information in the allocations process and other planning. Data collected currently from user groups include participation (registration) numbers and anticipated growth. It is suggested that The City continue this practice and put in place additional practices to collect both quantitative and qualitative data from users. Types of data that should be gathered include the following.

- Expectations for future participant numbers.
- Current satisfaction levels (related to facilities, communications, City interaction).
- Strengths and challenges.
- Use of arena amenities (frequency, satisfaction).
- Observed trends.

Through the consultation phase of the Ice Facility Plan project, surveys were conducted with user groups and spontaneous users. These survey tools could be replicated and conducted on an annual basis so that The City can collect and benchmark time series data from both organized users and spontaneous users.

Note: The City's current bookings software system is limited in its ability to undertake some of the data collection practices noted above. The capability and functionality to undertake the enhancements identified should be considered as The City procures a replacement for CLASS.



Current Infrastructure

The Strategic Directions identified for current infrastructure are intended to provide tools and guidance so that existing facilities can be provided in a manner that best meets user needs. Protocols and tools to help make future decisions on replacement and reinvestment are also provided.

Indoor Strategic Direction #4: Establish a base level of service for indoor ice facilities.

The planning, design, and operations of indoor ice facilities involve not only providing the actual ice surface, they also include the provision of amenities required or desired to improve the user and spectator experience. Enhanced sound and scoreboard systems, specialty training apparatus (i.e. lift assist for figure skating), dedicated dressing rooms, food service, and storage facilities are all examples of luxury amenities that users and spectators may desire and expect. In the event that user requests go beyond the base level of facility amenity as defined below, the onus should be on the group requesting the amenity or enhancement to fund, in part or in whole, the amenity.

Base level of user experience for each ice sheet with limited spectator capacity (under 1,000 seats):

- Standard sound and scoreboard system including digital score clock, ability to access sound system from score clock for music and public address.
- Non-dedicated change facilities for up to four teams with additional off gender change areas (at least one, ideally two).
- No dedicated storage space for groups.
- No office space for groups.
- Standard NHL size ice sheet.

Base level of user experience for ice sheets with extended spectator capacity (beyond 1,000 seats).

* In addition to base level for limited spectator capacity venues presented.

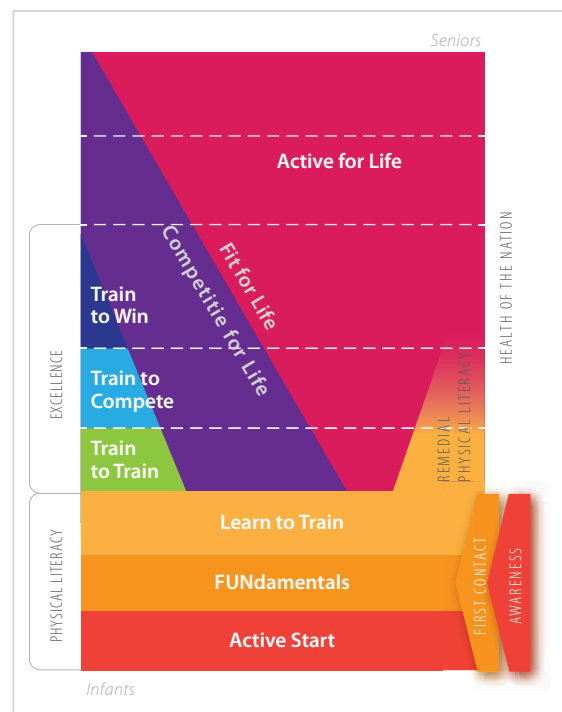
- Media area.
- Larger dressing rooms that can accommodate performance levels of hockey/ringette.



In addition to defining a base level for physical amenities in indoor ice facilities, determining a base level of service from The City's perspective related to actual participant ice time per week will also help inform future infrastructure planning and decision making. This base level of access is not meant to limit or dictate user group programming; it is meant to help define the appropriate level of indoor ice facility access. In determining a base level of service for resident access to indoor ice, the following key sources of information have been referenced.

Canadian Sport For Life/Long Term Athlete Development ²			
Stage of Development	Ages	Train : Compete Ratio	Overall activity
Active Start	Males: 0 – 6 Females: 0 – 6	N/A (Focus on plan and physical literacy.)	<i>Organized physical activity at least 30 minutes a day for toddlers and at least 60 minutes a day for preschoolers; Unstructured physical activity (active play) for at least 60 minutes per day and up to several hours per day.</i>
FUNDamentals	Males: 6 – 9 Females: 6 – 8	Fun based with some structured competition.	N/A
Learn to Train	Males: 9 – 12 Females: 8 – 11	70:30	N/A
Train to Train	Males: 12 – 16 Females: 11 – 15	60:40	N/A
Train to Compete	Males: 16 – 23± Females: 15 – 21±	40:60	N/A
Train to Win	Males: 19± Females: 18±	25:75	N/A
Active for Life (Sub Stages: Competitive for Life, Fit for Life, and Sport and Physical Activity Leaders)	N/A	Based on preference.	<i>60 minutes of moderate daily activity or 30 minutes of intense activity for adults; multisport.</i>

Further to the guidance and direction related to the different stages of athlete development regarding overall activity and train to compete ratios, the model also suggests that “Multi-sport programs for the pre-adolescent children are focused on skill development” as well as other informative guidelines around structured and unstructured play. Using the CS4L/LTAD model as a foundation, some national sport organizations have adapted the model through a sport-specific lens.

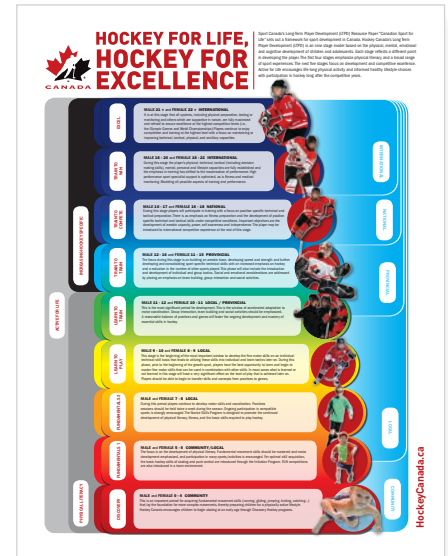


2 Long-Term Athlete Development 2.0, Canada Sport For Life.

Hockey Canada offers the following guidance around sport participation at the different stages.

Hockey Canada: Long-Term Player Development ²		
Stage of Development	Ages	Overall Activity
Discovery	Males: 0 – 4 Females: 0 – 4 <i>Community</i>	1 – 2 sessions per week; 28 – 32 weeks per season (Initiation)
FUNDamentals 1	Males: 5 – 6 Females: 0 – 4 <i>Community/Local</i>	1 – 2 sessions per week; 28 – 32 weeks per season (Initiation)
FUNDamentals 2	Males: 5 – 6 Females: 7 – 8 <i>Local</i>	2 – 3 sessions per week; 28 – 32 weeks per season (Novice)
Learn to Play	Males: 9 – 10 Females: 8 – 9 <i>Local/Provincial</i>	3 – 4 sessions per week; 34 – 38 weeks per season (Atom)
Learn to Train	Males: 11 – 12 Females: 10 – 11 <i>Local/Provincial</i>	3 – 4 sessions per week; 34 – 38 weeks per season (Peewee)
Train to Train	Males: 12 – 16 Females: 11 – 15 <i>Provincial</i>	4 – 5 sessions per week; 28 – 34 weeks per season (Bantam)
Train to Compete	Males: 16 – 17 Females: 16 – 18 <i>National</i>	4 – 5 sessions per week; 28 – 32 weeks per season (Midget)
Train to Win	Males: 18 – 20 Females: 18 – 22 <i>International</i>	N/A
Excel	Males: 21+ Females: 22+ <i>International</i>	N/A
Active for Life	N/A	N/A

These two sources of information, along with input from user groups, will form the basis for a base level of service for indoor ice to be developed by The City. Although this base level may ultimately outline a required capacity, it is important to note that groups may choose to program beyond the base level. In this case, allocation and user fees may be impacted if overall excess base level demand exists.



3 Hockey Canada Long-Term Player Development Plan: Hockey For Life, Hockey for Excellence (2013).

Indoor Strategic Direction #5: Establish a more formal protocol for facility lifecycle replacement budgeting.

The City has a significant investment in recreation facility infrastructure—an investment that requires resources to sustain. The majority of The City's recreation facilities, and more specific to this Plan, indoor ice facilities, are in good repair due to existing lifecycle practices and maintenance programs. Recreation facilities are some of the most costly (both operational and capital) and complex of The City's assets. Not only do these assets require extensive human resources to program and operate, they require regular repair and maintenance. **Lifecycle budgeting extends beyond regular repair and maintenance and allows for reinvestment and ultimate replacement of existing facilities and spaces.**

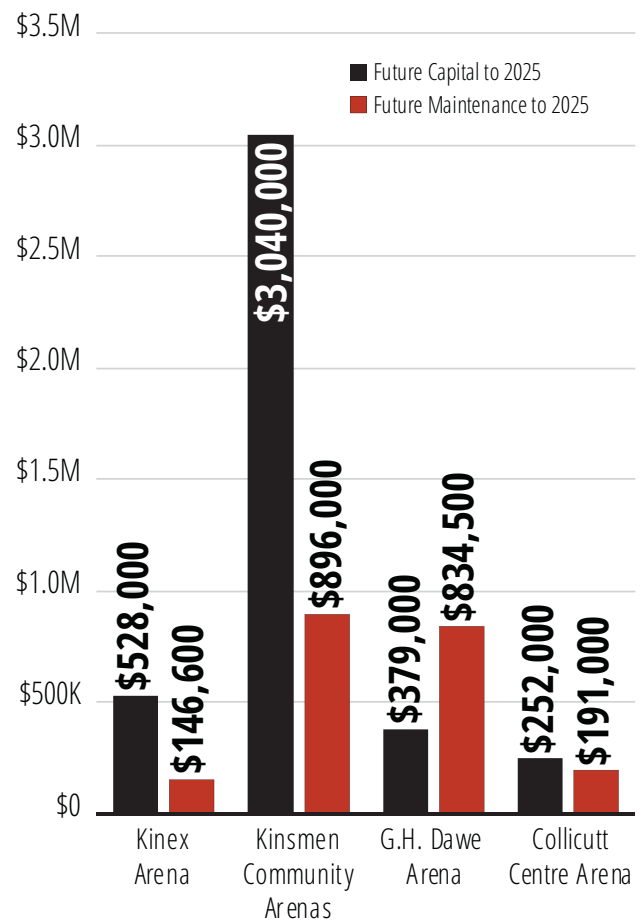
Indoor Ice Facility	Year Built	Replacement Value ¹
Kinex Arena ^A	1967	\$8,949,728
Kinsmen Community Arenas	1974/1988	\$16,675,754
G.H. Dawe Arena ^B	1983	\$12,000,000
Collicutt Centre Arena	2001	\$12,000,000
Red Deer Arena (new)	2018	\$21,000,000
Total replacement value of City Indoor Ice Facilities (2016; ±25%)		\$67,625,482

A Need for future assessment of the Kinex Arena has been identified in order to determine expected service life.

B Minor renovations completed in 2010 during the G.H. Dawe Centre renovation and addition.

The concept of lifecycle budgeting is becoming more commonplace throughout Alberta municipalities. The City of Red Deer plans for lifecycle replacement and repair of indoor recreation facilities through its Ten Year Capital Planning and Infrastructure Maintenance Plan. Although the Plan does not allocate a certain percentage to a lifecycle reserve as some others do, it outlines the expected maintenance and capital costs to sustain existing facilities over the next 10 years. The current iteration of the Plan (2016 – 2025) outlines \$6.2M in capital investment required at existing facilities and approximately \$2.0M in maintenance investment required over the next 10 years. In other cases, municipalities use a percentage of replacement value (typically 1% to 2%) to calculate required capital and maintenance budgets. **It is also important to note that the future investment figures identified for some facilities may increase as updated assessments occur (e.g. planned Kinex Arena assessment in 2019).**

Future Capital and Maintenance Investments to 2025



Assuming the replacement value of existing indoor ice facilities in The City is approximately \$70M, the above graph indicates that although current planned investment is significant, it could also be increased. It is also important to note that The City has invested over \$3.6M in existing facilities over the past 10 years. Council has also anticipated future needs for an array of community facilities (including recreation facilities) and has committed to an annual contribution into a reserve to help fund future community amenities.

The City should consider increasing its annual contribution to better represent the true costs of lifecycle repair and maintenance and to account for facility amenity refreshment. For indoor ice facilities (and likely all recreation and parks facilities), The City should develop a more formally defined lifecycle budget reserve process based on a percentage of replacement value.

¹ Based on internal assessment reports where available; where internal valuation is not completed for 2016, general construction market conditions have been used to determine approximate replacement value.

The concept of looking after what you have can create opportunities to meet new demand with existing facilities thereby leveraging past investment and allowing other priorities to be addressed. An important consideration in planning for future indoor ice facility service provision is the expense and appropriateness of maintaining existing facilities and service levels. If new facility components can be added to existing facilities (i.e. twinning of single sheet facilities) then significant cost savings in site acquisition, servicing and administrative, and common-area development may be achieved. Adding to existing facilities can also promote a multiplex approach at these sites and lead to operational cost efficiencies; the Kinsmen Community Arenas are by far the most efficient indoor ice facilities that The City currently owns and operates.

Facility and site lifecycle replacement budgeting includes planning to replace existing facilities when the cost-benefit analysis associated with reinvestment is not warranted and new replacement infrastructure is the most appropriate way to move forward. **Facility and site replacement budgeting would suggest that facility operating budgets should include both annual maintenance as well as capital reserve budgeting.** As the life span of recreation facilities and spaces is typically between 40 – 60 years, annual replacement planning would theoretically put smaller amounts away each year. When a facility is decommissioned and needs to be replaced, a substantial portion of the capital replacement value is already in reserves.



Indoor Strategic Direction #6: Use the Facility Condition Index (FCI) or a similar metric to inform decision making on whether to reinvest or decommission (and potentially replace) ice arena facilities.

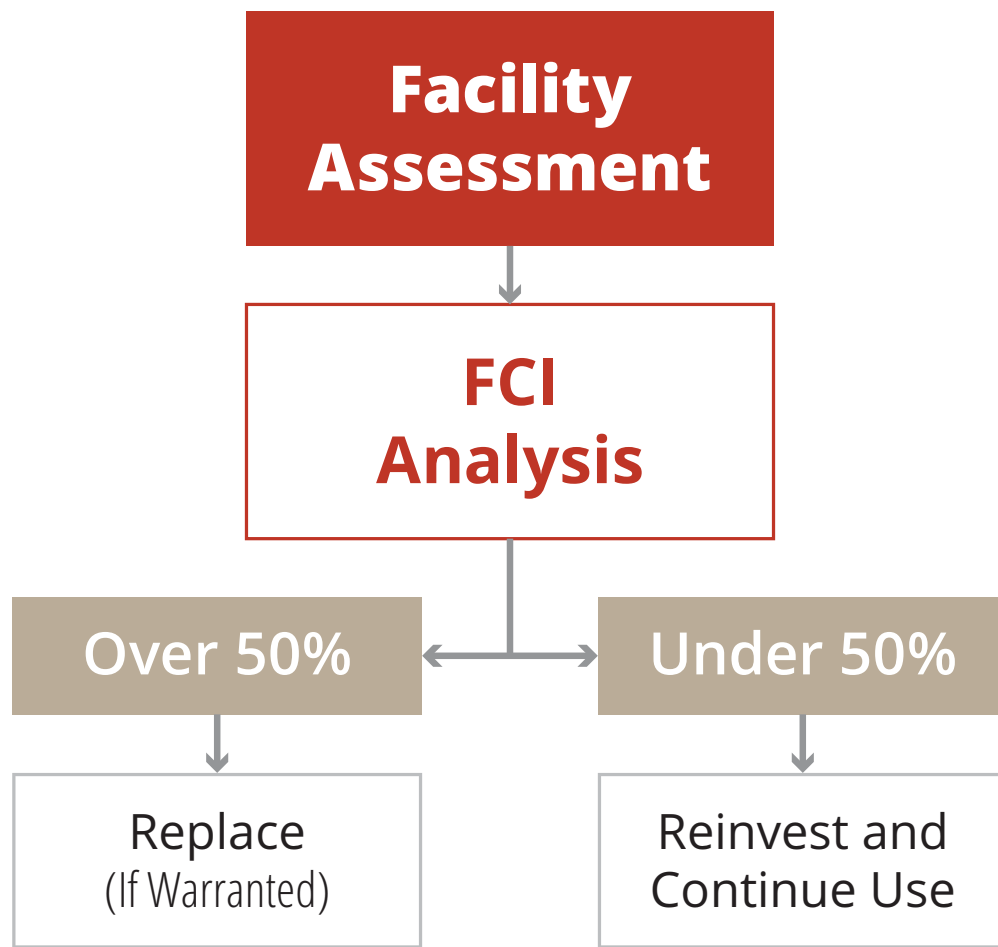
The Facility Condition Index (FCI) is used by many western Canadian municipalities to assess the potential of reinvestment in, or replacement of, publicly owned facilities and spaces. FCI measures required upgrade costs versus replacement value. Facilities or spaces with repair to replacement ratios over 50% (FCI) are candidates for replacement (or decommissioning); those with under 50% (FCI) are more likely to be candidates for reinvestment.

Although this approach is accepted, it does not account for the functionality of the facility in question. If a facility is structurally and mechanically sound, for example, the FCI may warrant reinvestment to better meet the demands of potential users for functional programming.

This issue is accentuated in recreation facilities, as many facilities and spaces have unique uses. An “amenity refreshment/modernization premium” needs to be used when calculating FCI and assessing recreation facilities for reinvestment, repurposing, or decommissioning. The amenity refreshment premium would be the added costs to bring a facility to a modern program standard, beyond ensuring structural, mechanical, and electrical sustainability.

Once the FCI determination is made, further analysis should be conducted to assess the functionality and practical need for the facility. The City may wish to develop a scoring metric to help assess some of these criteria, which could include:

- Utilization (facility and overall city)
- Alignment with user needs (does the facility serve an in-demand type of use?)
- Alignment with City strategic planning (is replacement or major reinvestment identified as a City priority?)
- Trends (does the current or potential new facility align with participation and infrastructure trends?)



Future Infrastructure

As existing facilities require replacement and the city grows, it is likely that new indoor ice arenas will need to be developed. As mentioned previously, Council has anticipated the need for new community facilities and has committed to an annual contribution to a reserve fund. The following Strategic Directions identify tools and approaches that can inform decision making and outline a roadmap for future infrastructure investment in indoor ice.

Indoor Strategic Direction #7: Strive to achieve the suggested design principles in the development of new indoor ice arena infrastructure.

The development of new indoor ice facilities or major renovation projects should, wherever possible, strive to achieve consistency of design and be done in alignment with best practices. Identified as follows are key guiding principles for consideration.

Design Principle: Multi-Purpose Venues

The development of multipurpose facilities is a clear trend in major recreation facility development throughout Alberta and Canada. Facilities like the Collicutt and G.H. Dawe Centres offer a variety of unscheduled and scheduled recreation opportunities for all ages in one convenient location. Combining multiple facilities under one roof or at one site can lead to operational cost economies of scale and can increase overall usage.

Gathering more users at one site can also enhance the attractiveness of private sponsorship, retail sales and commercial lease spaces at facilities, hence improving revenue streams. Clustering facilities can further ensure that scarce available land for recreation purposes is best utilized. The development of multiple facilities at one site or in one building envelope can also be more cost effective during the design and construction process. Cost savings can be achieved through professional services as well as other site costs such as parking and site servicing.

Facility clustering of specific facility components using the multiplex approach is appropriate due to both operational economies of scale and complementary uses. Some examples of appropriate clustering in arena facilities and other recreation facilities include:

- Indoor ice arenas and leisure ice amenities;
- Fitness and wellness spaces with scheduled use facility spaces (e.g. arenas, field houses, etc.);
- Community arts program spaces and art gallery spaces;
- Fitness and wellness spaces with child minding facilities;
- Library amenities and community centre or arts spaces;
- Fitness and wellness spaces with indoor aquatic venues;
- Outdoor playgrounds and picnic areas;
- Fitness and wellness spaces and indoor walking track facilities;
- Ice facilities with indoor aquatic venues (energy sharing); and
- Indoor ice arena and adjacent outdoor rinks (sharing of dressing rooms).



Design Principle: Multiple Ice Sheets

Indoor ice facilities with multiple sheets also offer enhanced opportunities for tournament and event hosting. Multiple sheets are more convenient for volunteer groups and organizations that host tournaments, organized competitions and academies, and host events that require more space (dry land/ice out or ice in) than a single sheet of ice can offer. The sport tourism marketplace is competitive, even at the regional level. Having multiple sheet venues with appropriate user and spectator amenities can help to better position a community to attract a variety of tournaments and competitions that bring in non-local spending and boost community profile.

The development of multiple sheet indoor ice facilities, either through new development or by adding to existing single sheet facilities, should be considered in the future. In order to ensure appropriate access for public skating the inclusion of leisure ice spaces (non-boarded, non-programmed) should also be explored when new facilities are developed. It is important to note that twin ice facilities are most effective in achieving efficiencies if they include regulation sized ice sheets (for intended purposes).

Design Principle: Physical Accessibility

Physical accessibility is also a very important consideration. Universal design considerations for users with disabilities must be considered as well as concepts such as age-friendly, and designing spaces and program areas to promote physical literacy. Accessibility as it relates to geographic location and adjacency to transit options (including active transportation) is important in promoting healthy lifestyles and reducing barriers to participation.

Design Principle: Balancing Uses

Future indoor ice arena facilities need to ensure that a variety of uses is considered in the design process. Considering leisure ice surfaces and outdoor surfaces as complementary elements to new indoor development may help ensure that spontaneous and structured activities can be balanced.

Design Principle: Crime Prevention Through Environmental Design

CPTED (Crime Prevention Through Environmental Design) principles need to be considered in facility design and development. CPTED is a set of design considerations that are intended to deter criminal activity in facilities of all types and sizes. As community facilities are accessible to a variety of populations and generate public traffic, these considerations need to influence the design of new or enhanced infrastructure.

Design Principle: Revenue Generation

Opportunities to optimize cost recovery and generate facility revenues should be considered during the design process. Public gathering spaces should be designed to include concession and other support spaces as deemed necessary through the facility feasibility and planning process.

Design Principle: Environmentally Friendly Design

Designing facilities in the most environmentally friendly way possible can lead to significant reduction of the environmental impacts of construction and operation. It can be more costly in terms of capital. Therefore, detailed cost-benefit analysis may be required prior to ultimate decision making on some mechanical and facility design decisions. The sentiment of ensuring new facilities are designed to minimize the impact on the environment was clear in the stakeholder discussions facilitated and is also clear in broader City strategic direction.

Other green design principles, such as ensuring facility patrons have transportation options (e.g. mass transit, active transportation) and associated support amenities (e.g. bike racks) and design to promote physical activity (i.e. making stairwells more appealing alternatives to elevators) should also be considered in community facility provision.

Design Principle: Best Practice Identification

Through The City's longstanding operation of ice arenas, lessons have been learned and expertise has been accrued amongst City staff and the Recreation, Parks, and Culture department. This expertise should be leveraged moving forward as capital ice facility projects are conceptualized and conducted. Facility operators and management staff should be engaged when appropriate in discussions to identify optimal design characteristics and operational efficiencies. Ongoing engagement with users can also help identify opportunities to optimize functionality and user/spectator experience.

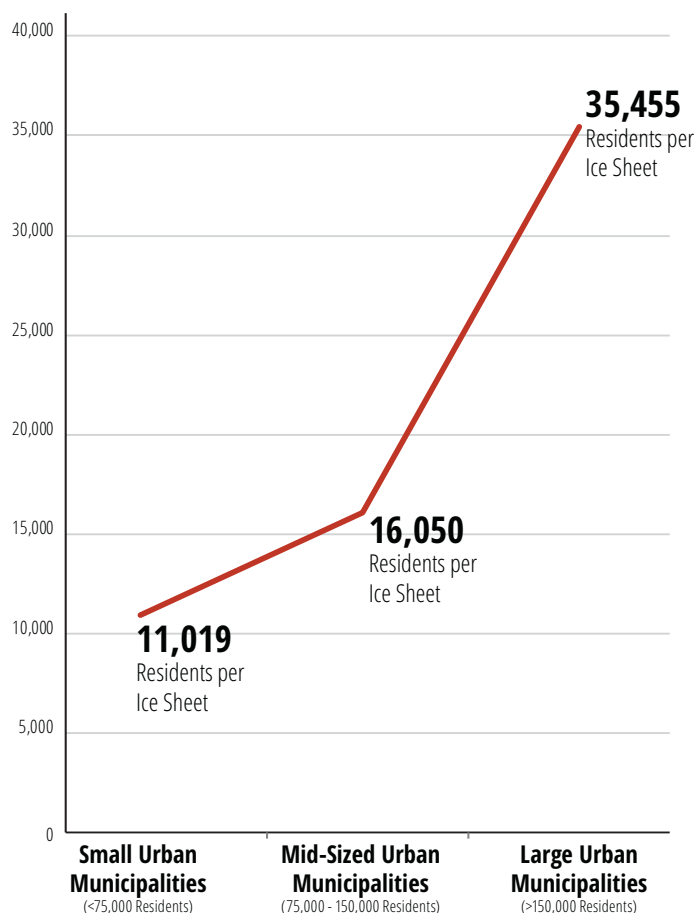
During the development of the Ice Facilities Plan, a preliminary "functional assessment" template was developed and used to assess current City owned indoor ice facilities. Further refinement of this template may be a warranted exercise as it could provide The City with an ideal functional state to which new or significantly enhanced arenas are designed.

Indoor Strategic Direction #8: Strive to achieve the following target provision ratios for indoor ice facilities.

Population Range	100,000 – 250,000	250,000 – 500,000	500,000+
Current Provision Ratio (1 Arena/# Population)	16,801	N/A	N/A
Target Service Level (1 Arena/# Population)	15,000	20,000	40,000

As municipalities grow in population, it is reasonable to expect that provision ratios will worsen. The following graph illustrates benchmarking research from small, mid, and large urban municipalities which further reflects how provision ratios expand in lockstep with population ranges.

Ice Arena Provision



The following chart further identifies the number of arenas that will be required to meet the target provision ratios as the community grows over the next 10 years based on population projections. As reflected in the chart, it is anticipated that an additional ice sheet (net of existing inventory) will be required in approximately 2021 with another ice sheet required in 2026 or beyond.

Year	2016	2021	2026
Population Projections (2.2% Growth)	100,807	112,395	125,314
Provision Ratio with Current Approved Facilities (6 sheets)	1/16,801	1/18,733	1/20,885
Target Service Level at 1 Arena/15,000 Population (High)	6.7 sheets	7.5 sheets	8.4 sheets
Surplus/Deficit at High (1/15,000)	-0.7 sheets	-1.5 sheets	-2.4 sheets
Target Service Level at 1 Arena/20,000 Population (Moderate)	5.0 sheets	5.6 sheets	6.3 sheets
Surplus/Deficit at Moderate (1/20,000)	+1.0 sheets	+1.6 sheets	-0.3 sheets

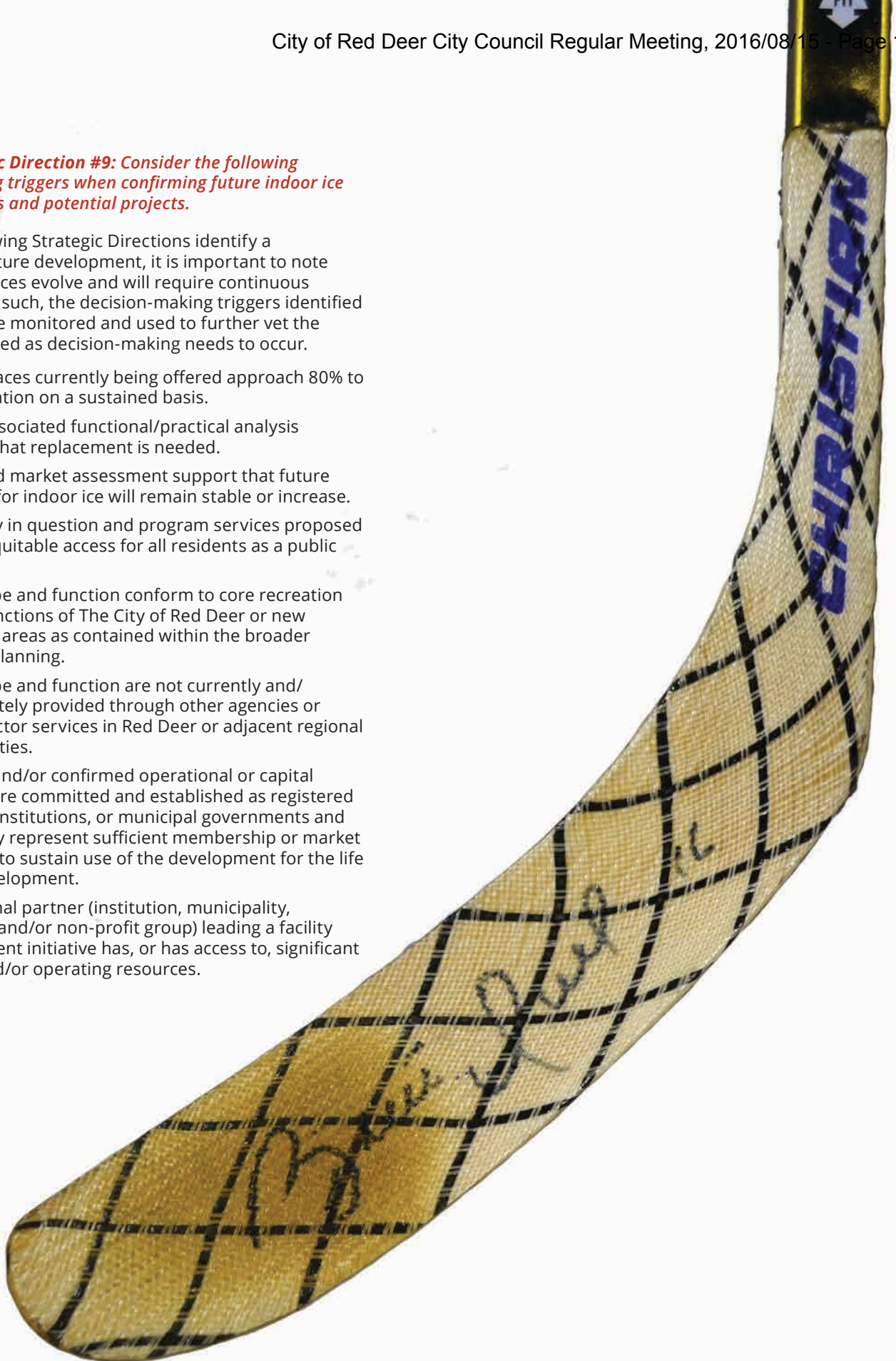


2 City of Red Deer 2011 Medium Growth Scenario projections (www.reddeer.ca).

Indoor Strategic Direction #9: Consider the following decision-making triggers when confirming future indoor ice facility priorities and potential projects.

While the following Strategic Directions identify a roadmap for future development, it is important to note that circumstances evolve and will require continuous assessment. As such, the decision-making triggers identified below should be monitored and used to further vet the projects identified as decision-making needs to occur.

1. Facility spaces currently being offered approach 80% to 90% utilization on a sustained basis.
2. FCI and associated functional/practical analysis supports that replacement is needed.
3. Trends and market assessment support that future demands for indoor ice will remain stable or increase.
4. The facility in question and program services proposed provide equitable access for all residents as a public service.
5. Facility type and function conform to core recreation service functions of The City of Red Deer or new functional areas as contained within the broader strategic planning.
6. Facility type and function are not currently and/or adequately provided through other agencies or private sector services in Red Deer or adjacent regional municipalities.
7. Potential and/or confirmed operational or capital partners are committed and established as registered societies, institutions, or municipal governments and collectively represent sufficient membership or market segments to sustain use of the development for the life of the development.
8. The external partner (institution, municipality, volunteer and/or non-profit group) leading a facility development initiative has, or has access to, significant capital and/or operating resources.



Indoor Strategic Direction #10: Utilize the suggested approach to meet future indoor ice infrastructure needs.

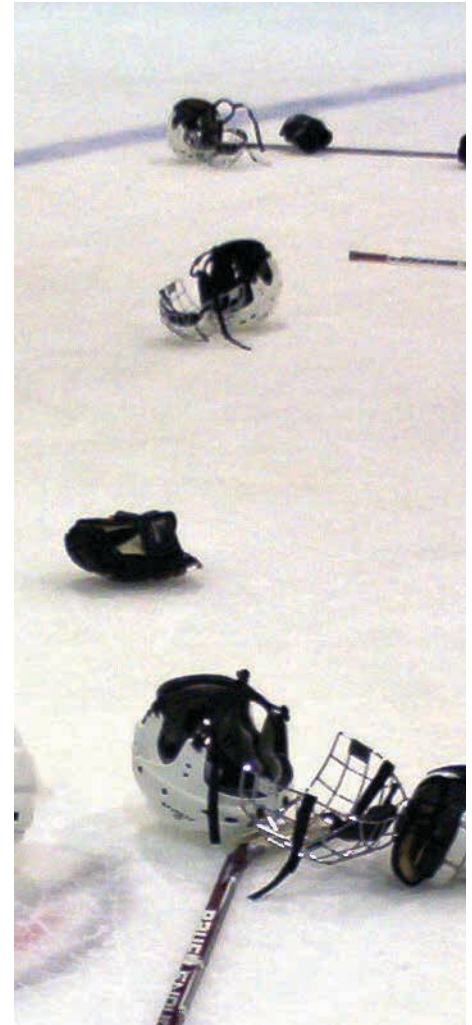
The previous Strategic Direction indicates that Red Deer will need to increase the inventory by one arena in the next five years with an additional sheet required beyond that time frame in the next five to 10 years. However in the meantime, replacement of the Red Deer Arena will occur and it is probable that the Kinex Arena will also need to be replaced (to be confirmed by an assessment that is scheduled for 2019). Other factors may also contribute to future needs and required service levels.

- Community use of the new Red Deer College arena (has not yet been fully clarified).
- Market impact of the replaced facility in Sylvan Lake coming back online.
- Ice facility projects undertaken by other municipalities in the region.
- Life expectancy of other aging arenas in the market area.
- Private sector provision (private sector provision in Alberta remains limited; however, this could evolve over time).

The previous factors have varying levels of impact on ice arena provision in Red Deer. While the Ice Facilities Plan, and specifically this Strategic Direction, outlines a move-forward approach for ice arena facilities, it will be important for The City to continuously monitor these other factors and ensure that appropriate planning is undertaken when specific projects are being contemplated.

If sufficient community use can be secured or demonstrated to exist at a partner-operated facility and/or through a regional partnership, these ice sheets should be counted as part of the public inventory, which may mitigate the need to undertake the development of a new ice sheet to meet desired provision ratio thresholds.

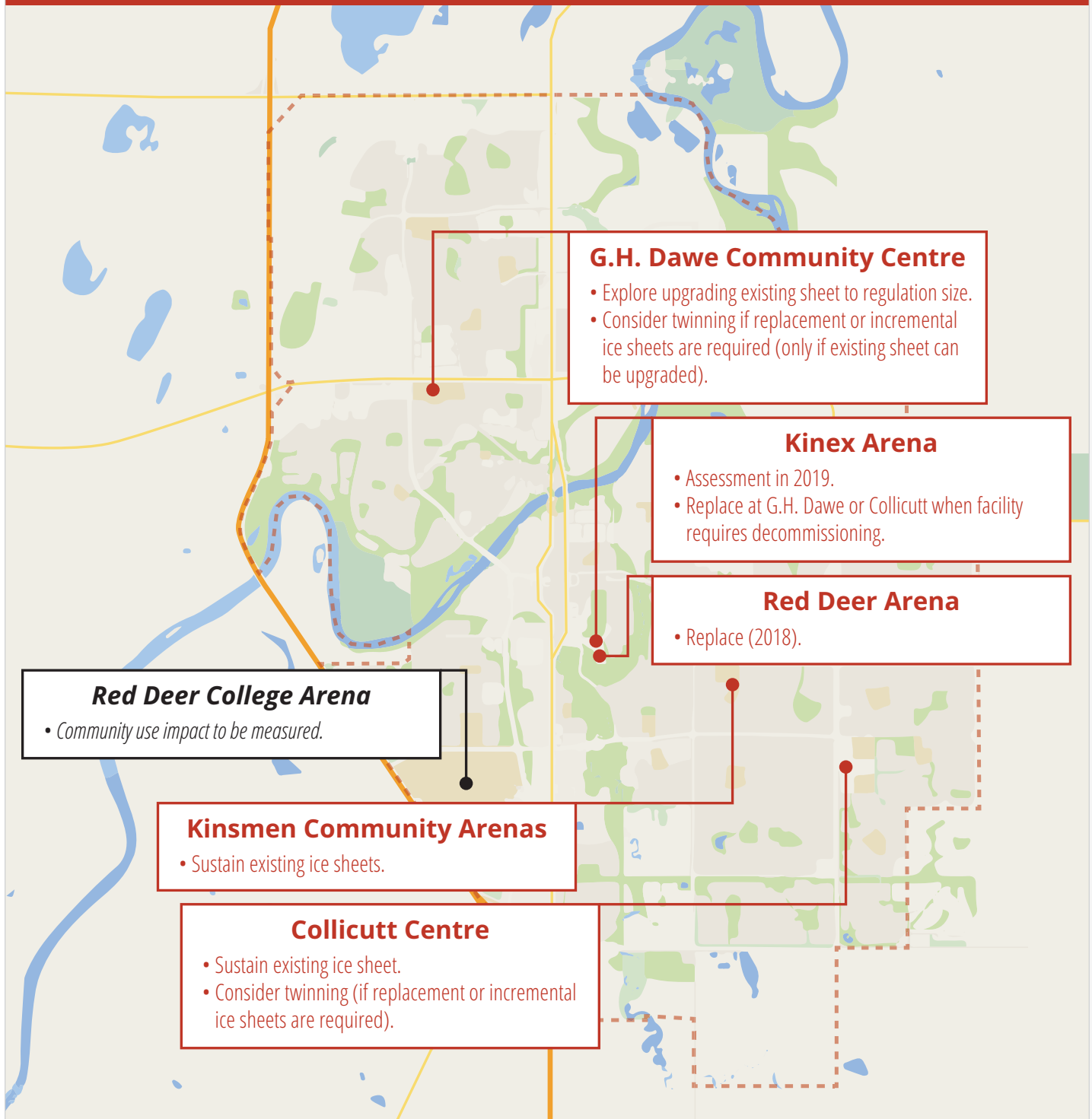
The following chart and map outline the suggested move-forward approach for indoor ice facilities in Red Deer. Two existing sites (G.H Dawe and Collicutt) are identified as being preferred locations for future ice sheet development. With the existing Red Deer Arena being replaced on the same site, it is likely that The City will require one additional site to be identified for future development. **The development of a refrigerated and/or covered outdoor ice facility may warrant consideration if financial limitations prohibit the development of the indoor facilities noted in the chart below.** Further analysis and engagement with user groups would also be required to confirm that this type of facility can reasonably meet latent demand.



Action	Suggested Approach	Timing	Net Impact
Replacement of the Red Deer Arena	1. Replace on the same site.	2018	0
Assessment of the Kinex Arena	1. Assess in 2019 (complete assessment). 2. Replace at the G.H Dawe (if existing surface can be upgraded to regulation) or Collicutt when facility requires decommissioning.	TBD	0
Addition of New Ice Surface to the Inventory	1. Determine/measure the extent to which the new RDC arena has met community need. 2. Explore potential partnerships. 3. Preference towards adding onto existing facility (Collicutt or partner).	2021	1
Addition of New Ice Surface to the Inventory	1. Preference towards adding onto existing facility (Collicutt or partner). 2. Explore potential partnerships and new site options if required.	2026+	1

Inventory of Ice Sheets (2016 – 2026)

Now	Requiring Replacement	To Be Assessed	Incremental Ice Sheets Required	Total Future Ice Sheets (2026)
6 Sheets	1 Sheet	1 Sheet	2 Sheets	8 Sheets



The following site and provision factors should be considered as potential sites and arena projects are confirmed.

- Site needs to be large enough to accommodate future additions (ice or other recreation components).
- Geographic balance is moderately important, moreso for new facility development; achieving geographic balance should not circumvent economy of scale rationale.
- Event and competition hosting needs should be assessed on an ongoing basis and considered as new facilities are planned. This assessment should consider capacity, multi-sheet facility requirements, and support amenities that can be beneficial to the City's event and competition hosting capability. However as future projects (Red Deer College Arena, Red Deer Arena replacement) will take place after a number of venues are constructed with the Canada Winter Games in mind, it is reasonable to assume that event and competition hosting capacity may be sufficient for a number of years.



Partnerships and Collaborations

Strong relationships and ongoing collaborations with user groups is important in the future delivery and planning of indoor ice infrastructure. The City owns and operates indoor ice facilities. The animation of these facilities occurs primarily through rental agreements with user groups that provide opportunities for residents to participate in a number of different activities and at a variety of different skill levels.

As the region continues to grow, so will broader regional needs for indoor ice. The Strategic Directions presented under this focus area are intended to help guide The City in the exploration, evaluation, and formalization of partnerships. Opportunities to increase collaborations with user groups and stakeholders are also identified.

Indoor Strategic Direction #11: Increase dialogue with ice user groups.

The opportunities that **user groups provide help The City achieve its strategic goals** around the provision of recreation services, and more specifically those indoor ice facilities. For this reason, it is vital that user groups understand why The City invests in indoor ice. It is also important for The City to understand the current and expected future state of programs offered by user groups (e.g. participation rates, trends in activities, changes to service levels, etc.) so that it can plan and operate facilities appropriately.

During the development of the Ice Facilities Plan, a number of groups and individuals were consulted. There was nearly 100% participation in the group engagement effort and it was clear that user groups appreciated the opportunity to be engaged in planning for future indoor ice facilities. Aside from bi-annual allocation meetings, the level of engagement with ice user groups is limited.

Identified as follows are key touch points that should be used to further engage ice user groups.

- Annual user survey (as identified by Strategic Direction #3).
- Minimum of one annual meeting (outside of traditional ice allocation meetings) to gather local trends data and create dialogue. This meeting could also be positioned as a best practice sharing or training opportunity.

As increased user group engagement and collaboration occurs, other opportunities may come to light which can further increase dialogue. Should new facility projects occur in the future, it is also suggested that user groups' knowledge of best practices and trends be leveraged.



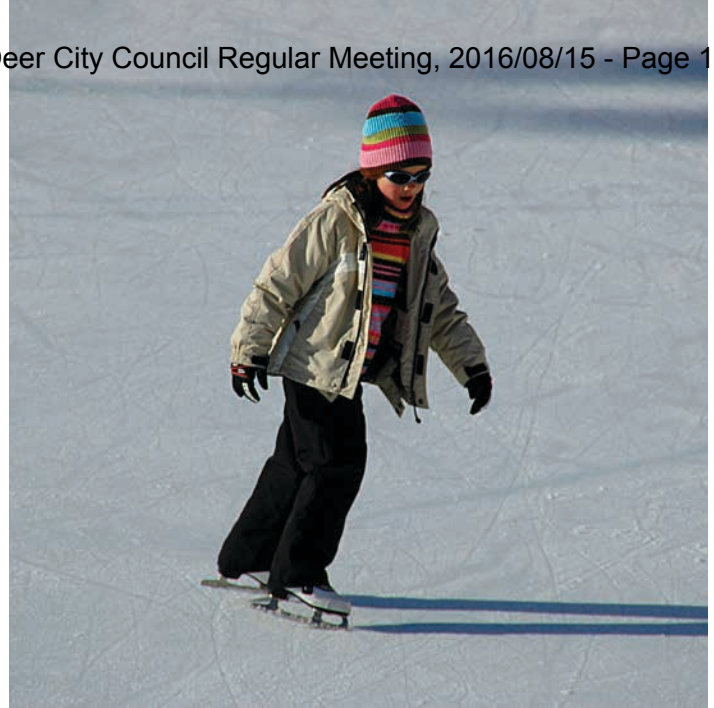
Indoor Strategic Direction #12: Utilize the suggested Partnership Framework (illustrated on Page 48) when exploring partnerships to provide indoor ice facilities.

The City is currently involved in a variety of partnerships in the provision of recreation services. More specifically to the provision of indoor ice facilities, **the development of the new Red Deer College facility represents a provision partnership**; The City provided project funding and has a Memorandum of Understanding in place with the College that outlines "...the general public and community organizations will have access to the Ice Surface and the Squash Courts."³ The partnership between The City and Red Deer College is a good example of leveraging public funds to provide community access to indoor ice facilities; the extent to which the community benefits will be better known after the facility is in operation.

The City should **expect other partnership opportunities to present themselves** as new indoor ice facility development is contemplated. Private sector interest in indoor ice facility development and operations is increasing and regional municipalities are contemplating future investment into indoor ice infrastructure.

Regional partnerships are arguably more likely to garner external funding (the Provincial and Federal government promote regional collaboration) than independent ventures. Arena representatives (facility operators and/or municipal staff) from Lacombe, Blackfalds, Penhold, Sylvan Lake, Delburne, and Spruce View were engaged through stakeholder discussions. Key findings and points of interest from these discussions are noted as follows.

- Although limited ice time is available in regional facilities, there is a willingness to accommodate Red Deer user groups.
- Regional facilities are not overly concerned or expected to be impacted by the loss of the Red Deer Arena and other potential facility situations.
- Flexibility in local vs. non-local rates may be considered to host Red Deer user groups.
- "No-shows" by Red Deer groups are a concern and will impact the desire to accommodate city users in the future.

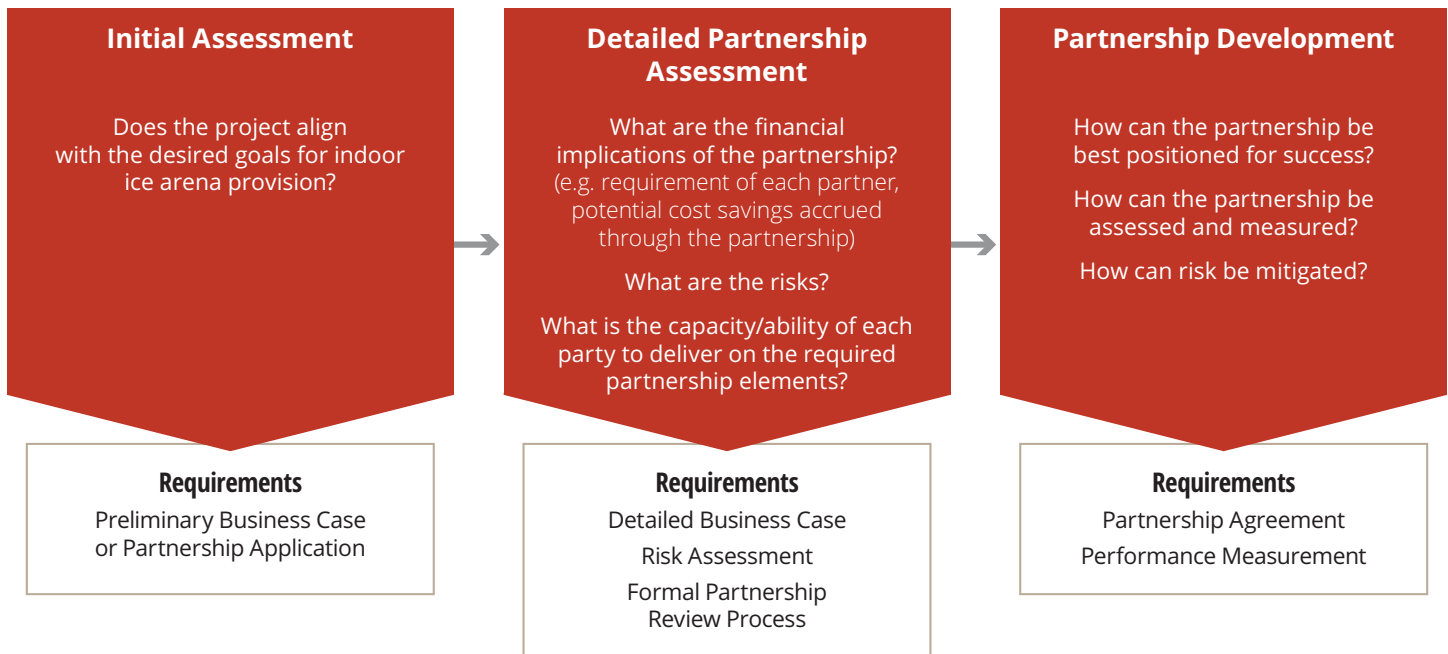


³ Memorandum of Understanding between The City of Red Deer and the Red Deer College regarding the development of the G. W. Harris Centre for Sport and Wellness

Partnership Framework

(Strategic Direction #12 Continued)

Before The City engages in partnerships to provide indoor ice facilities, the following framework is proposed to ensure that, from a broad perspective, the partnership arrangement makes sense and best positions The City.



The chart below also identifies potential risks and mitigating strategies for specific types of partnerships that may be explored by The City in the future to provide indoor ice facilities to user groups. Ensuring that the partnership exploration phase adequately considers and addresses these potential issues will help ensure that partnerships are aligned with resident and group needs.

Potential Partner	Potential Issues	Mitigation Strategies
Regional Municipalities	<ul style="list-style-type: none"> Conflicts over proportion of use by respective residents Level of responsibility of each municipality for future repairs, maintenance, refreshment and replacement 	<ul style="list-style-type: none"> Clearly identify access parameters in partnership agreements (e.g. % of use by users from each municipality). Ensure that appropriate lifecycle and amenity refreshment budgeting is outlined in agreements and is followed.
Private Sector	<ul style="list-style-type: none"> Differing provision philosophies and financial requirements Community access 	<ul style="list-style-type: none"> Ensure partnership agreements clearly outline public access requirements and parameters. Ensure potential partner has conducted adequate business planning and feasibility analysis.
Public Sector Partner (e.g. post-secondary, not for profit organization)	<ul style="list-style-type: none"> Differing mandates and objectives Financial limitations 	<ul style="list-style-type: none"> Ensure potential partner has conducted adequate business planning and feasibility analysis. If significant public funds are contributed to the project, ensure that MOU outlines specific community access requirements.

Outdoor Ice Facilities Strategic Directions

Current Inventory Management

The Strategic Directions identified as follows are intended to help provide direction to The City in the management of outdoor ice facilities. Opportunities to realign how the inventory is managed and accessed are identified to meet broader resident and ice user needs.

Outdoor Strategic Direction #1: Define a base service level for outdoor rinks in Red Deer.

Research indicators reflect that The City currently provides outdoor rinks at a high service level both in terms of quantity and ongoing maintenance. Engagement conducted as part of the Ice Facilities Plan revealed that satisfaction levels are relatively high and that quality of ice and site amenities are key factors that impact utilization. Outdoor rink users also utilize a number of transportation methods to access outdoor rinks. Just over half of users drive to their outdoor rink of choice while just under half use other methods (e.g. walk, public transit).

While current investment levels in outdoor ice may be sustained, it is prudent for The City to clarify a base level of service so that investment can be optimized and aligned with resident needs and usage patterns. The base level of service will also help guide future decision making as it pertains to existing sites, service levels, and new development. The base level of service should provide clarity around the following aspects of outdoor ice provision.

- Geographic Balance—Is 400 metres an appropriate target?
- Amenity Provision—What amenities should exist at each type/level of outdoor ice site?
- Maintenance—What levels of maintenance should be targeted?
- Major Outdoor Ice “Hubs” and Facilities (e.g. covered, refrigerated surfaces)—What impact could these sites have on the need for neighborhood level provision? Could “hub” or higher quality sites better serve certain user/usage types?

A number of inputs should be used by administration and Council when determining the base level of service. These inputs include trends and leading practices, benchmarking, financial analysis and considerations, and utilization data.



Outdoor Strategic Direction #2: Continue to prioritize the collection of outdoor rink utilization data.

In recent years The City has worked at enhancing the collection of utilization data at selected outdoor ice rink sites. Community Associations have assisted in these efforts by conducting regular counts and providing this information to The City. Available data shows that utilization at outdoor rinks varies greatly; however comprehensive data are needed to confirm this. It is suggested that The City continue to enhance the collection of outdoor rink data so that accurate information can be analyzed and databased over time. The following mechanisms should be used to capture user data.

Community Association Tracking Protocol. The City should develop a standardized utilization tracking system for rinks located at Community Association sites. Associations should be required to provide data as per the tracking system as a requirement of the existing funding agreement.

On-site counters. The City should continue to install counters as resources permit at selected sites. Sites should be prioritized based on the following criteria.

- Sites with high levels of use.
- Permanent sites which have been identified for potential reinvestment.
- Sites which have frequent capacity or other user issues/conflicts.

In addition to utilization data, The City should also look to capture user experience feedback and data. The public and intercept survey tools used as part of the consultation process for the Ice Facilities Plan could be fielded on an annual basis to collect this data, which could then be tracked over a number of years to identify participation trends and benchmark satisfaction levels.



Outdoor Strategic Direction #3: Designate selected outdoor rinks to be made available for organized group bookings.

Currently outdoor rinks are not available for bookings by organized ice user groups or individuals. While outdoor ice serves primarily spontaneous and unstructured activities, it is suggested that a handful of sites be included in The City's bookings system in order to achieve the following key benefits.

- Mandating organized users of outdoor ice to formally "book" ice will help mitigate potential conflicts and ensure appropriateness of use.
- The City will have a better understanding of structured outdoor ice use which can assist with future planning and delivery.
- May help meet some latent indoor ice demand.

Initially, a select number of site(s) should be piloted and made available for bookings. Identification of these site(s) should occur based on the following factors.

- **Geographic Distribution:** Sites available for bookings should be distributed in different areas of Red Deer.
- **Quality and amenity provision:** Sites available for booking need to be of higher ice quality and provide access to a participant change area (permanent or seasonal), parking, and other basic site amenities. Sites located adjacent to indoor recreation facilities may be best suited.
- **Spontaneous user impact:** Designated bookable sites with minimal impact to spontaneous users should be prioritized. The City may wish to establish percentage capacity parameters for these piloted site(s) as they pertain to booked vs. spontaneous use.

Ongoing user engagement, collaboration with Community Associations, signage and website communications (e.g. schedule of booked times) and ongoing monitoring will be important as sites are identified and piloted.

Piloting outdoor rink sites for bookable use may also present the opportunity to expand dry-floor capacity in the city. Board installations at piloted sites could be left in place during the summer months and made available to organized user groups, rentals, and spontaneous users. Doing so could help The City further analyze dry-floor potential for a future covered outdoor rink surface.



Outdoor Strategic Direction #4: Consider adapting the current maintenance system to create two service level categories for boarded and lit outdoor rinks.

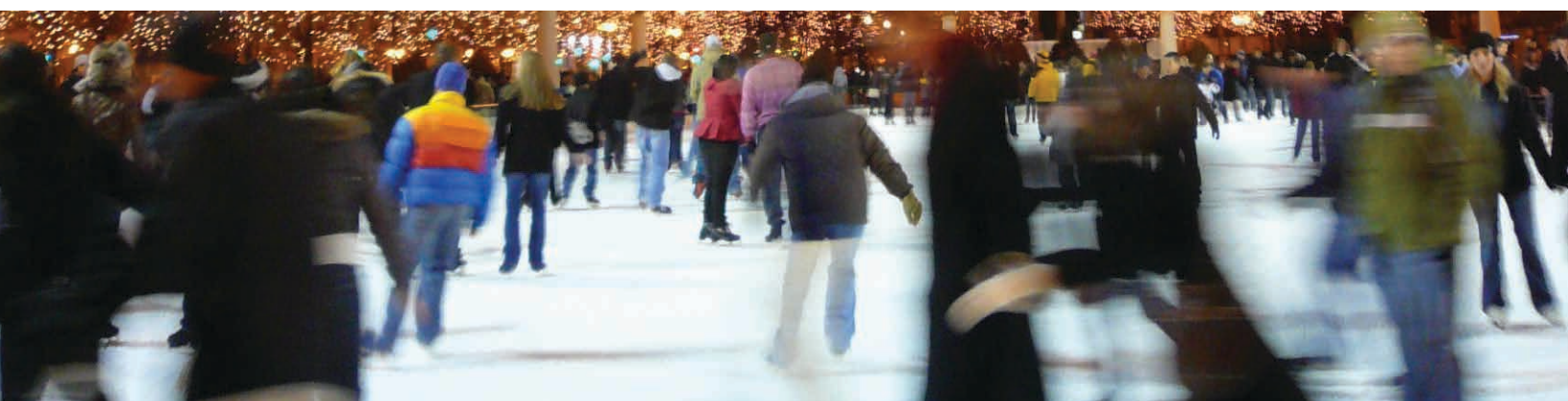
The City currently utilizes three service level categories as outlined by the chart below.

Level of Service	Description	# of Sites	Annual Expense (per site)	Annual Expense (per service level)
Performance Sites	Large ice surfaces; Bower Ponds and Ice Oval.	2	\$49,000	\$98,000
Daily Maintenance Sites	Typically sites with a boarded rink with lighting, an adjacent snowbank rink, and an Activity Centre.	20	\$18,025	\$360,500
Weekly Maintenance Sites	Typically an ice surface without lighting and no on-site Activity Centre.	21	\$11,639	\$244,419
Total Annual Expenses				\$702,919

It is recommended that the boarded rinks that fall within the current Daily Maintenance Site category be further differentiated as explained in the following chart. This adaptation ensures that rinks with high levels of use and organized group bookings will be serviced appropriately without requiring The City to incur additional expenses above the current investment level of ~\$700,000 annually.

Category	Level of Service	Types of Rinks To Be Included
A	High priority. Continue to receive daily maintenance. Weather conditions and bookings may require maintenance to occur twice daily.	<ul style="list-style-type: none"> High use sites (as verified by utilization data). Rinks that are available for bookings.
B	Medium priority. May still receive daily based on staff availability. At minimum serviced every three days.	<ul style="list-style-type: none"> All other boarded rinks that currently fall in the Daily Maintenance Category.

Note: Overall maintenance protocols should be further analyzed and refined during the base level of service review (Outdoor Strategic Direction #1)



Future Infrastructure Planning

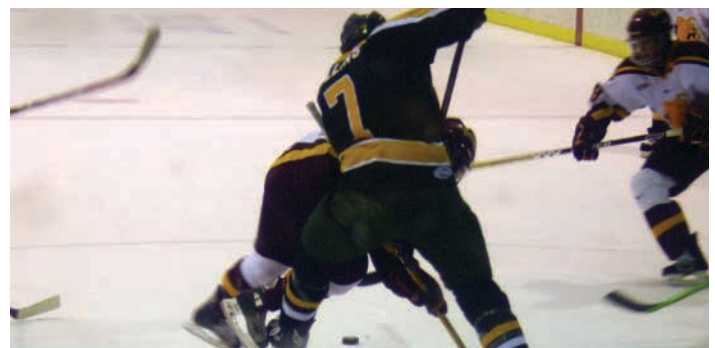
Outdoor Strategic Direction #5: The City should focus on maximizing utilization of existing outdoor rinks.

A number of factors and research inputs suggest that current outdoor ice provision in Red Deer is sufficient.

- Benchmarking data (Red Deer provides significantly more outdoor skating sites than comparators).
- Geographic analysis (current sites in Red Deer are well distributed and easily accessed by residents in most areas).
- Transportation methods (consultation findings reveal that many users drive to their site of choice).
- Satisfaction (consultation findings reveal that satisfaction levels are generally high).

Even though the spontaneous nature of outdoor rink use makes capacity hard to measure, it can be reasonably assumed that a number of outdoor rinks in Red Deer have capacity to accommodate new users and residents. Enhanced collection of user data will help identify those rinks for which capacity may be an issue during certain times or be abundant. The City should then develop communications and marketing strategies accordingly.

While provision of outdoor ice in Red Deer is deemed appropriate, it is possible that projects may come forward in the future from a community group or developer. If City investment in and outdoor ice project is requested, it is suggested that The City require the interested party to develop a business case which includes full market assessment, justification, engagement, and financial implications for the project.



6

Implementation

The following section outlines implementation considerations pertaining to the Strategic Directions identified in Section 5.

Indoor Ice Facilities

Financial Considerations

The City's investment in ice facilities continues to be significant. While ice facilities and opportunities are valued by residents, resources are finite and ice arenas are in competition with other important recreation and municipal services and projects. Moving forward, The City will need to be creative in exploring efficient and collaborative approaches to meeting ice facility infrastructure needs.

Timelines

The following chart outlines potential timelines for the recommended facility projects.

Project	Suggested Location (If Required)	Short Term (2018)	Medium Term (2021)	Long Term (2026+)
Replacement of the Red Deer Arena	Red Deer Arena Site	✓		
Assessment of the Kinex Arena (Planned for 2019 to determine future lifespan.)	G.H Dawe Community Centre ^A or Collicutt Centre	✓		
Upgrade of the G.H Dawe to Regulation Size ^B	G.H Dawe Community Centre		✓	
Addition of New Ice Surface to the Inventory	Collicutt Centre or existing facility ^C		✓	
Addition of New Ice Surface to the Inventory	Collicutt Centre or other location (TBD)			✓

New indoor ice arena development is projected to cost between \$15 – \$20M per sheet (2016 dollars) depending on the type of facility and other site factors. Should a covered and refrigerated outdoor venue be developed, it is expected that costs could range between \$3 – \$4M.

A If viable to upgrade existing sheet.

B If deemed viable.

C New RDC arena may provide sufficient capacity (TBD).

Maintenance and Facility Reinvestment

The following chart outlines expected facility reinvestment costs as determined by The City's most recent assessment and facility planning.

Indoor Ice Facility	Year Built	Replacement Value ¹
Kinex Arena	1967	\$8,949,728
Kinsmen Community Arenas	1974/1988	\$16,675,754
G.H. Dawe Arena	1983*	\$12,000,000
Collicutt Centre Arena	2001	\$12,000,000
Downtown Arena	2018	\$21,000,000
Total replacement value of City Indoor Ice Facilities (2016; ±25%)		\$67,625,482

* Minor renovations completed in 2010 during the G.H. Dawe Centre renovation and addition.

Future Planning Considerations

While the Ice Facilities Plan contained herein presents a roadmap for future indoor infrastructure development as indicators suggest at present, it will be important for The City to undertake further planning in the future to reaffirm the need for these facilities and ensure that the scope of the project is aligned with the community and market characteristics that exist in the future.

The following graphic illustrates a recommended planning framework that should occur as major indoor ice infrastructure projects are evaluated and planned.

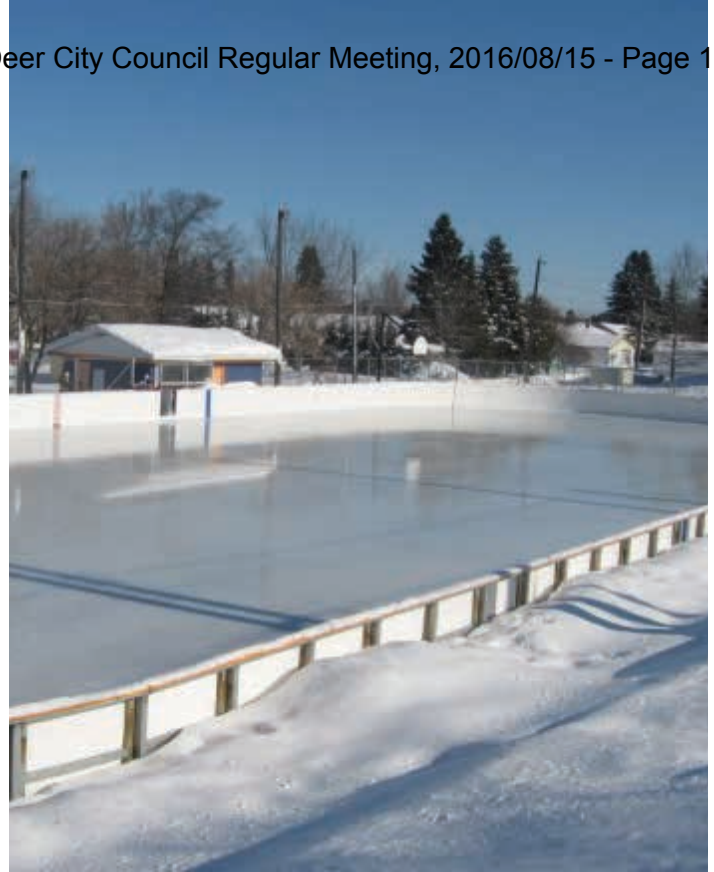


Other Implementation Tactics

A number of the Strategic Directions provided will require input and participation from existing user groups and stakeholders in order for successful implementation to occur. As such, The City may wish to establish an Ice Facilities Plan Implementation Working Group that is led by City administration with representation from user groups, and sport stakeholders.

Key areas of focus for the Group should include (but are not limited to) the following.

- Further explore opportunities to maximize utilization of existing facilities (Indoor Strategic Direction #1).
- Establish preliminary parameters and guiding principles for the refreshed allocations policy (Indoor Strategic Direction #2).
- Inventory current data collection methods and further identify specific mechanisms to address gaps (Indoor Strategic Direction #3).
- Develop a communications strategy to share key themes and directions of the Plan with user groups and residents.





Outdoor Ice Facilities

Financial Considerations

While the outdoor strategic directions provided do not suggest an incremental investment in outdoor ice infrastructure, City staff resources will be required to implement the strategic directions outlined.

Timelines

The following chart identifies expected timelines for the recommended outdoor strategic directions.

Outdoor Strategic Direction	Implementation Timing
Define a base service level for outdoor rinks in Red Deer (#1).	2016 – 2020
Continue to prioritize the collection of outdoor rink utilization data (#2).	Ongoing
Designate selected outdoor rinks to be made available for organized group bookings (#3).	2016 – 2020
Consider adapting the current maintenance system to create two service level categories for boarded and lit outdoor rinks (#4).	2016 – 2020
The City should focus on maximizing utilization of existing outdoor rinks (#5)	Ongoing

Future Planning Considerations

Future capital and operational investment in outdoor ice infrastructure will be further clarified once the base level of service is defined (as per Outdoor Strategic Direction #1). This base level of service will guide the level of maintenance provided to existing outdoor ice sites and will also provide a foundation from which future decisions can be made on infrastructure projects and initiatives.

Should capital investment in outdoor ice infrastructure occur in the future, it is recommended that The City utilize an approach similar to the planning framework presented on Page 56. Utilizing this or a similar process will ensure that decisions are adequately informed and aligned with overall community needs and City goals for outdoor ice provision. As mentioned in Strategic Direction #5, while the City’s focus should be on maximizing existing facilities, it is possible that new outdoor ice projects could come forth from the community and request City support. Should this occur, it is reasonable for The City to request that a business case be developed.

Other Implementation Tactics

Successful implementation of the Outdoor Strategic Directions will require input and participation from stakeholders and the public. As implementation occurs, The City may wish to engage with outdoor ice stakeholders at key points in time as the following action items occur.

- Review of the draft base level of service (Outdoor Strategic Direction #1).
- Data collection implementation (e.g. expanded head counts at rinks located next to Community Association buildings) (Outdoor Strategic Direction #2).
- Identification of pilot sites for bookable outdoor ice (Outdoor Strategic Direction #3).
- Review and implementation of the refreshed outdoor ice service levels (Outdoor Strategic Direction #4).







Council Decision – August 15, 2016

DATE: August 18, 2016
TO: Shelley Gagnon, Recreation, Parks & Culture Manager
FROM: Frieda McDougall, Legislative Services Manager
SUBJECT: Ice Facilities Plan

Reference Report:

Recreation, Parks & Culture, dated August 15, 2016

Resolution:

At the Monday, August 15, 2016 Regular Council Meeting, Council passed the following Resolutions:

Resolved that Council of The City of Red Deer, having considered the report from Recreation, Parks & Culture, dated August 15, 2016 re: Ice Facilities Plan hereby authorizes Administration to proceed with implementing the Principles to Guide the Development of Future Ice Surfaces and approves the Ice Facilities Plan, in principle, as a planning document.

Report back to Council: No

A handwritten signature in blue ink, appearing to read 'F. McDougall'.

Frieda McDougall
Manager

c. Director of Community Services



August 15, 2016

North Red Deer Regional Water Services Commission – Interim Water Transfer & Water Line Purchase

Engineering Services

Report Summary & Recommendation:

The Government of Alberta / Alberta Environment and Parks (AE&P) has indicated to the City of Red Deer that it will not renew the license that allows the Central Park community to operate their own potable water system. EVRAZ North America has also indicated that they also require a water connection. The City of Red Deer approved, in the 2016 Capital Budget, the construction of a water supply line from the NRDRWSC adjacent Highway 2A along Township Road 391 to Central Park which will allow the supply of water to Central Park and water supply to EVRAZ.

The tie-in to the NRDRWSC trunk line and the transportation of water requires a formal request from the City to the NRDRWSC in the form of a Council resolution and final approval requested from the Minister of Municipal Affairs.

The following recommendations are presented for consideration:

- Formal request to the NRDRWSC for the provision of water to the Central Park water trunk according to the existing agreement between the City of Red Deer and the Commission dated October 8, 2004.
- Administration to enter into an agreement for the supply of water according to provisions in the existing agreement between the City of Red Deer and the Commission dated October 8, 2004, and subsequent to Legal Services review.
- Formal request to the NRDRWSC for the purchase of the existing RDRWSC trunk line from the existing meter vault, located adjacent the intersection of Hwy2A/Hwy 11A, north to the Blindman River. The finalization of the purchase agreement subject to legal services review, budget and Ministerial approval.

City Manager Comments:

I strongly support the recommendation of Administration as this will resolve a long standing servicing issue.

Craig Curtis
City Manager



Proposed Resolution

Resolved that Council of The City of Red Deer having considered the report from Engineering Services, dated August 15, 2016 re: North Red Deer Regional Water Services Commission (NRDRWSC) – Interim Water Transfer & Water Line Purchase hereby agrees that a formal request be submitted to the NRDRWSC for the provision of water to the Central Park water trunk according to the existing agreement between the City of Red Deer and the Commission dated October 8, 2004.

Resolved that Council of The City of Red Deer having considered the report from Engineering Services, dated August 15, 2016 re: North Red Deer Regional Water Services Commission (NRDRWSC) – Interim Water Transfer & Water Line Purchase hereby directs that Administration enter into an agreement for the supply of water according to provisions in the existing agreement between the City of Red Deer and the Commission dated October 8, 2004, and subsequent to Legal Services review.

Resolved that Council of The City of Red Deer having considered the report from Engineering Services, dated August 15, 2016 re: North Red Deer Regional Water Services Commission (NRDRWSC) – Interim Water Transfer & Water Line Purchase hereby agrees that a formal request be submitted to the NRDRWSC for the purchase of the existing RDRWSC trunk line from the existing meter vault, located adjacent the intersection of Hwy 2A/Hwy 11A, north to the Blindman River and that the finalization of the purchase agreement is subject to legal services review, budget and Ministerial approval.

Report Details

Background:

The Government of Alberta / Alberta Environment and Parks (AE&P) has indicated to the City of Red Deer that it will not renew the license that allows the Central Park community to operate their own potable water system. EVRAZ North America has also indicated that they also require a water connection. The City of Red Deer approved, in the 2016 Capital Budget, the construction of a water supply line from the NRDRWSC adjacent Highway 2A along Township Road 391 to Central Park which will allow the supply of water to Central Park and water supply to EVRAZ.

The tie-in to the NRDRWSC trunk line and the transportation of water requires a formal request from the City to the NRDRWSC in the form of a Council resolution and final approval requested from the Minister of Municipal Affairs.

In 2004, NRDRWSC wished to acquire a source of potable water to distribute to its members (Blackfalds, Lacombe, Lacombe County and Ponoka) and has acquired a water license from Alberta environment to draw water from Red Deer River. The commission then approached the city and the city agreed to draw water from the Red Deer River on



behalf of the commission under the terms of commission's license, to treat that water in the city's water treatment plant, and to deliver such water to the commission, all on the terms of the agreement between the City and NRWSC executed October 2004. The 750mm water supply trunk along HWY 2A North was constructed in 2005 with a water meter installed at Gaetz Ave/ HWY 11A intersection, and they became the City customer's in 2006.

The Central Park subdivision is located in the northern sector of the City of Red Deer, north of HWY 11A at the intersection of C&E trail and TWP Rd 391. The subdivision was annexed into the City in 2009 and it does not have municipal water, sanitary and storm sewer services. Residents obtain their water from a communal ground water well system with a pumping station and water distribution system installed in the subdivision. The residents use septic field systems for sewage disposal and an overland ditch system for stormwater drainage.

The Central Park water distribution system is owned by the Central Park Water Association (CPWA), which no longer functions as an entity. It is an old system consisting of a pumping station and 2 inch diameter copper pipe servicing the whole subdivision (25 lots). The subdivision does not have fire protection. The CPWA has a license from Alberta Environment and Parks (AEP) to operate the system, effective July 26, 2006, that expired on July 01, 2016. AEP has provided permission for them to operate the system until connection to City water later this year.

Discussion:

The City determined that the EVRAZ Industrial site and Central Park water system could be tied into the North Red Deer Water Services Commission's trunk on an interim basis until the future new reservoir and pump station at the intersection of HWY 11A and HWY 2A has been constructed. This trunk is presently not owned by the City but discussions have taken place regarding the purchase of the trunk from Hwy 11A north to the Blindman River from the Commission. A budget of \$8M was identified for 2017 in the approved Ten Year Capital plan. Purchase of the trunk would allow efficient servicing anticipated to be the northern reach of future annexations.

Upon purchase of the trunk line, the trunk will be made part of the distribution system that will service future northern development and meet the needs of City growth in that area for the next 50+ years. The purchase of the trunk line will provide an efficient use of infrastructure as an additional line would not have to be constructed.

Following are the future projected development lands that can be serviced for the above scenario:

- NRDWCS trunk within the current City boundary will aid in the service of approximately 25-30 years of future land development, and
- NRDWCS trunk up to the Blindman River will be able to service an additional approximately 10 years of future land development.



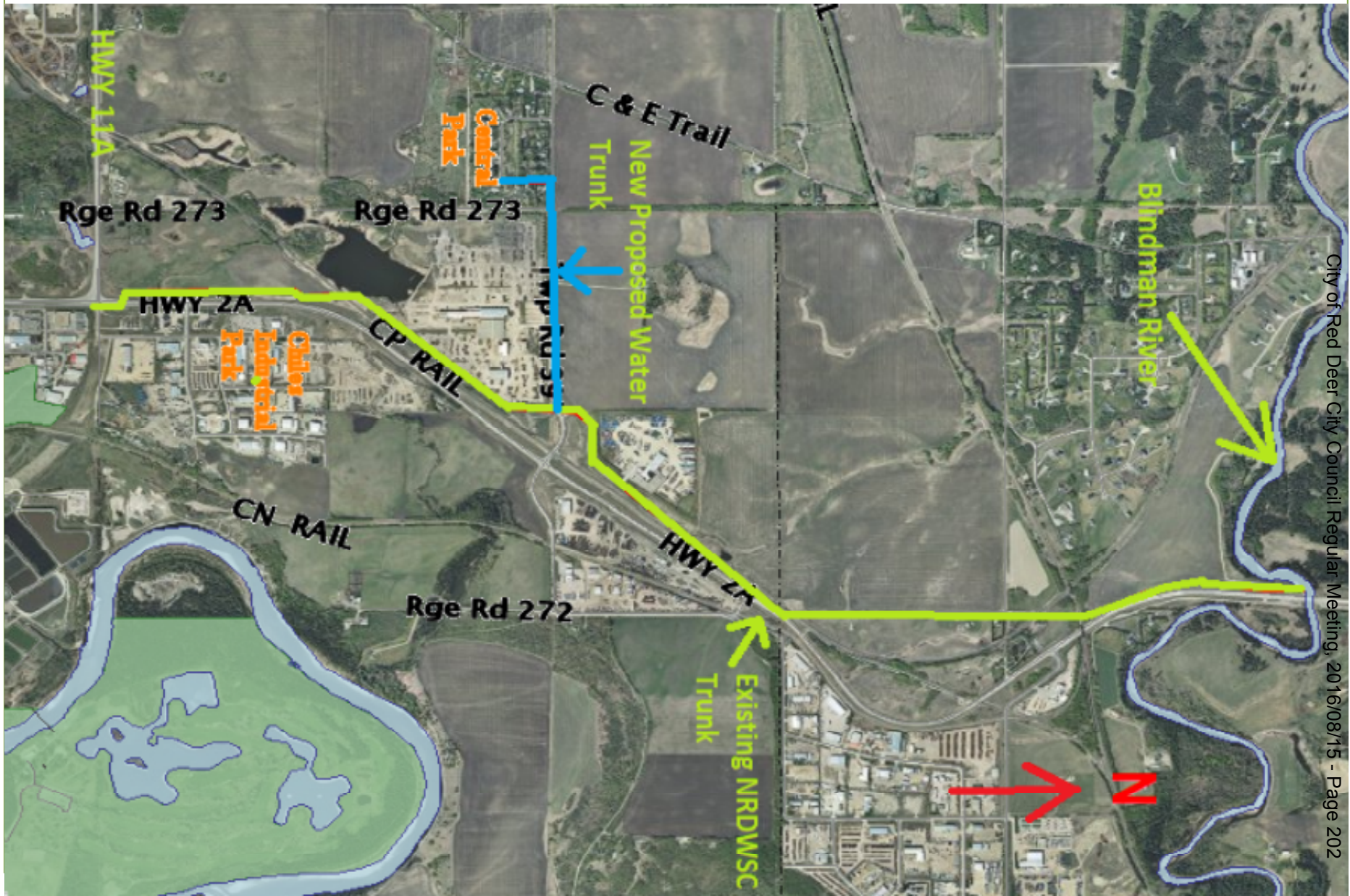
The Contract for the installation of the Central Park Water supply trunk along TWP Rd 391 connection from the Regional trunk system has been awarded. No tie in to the NRDRWSC can occur without final approvals from the NRDRWSC. Once approved, a connection to ERAVZ industrial site will also be provided. The City will provide potable water to their (EVRZ and Central Park) water tanks from where they will pump it out to their distribution system. Both systems will be a metered connection.

Analysis:

The following recommendations are presented for consideration:

- Formal request to the NRDRWSC for the provision of water to the Central Park water trunk according to the existing agreement between the City of Red Deer and the Commission dated October 8, 2004.
- Administration to enter into an agreement for the supply of water according to provisions in the existing agreement between the City of Red Deer and the Commission dated October 8, 2004, and subsequent to Legal Services review.
- Formal request to the NRDRWSC for the purchase of the existing RDRWSC trunk line from the existing meter vault, located adjacent the intersection of Hwy2A/Hwy 11A, north to the Blindman River. The finalization of the purchase agreement subject to legal services review, budget and Ministerial approval.

EXISTING & PROPOSED WATER TRUNKS



NEW WATER SERVICE TO CENTRAL PARK





Council Decision – August 15, 2016

DATE: August 18, 2016

TO: Wayne Gustafson, Engineering Services Manager

FROM: Frieda McDougall, Legislative Services Manager

SUBJECT: North Red Deer Regional Water Services Commission –
Interim Water Transfer & Water Line Purchase

Reference Report:

Engineering Services, dated August 15, 2016

Resolution:

At the Monday, August 15, 2016 Regular Council Meeting, Council passed the following Resolutions:

Resolved that Council of The City of Red Deer having considered the report from Engineering Services, dated August 15, 2016 re: North Red Deer Regional Water Services Commission (NRDRWSC) – Interim Water Transfer & Water Line Purchase hereby agrees that a formal request be submitted to the NRDRWSC for the provision of water to the Central Park water trunk according to the existing agreement between The City of Red Deer and The Commission dated October 8, 2004.

Resolved that Council of The City of Red Deer having considered the report from Engineering Services, dated August 15, 2016 re: North Red Deer Regional Water Services Commission (NRDRWSC) – Interim Water Transfer & Water Line Purchase hereby directs that Administration enter into an agreement for the supply of water according to provisions in the existing agreement between The City of Red Deer and The Commission dated October 8, 2004, and subsequent to Legal Services review.

Resolved that Council of The City of Red Deer having considered the report from Engineering Services, dated August 15, 2016 re: North Red Deer Regional Water Services Commission (NRDRWSC) – Interim Water Transfer & Water Line Purchase hereby agrees that a formal request be submitted to the NRDRWSC for the purchase of the existing NRDRWSC trunk line from the existing meter vault, located adjacent the intersection of Hwy 2A/Hwy 11A, north to the Blindman River and that the finalization of the purchase agreement is subject to legal services review, budget and Ministerial approval.

Report back to Council: No



Frieda McDougall
Manager

- c. Acting Director of Development Services
 City Solicitor
 Chief Financial Officer



July 28, 2016

Request to Rescind Council Policy “4317-C Pedestrian Crosswalk Delineation”

Engineering Services

Report Summary & Recommendation:

In 2015, Engineering Services retained an engineering consultant to update the Council Policy “4317-C Pedestrian Crosswalk Delineation” to incorporate all the crossing treatments and related decision support guidelines from the Pedestrian Crossing Control Guide 2012 and Manual of Uniform Traffic Control Devices for Canada 2014 published by Transportation Association of Canada (TAC).

Based on the consultant’s recommendation, Engineering Services worked with Legislative Services and developed the new Corporate Administrative Policy “4317-CA Pedestrian Crossings” which received approval on December 09, 2015.

Since the new Corporate Administrative Policy “4317-CA Pedestrian Crossings” (attached) has been approved, Engineering Services requests City Council to rescind the Council Policy “4317-C Pedestrian Crosswalk Delineation” (attached) effective this date.

City Manager Comments:

I support the recommendation of Administration as this is a housekeeping issue. The original Policy should have been rescinded at the time that the new Policy was adopted.

Craig Curtis
City Manager

Proposed Resolution

Resolved that Council of The City of Red Deer, having considered the report from Engineering Services, dated July 18, 2016 re: Request to Rescind Council Policy “4317-C Pedestrian Crosswalk Delineation” hereby agrees to rescind the Council Policy 4317-C Pedestrian Cross Walk Delineation, effective August 15, 2016.

**Purpose:**

- 1 To provide direction to Administration when determining the appropriate Pedestrian Crossing Control Device for a particular location.

Policy Statement(s):

- 2 The City installs Pedestrian Crossing Control Devices and Crosswalks to enhance operational and/or safety service levels at locations where an evaluation indicates that the devices are appropriate and beneficial.
- 3 Administration uses the Decision Support Tool – Preliminary Assessment (Appendix A) as the initial step in evaluating the need for a Pedestrian Crossing Control Device(s) at a particular location.
- 4 Once the need for a Pedestrian Crossing Control Device has been confirmed, Administration uses the Decision Support Tool – Treatment Selection Matrix (Appendix B) to determine what type of Pedestrian Crossing Control Device(s) is warranted.
Decision Support Tools, developed based on the Transportation Association of Canada (TAC) Pedestrian Crossing Control Guide 2012, are an important part of the decision-making process but are not intended to be a substitute for good engineering judgment, consultation, a professional review of industry standards, road function/classification, local conditions and/or a review of best practices. The fact that thresholds for a particular device or decision are or are not met using the tools, is not conclusive justification for the installation or lack of installation of the device.
- 5 Crosswalk signs, pavement markings, signals, or flashing beacons are designed and installed according to the recommendations in the Manual of Uniform Traffic Control Devices for Canada (MUTCDC) as well as other formally adopted publications from TAC.
- 6 Midblock Crossings are generally avoided and pedestrians are channelized to the nearest intersection or other safer location. Midblock Crossings may be an appropriate treatment when there is a sufficiently long distance separating the nearest intersections or where there is an identified need to provide an enhanced crossing for a Pedestrian Corridor or System Connectivity.
- 7 Where Midblock Crossings have been determined to not be appropriate, signage and/or physical barriers are used to guide pedestrians to the appropriate crossing location.



- 8 Devices that provide enhanced safety for pedestrian crossing, such as, “bulb-out” curb extensions, “Raised Refuge” and/or “Zebra Style Markings” are considered methods that may provide an acceptable level of service and safety at:
 - (1) midblock locations,
 - (2) locations within one block radius of school facilities, and
 - (3) locations where seniors or persons with impaired mobility frequently cross.
- 9 “Zebra Style Markings” are considered at roundabouts.
- 10 In locations where there is a channelized right-turn movement at a signalized intersection, the pedestrian crossing within the right-turn bay may be marked with pavement markings only, if it is determined that a sign could contribute to motorist confusion and detract from overall safety.

Definitions:

- 11 Crosswalk: That area of the roadway where pedestrians have the right of way for crossing, including:
 - (1) That part of a roadway at an intersection, included within the connection of the lateral line of the sidewalks, on opposite sides of the highway measured from the curbs or, in the absence of curbs, from the edges of the roadway; or
 - (2) Any part of a roadway at an intersection, or elsewhere distinctly indicated for pedestrian crossing by signs, or by lines, or by other markings on the road surface.
- 12 Marked Crosswalk: Any portion of a roadway clearly indicated for pedestrian crossing by lines or other markings on the surface.
- 13 Marking: Marks placed on the road surface with paint or other materials to guide road users.
- 14 Midblock Crossing: A marked crosswalk that is not located at an intersection.
- 15 Unmarked Crosswalk: A portion of a roadway ordinarily included within the extension or connection of curb lines and edges of the roadway at intersections.
- 16 Zebra Style Marking: Markings comprised of longitudinal stripes used to increase visibility for approaching drivers.
- 17 Pedestrian Crossing Control Devices: Traffic control devices that are intended to facilitate safe roadway crossing for pedestrians.



- 18 Pedestrian Corridor: Pedestrian facilities (sidewalks or trails) that connect significant pedestrian traffic generators. Pedestrian corridors are the infrastructure that accommodates Pedestrian Desire Lines.
 - 19 Pedestrian Desire Lines: Preferred pedestrian travel routes based on convenience of movement between significant pedestrian traffic generators located in the area. Desire Lines often do not conform strictly to pedestrian facilities (for example, worn pathways on turf or grass are often caused by desire lines), and site characteristics may require somewhat indirect accommodation via pedestrian corridors.
 - 20 Raised Refuge: A raised median or island, not smaller than 2 meters wide, that can serve as a refuge for pedestrians when crossing a road.
 - 21 System Connectivity: Pedestrian infrastructure, such as trails or pathways intersecting both sides of a roadway at an intersection or midblock.
 - 22 Traffic Generators: Include commercial centres, retail areas, coliseums, schools, parks, recreation facilities, hospitals, care homes, convenience stores, movie theatres, etc.
-

References/Links:

- 1 PS-A-2.2 Integrated & Accessible Transportation
- 2 TAC Canadian Traffic Signal Warrant Matrix Procedure – 2005
- 3 TAC Geometric Design Guide for Canadian Roads - 1999
- 4 TAC Manual of Uniform Traffic Control Devices for Canada, Fifth Edition – 2014
- 5 TAC Pedestrian Crossing Control Guide – 2012
- 6 Traffic Safety Act, RSA 200 cT-6
- 7 Use of Highway and Rules of the Road Regulation, Alta Reg 304/2002

**Scope/Application:**

- I This policy applies to all City employees involved in the determination and placement of pedestrian crossing control devices.

Authority/Responsibility to Implement:

- I Engineering Services Manager

Inquiries/Contact Person:

- I Engineering Services Manager

Policy Monitoring and Evaluation:

- I The Engineering Services Manager will evaluate this policy one year from the date of approval and every three years after that, with revisions made as required.

Document History:

Date:	Approved/Reviewed By:	Title:
December 9, 2015	Craig Curtis	City Manager

```
graph TD
    Start([Start Here]) --> D1{Is a traffic signal warranted at this location?}
    D1 -- Yes --> Box1[Consider installation of this device under careful examination of the guiding principles.]
    D1 -- No --> D2{Is average hourly ped. volume >= 15 EAUs AND vehicular volume >= 1500 veh/day?}
    D2 -- Yes --> D3{Is this site < d from another traffic control device? *}
    D2 -- No --> D4{Is this location on pedestrian desire lines or is there requirement for system connectivity?}
    D3 -- Yes --> Box2[Site is not a candidate for pedestrian crossing control.]
    D3 -- No --> D4
    D4 -- Yes --> Box3[Site is a candidate for pedestrian crossing control.]
    D4 -- No --> Box4[Site is not a candidate for pedestrian crossing control.]
```

Pedestrian volume is converted to Equivalent Adult Units (EAUs) to account for pedestrian age and physical ability as follows:

- Adults	1.0 EAUs
- Unaccompanied Children <= 12 years	2.0 EAUs
- Seniors >= 65 years	1.5 EAUs
- Pedestrians with physical impairments	2.0 EAUs

* d = 100 metres
* Traffic Control Device - Another pedestrian crossing control device, stop sign or traffic signal.
* Engineering judgement will be applied in all cases.

Based on TAC Pedestrian Crossing Control Guide 2012



Appendix B: Decision Support Tool - Treatment Selection Matrix

Average Daily Traffic (veh/day)	Speed Limit (km/h)	Total Number of Travel Lanes at Crosswalk			
		1 or 2 lanes	3 lanes	4 - 6 lanes with raised refuge	4 lanes without raised refuge
1,500 < ADT ≤ 4,500	≤50	GM1	GM1	GM1	GM2
	60	GM2	GM2	OF	OF
	70	GM2	GM2	OF	OF
4,500 < ADT ≤ 9,000	≤50	GM1	GM1	GM1	GM2
	60	GM2	GM2	OF	TS
	70	OF	OF	OF	TS
9,000 < ADT ≤ 12,000	≤50	GM1	GM2	OF	OF
	60	OF	OF	OF	TS
	70	OF	OF	TS	TS
12,000 < ADT ≤ 15,000	≤50	GM2	OF	OF	OF
	60	OF	OF	TS	TS
	70	OF	TS	TS	TS
>15,000	≤50	OF	OF	OF	TS
	60	OF	TS	TS	TS
	70	OF	TS	TS	TS

- This Decision Support Tool – Treatment Selection Matrix is based on the “TAC Pedestrian Crossing Control Guide - 2012”
- **GM1** – Marked Crosswalk with signs (RA-4) mounted on signposts on both sides of the road.
- **GM2** – Marked Crosswalk with signs (RA-4) mounted on overhead poles on both sides of the road.
- **OF** – Special Crosswalk with overhead mounted signs (RA-5) with activated flashing amber beacons and side mounted signs (RA-4). Installation of an OF treatment can negatively affect operations when there is high pedestrian demand. In these cases, administration could upgrade the treatment to a TS treatment.
- **RRFB** - TAC approved rectangular rapid flashing beacons (RRFB) as a traffic control device in 2014 and will include them in the next Manual of Uniform Traffic Control



CORPORATE ADMINISTRATIVE POLICY

4317-CA

Pedestrian Crossings

Devices for Canada (MUTCDC). Administration will consider using RRFB as an alternative treatment or additional treatment, based on individual site evaluation.

- **TS** – Either a Half Signal (TS1), utilizing traffic signal heads to control the vehicular traffic on the main roadway and pedestrian signal heads (on one or both legs of the signalized roadway) to communicate to pedestrians when it is safe to cross the roadway; or a Full Signal (TS2), utilizing traffic signal and pedestrian signals for all legs of an intersection.
- If the roadway has more than four lanes without a refuge, or more than six lanes with a refuge, then administration should consider a TS.
- If the treatment selection matrix suggests a TS treatment, a TS1 should be the default treatment. However, administration should upgrade to a TS2 treatment if the location is projected to warrant a full signal within 3-5 years, based on estimated growth rates.



Pedestrian Crosswalk Delineation

Purpose:

This policy is intended to provide direction to the Administration to consider when there is a need to provide pedestrian crosswalk delineation over and above what is provided for in the Use of Highway and Rules of the Road Regulation of the Provincial Traffic Safety Act Definitions Part 1(1).

Policy Statement(s):

1. Pedestrian signs, pavement markings, signals, or overpass structures when warranted, shall be installed according to the recommendations in the Manual of Uniform Traffic Control Devices of Canada.
2. To determine the conditions and the level of delineation (marking) that Council will consider at pedestrian crosswalk locations, the following criteria will be used.
 - a. The availability of funding.
 - b. The priority relative to other potential locations for enhanced delineation.
 - c. The presence of a pedestrian corridor or a preferred route or direct walkway.
 - d. Pedestrian visibility and motorist sight distance.
 - e. The safety/accident record.
 - f. The classification of roadway.
 - g. The numbers of vehicle travel lanes and volume of vehicles.
 - h. The posted speed limit.
3. The parameters for pedestrian enhancement consideration are set out in the following table:

Delineation Type	Legal Speed Limit	Road Type	Number of Through Lanes	Distance to Nearest Signal	Visibility	Pedestrian Delay and Accidents	Pedestrian Corridor
Painted Lines	All	All	All	Installed at all signalized locations.	Poor to Good	Not applicable	N/A

Delineation Type	Legal Speed Limit	Road Type	Number of Through Lanes	Distance to Nearest Signal	Visibility	Pedestrian Delay & Accidents	Pedestrian Corridor
Painted Lines and Standard Pedestrian Symbol Signs	Up to 60 km/hr	All	All	More than 200 m	Good	Not applicable	Yes
Painted Lines and Standard Pedestrian Symbol Signs and Advanced Warning Pedestrian Symbol Signs	Up to 60 km/hr	All	All	More than 200 m	Poor	Not applicable	Yes
MUTCD Approved Red/Amber/Green full or half traffic signal	Up to 80 km/hr	Arterial or Collector	All	More than 400 m	Poor to Good	More than 30 second average pedestrian delay or more than three pedestrian accidents over a three-year period.	Yes
Over/Under Bridge Structure	Up to 80 km/hr	Arterial Expressway	All	More than 200 m	Poor to Good	Subject to a detailed pedestrian demand and site circumstance survey.	Yes

Definitions:**Pedestrian Corridor**

Connecting a sidewalk or trail system to a significant pedestrian traffic generator, such as commercial centers, coliseums, schools, parks, recreational facilities, hospitals, and nursing homes.

Scope/Application:

Engineering staff will use this policy to assess City locations without pedestrian signal equipment and determine the appropriate pedestrian crosswalk or crossing facility to install, if any. Furthermore, staff will exercise sound engineering judgement in determining which particular side of an intersection warrants a pedestrian crosswalk or crossing facility based on factors such as traffic and pedestrian volumes, sidewalks, bus stops or other relevant site characteristics.

Authority/Responsibility to Implement:

The City Manager has the authority to implement this policy and ensure the policy requirements are met and updated as required.

References/Links:

1. Manual of Uniform Traffic Control Devices for Canada, Fourth Edition
2. Pedestrian Crossing Control Manual, published by the Transportation Association of Canada (TAC) in March 1998.

Inquiries/Contact Person:

Engineering Services Manager, Engineering Services

Document History:

Approved: March 11, 2002
Revised: June 29, 2009



Council Decision – August 15, 2016

DATE: August 18, 2016
TO: Wayne Gustafson, Engineering Services Manager
FROM: Frieda McDougall, Legislative Services Manager
SUBJECT: Request to Rescind Council Policy “4317-C Pedestrian Crosswalk Delineation”

Reference Report:

Engineering Services, dated July 28, 2016

Resolution:

At the Monday, August 15, 2016 Regular Council Meeting, Council passed the following Resolution:

Resolved that Council of The City of Red Deer, having considered the report from Engineering Services, dated July 18, 2016 re: Request to Rescind Council Policy “4317-C Pedestrian Crosswalk Delineation” hereby agrees to rescind the Council Policy 4317-C Pedestrian Cross Walk Delineation, effective August 15, 2016.

Report back to Council: No.

A handwritten signature in blue ink, appearing to read 'Frieda McDougall'.

Frieda McDougall
Manager

- c. Acting Director of Development Services
Policy Analyst



August 2, 2016

North of Highway 11A Major Area Structure Plan – Request to Purchase Land by Red Deer County

Planning Department

Report Summary & Recommendation:

This report is brought forward in response to the request dated July 18, 2016 re: Country Purchase of Land Located Within the City of Red Deer, Block OT, Plan 7212KS, NW 4-39-27-4. The parcel of land is currently privately owned and within the North of 11A MASP. The County wishes to acquire ownership of the parcel before they undertake remediation activities for a landfill that the County used to operate on the lands.

Administration recommends that City Council consent to Red Deer County acquiring lands located at Block OT, Plan 7212KS, NW 4-39-27-4 within the North of 11A Major Area Structure Plan (MASP).

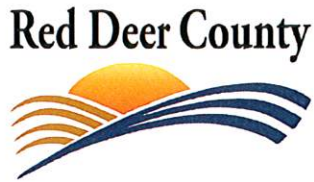
City Manager Comments:

I support the recommendation of administration.

Craig Curtis
City Manager

Proposed Resolution

Resolved that Council of The City of Red Deer having considered the report from the Planning Department, dated August 2, 2016 and the correspondence from the Red Deer County dated July 18, 2016 re: North of Highway 11A Major Area Structure Plan – Request to Purchase Land by Red Deer County hereby approves Red Deer County's request to purchase lands located at Block OT, Plan 7212KS, NW 4-39-27-4 within the North of 11A Major Area Structure Plan (MASP).



OFFICE OF THE COUNTY MANAGER
Phone 403-350-2152 Fax 403-350-2164

July 18, 2016

Craig Curtis, City Manager
City of Red Deer
Box 5008
RED DEER, AB T4N 3T4

Dear Mr. Curtis

**Re: County Purchase of Land Located Within the City of Red Deer
Block OT, Plan 7212KS, NW 4-39-27-4**

Following the City's 2009 annexation of lands located on the north side of Red Deer, it has been determined that the above-mentioned property located in the Central Park area is registered as Nuisance Grounds and was operated as a landfill from 1959 to 1965.

Red Deer County has been investigating what may be required to remediate this property. Following the initial Environmental Study, the County has determined that having ownership and control of the property would provide the County with the ability to conduct further testing and the ultimate remediation of the property. As a result, discussions have been occurring with the current owner of this land.

Pursuant to Section 72 of the Municipal Government Act, in order for Red Deer County to acquire lands that are located within the City of Red Deer's jurisdiction, City Council must consent in writing to the acquisition.

The purpose of this letter is to request that City of Red Deer Council provide the consent for Red Deer County to purchase Block OT, Plan 7212KS, NW 4-39-27-4, lands located within the City of Red Deer.

If any further information is required, please contact our office.

Yours truly

RED DEER COUNTY



Curtis Herzberg
County Manager

nel



Council Decision – August 15, 2016

DATE: August 18, 2016
TO: Tara Lodewyk, Director of Planning Services
FROM: Frieda McDougall, Legislative Services Manager
SUBJECT: North of Highway 11A Major Area Structure Plan – Request to Purchase Land by Red Deer County

Reference Report:

Planning Department, dated August 2, 2016

Resolution:

At the Monday, August 15, 2016 Regular Council Meeting, Council passed the following Resolution:

Resolved that Council of The City of Red Deer having considered the report from the Planning Department, dated August 2, 2016 and the correspondence from the Red Deer County dated July 18, 2016 re: North of Highway 11A Major Area Structure Plan – Request to Purchase Land by Red Deer County hereby approves Red Deer County's request to purchase lands located at Block OT, Plan 7212KS, NW 4-39-27-4 within the North of 11A Major Area Structure Plan (MASP).

Report back to Council: No.

A handwritten signature in blue ink, appearing to read 'F. McDougall'.

Frieda McDougall
Manager

- c. Director of Planning Services
Planning Services Manager
Corporate Meeting Administrator

FILE COPY



August 19, 2016

Curtis Herzberg, County Manager
38106 Range Road 275
Red Deer County, AB, T4S 2L9

Dear Mr. Curtis:

Re: Council Decision
North of Highway 11A Major Area Structure Plan – Request to Purchase Land by Red Deer County

At the Monday, August 15, 2016 Regular Council Meeting, Council passed the following Resolution:

Resolved that Council of The City of Red Deer having considered the report from the Planning Department, dated August 2, 2016 and the correspondence from the Red Deer County dated July 18, 2016 re: North of Highway 11A Major Area Structure Plan – Request to Purchase Land by Red Deer County hereby approves Red Deer County's request to purchase lands located at Block OT, Plan 7212KS, NW 4-39-27-4 within the North of 11A Major Area Structure Plan (MASP).

Sincerely,

A handwritten signature in blue ink, appearing to read 'Frieda McDougall'.

Frieda McDougall
Legislative Services Manager

c. City Manager



August 9, 2016

Proposed Land Use Bylaw Amendment 3357/L-2016 for 94 Burnt Park Drive - To allow a Medical Marihuana Facility as a Use

Planning Department

Report Summary & Recommendation:

The Planning department has received a Land Use Bylaw amendment application for a federally licensed Medical Marihuana Facility at 94 Burnt Park Drive. The application is for a site exception amendment as a Medical Marihuana Facility is not a listed use with the I1 District and for Council to be the Development Authority due to unique development standards for the proposed use.

The Planning department recommends Council grant first reading to Land Use Bylaw 3357/L-2016 for a Medical Marihuana Facility (MMF) as a site specific exception.

City Manager Comments:

I support the recommendation of Administration. If first reading of Land Use Bylaw 3357/L-2016 is given, a Public Hearing would be advertised for two consecutive weeks and would be held on Monday, September 12, 2016 at 6:00 p.m. during Council's regular meeting.

Proposed Resolution

Resolved that Council of The City of Red Deer hereby agrees to lift from the table consideration of Land Use Bylaw Amendment 3357/L-2016.

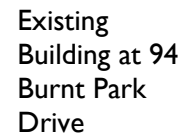
That Council consider first reading of Land Use Bylaw 3357/L-2016 at this time.

Report Details

Background:

The Planning Department has received an application from Medcan Solutions Incorporated for a Land Use Bylaw amendment within I1 Industrial (Business Service) District, at 94 Burnt Park Drive (Lot 14, Block 1, Plan 052-4232) to allow a Medical Marihuana Facility (MMF) within an existing building. The property is located in the West QE2 Business Park, west of Highway 2, within the Burnt Lake Area Structure Plan and is surrounded by other I1

Industrial parcels. The site is within the West QE2 Major Area Structure Plan and the Burnt Lake Area Structure Plan.



The application was presented to Municipal Planning Commission (MPC) June 29. MPC recommended the application be forwarded to Council for consideration.

- Odour;

Proposed Land Use Bylaw Amendment 3357/L-2016

- Noise; and
- Security.

Discussion:

The application proposes to use an existing 3,251.6 m² (35,000 ft²) vacant building within the I1 Industrial (Business Service) District for the MMF. The MMF proposes to grow, process, package, label, store and transport marihuana. The proposal is for a MM production facility with no retail sales, no advertising and no signage. The application is for a site exception as the use is neither permitted nor discretionary in I1.

The application indicates no nuisance odours, or noise will be emitted and security measures will be in place. The application requires licensing from the Federal Government, which contain among other regulations, controls on odour, transportation, and security.

I1 District General Purpose is to:

- provide for a limited range of light industrial, warehousing, storage, and industrial support services within the performance standards of section 6.4(2)(a), the operation of which do not create or emit noises, odours, dust, fumes or other factors which are regarded as nuisances. In addition, this district will provide for certain other businesses which are incompatible in commercial districts.

The proposed MMF use can be made compatible with other I1 uses in the area if unique MMF regulations are applied through site exception regulations.

The site exception bylaw amendment proposed on July 4, 2016 failed to receive first reading from Council. The successful Motion to Reconsider and tabling motion resolution, and Council discussions have provided direction to Administration for a site exception bylaw reconsideration and additional information to be provided to Council.

Administration has reviewed the original July 4 proposed bylaw amendment and has made the following changes, see below, to the proposed site exception bylaw amendment. The changes will improve regulation of the proposed MMF and mitigating concerns to ensure the use is compatible with surrounding industrial uses.

Site Exception Development Authority

The original July 4th bylaw amendment proposed a site exception with the Municipal Planning Commission (MPC) as the Development Authority.

The MMF facility would be the first MMF facility within the city of Red Deer. The use is unique to Red Deer and has unique development consideration. Due to the unique nature of the application and additional specific development regulations required, Planning is now recommending a site exception with Council as the Development Authority.

Proposed Land Use Bylaw Amendment 3357/L-2016

The Development Permit will be presented to Council for consideration if the application to amend the Land Use Bylaw to allow for the site exception is successful. Council will be the Development Authority to review, amend and add any development permit conditions or vary any regulations. With Council as the Development Authority the development permit and conditions cannot be appealed. If MPC were to be the Development Authority the development permit would be open to an appeal.

Specific Development Regulations

The July 4th, bylaw amendment recommended all I1 regulations be applied to the MMF facility. The site exception bylaw has now been changed to include applicable I1 regulations and also unique MMF specific regulations.

MMF facilities are subject to the Marihuana for Medical Purposes Regulations (the "Federal Regulations") which regulate, amongst other things, security, noise, odour, waste, production, packaging, licensing, and transportation requirements. However, the Federal Regulations do not directly address the land use planning issues that may concern a municipality. Recognizing this, the federal system requires a MMF/operator to not only comply with the Federal Regulations, but to also comply with all municipal bylaws, including those related to land use.

Any form of regulation within the City's Land Use Bylaw must be related to valid planning principles or concerns. Examples of where the City is able to regulate a MMF based on planning concerns include addressing the compatibility of adjacent uses through the use of buffering, limiting the uses allowed on a site, and requiring design elements of a site and/or building to incorporate C.P.T.E.D principles.

It is important to note that even through the City has some ability to regulate a MMF by way of the Land Use Bylaw, the cannot impose development standards on a MMF that would be contrary to the terms and conditions of the MMF's federal license or of any of the applicable Federal Regulations. Municipal development standards or conditions that would make it impossible for the MMF to comply with its federal approval or the Federal Regulations would not be enforceable. The federal authority will be paramount to any municipal authority.

In order to ensure development regulations are enforceable by The City of Red Deer, Administration has now included regulations within the bylaw amendment to address the unique MMF development. The proposed site exception land use bylaw regulations reflect the development issues to be addressed:

- Odour:
 - No emitting of nuisance odour
- Noise
 - No emitting of nuisance noise
- Security
 - No other use shall be allowed on site
 - No outdoor storage

Proposed Land Use Bylaw Amendment 3357/L-2016

- All licensed processes and functions shall be fully enclosed within the building
- Loading facilities wholly located within the building
- Waste collection and waste materials must be contained within the building
- Site fully enclosed by a fence

Development regulations will also be supplemented with additional detailed development permit conditions to further address related issues regarding odour, noise, and security, through development conditions such as landscaping, fencing materials, site access and odour boundary restrictions.

City of Red Deer Plans, Strategies and Economic Development Information

The table below describes conformance of the MMF application with various Land Use Planning documents, and in addition, to reflect the Notice of Motion, information has been provided regarding the Economic Development Strategy, and economic development statistics.

Planning Documents

The proposed amendment aligns with industrial uses proposed in Municipal Development Plan, West QE2 Major Area Structure Plan, Queens Business Park North Half Section 36 Industrial Area Structure Plan and other relevant Planning Documents.

Municipal Development Plan	<p>13.2 Maintaining an adequate supply of industrial land – The City should maintain and/or facilitate an adequate inventory of serviced industrial sites of various lot sizes and types (light and heavy) to meet the needs of business and industry</p> <p>Generalized Land Use Concept identifies the site as industrial.</p>
Major Area Structure Plan	<p>West QEII Major Area Structure Plan identifies the site as industrial. Industrial land may include oilfield activities, industrial support services, manufacturing, processing, warehousing, and distribution.</p>
Neighbourhood Area Structure Plan/Area Redevelopment Plan	<p>Burnt Lake Area Structure Plan identifies the site as Mixed Use Business Industrial. Mixed Use Business Industrial lands may include extensive agri-based commercial service and supply non-noxious value added agriculture and food processing; natural resource service operations; manufacturing, transportation, warehousing and distribution establishments. These lands have been zoned I1.</p>
Land Use Bylaw	<p>6.1 I1 – Industrial (Business Service) District</p> <p>General Purpose: to provide for a limited range of light industrial, warehousing, storage, and industrial support</p>

Proposed Land Use Bylaw Amendment 3357/L-2016

	services within the performance standards of section 6.4(2)(a), the operation of which do not create or emit noises, odours, dust, fumes or other factors which are regarded as nuisances. In addition, this district will provide for certain other businesses which are incompatible in commercial districts.
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Economic Development Information

The proposed application conforms to economic development strategy 5.2 which supports a diverse economy to minimize and balance economic fluctuation in the resource extraction industries.

The Red Deer Industrial Market study for 2015 includes 15 distinct Industrial districts plus one additional category for stand-alone industrial properties. The total inventory has increased every year from 2011, as has the vacancy rate. There has been a noticeable change between 2014, when the total vacancy rate was 3.65%, to today when the vacancy rate has increased to 7.51%. In September 2015 there was 111% more vacant industrial space than 2014.

Review of MMF in other Alberta Municipalities

The Notice of Motion discussed providing information from a MMF by Saskatoon. Administration has provided additional information regarding several MMF facilities in comparison to the proposed Red Deer site and to indicate if the MMF operations have had resulted in enforcement issues.

Municipality	General Location	Land Use District	Similar District and Urban Industrial Area to Proposed Red Deer site
<i>Mountain View County (Cremona), Alberta</i>	Rural	Agricultural - expansion requires redistricting to Industrial	Not comparable
<i>The Town of Olds, Alberta</i>	Urban	Direct Control in Light Industrial District (I1)	Yes – no concerns or complaints received
<i>Regional Municipality of Corman Park, Saskatchewan (boundary of Saskatoon)</i>	Suburban	D-Agricultural I District	Not comparable
<i>Smith Falls, Ontario</i>	Urban	Light Industrial Zone – change in use only	Yes – no opposition or complaints received

Mountain View County, Alberta:

Mountain View County has an existing MMF located north of Cremona, in a rural setting, which has been licensed since February, 2015. Discussion with the County verified that they

Proposed Land Use Bylaw Amendment 3357/L-2016

have received no complaints about the facility or noise or odour since it has been in operation.

The Town of Olds, Alberta:

The Town of Olds approved a MMF in July of 2015 and although they created a Direct Control district for the site and use, it is located in a Light Industrial District (I1) subdivision, with similarity to The City of Red Deer I1 District, and has Council designated as the Development Authority. They have approved a development permit application for this facility.

The Town of Olds is also currently processing an application to add MMF as a use by an existing pharmaceutical company who wants to expand its products to create a marijuana based oil product. The location is zoned Light Industrial District (I1). No letters of opposition have been received.

Regional Municipality of Corman Park, Saskatchewan:

The Regional Municipality of Corman Park (RMCP) shares a boundary with the City of Saskatoon, Saskatchewan. The facility, in close proximity to the City of Saskatoon boundary, has been in operation for two years and is located within the Corman Park – Saskatoon Planning District, a suburban agricultural district.

The Corman Park (by Saskatoon) MMF use was defined as the following:

Agriculture (Intensive-Horticulture) – means an intensified system of tillage from the concentrated raising of crops for market and without restricting the generality of the above includes:

- a. sod farms;
- b. market gardens;
- c. greenhouses; and
- d. nurseries and other similar uses.

The MMF facility was considered a greenhouse operation.

The Corman Park (by Saskatoon) MMF use (Agriculture (Intensive-Horticulture)) is located within the D-Agricultural I District.

The purpose or intent of D-Agricultural I Districts includes:

- To provide areas capable of accommodating extensive and intensive agricultural activities. This District provides for a range of complementary uses that are compatible with agricultural and non-agricultural land uses in close proximity to the City of Saskatoon while supporting the diversification of agriculture.

The D-Agricultural I Districts also strictly prohibit:

- All uses of land, buildings, structures or industrial processes that may be noxious or injurious, or constitute a nuisance beyond the building which contains it by reason of the production or emission of dust, smoke, refuse, matter, odour, gas, fumes, noise, vibration or other similar substances or conditions.

Although the Corman Park (by Saskatoon) MMF is located within Corman Park it is still within close proximity (within approximately 2 km) to the City of Saskatoon Uses adjacent

Proposed Land Use Bylaw Amendment 3357/L-2016

to the site are agricultural and residential, however adjacent to the MMF area, within the City of Saskatoon limits there is a Costco and residential subdivisions currently under construction

They have had no concerns or complaints about the operation of the MMF since it has been in operation.

Smith Falls, Ontario:

The Canopy Growth Corporation (Tweed) has a MMF located in the former Hersey Chocolate Factory, in Smith Falls, Ontario. Smith Falls is about one hour south of Ottawa. The MMF is 168,000 sq. ft. and is located in an urban setting mix use (commercial, industrial, residential) adjacent to downtown. The area would be comparable to City of Red Deer Riverside Light and its proximity to downtown Red Deer. No opposition or complaints have been received. Attached is a letter from the Planning Department of Smith Falls Municipality (Attachment B).

Request for additional information – Odour, Noise, and Security

MMF Odour:

The plants have a variety of mild odours depending on the variety of the plant strain, but do not have a similar odour to the use of the plant through smoking or burning.

The Plant odour is controlled through the use of filters and the proper usage is to place the filter in the room with the contaminated air, and exhaust that room's air through the carbon filters via a fan connected to the filter. Health Canada recommends high efficiency HEPA filters to control odours. The applicant intends to implement system that will exceed that recommendation by using an additional activated charcoal (carbons) air filtration system. The applicants also intend to use a closed loop system, recirculating interior air. If odours require further controls additional measures of odour control can be added.

All filters with activated carbons adsorb a wide range of VOC's (volatile organic compounds) a potential off gas of MM plants. The filters proposed to be used in the MMF have been time tested by for 30 years in Europe and North America; they have proven their effectiveness in a range of applications.

Activated carbon is a highly porous substance that attracts and holds organic chemicals inside it. The media is created by first burning a carbonaceous substance without oxygen which makes a carbon "char". Next, the "char" is treated chemically or physically to develop an interconnected series of "holes" or pores inside the carbon. The great surface area of this internal pore network results in an extremely large surface area that can attract and hold organic chemicals. Organic chemicals are attracted most efficiently to carbon. Activated carbon therefore the best use in the removal of odours from VOCs.

Nuisance Odour:

The general purpose of the I1 district states no emission of odour which is regarded as nuisance. Odours are classified within City Community Standards bylaw as noxious odours

Proposed Land Use Bylaw Amendment 3357/L-2016

and the Land Use Bylaw states nuisance odour. There are also odours that are acceptable as part of business operation.

Odours which are noxious would be odours that cause damage to human health, such as toxic glue fumes. Nuisance odours would be odours arising from animals, such as odours from an auction mart use in I2 Industrial District. Odours that are acceptable as a normal business operation in I1 would be diesel truck fumes, restaurant odours, and operations which clean trucks that have been used in oilfield and animal feedlot operations.

Noise:

There will be no noise, which would be regarded as a nuisance, generated by the production facility above and beyond the regular vehicle and mechanical unit noises of businesses in I1.

Security and Safety:

The Federal Regulations prescribe the required Security Measures and their need to be carried out. The site must be designed to prevent unauthorized access to the site.

The perimeter of site must be visually monitored at all times by visual recording devices and be secured by an intrusion detection system that operates at all times to detect any attempted or actual unauthorized access. The system must be monitored at all times by personnel who must determine the appropriate steps to be taken in response to the detection of any occurrence. If any such occurrence is detected, the personnel must make a record of the date and time of the occurrence and the measures taken in response to it and the date and time when they were taken.

In areas within a site where cannabis is present access must be restricted to persons whose presence in those areas is required by their work responsibilities. The responsible person in charge must be physically present while other persons are in those areas and a record must be made of the identity of every person entering or exiting those areas. Physical barriers, visual monitoring and recording as well as an intrusion detection system that operates at all times and that allows for the detection of any attempted or actual unauthorized access to or movement in those areas where cannabis is present or tampering with the system are required.

Those areas where cannabis is present must be equipped with a system that filters air to prevent the escape of odours and, if present, pollen. The intrusion detection system must be monitored at all times by personnel who must determine the appropriate steps to be taken in response to the detection of any occurrence and if any such occurrence is detected, the personnel must make a record of the date and time of the occurrence and the measures taken in response to it and the date and time when they were taken.

The Applicant Proposes that Building security is to be addressed as follows:

- The facility will have no signage, no advertising
- 24 hour onsite and off-site security monitoring
- Indoor/outdoor security cameras. Recordings are kept for 2 years.
- Security fence surrounding the facility to prevent unauthorized access.

Proposed Land Use Bylaw Amendment 3357/L-2016

- Designed to be as secure as a bank or casino.

The Applicant Proposes that personnel security is to be addressed as follows:

- Candidates meeting or exceeding MedCan's hiring procedures will be considered for employment.
- All contractors and employees must obtain RCMP security clearance.
- The facility managers are known as the Responsible Person in Charge (RPIC) and Alternate Person(s) in Charge (APIC) and will hold a valid Government of Canada as well as RCMP security clearance.
- Entry into the facility requires card access that is logged and retained.
- Visitors to the facility will require an RPIC or APIC escort.

Proposed land use bylaw regulations and development permit conditions will further regulate required fencing and internal waste storage and loading areas and any other land use related conditions and provide for City of Red Deer enforcement.

Traffic:

Traffic is anticipated to be a maximum of 25 vehicles per day and one truck per week.

Cleanliness of the Facility:

Concerns were expressed related to the interior cleanliness of the facility based on perceptions of "greenhouses" where dealing with soil makes it difficult to maintain cleanliness. The facility has options to not use soil but a type of hydroponics (water) or aeroponics (mist). Cleanliness of the facility is critical to ensure that the product is uncontaminated through all stages of the process. Cleaning in these facilities is constant and well documented. The photo below is the interior of the Cremona MMF (Aurora Cannabis Inc.) to give an idea of the stringent levels of cleanliness required to prevent contamination of the product.

Proposed Land Use Bylaw Amendment 3357/L-2016

*Compliance and Enforcement:*

Administration proposes regulations and development permit conditions which can be enforced by the City of Red Deer.

Health Canada conducts compliance and monitoring activities of regulated parties to ensure compliance under the regulations to the Controlled Drugs and Substances Act. These activities include education, complaint investigations and inspecting licensed sites, or sites applying to be licensed to conduct regulated activities.

In addition to the requirements of the MMPR, licensed producers are required to comply with all applicable provincial, territorial, and municipal legislation and regulations, including land use district restrictions.

In addition, where appropriate, Health Canada works with partners including the Royal Canadian Mounted Police, local police forces, Canada Border Services Agency and professional regulatory bodies to help ensure controlled substances (including marihuana) are handled effectively and remain in legal distribution channels.

Health Canada's compliance and enforcement activities include an inspection program that has been successful at protecting client safety and reducing the risk of diversion by identifying deficiencies and implementing corrective measures.

Health Canada continuously monitors all licensed producers to ensure they meet good production practices, security directives and other requirements of the MMPR. Regional inspectors inspect applicants' and licensed producers' sites to educate prospective or existing licensed producers on their regulatory requirements with respect to the MMPR. Overall compliance under the MMPR is ensured through inspections, compliance promotion and enforcement.

Proposed Land Use Bylaw Amendment 3357/L-2016

Dialogue

The proposed amendment was circulated to landowners within 100 metres of the site (13 addresses). The circulation letter and comments received are attached to the report (refer to Attachment C for the Information mailed out and Attachment D for the written responses received).

A total of 8 written responses were received. One response had no concerns or issues with the use. Key concerns expressed by the other 7 responses include:

Comment	Administrative Response
<ul style="list-style-type: none"> • Odour control 	<ul style="list-style-type: none"> • Regulated by Land Use Bylaw site exception regulations, development permit conditions and Federal Government Regulations
<ul style="list-style-type: none"> • Security/Safety 	<ul style="list-style-type: none"> • Regulated by Land Use Bylaw site exception regulations, development permit conditions and Federal Government Regulations
<ul style="list-style-type: none"> • Chemicals/fertilizers 	<ul style="list-style-type: none"> • Regulated by Health Canada • City of Red Deer Development Permit condition
<ul style="list-style-type: none"> • Waste disposal 	<ul style="list-style-type: none"> • Regulated by the Utility Bylaw, Land Use Bylaw site exception regulations, development permit conditions and Federal Government Regulations
<ul style="list-style-type: none"> • Truck traffic 	<ul style="list-style-type: none"> • Traffic is of a comparable amount to adjacent industrial uses and is not significant enough to warrant a traffic impact assessment
<ul style="list-style-type: none"> • Increased criminal activity 	<ul style="list-style-type: none"> • Site/building security regulated by Land Use Bylaw site exception regulations, development permit conditions and Federal Government Regulations Complaints and/or concerns of graffiti, noise, and fighting can be enforced under the City's Community Standards Bylaw and can be reported to Bylaw Enforcement at (403) 343-5575. Non-urgent concerns regarding vandalism, theft, break-ins can be reported to the RCMP Complain Line at (403) 343-5575. All urgent concerns requiring police, fire or ambulance service should contact 911.
<ul style="list-style-type: none"> • Decreased property value 	<ul style="list-style-type: none"> • With no change in development proposed it is difficult to determine the value on peripheral properties based on a new use. However, in all cases the market will dictate value by what investors are willing to pay for properties.
<ul style="list-style-type: none"> • Increased need for road maintenance due to more traffic 	<ul style="list-style-type: none"> • Citywide issue
<ul style="list-style-type: none"> • 100 m circulation 	<ul style="list-style-type: none"> • Standard practice for this type of application

Proposed Land Use Bylaw Amendment 3357/L-2016

Comment	Administrative Response
<ul style="list-style-type: none"> • Short response time 	<ul style="list-style-type: none"> • A 2 week response time from mail out is standard

The proposed amendment options were circulated to City Departments and received the following comments:

- Fire: As this will be a secure site, a review of the site security as it relates to emergency access and firefighting will need to be completed.
- The following departments had no comments or concerns:
 - Engineering
 - Environmental Services
 - Public Works
 - Electric, Light and Power
 - Inspections and Licensing

The proposed amendment options were circulated to External Agencies including Alberta Health and Municipal Policing Services but no comments were received.

Analysis:

The proposed use is an industrial use, and can be compatible with other I1 uses. The MMF facility proposes no nuisance odour or noise emissions, and detailed security measures. The site exception use specific regulations and development permit conditions can ensure the proposed use is in compliance with the general purpose of the I1 District.

The site exception rational focus is on Council as the Development Authority to allow Council to apply or vary specific regulations and impose conditions. Though the site exception is required for the proposed use, the use is compatible with other I1 uses.

With added unique MMF site exception regulations, operation of the MMF will be regulated by both development regulations and development permit conditions, both enforceable by The City of Red Deer. Federal license and compliance with Federal regulations is a requirement for MMF facilities.

The Planning Department supports the addition of MMF as a site specific exception within the existing I1 Industrial (Business Service) District, which would allow the use as a discretionary use for the 94 Burnt Park Drive property, within the existing structure with Council as the Approving Authority and unique specific regulations. (Refer to Attachment E)

Attachments:

- Attachment A: Council Decision Letter July 18, 2016
- Attachment B: Letter Smith Falls
- Attachment C: Circulation Information
- Attachment D: Comments from Abutting Property Owners

Proposed Land Use Bylaw Amendment 3357/L-2016

Attachment E: Site Exception Bylaw 3357/L-2016 including Map 10/2016 as Schedule "A"



Council Decision – July 18, 2016

DATE: July 19, 2016

TO: Tara Lodewyk, Director of Planning Services

FROM: Frieda McDougall, Legislative Services Manager

SUBJECT: Notice of Motion to Reconsider a Motion: Proposed Land Use Bylaw Amendment 3357/L-2016 for 94 Burnt Park Drive – To allow a Medical Marihuana Facility as a Use.

Reference Report:

Legislative Services, dated July 15, 2016

Resolution:

At the Monday, July 18, 2016 Regular Council Meeting, Council passed the following resolutions:

Notice of Motion submitted by Councillor Paul Harris

Reconsideration of First Reading of Land Use Bylaw Amendment 3357/L-2016 for 94 Burnt Park Drive – To allow a Medical Marihuana Facility as a Use

WHEREAS, Council of The City of Red Deer, defeated first reading of Bylaw 3357/L-2016 (a Land Use Bylaw amendment to allow a federally licensed Medical Marihuana Facility (MMF) located at 94 Burnt Park Drive (Lot 14, Block 1, Plan 052 4332)) presented at the July 4, 2016 City Council meeting; and

WHEREAS, Council was not provided with information in advance on the Medical Marihuana facility in Saskatoon; and

WHEREAS, Council was not provided information on this matter from Land and Economic Development. This operation would support The City of Red Deer Economic Development Strategy section 5.2 Economic Diversification Strategies which states “Red Deer’s economy is largely dependent, either directly or indirectly, upon the various resource extraction industries, in which employment can fluctuate with commodities prices or with shifts in the broader economy. To reduce the effects of these shocks, Red Deer should work to diversify its economy and employment base.”. Council should support diversified businesses, particularly at times like this when the oil and gas industry is suffering; and

WHEREAS, Council was not provided information on the current vacancy rates on industrial buildings; and

Page 2

Notice of Motion to Reconsider a Motion

WHEREAS, The City of Red Deer is actively working to retain business interests. Rejection of the matter introduces the possibility for the facility to move to a competing market; and

WHEREAS, The City of Red Deer sent referral letters to landowners within 100m of the subject property so that landowners could provide comments. The City typically allows landowners two weeks to provide comments however, only one week was provided on this matter; and

WHEREAS Council was unclear if the property must adhere to federal and/or municipal rules about odours and if the federal and/or municipal authority enforces these rules.

The Council Report (July 4, 2016 Council Agenda p. 50) states "... federal regulations dictate strict requirements about location, security, growing method including air quality controls for odor, processing, labeling, packaging, storing, disposing and transporting of marihuana. The City has no approval authority over any of these regulations and accepts that the Federal regulations are stringent enough to address our original concerns" and "concerns of noise, odour and other externalities [are addressed] through federal regulations . . ."

During the July 4 City Council Meeting Administration stated "Purpose of II District is to provide for limited range of light industrial, warehousing, storage & industrial support services within the performance standards of section 6.4(2)(a), the operation of which do not create or emit noises, odours, dust, fumes and other nuisances. So they would be required to meet those requirements [in Red Deer]"

WHEREAS, The City of Red Deer Procedure Bylaw allows for the Reconsideration of Motions when Council can articulate the special or exceptional conditions which allow for a decision to be reconsidered again provided the motion has not yet been acted upon;

NOW THEREFORE IT BE RESOLVED THAT Council of The City of Red Deer consider the preceding as special and exceptional circumstances requiring the reconsideration of the July 4, 2016 decision to defeat first reading of Bylaw 3357/L-2016.

As a result of the preceding being passed First Reading of Bylaw 3357/L-2016 (a Land Use Bylaw Amendment to allow a federally licensed Medical Marihuana Facility (MMF) located at 94 Burnt Park Drive (Lot 14, Block 1, Plan 052 4232) was again on the floor.

Prior to voting on first reading the following tabling motion was introduced:

Resolved that Council of The City of Red Deer hereby agrees to table consideration of Bylaw 3357/L-2016 (a Land Use Bylaw amendment to allow a

Page 3

Notice of Motion to Reconsider a Motion

federally licensed Medical Marihuana Facility (MMF) located at 94 Burnt Park Drive (Lot 14, Block 1, Plan 052 4232) for up to 6 weeks to allow administration time to provide additional information related to odour, noise and security prior to first reading

Report back to Council: Yes



Frieda McDougall
Manager

- c. Planning Services Manager
Randa James, Senior Planner
Corporate Meeting Administrator

Attachment B

J.L. Richards & Associates is providing Planning services to the Town of Smiths Falls. I have not been able to discuss this with the Town staff to provide you with a complete history. During our term, we have not encountered any complaints related to the day to day activities at the Tweed facilities related to noise or odour. The facility is operated as an Industrial plant and operates in a manner that is not distinguishable from other plants in the industrial park. We are not aware of any security issues at the facility since it has opened. We do note that they do have to comply with their licencing requirements from the senior levels of government regarding the safety of their operations. I trust that this is sufficient for your needs. Should you have any further questions please do not hesitate to contact me.

Tim Chadder

Timothy F. Chadder, MCIP, RPP
Associate
Chief Planner

J.L. Richards & Associates Limited
864 Lady Ellen Place, Ottawa, ON K1Z 5M2
Tel: 613-728-3571 Fax: 613-728-6012



ATTACHMENT C



PLANNING DEPARTMENT

Date: May 25, 2016

«PrimeOwnerName»

«OwnerAddress1»

«OwnerAddress2»

To: Landowners within 100 m of 94 Burnt Park Drive

Re: Proposed Land Use Bylaw Amendment 3357/L-2016

94 Burnt Park Drive

To allow a Medical Marihuana Facility as a Use

Why have you received this letter?

As part of the City's overall evaluation process, landowners within 100 metres of the subject site are provided with an opportunity to review and comment on proposed amendments. You are being notified of the amendment proposed for 94 Burnt Park Drive (see attached context map) because you are a landowner within 100 m of the subject area.

You are invited to review and provide comments on the proposed amendments by **June 8, 2016**.

What is being proposed?

The Planning Department has received an application from Medcan Solutions Limited for a Land Use Bylaw amendment within I1, at 94 Burnt Park Drive (Lot 14, Block 1, Plan 052-4232) to allow a Medical Marihuana Facility (MMF). The property is located in the West QE2 Business Park, west of Highway 2, within the Burnt Lake Area Structure Plan and is surrounded by other I1 Industrial parcels.

In 2014 Land Use Bylaw amendments were made to add a definition of "Medical Marihuana Facility" (Bylaw 3357/E-2014) and include MMF as a discretionary use in the I2 Industrial (Heavy Industrial) District (Bylaw 3357/N-20140).

The current application proposes to use an existing vacant building within the I1 Industrial (Business Service) District consequently the I1 Industrial District needed to accommodate the use. The Planning department is recommending adding MMF as a discretionary use to the I1 Industrial (Business Service) District. An option of a site exception which would allow a MMF in the existing building on this site only is also being brought forward.

This use, prior to receiving any applications, was originally permitted in the I2 Industrial (Heavy Industrial) District because of concerns such as odor, security, chemicals/fertilizers, disposal and truck traffic. Health Canada's Medical Marihuana Production Regulations (SOR/2013-119) dictate strict requirements about location, security, growing method including air quality controls for odor, processing, labeling, packaging, storing, disposing and transporting of marihuana. The City has no approval authority over any of these regulations. As a result, concerns which originally prompted the I2 Industrial (Heavy Industrial) District designation have turned

Planning Department 4914-48 Avenue Phone: 403-406-8700 Fax: 403-342-8200 Email: planning@reddeer.ca

The City of Red Deer Box 5008 Red Deer, AB T4N 3T4 www.reddeer.ca

out to be regulated by Health Canada thereby alleviating the original concerns and making it reasonable to consider MMF as a discretionary use within the I1 Industrial (Business Service) District.

No retail sales, no advertising and no signage will be permitted in relation to this facility as it is strictly prohibited by the Federal regulations.

The proposed amendment aligns with the Industrial use proposed in the Municipal Development Plan, the West QE2 Major Area Structure Plan, and other relevant Planning Documents. The Neighbourhood Planning and Design guidelines will apply.

Proposed Amendment

- Land Use Bylaw Amendment (Bylaw 3357/L-2016)

Do I have to provide comments?

It is optional to provide comments. If you feel the proposed changes could affect you, you may choose to provide comments. If you would like to submit comments, please do so by **June 8, 2016**. Methods for submitting comments are outlined on the attached comment sheet.

What will happen if I submit comments?

Any comments received will be reviewed by Planning staff and incorporated into the planning report that will be forwarded to Council when considering First Reading of the proposed amendments.

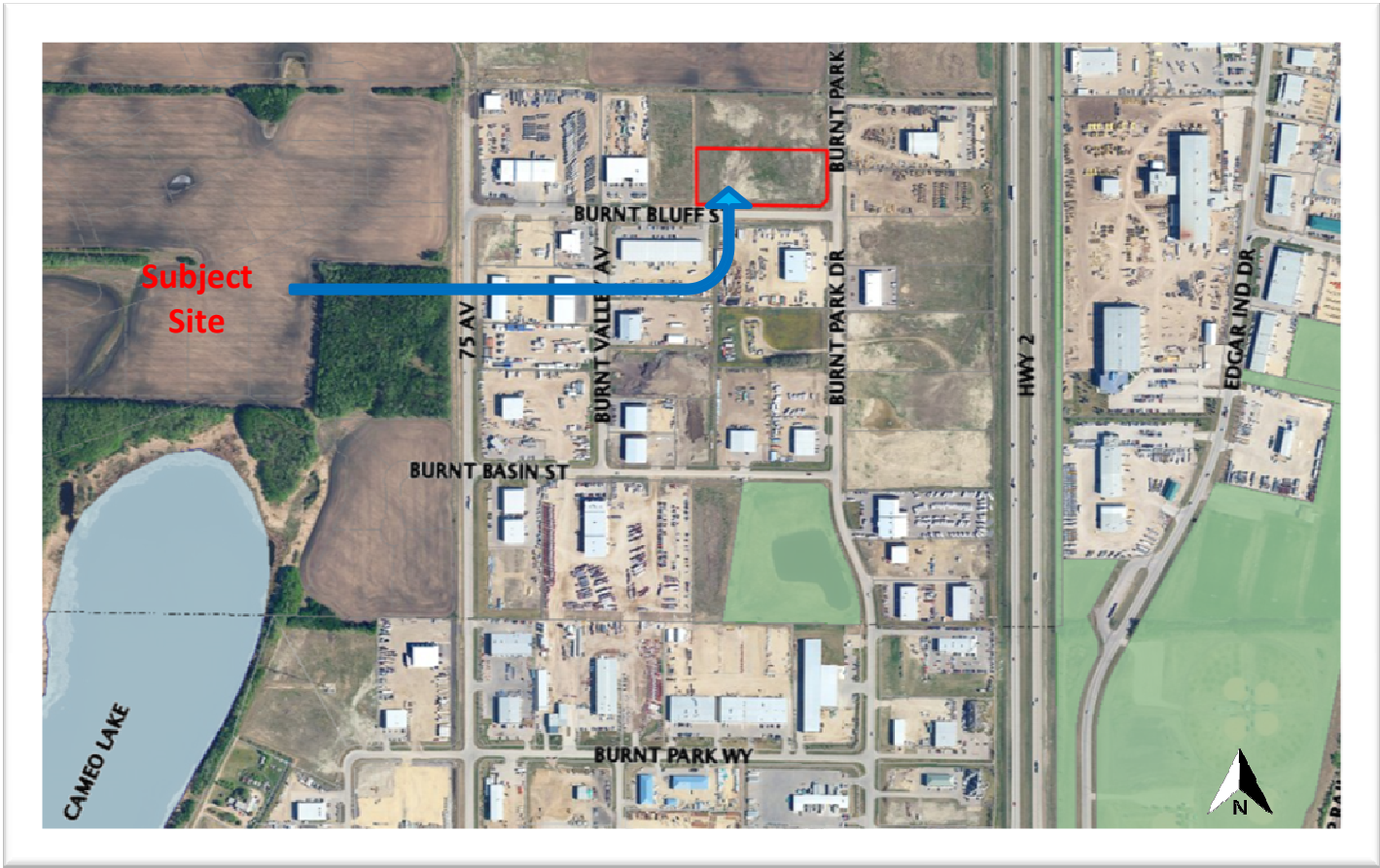
What is the next step for these amendments?

It is anticipated that the proposed amendments will be presented to Council for consideration in the summer of 2016. If Council gives First Reading to the proposed amending bylaw, Council must hold a Public Hearing prior to considering Second and Third Reading (adoption) of the proposed bylaw. Public Hearings are advertised in the Friday edition of the Red Deer Advocate and all landowners within 100 metres of the subject site will receive notification of the Public Hearing. The Public Hearing is the opportunity for the public to speak directly to Council regarding the proposed amendments.

Thank you for your consideration in this matter. Please contact me if you have any questions.

Sincerely,

Randa James, Senior Planner
Ph. 403.406.8702
Email randa.james@reddeer.ca



BYLAW NO. 3357/L -2016

Being a Bylaw to amend Bylaw No. 3357/2006, the Land Use Bylaw of The City of Red Deer as described herein.

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

Bylaw No. 3357/2006 is hereby amended as follows:

- 1. Section 6.1 I1 Industrial (Business Service) District is amended by adding to subsection (1)(b) Discretionary Uses the following new subsection:

(xviii) Medical Marihuana Facility with Council as the designated Development Authority

READ A FIRST TIME IN OPEN COUNCIL this	day of	2016.
READ A SECOND TIME IN OPEN COUNCIL this	day of	2016.
READ A THIRD TIME IN OPEN COUNCIL this	day of	2016.
AND SIGNED BY THE MAYOR AND CITY CLERK this	day of	2016.

MAYOR

CITY CLERK



Date: May 25, 2016

Re: Land Use Bylaw Amendment 3357/L-2016 – 94 Burnt Park Drive

Comments Due: June 8, 2016

Comment Return Options:

- Return, by mail to: City of Red Deer Planning Department, Box 5008, Red Deer, Alberta, T4N 3T4; or
 - Drop off comments at the Planning Department counter on the 3rd floor of City Hall at 4914 – 48 Avenue; or
 - Fax comments to the Planning Department at 403-342-8200; or
 - Scan and email the comments to randa.james@reddeer.ca; or.
 - Email Randa James at randa.james@reddeer.ca to request a digital copy of a comment sheet which you can fill out and then return by email.
-

Your comments are important.

Collection & Release of Your Information:

The City is collecting your information as part of the referral process that is described in Section 2.19(4) of The City of Red Deer *Land Use Bylaw*.

The personal information on this form is collected under the authority of the *Municipal Government Act* Section 3 and is protected under the provisions of the *Freedom of Information & Protection of Privacy (FOIP) Act*. An individual choosing to complete and submit this comment sheet to a member of Council, to a member of a committee and/or to City of Red Deer administration must understand that comments, including your residential address, could be publicly disclosed. The City will seek to balance the dual objectives of open government and protection of privacy. If you have questions about the collection and use of this information, please contact the Manager of Planning at The City of Red Deer, 4914-48 Ave, Red Deer, AB 403-406-8700.

Contact Information

Your contact information allows administration to respond as needed. When disclosing public comments, The City will endeavour to disclose only the author's name, unless there is a legislative, privacy or public interest reason to disclose more or less information.



Name: _____

Mailing Address: _____ Postal Code: _____

Phone #: _____ E-mail Address: _____

General comments regarding the proposed amendments for 94 Burnt Park Drive:

Thank you.

ATTACHMENT C

Page 5 of 78

Name: COMMERCIAL Land Sales Ltd

Mailing Address: _____ Postal Code: _____

Phone #: _____ E-mail Address: _____

General comments regarding the proposed amendments for 94 Burnt Park Drive:

I HAVE NO CONCERNS OR ISSUES WITH
THE USE @ 94 BURNT PARK DRIVE

[Signature]
June 1st 2016

Thank you.

Randa James

From: Dave Richter
Sent: June 07, 2016 12:23 PM
To: Randa James
Subject: Medical Marihuana Facility 94 Burnt Park Drive

Good Day Randa James,

Thank you for your letter requesting our comments on the proposed Medical Marihuana Facility.

First of all I am somewhat disappointed in the lack of information that you have put forth for us to comment on, nothing really indicates how big the operation is or clearly define if they are they growing or just packaging, etc.

None the less I am strongly opposed to allowing a marijuana grow operation in an I1 zone, it should be, as stated in the Health Canada's regulations located in an I2 zone for the very reasons as stated.

The odor from the grow operation will be there from the beginning, and as marijuana is legalized there will be increased production.

The term "Medical Marihuana" in my opinion is a ruse, to get the operation setup, to be in a position ramp up operations when Marijuana is legalized and good for them, it is a great idea, but it needs to be located in a I2 zone, we did not purchase in a I1 to put up with nauseous skunk like odors.

I am concerned about increased crime in the area, once the operation is setup criminals will case the area which puts all of our properties at risk

In addition, I believe the value of our properties will be adversely effected, who wants to rent a building when all you can smell is pot/skunk?

I also believe that this comment sheet should be sent to the entire subdivision, it's not like odor stops at 100 meters, not to mention the increased heavy traffic flow, stock piling of fertilizers and chemicals.

Is the city going to compensate us for a decreased value in our properties should they approve this sale?

Thanks

Dave

Paramount Insurance & Investment Services Ltd.
#4 83A Burnt Park Drive
Red Deer, Alberta, T4P 0J7
Ph. 403-347-8400, Fax 403-347-8470

PLEASE NOTE: Coverage will not be changed and/or altered until you have received confirmation from a Paramount Insurance broker.

WATSON & WATSON RESOURCES LTD
R. R. #3
Eckville, Alberta T0M 0X0
CONTACT: J Ross Watson /
Email:

June 7, 2016

The City of Red Deer
Planning Department (planning@reddeer.ca)

Attention: Randa James

Re: Proposed Land Use Bylaw Amendment 3357/L-2016
94 Burnt Park Drive
To allow a Medical Marijuana Facility as a Use

This letter is to express **our opposition to the above-mentioned proposed development** based on health factors, safety issues, security issues and our current property values and property values in the future. We strongly disagree with allowing the development of the Medical Marijuana Facility in this location.

Please CONFIRM receipt of this opposition (jrosswatson@yahoo.com)

Sincerely yours,

J. Ross Watson

1422468 Alberta Ltd.

61 – 37535 Range Road 265

Red Deer County, AB T4E 1A7

June 7, 2016

City of Red Deer

Planning Department

RE: Proposed Land Use Bylaw Amendment 3357/L-2016

94 Burnt Park Drive

To allow a Medical Marijuana Facility as a Use

First of all I don't understand that only those who are within 100 metres of 94 Burnt Park Drive are notified of the Planning Departments recommendation to add Medical Marijuana Facilities (MMF) as a discretionary use to the I1 Industrial (Business Service) District. It appears that this rezoning is being rammed down our throats by cutting the response time very short so that very few objections will get in on time. I think that in a rezoning such as this all I1 property owners should be notified and given a reasonable amount of time to respond. This may affect many more property owners in the future. I received my notification on Wednesday, June 1, 2016 while I was out of the country attending graduations. I returned on Saturday, June 4, 2016 and saw the notice on Monday, June 6, 2016 and was required to respond by June 8, 2016. I spoke to Randa James, Senior Planner, Planning Dept. and requested an extension to respond to the notice. I was informed that she had a schedule to meet and I could have until the morning of Friday, June 9, 2016 to respond because on Friday she had to complete her report for Council. This rezoning is being rushed much too fast and more time should be given and more property owners should be included in order to do this properly.

We own a 39,160 square foot warehouse/office building at 15 Burnt Bluff St. which is across Burnt Bluff St. and immediately west of warehouse in question at 94 Burnt Park Drive. First of all, it is somewhat ironic that the property in question actually faces Burnt Bluff St. but has a Burnt Park Drive address. Our warehouse/office is a multi-tenant building (10 bay warehouse) with six (6) tenants. Presently all of our tenants are quality national and international tenants.

If Council permits a MMF as a discretionary use in I1 Industrial (Business Service) District at the 94 Burnt Park Drive, across the street from 15 Burnt Bluff St. my Tenants will have to put up with the foul odor of a marijuana grow operation coming from the MMF. Such an operation produces extreme high humidity and foul odor which will be vented to the outside. It doesn't matter how good a filtering system it may have it will emit a strong odor to the great outdoors. You can filter dust from the air but not the odor of it unless you mask it chemically and that is not necessarily healthy either. Unless the facility is well

ventilated, the building will be compromised by the high humidity levels. Even with good ventilation the buildings life expectancy will be shortened.

We will in turn loose our quality tenants and will have to accept lower quality tenants for cheaper rent, and our tenant turnover will increase. Furthermore, our property will devalue drastically and subsequently the City of Red Deer Tax Dept. will have to reduce our property assessment and collect less property tax. The MMF will attract criminal activity who will attempt to break into the facility for obvious reasons and other properties in the area, of which there is already more than enough in the area due to inadequate police presence. Just because there are three levels of government that regulate this type of facility does not necessarily mean that there will not be any issues later. We all know that once the facility is in place it is difficult to change. Chemicals/fertilizers are an environmental hazard when spilled or not contained properly and cause contamination even to neighboring properties.

When we built at 15 Burnt Bluff in 2007/2008 we built on the premiss of the existing zoning and that did not include any MMF.

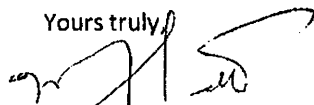
Our Federal Government has already mentioned that marijuana will be legalized in spring of 2017, therefore when that occurs there will be no need for a MMF since marijuana will be available at many locations. It would be very difficult for the Planning Dept. to turn down an application for a retail outlet from this location at that time. This application is only to get the foot in the door for when marijuana is legalized.

The only positive thing about adding MMF as a discretionary use to I1 Industrial (Business Service) District is that it will reduce the I1 vacancy rate by 18,000 square feet. I feel that this application is only being considered because of the low vacancy rates that we are experiencing at this time.

I hereby wish to state my opposition to adding a MMF as a discretionary use to the I1 Industrial (Business Services) District due to the negative impact it will have to my property at 15 Burnt Bluff St.

The zoning for a Medical Marijuana Facility should remain where it is now and that is in the I2 Industrial (Heavy Industrial) District due to the reasons I have mentioned in the foregoing.

Yours truly,



Marvin Sandstra

1422468 Alberta Ltd.

Page 5 of 78

Name: Chris Kuchar - Wally Kuchar Investments Inc.

Mailing Address: _____ Postal Code: _____

Phone #: _____ E-mail Address: _____

General comments regarding the proposed amendments for 94 Burnt Park Drive:Re: Proposed Land Use Bylaw Amendment 3357/L-201694 Burnt Park DriveTo allow a Medical Marihuana Facility as a UseProposed amendments of discretionary use to the L1 Industrial (Business
Service) District.

We are opposed to the amendment because of the basic items listed: odor, security,
chemical/fertilizers, disposal and truck traffic. Our main concern is property/
asset values decreasing, break and enter to our premises to utilize heavy
equipment for gaining access to our neighbors front/back building, power and
communications outages due to break in attempts, hijacking of delivery transport
trucks, employee security of high crime on roads & neighbor, organized crime and
gang activity.

We are not against the City of Red Deer deriving tax benefits from this type of
operation. The City should take a small piece of land with only one access point
and allow development in that area isolated.

If this amendment is allowed, The City should purchase my building. We will be
seeking legal counsel.

Thank you.Chris Kuchar

Thank you.



Allan Dale Trailers & RVs

www.allandale.com
info@allandale.com

3 Queens Drive
Red Deer, Alberta
T4P 0K1

Ph. 403-346-3148

Fax 403-346-3116

Toll Free 1-866-346-3148



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VENDING TRAILERS
FLATDECK TRAILERS
SNOWMOBILE TRAILERS
MOTORCYCLE TRAILERS
TOY HAULERS
UTILITY TRAILERS

June 7-2016

The city of Red Deer Planning Department

Objection to Proposed Land Use Bylaw amendment 3357/L-2016

94 Burnt Park Drive – Medical Marihuana Facility

Please be advised that Allan – Dale Industries is opposed to the above site for the following reasons.

- 1 This is an industrial area
- 2 Maintenance in area re: road, traffic
- 3 Security issues already, this will add a great deal of traffic in an uncontrolled area – especially in the evenings
- 4 Security issues – Theft has increased tenfold already and having more undesirables in the area increase our risk level. We have already had over \$50,000.00 in theft this year alone
- 5 Whenever businesses in this area have asked to have the city of Red Deer to have our roads maintained Re: Snow plows only go up to --- and stop, the dirt road not being plowed on regular basis. No police presence ever around.

In closing we are definitely opposed to this Facility being added to our Industrial area, Please feel free to contact me directly.

Allan Fertig

Owner/President



Allan Dale Trailers & RVs

www.allandale.com
info@allandale.com

3 Queens Drive
Red Deer, Alberta
T4P 0K1

Ph. 403-346-3148

Fax 403-346-3116

Toll Free 1-866-346-3148



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FLATDECK TRAILERS
SNOWMOBILE-TRAILERS
MOTORCYCLE TRAILERS
TOY HAULERS
UTILITY TRAILERS

June 7-2016

The city of Red Deer Planning Department

Objection to Proposed Land Use Bylaw amendment 3357/L-2016

94 Burnt Park Drive – Medical Marihuana Facility

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- 1 This is an industrial area
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In closing we are definitely opposed to this Facility being added to our industrial area, Please feel free to contact me directly.

Allan Fertig

Owner/President

Brandt Developments

June 8, 2016

Randa James
Senior Planner
The City of Red Deer
Planning Department
Box 5008 4914 – 48th Avenue
Red Deer Alberta
T4N 3T4

RE: Proposed Land Use Bylaw Amendment 3357/L-2016
94 Burnt Park Drive
To allow a Medical Marihuana Facility as a Use.

Dear Randa James:

Brandt Tractor Properties Ltd. ("Brandt") appreciates the opportunity to comment on the above proposed land use brought forward by the planning department.

Brandt has noted that the City of Red Deer has passed Land Use Amendments, Bylaw 3357/E-2014, Bylaw 3357/N-20140 which added the definitions of "Medical Marihuana Facility" and the inclusion of the MMF as a discretionary use in I2 Industrial (Heavy Industrial) District. Brandt is opposed to the application to amend the Land Use bylaw in I1 Industrial parcels to allow for a MMF for the following reasons.

The city passed these bylaws due to concerns over odor, security, chemicals/ fertilizers disposal and truck traffic. This would be a consistent use of I2 (Heavy Industrial) use. As such, the City of Red Deer, should abide by the original intent of placing the business in the Heavy Industrial Land use area. Brandt does not support compromises to the current zoning that will simply fill a vacant property and does not generally provide an overall benefit to this area.

The facility shall have no retail sales, advertising or signage which does not lend itself to being a location that provides a business service that complements other area business, as the area was intended for. It would seem that MMF facility could accomplish its business objectives in the I2 area where it has approved zoning and would only have to find a suitable location.

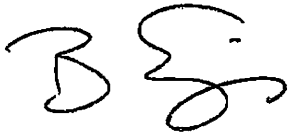
Page 2 of 2
Brandt Developments Ltd.
June 8, 2016

Brandt has made a considerable investment to the area business park and the inclusion of this facility in its close proximity does not lend itself to enhancement of its business investment or the overall business investment of others in the area. Brandt believes the only ancillary benefits of an MMF, as proposed would be enhanced security vigilance preventing potential criminal activity. At this time, we have no assurance this additional security will be provided, and believe it would be most effective to not locate this facility in this area, in order to eliminate these concerns.

While Brandt welcomes business and commercial activity to the Red Deer area, we would like to see it function consistently with the current zoning requirements that would not allow for the MMF, and trust that you will consider our comments fair minded and reasonable.

Should you have any questions or require further information, please contact the undersigned at your convenience.

Sincerely,



Brent D. Sjoberg, CPA, CMA MBA
Vice President of Developments
Brandt Developments Ltd
as agent for Brandt Tractor Properties Ltd.

Cc Paul Gleason, Branch Manager
Michael Larson, Property Manager

Page 5 of 78



Name:

Mailing Address: Postal Code:

Phone #: E-mail Address:

General comments regarding the proposed amendments for 94 Burnt Park Drive:

Re: Proposed Land Use Bylaw Amendment 3357/L-2016

I am a landowner of several I1 zoned industrial properties in various locations in the City of Red Deer.

The proposed Bylaw Amendment is of general application and affects the entire City I1 zoning. To restrict this proposal to property owners within 100m of the proposed location is wrong and needs to be withdrawn.

I am definitely in favour of allowing Medical Facilities as a discretionary use within the I1 zoning.

I am against a Medical Marijuana Facility (specifically a Grow-Op) becoming a permitted/discretionary use within the City of Red Deer and in particular within the I1 zoning.

LUB 3357/2006 sec 6.4(2)(a)(i)(4) and(5) specifically prohibit the "emission of any odour or gas..." and "the emission of toxic gases or other toxic substances...". Although there are 'stringent' federal regulations that apply they do not trump the City LUB. The City has the clear obligation to ensure Section 6.4 is complied with by denying the proposed amendment.

The ability of federal regulations to effectively and completely ensure control of odour and gases from the proposed location is highly questionable. An odour problem could easily take months or years to correct. Meanwhile, industrial property owners can expect property values to be depressed due to tenants complaints.

The City, by encouraging the proposed amendment can expect several further applications.

The Marijuana facility near Cremona reportedly produces over \$1,000,000 worth of product every 9 days. This staggering amount of revenue is more than sufficient to custom build a facility anywhere. What is the rush to Amend LUB 3357 in order to "...accommodate the use ..." of "...an existing vacant building...". It is notable that the vacant building in question will require substantial renovation to comply with the Federal regulations.

The proposed amendment is likely to result in Red Deer being referred to as the Pot Capital of Alberta.

Submitted 9 June 2016.

BYLAW NO. 3357/L -2016

Being a Bylaw to amend Bylaw No. 3357/2006, the Land Use Bylaw of The City of Red Deer as described herein.

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

Bylaw No. 3357/2006 is hereby amended as follows:

1. Section 8.22 Exceptions Respecting Land Use is amended by adding to subsection 1(g) the following new subsection:

(iv) A Medical Marihuana Facility on Lot 14, Block 1, Plan 052-4232 (94 Burnt Park Drive) with Council as the designated Development Authority, and subject to the following development standards:

- (1) no other use shall be allowed on the Site;
- (2) the licensed processes and functions of the use shall be fully enclosed within the Building;
- (3) no Outdoor Storage shall be allowed on the Site;
- (4) all loading facilities shall be fully enclosed within the Building;
- (5) all garbage containers and waste material shall be fully enclosed within the Building;
- (6) the Site shall be fully enclosed by a fence;
- (7) the use shall not emit any odour or other substance which is harmful or injurious to health or physical well-being;
- (8) the use shall not emit nuisances including, but not limited to, odour, noise and light, that may have a negative impact to adjacent Sites or the surrounding area; and
- (9) the Site Plan, the Site access, the relationship between Buildings and open space, the architectural treatment of Buildings, landscaping, the minimum required loading spaces and parking spaces and the parking layout and surfacing shall be at the discretion of the Development Authority.

2. The "Land Use District Map H19" contained in "Schedule A" of the Land Use Bylaw is hereby amended in accordance with the Land Use District Map 10/2016 attached hereto and forming part of the bylaw.

READ A FIRST TIME IN OPEN COUNCIL this day of 2016.

READ A SECOND TIME IN OPEN COUNCIL this day of 2016.

READ A THIRD TIME IN OPEN COUNCIL this day of 2016.

AND SIGNED BY THE MAYOR AND CITY CLERK this day of 2016.

MAYOR

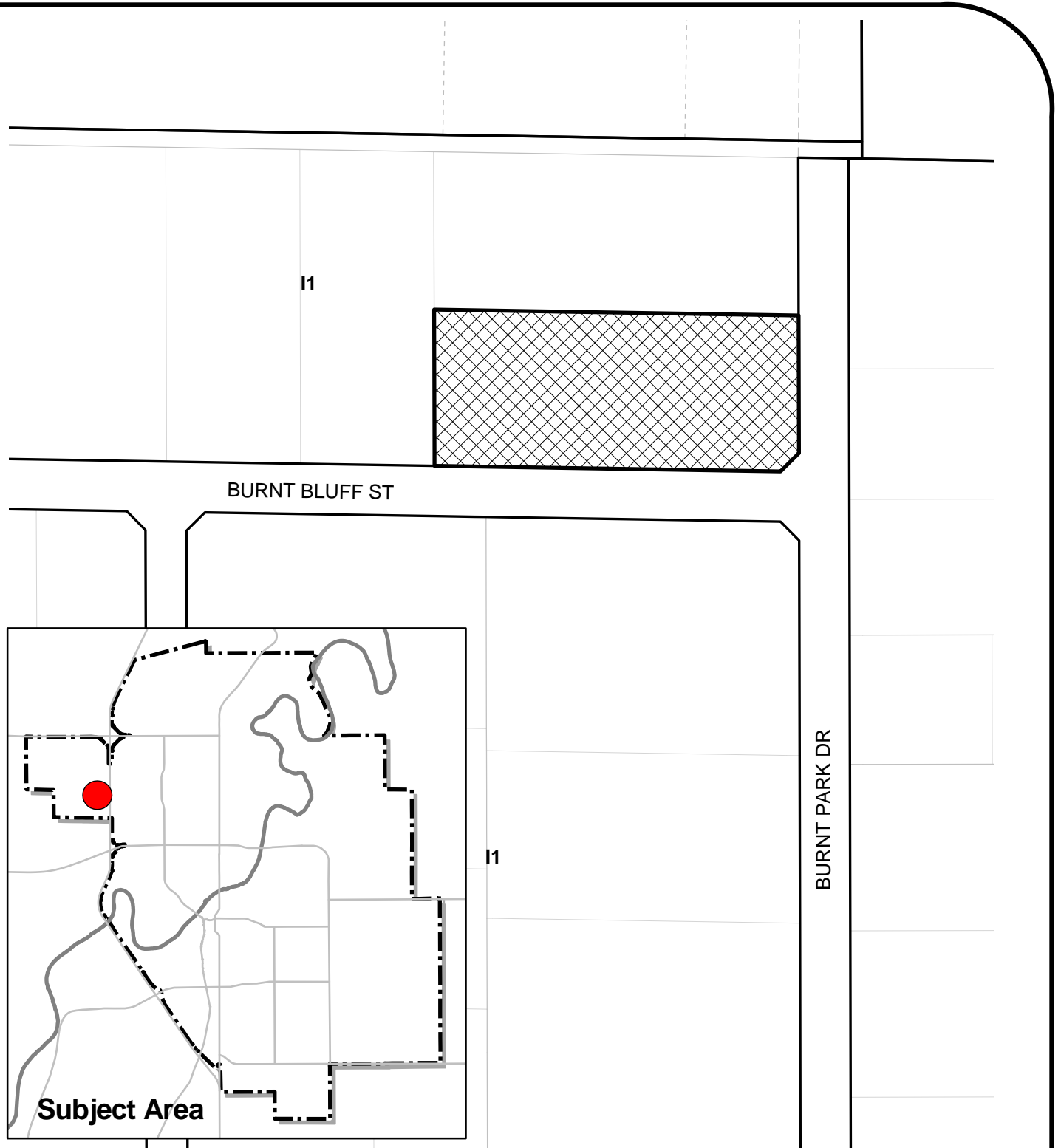
CITY CLERK



Red Deer

Proposed Amendment to Land Use Bylaw 3357/2006

Schedule A



Add Exception:



I1 - Industrial (Business Service) District to I1(g)(IV)

Proposed Amendment

Map: 10 / 2016

Bylaw: 3357 / L-2016

Date: Jun. 20 2016



Council Decision – August 15, 2016

DATE: August 18, 2016
TO: Randa James, Senior Planner
FROM: Frieda McDougall, Legislative Services Manager
SUBJECT: Proposed Land Use Bylaw Amendment 3357/L-2016 for 94
Burnt Park Drive – To allow Medical Marihuana Facility as a
Use

Reference Report:

Planning Department, dated August 9, 2016

Resolution:

At the Monday, August 15, 2016 Regular Council Meeting, Council passed the following Resolution:

Resolved that Council of The City of Red Deer agrees to lift from the table Land Use Bylaw Amendment 3357/L-2016.

Bylaw Reading:

At the Monday, August 15, 2016 Regular Council Meeting, Council gave first reading to Bylaw 3357/L-2016 (a Land Use Bylaw amendment to allow a federally licensed Medical Marihuana Facility (MMF) located at 94 Burnt Park Drive (Lot 14, Block 1, Plan 052 4232).

Report back to Council: Yes.

Comments/Further Action:

This office will advertise for a Public Hearing to be held on Monday, September 12, 2016 at 6:00 p.m. during Council's regular meeting.

A handwritten signature in blue ink, appearing to read 'F. McDougall'.

Frieda McDougall
Manager

- c. Director of Planning Services
Manager of Planning Services



August 2, 2016

Proposed 2016 Off-Site Levy Rates

Bylaw 3549/A-2016

Legislative Services

Report Summary & Recommendation:

Summary:

The attached report is being brought forward from the Monday, July 18, 2016 City Council meeting.

Recommendation:

That Council consider giving second and third readings to Off-Site Levy Bylaw Amendment 3549/A-2016.

Report Details

Background:

At the Monday, July 18, 2016 Council Meeting, Council gave first reading to 2016 Off-Site Levy Bylaw Amendment 3549/A-2016.

In accordance with Section 606 of the Municipal Government Act, Land Use Bylaw Amendment 3357/D-2016 was required to be advertised for two consecutive weeks. An advertisement was placed in the Red Deer Advocate on July 22, 2016 and July 29, 2016.



Originally Submitted to the July 18, 2016 meeting of City Council.

July 18, 2016

Proposed 2016 Off-Site Levy Rates Off-Site Levy Bylaw Amendment 3549/A-2016 Consideration of First Reading

Engineering Services

Report Summary & Recommendation:

This report provides information regarding The City of Red Deer's Off-Site Levy Rates including background, rate changes, proposed adjustments to each rate (water, sanitary, storm, and roads), off-site levy rate review, identification of emerging issues, and recommendations for the 2016 rates.

Engineering Services recommends that Council:

- I. Approve Bylaw Amendment No. 3549/A-2016 Off-Site Levy Bylaw setting the off-site levy rates as follows:

2016 Rates

Trunk Water	\$ 14,107
Trunk Sanitary	\$ 30,370
Trunk Storm	\$ 66,372
Major Thoroughfares	\$104,934
Total	\$215,783

City Manager Comments:

I support the recommendation of Administration. If first reading of Bylaw 3549/A-2016 is given, second and third reading of this bylaw will be brought back for Council's consideration at the August 15, 2016 Regular Council Meeting.

Craig Curtis
City Manager

Proposed Resolution

That Council consider first reading of Off-Site Levy Bylaw Amendment 3549/A-2016.



Report Details

Background:

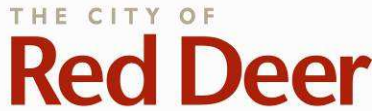
The City charges off-site levies on new development lands within the City to cover the cost of extending water, sanitary, and storm trunks and systems, and arterial roadways to service these areas. The cost of expanding water and wastewater treatment facilities are funded through utility rates, and are not included in the off-site levy calculation. The off-site levy rates are typically reviewed on an annual basis and adjusted as required.

Discussion

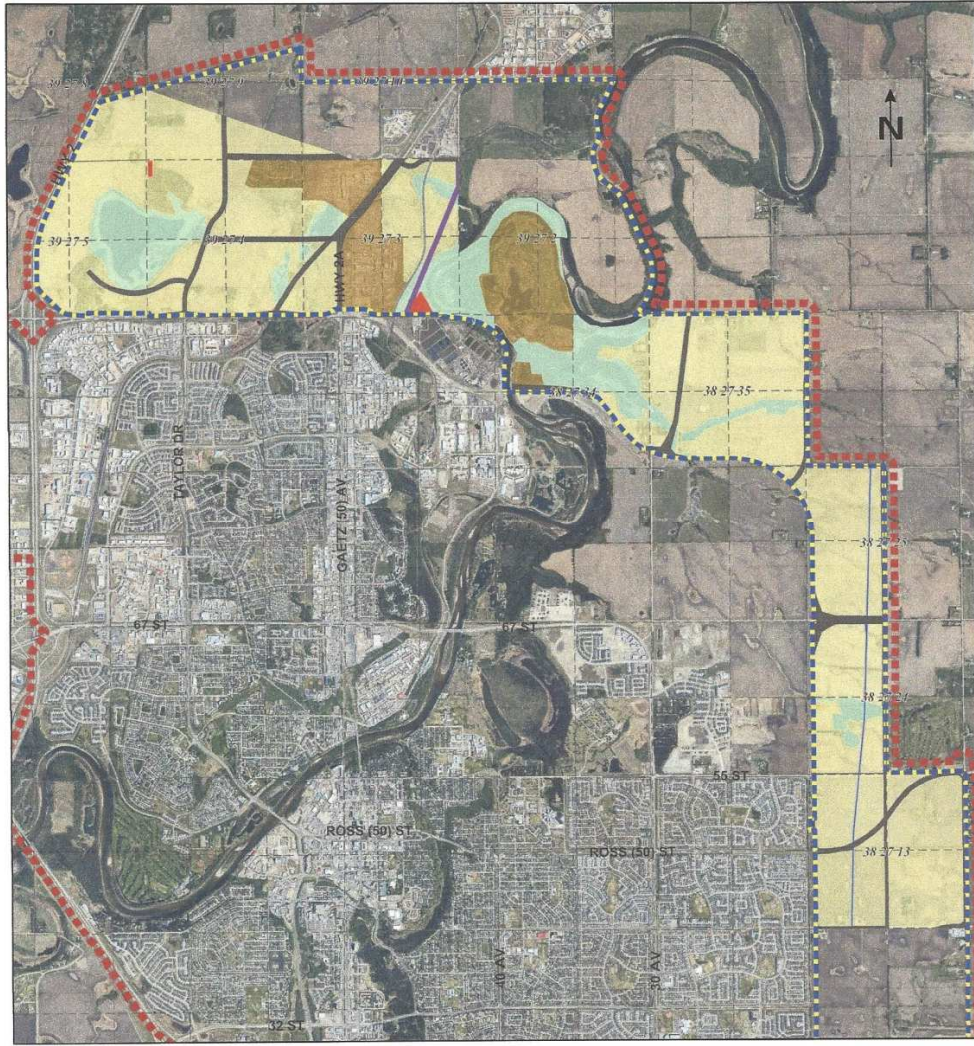
Ahead of recent tabled changes to the MGA, Engineering Services carried out a detailed review of the off-site levy input factors to determine the recommended 2016 Off-Site Levy Rates. This work included: complete reconciliation of the previous year's costs and revenues with The City Ledger, comprehensive reviews of future infrastructure project scopes, updating the construction cost estimates to current construction rates and reconciling the developable area with the levy basin.

A number of meetings were held with UDI representatives to outline the various changes from the 2015 levies. Primarily the changes were a result of the increase basin size (Addition of East and North of IIA lands) and inclusion of existing arterial road upgrades driven by growth. The proposed changes provided for a significant increase in offsite levies that was not supported by UDI at this time.

In absence of the MGA changes, it was determined by City Administration and UDI that a CPI increase from 2015 would be amenable for the 2016 levies. Further, it was also agreed that the collaborative work would continue in the coming months once the MGA amendments were known and finalized. The CPI factor applied to the 2015 rates was 1.2%.



For reference, the following illustrates the existing and proposed new boundaries (2017) for the offsite levies. For clarity, additional areas were not included in the 2016 levies.



2016 Proposed Offsite Levy Rates

Trunk Water	\$ 14,107
Trunk Sanitary	\$ 30,370
Trunk Storm	\$ 66,372
Major Thoroughfares	\$104,934
Total	\$215,783



Analysis:

1. Impact to the New Home Owner

New levy rates are often compared to the overall capital cost to construct a new residential home. On average, a new single family home including the lot cost would be in the order of \$350,000. Based on 14 residential lots per hectare, the 2015 rate of \$213,225/ha equates to \$15,230 per unit. The proposed 2016 rate of \$215,783/ha equates to \$15,431 per unit.

2. Emerging Issues

During our review, we identified a number of issues that could affect off-site levy rates in the future. Some of these issues are outlined below:

- a. The slow recovery of land development within the city continues and has significantly lowered revenue for the off-site reserves. This has resulted in the under-recovery of expenditures required to open the two major development areas of Queens Industrial Park, North of IIA and East Hill Area, and has reduced ability of the reserves to front end trunk and arterial roadway projects without continued borrowing and incurring interest charges. There may also be inadequate annual off-site levy revenue to cover the yearly debenture payments for existing or future borrowings. A review of the off-site levy rate model will be finalized, upon full implementation of the MGA amendments, by Engineering Services and Financial Services as identified in the City Manager's Department Mandate letter to Engineering Services.
- b. The addition of recently annexed areas and studies have resulted in changes to the service basin boundary resulting in increased capital projects and increased land area to spread the costs over, or possibly the development of multiple basins in the City. The net result will not be known until after finalization of the Offsite Levy review.
- c. The proposed amendments to the MGA have provided an opportunity for additional infrastructure to be included in the levies. Determining level and proportion of benefit will be required in future work to finalize the Offsite Levy models.
- d. UDI has indicated that existing development benefits from new growth and therefore a proportional benefit to all improvements should be applied. UDI has further indicated that the City should provide the data to defend any proportional benefit put forward.

BYLAW NO. 3549/2015

Strikethrough Version with
Bylaw Amendment 3549/A-2016.

Being a Bylaw of The City of Red Deer to provide a uniform levy of off-site costs in respect of previously undeveloped land.

- I WHEREAS pursuant to provisions of Section 648 of the Municipal Government Act, The City may by bylaw:
 - a) Provide for the imposition and payment of a levy to be known as an "off-site levy" in respect of land that is to be developed or subdivided, and
 - b) Authorize an agreement to be entered into in respect of the payment of the levy.
- 2 An off-site levy may be used only to pay for all or part of the capital cost of any or all of the following:
 - a) New or expanded facilities for the storage, transmission, treatment, or supplying of water;
 - b) New or expanded facilities for the treatment, movement, or disposal of sanitary sewage;
 - c) New or expanded storm sewer drainage facilities;
 - d) New or expanded roads required for or impacted by a subdivision or development;
 - e) Land required for or in connection with any facilities described in clauses (a) to (d);

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

- 3 This bylaw may be cited as "The Off-Site Levy Bylaw".

- 4 Definitions:

For the purpose of this bylaw:

- I) "Development" shall mean:
 - a) a change of use of land, or an act done in relation to land that results in or is likely to result in a change in the use of the land, or
 - b) a change in the intensity of the use of land or an act done in relation to land that results in, or is likely to result in, a change of the intensity of the use of the said land.

- 2) "Gross Development Area" means each and every hectare or part thereof as shown on the Plan of Subdivision for a development which has been approved by the Municipal Planning Commission, including any area which may be dedicated for roads, lanes, walkways, parks, reserve parcels, schools, or any other public use.
- 3) "Net Development Area" means the area remaining after the deletion of the following lands (deemed undevelopable) from the Gross Development Area:
 - a) previously developed lands for which off-site levies have already been paid;
 - b) expressway and arterial road right of ways as defined by The City;
 - c) Environmental Reserves as defined in the Municipal Government Act (e.g. native wetlands, rivers, creeks, lakes, ravines, steeply sloped areas);
 - d) major tree stands that are identified by the City for preservation and are in excess of the 10% municipal reserve dedication required by the MGA;
 - e) The power transmission right of way and facilities (e.g. substations) extending across the city. Parts of these lands that are subdivided from the right of way for development purposes would not be excluded from the Gross Development Area;
 - f) North East High School site (SW 26-38-27 W4) and accompanying recreation areas;
 - g) Oil and gas line rights-of-ways and / or facilities operated by the same company;
 - h) Railway rights-of-way.
- 4) "Trunk Water" means an existing or proposed water main; generally having an internal diameter of 350 mm or greater, complete with related pumping and storage facilities; that has been designated by The City as a trunk facility, the cost of same having been included in the calculation of the Water Off-site Levy rate.
- 5) "Trunk Water Off-site Levy Rate" means the amount to be assessed per hectare of developable land; the calculation of which is based on the actual or estimated cost of the Trunk Water facilities identified on Schedule "A" and "E" less the Water Off-site Levy revenues collected to date, plus interest on borrowed funds, divided by the Net Development Area within the Basin Boundary identified on Schedule "A".
- 6) "Trunk Sanitary" means an existing or proposed sanitary sewer; generally having an internal diameter of 375 mm or greater, or having a depth of cover greater than 6.0 m, complete with related pumping facilities; that has been designated by The City as a trunk facility, the cost of same having been included in the calculation of the Sanitary Off-site Levy rate.

- 7) "Trunk Sanitary Off -site Levy Rate" means the amount to be assessed per hectare of developable land; the calculation of which is based on the actual or estimated cost of the Trunk Sanitary facilities identified on Schedule "B" and "E" less the Sanitary Off-site Levy revenues collected to date, plus interest on borrowed funds, divided by the Net Development Area within the Basin Boundary identified on Schedule "B".
 - 8) "Trunk Storm" means an existing or proposed storm sewer; generally defined as having an internal diameter of 1,200 mm or greater, as well as storm water storage facilities and associated outlet piping; that has been designated by The City as a trunk facility, the cost of same having been included in the calculation of the Storm Off-site Levy rate.
 - 9) "Trunk Storm Off-site Levy Rate" means the amount to be assessed per hectare of developable land; the calculation of which is based on the actual or estimated cost of the Trunk Storm facilities identified on Schedule "C" and "E" less the Storm Off-site Levy revenues collected to date, plus interest on borrowed funds, divided by the Net Development Area within the Basin Boundary identified on Schedule "C".
 - 10) "Major Thoroughfare" means an existing or proposed expressway, divided or undivided arterial roadway, including the land for right of way, storm drainage, traffic signals, and street lighting, that has been designated as a major thoroughfare by The City; the cost of same having been included in the calculation of the Major Thoroughfare off-site levy rate.
 - 11) "Major Thoroughfare Off-site Levy Rate" means the amount to be assessed per hectare of developable land; the calculation of which is based on the actual or estimated cost of the Major Thoroughfare facilities identified on Schedule "D" and "E" less the Major Thoroughfare Off- site Levy revenues collected to date, plus interest on borrowed funds, divided by the Net Development Area within the Basin Boundary identified on Schedule "D".
- 5 That effective January 1, 2015, The City of Red Deer hereby levies an off-site levy upon all land within The City boundaries to be subdivided or developed within the areas described below and calculated as follows:
- 1) In all the area outlined in the attached Schedule "A", the sum of ~~\$14,107~~ ~~\$13,940~~ per hectare for each hectare or part thereof within the Net Development Area for Trunk Water Infrastructure (the "Trunk Water Off-site Levy Rate").
 - 2) In all the area outlined in the attached Schedule "B", the sum of ~~\$30,370~~ ~~\$30,010~~ for each hectare or part thereof within the Net Development Area for Trunk Sanitary Sewer Infrastructure (the "Trunk Sanitary Off - site Levy Rate").
 - 3) In all the area outlined in the attached Schedule "C", the sum of ~~\$66,372~~ ~~\$65,585~~ for each hectare or part thereof within the Net Development Area for Trunk Storm Sewer Infrastructure (the "Trunk Storm Off-site Levy Rate").

- 4) In all the area outlined in the attached Schedule "D", the sum of ~~\$104,934~~ ~~\$103,690~~ for each hectare or part thereof within the Net Development Area for Major Thoroughfares (the "Major Thoroughfare Off-site Levy Rate").
- 6 Service Basin areas lying beyond City limits are used for purposes related to calculation of Off Site Levy rates only. Off-site Levies shall not apply to areas beyond The City's jurisdiction.
- 7 All levies imposed under this bylaw shall be in addition to the fee payable for development permits or building permits, and shall be paid to The City following approval of a subdivision plan and prior to the issuance of a development permit or a building permit, as the case may be.
- 8 Off-site levies imposed and collected under Bylaw 3498/2013 shall be deemed to have been imposed and collected under this Bylaw.
- 9 Bylaw 3498/2013 is hereby repealed.

READ A FIRST TIME IN OPEN COUNCIL this day of 2015.

READ A SECOND TIME IN OPEN COUNCIL this day of 2015.

READ A THIRD TIME IN OPEN COUNCIL this day of 2015.

AND SIGNED BY THE MAYOR AND CITY CLERK this day of 2015.

MAYOR

CITY CLERK

Bylaw No 3549/2015

SCHEDULE EStrikethrough Version for Schedule E
for Bylaw 3549/A-2016.**1. Water Trunk****1.1 Required Water Trunk Projects**

Total amount to be recovered for remaining water trunk projects within the service basin is \$14,609,120

Consisting of the projects as shown on Schedule A, itemized as follows:

-note: unless indicated otherwise all projects are 100% off-site levy funded

NW Industrial NE36, SE36, NE25 Trunk (53-54)
 Delburne Road - Bower to 40 Ave Trunk (19-33)
 Hwy 11A Trunk (51-21)
 30 Ave Water Trunk (Carrington Drive to north edge of school site)
 Glendale Reservoir Improvements
 Mountview Reservoir Pump Expansion
 Twinning Supply Line - Spruce Drive from 43 Street to Tower
 Debenture Repayments

1.2 Total Applicable Area

Service basin has 1,048 ha remaining of applicable lands

1.3 Total Charge Per Hectare

Total applicable fee to subdivision and development is ~~\$13,940/ha.~~ **\$14,107/ha.**

= $\frac{\$14,609,120 \times 1.2\%}{1048\text{ha}}$

2. Sanitary Trunk**2.1 Required Sanitary Trunk Projects**

Total amount to be recovered for remaining sanitary trunk projects within the service basin is
 \$31,720,570

Consisting of the projects as shown on Schedule B, itemized as follows:

-note: unless indicated otherwise all projects are 100% off-site levy funded

NW Ind-S 1B Basin (45-67, 67-68)
 NW Ind Dev (NW36) 64-65 in 2013
 Riverside Drive Trunk Phase 2
 NHC Sani Projects
 EHC - Timberlands - South Qtr. Lne to 67 St (50-52)
 NHC (EHN) - 30 Avenue Sanitary Trunk (49-50)
 Northwest Industrial Development (NW 36) On-Site Trunks (65-66)
 Hwy 11A Sanitary Trunk Extension (59-60)
 East Hill North (EHN) - (NW26) - Trunk (50a-50c)
 Debenture Repayments

2.2 Total Applicable Area

Service basin has 1,057 ha remaining of applicable lands

2.3 Total Charge Per Hectare

Total applicable fee to subdivision and development is ~~\$30,010/ha.~~ **\$30,370/ha.**

$$= \frac{\$31,720,570 \times 1.2\%}{1057\text{ha}}$$

3. Storm Trunk

3.1 Required Storm Trunk Projects

Total amount to be recovered for remaining storm trunk projects within the service basin is \$58,764,160

Consisting of the projects as shown on Schedule C, itemized as follows:

-note: unless indicated otherwise all projects are 100% off-site levy funded

EHC - 67 St Trunks 55-54, Pond D7

NHC - Storm Jobs - EHN-Northland Dr - 30 Ave - Outfall (81-78)

Storm Infrastructure - NW Industrial (20-90-I1, 90-H1) & Trunk 93-I2 & Pond I2

Vanier E & N Trunk (100-101) & Pond C8

QBP(NE35) Trunks 93C-Pond I3

EHC-Timberstone (SE23) Pond D1

EHC-Timberstone (NE23) 58 - 59 Trunk

Lancaster E Storm Trunk 101-102

Lancaster E - Storm Pond C7

NHC (EHN) - 30 Ave Storm Trunk from Northland Dr to South Quarter Line (81 - 84) and to NE High school site(84-87)

EHN - (SW26) 71 St - Pond H29

EHN - (SW26)- Trunks (87-88)

EHN - (NW26) Northland Dr - Pond H5 & Trunks (82-81)

Hazlett Lake Stormwater Management Study / Monitoring

Queens Business Park (QBP) (SE36) Pond I4

QBP (NW36) - Trunk (96-Pond I5) & Pond I5

QBP (SE36) Trunks (92b-94)

QBP (NW25) Trunk (94-95)

QBP (NW25) Pond I6

East Hill Central (EHC) - Timberlands East (NE 23) - Pond D3

East Hill North - (NE 27) Pond H6 & Trunk (79-80)

EHN - (SE 27) Pond H3

Pond H7 + Trunk (76-84)"

EHN - (N26) Northland Dr - Trunks (81-83)

EHN - (NE26) - Pond H4

EHN - (SW26) - Pond H2

EHN - (SW 26) 71 St. - Trunks (84-85) & (85-86)

EHN - (SW 26) 71 St. - Pond H1

Sunnybrook (SE4) - Pond C6 & Trunks (46 - 47)
 Sunnybrook (NE4) Bower quarter - Pond B4 & Trunks (41-40)
 Sunnybrook (NE4) Bower quarter - Pond B3 & Trunks (42-43)
 Oversize Storm Trunk for Northland Drive and 20 Avenue from the Red Deer River to 39 Street
 Debenture Repayments

3.2 Total Applicable Area

Service basin has 896 ha remaining of applicable lands

3.3 Total Charge Per Hectare

Total applicable fee to subdivision and development is ~~\$65,585/ha.~~ **\$66,372/ha.**

$$= \frac{\$58,764,160}{896\text{ha}} \times 1.2\%$$

4. Major Thoroughfare

4.1 Required Major Thoroughfare Projects

Total amount to be recovered for remaining major thoroughfare projects within the service basin is \$102,342,030

Consisting of the projects as shown on Schedule D, itemized as follows:

-note: unless indicated otherwise all projects are 100% off-site levy funded

Roadway Projects

West QEII Arterials

SE Sector Transportation Improvements (2012)

67 Street (30 Ave - 1/4 Line) - 2 lane (upgrade 2 lane rural cross section to 2 lane urban cross section)
 (2012) – 50% off-site levy / 50% City source

19 Street (30 Ave to 20 Ave) - 4 Lane - 30 Ave to Quarterline in '13

40 Avenue & Ironside (Southbrook) (Council 12/06/11)

20 Ave (19 St - 55 St) West Berm/Landscaping & Arterial Trail Construction

32 St (E of Lawford Ave - 20 Ave) Open Space/Pathway Construction

Ross St (E of Rideout Ave - 20 Ave) Open Space/Pathway Construction

North Highway Connector Projects – 25% off-site levy/75% City source

West QEII Business Park - Ph. 2 – 50% off-site levy/50% adjacent developers

West QEII Business Park - Ph. 3 – 50% off-site levy/50% adjacent developers

30 Ave 2 Lane - Northland Dr - 67 St - 25% off-site levy/75% City source

30 Ave / 67 St Roundabout - 25% off-site levy/75% City source

West QEII Business Park (NE25) Phase 3 - Divided arterial roadway construction (N to S) Includes Hwy 11A rdwy & intersection improvements at 80 Ave. – 50% off-site levy/50% adjacent developers

West QEII Business Park (SE36) Phase 2 - Undivided arterial roadway construction (N to S)

West QEII Business Park (NE25) Phase 3 - Divided arterial roadway construction (N to S) Includes Hwy 11A rdwy & intersection improvements at 80 Ave.

West QEII Business Park (NE35) Phase 4 - Divided arterial roadway construction (N to S)

West QEII Business Park (SE35) Phase 5 - Undivided arterial roadway construction (E to W) – 50% off-site levy/50% adjacent developers

West QEII Business Park (SW36) Phase 6 -Undivided arterial roadway construction (N to S) – 50% off-site levy/50% adjacent developers

West QEII Business Park (SE35) Phase 7 -Undivided arterial roadway construction (E to W) – 50% off-site levy/50% adjacent developers

West QEII Business Park (NW25) Phase 8 - Divided arterial roadway construction (N to S)

67 St from Quarter Line to 20 Ave - 2 lane (upgrade 2 lane rural cross section to 2 lane urban cross section). 50% off-site levy / 50% City source

67 St from Quarter Line to 20 Ave - upgrade 2 lane urban cross section to 4 lane arterial 50% off-site levy / 50% City source

Ross Street (Rideout Av to 20 Av) - 4 Lanes - Design '21 & Const '22

32 St (Daines Av to 20 Av) - 4 Lanes - Design '16 & Construction '17

19 Street (30 Ave to 20 Ave) - 4 Lane - Quarter line to 20 Ave in '17

19 St / 30 Avenue Intersection Improvements - eastbound dual left turn lanes & left turn bay extensions.

Northland Drive - Gaetz Ave to 49 Ave - 25% off-site levy/75% City source

CN & River Bridges- 25% off-site levy/75% City source

Northland Drive - 2 lane 49 Ave to 78 St Crescent - 25% off-site levy/75% City source

Northland Drive - 2 lane 78 St Crescent to 30 Ave- 25% off-site levy/75% City source

30 Avenue from Northland Drive to 67 Street - upgrade 2 lane urban to 4 lane- 25% off-site levy/75% City source

20 Avenue from 55 St to 32 St - 2 lanes

20 Avenue from 67 St to 400 m North of 55 St - 2 lanes

20 Avenue 400 m North of 55 Street to 55 Street - 2 lanes

20 Avenue from 32 St to 19 St - 2 lanes

Northland Drive - (30 Ave to 20 Ave) - 2 lanes- 25% off-site levy/75% City source

Traffic Signal Projects

East of HWY 2

20 Avenue and 67 Street

20 Avenue and collector 600m north of 55 Street

20 Avenue and Ross Street

20 Avenue and 32 Street

20 Avenue and Delburne Road

77 Street and Kentwood Drive

19 Street (Delburne Road) and Entrance to Ordman Commercial Lands

19 Street (Delburne Road) and Irwin Avenue

19 Street (Delburne Road) and Vermot Avenue

20 Avenue and 22 Street

22 st and Austin Drive

30 Avenue and Proposed Collector Roadway 500 m north of 67 Street

30 Avenue and Proposed Collector Roadway 500 m south of Northland Drive

32 Street and Lawford Avenue/Daines Avenue

40 Avenue and Austin Drive

50 (Ross) Street and Davison Drive/Rutherford Drive

50 (Ross) Street and Donlevy Avenue/Rideout Avenue

Johnstone Drive/Jordan Parkway

Northland Drive and Proposed Collector Roadway 800 m east of 30 Avenue

West of HWY 2

400m south of Hwy 11A and QBP East Arterial

800m south of Hwy 11A and QBP East Arterial

1200m south of Hwy 11A and QBP East Arterial

1600m south of Hwy 11A and QBP East Arterial
Hwy 11A and QBP West Arterial
400m south of Hwy 11A and QBP West Arterial
800m south of Hwy 11A and QBP West Arterial
Debenture Repayments

4.2 Total Applicable Area

Service basin has 987 ha remaining of applicable lands

4.3 Total Charge Per Hectare

Total applicable fee to subdivision and development is ~~\$103,690/ha.~~ **\$104,934/ha.**

$$= \frac{\$102,342,030}{987\text{ha}} \times 1.2\%$$

BYLAW 3549/A-2016

Being a Bylaw to amend Bylaw No. 3549/2015 to provide a uniform levy of off-site costs in respect of previously undeveloped land.

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

Bylaw No. 3549/2016 is hereby amended as follows:

1. Section 5 is amended as follows:
 - 1) Schedule A, be revised by replacing \$13,940/ha with \$14,107/ha.
 - 2) Schedule B, be revised by replacing \$30,010/ha with \$30,370/ha.
 - 3) Schedule C, be revised by replacing \$65,585/ha with \$66,372/ha.
 - 4) Schedule D, be revised by replacing \$103,690/ha with 104,934/ha.
2. Schedule E is amended as follows:
 - 2.1 Section 1.3 is deleted in its entirety and replaced with the following:

1.3 Total Charge Per Hectare

Total applicable fee to subdivision and development is \$14,107/ha

= \$14,609,120 x 1.2%

1048ha
 - 2.2 Section 2.3 is deleted in its entirety and replaced with the following:

2.3 Total Charge per Hectare

Total applicable fee to subdivision and development is \$30,370/ha.

= \$31,720.570 x 1.2%

1057ha

2.3 Section 3.3 is deleted in its entirety and replaced with the following:

3.3 Total Charge per Hectare

Total applicable fee to subdivision and development is \$66,372/ha.

= \$58,764,160 x 1.2%

896ha

2.4 Section 4.3 is deleted in its entirety and replaced with the following:

4.3 Total Charge per Hectare

Total applicable fee to subdivision and development is \$104,934/ha.

= \$102,342,030 x 1.2%

987ha

READ A FIRST TIME IN OPEN COUNCIL this _____ day of 2016.

READ A SECOND TIME IN OPEN COUNCIL this _____ day of 2016.

READ A THIRD TIME IN OPEN COUNCIL this _____ day of 2016.

AND SIGNED BY THE MAYOR AND CLERK this _____ day of 2016.

MAYOR

CITY CLERK



Council Decision – August 15, 2016

DATE: August 18, 2016
TO: Wayne Gustafson, Engineering Services Manager
FROM: Frieda McDougall, Legislative Services Manager
SUBJECT: Proposed 2016 Off-Site Levy Rates
Bylaw 3549/A-2016

Reference Report:

Legislative Services, dated August 2, 2016 and Engineering Services, dated July 18, 2016.

Resolutions:

Bylaw Reading:

At the Monday, August 15, 2016 Regular Council Meeting, Council gave second and third readings to Bylaw 3549/A-2016 – an amendment to the Off-Site Levy Bylaw to set the off-site levy rates for 2016.

Report back to Council: No.

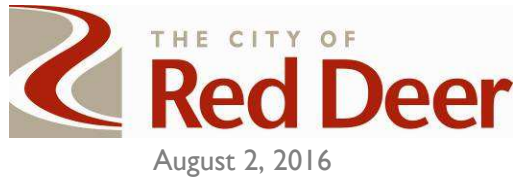
Comments/Further Action:

This office will amend the Bylaw and distribute copies in due course.

A handwritten signature in blue ink, appearing to read 'F. McDougall'.

Frieda McDougall
Manager
/attach.

- c. Director of Planning Services
Planning Services Manager
Corporate Meeting Administrator



Land Use Bylaw Amendment 3357/S-2016

Administrative Amendments

Legislative Services

Report Summary & Recommendation:

Summary:

The attached report is being brought forward from the Monday, July 4, 2016 City Council meeting.

Recommendation:

That Council consider giving second and third readings to Land Use Bylaw Amendment 3357/S-2016.

Report Details

Background:

At the Monday, July 4, 2016 Council Meeting, Council gave first reading to Land Use Bylaw Amendment 3357/S-2016.

In accordance with Section 606 of the Municipal Government Act, Land Use Bylaw Amendment 3357/D-2016 was required to be advertised for two consecutive weeks. An advertisement was placed in the Red Deer Advocate on July 15, 2016 and July 22, 2016.



Report Originally Submitted to
the July 4, 2016 Meeting of City
Council.

June 21, 2016

Land Use Bylaw Amendment 3357/S-2016

Administrative Amendments

Inspections and Licensing

Report Summary & Recommendation:

Administration has initiated this Land Use Bylaw amendment to further clarify existing policy related to decks and patios, and to provide for exemptions for uncovered decks and moving permits when forming part of a previous Development Permit approval.

The proposed amendment is supported by Legal Services, Planning and Inspections & Licensing.

Administration recommends that Council give first reading to Land Use Bylaw Amendment No. 3357/S-2016.

City Manager Comments:

I support the recommendation of Administration. If first reading of Bylaw 3357/S-2016 is given, a Public Hearing would be advertised for two consecutive weeks and would be held on Monday, August 15, 2016 at 6:00 p.m. during Council's regular meeting.

Lisa Perkins
Acting City Manager

Proposed Resolution

That Council consider first reading of Land Use Bylaw Amendment 3357/S-2016.



Report Details

Background:

Significant amendments to the *Land Use Bylaw* (LUB) were considered and approved by Council in October 2015 as part of Administration's review of processes to improve customer service and to ensure compliance with the *Municipal Government Act*. The clear and consistent administration of the LUB was one desired outcome of the amendments, as well as creating a transparent application process where the applicant is aware of the information required to support a Development Permit application and what conditions of approval may be imposed.

Administration has now had the opportunity to work within those amendments for a period of six months, and has identified two minor amendments related to exemptions of Development Permits for uncovered decks and moving permits, as well as opportunity for clarification related to providing additional definitions.

Discussion:

The amendments proposed fall within two themes – 1) the addition of definitions, and 2) exempting uncovered decks and moving permits.

1. Definitions

The addition of definitions for decks and patios is included within the proposed amendment, with the intent of providing additional clarity to staff and customers. The definitions are consistent with the regulations of the *Alberta Building Code*, and align with the existing policy of the Inspections & Licensing Department.

2. Exemptions

Section 1.2(2) of the LUB outlines the various types of Development that are exempt from obtaining a Development Permit. These include minor residential structures, such as sheds and fences, as well as minor interior renovations. The proposed amendment adds uncovered decks to the list of exemptions, as well as the moving of a structure if considered as part of a previous Development Permit approval.

Administration has identified that there is little administrative benefit to obtaining a Development Permit for an uncovered deck, and the proposed exemption would be in line with other existing exemptions, which all have very similar planning related impacts.

Further, Administration has identified that no further Development Permit approval is required for the moving of a structure, if that move has been considered as part of a previous Development Permit. This is very similar to the process for the demolition of a structure, which is included within the exemptions of the LUB. For example, if a structure is being moved off-site to another location, no further approval would be required for the



move if it was considered as part of a Development Permit application for the construction of a new Single Family Dwelling on that site.

Analysis:

The addition of further definitions for patios and decks provides for further clarity for stakeholders.

In addition, the proposed exemptions to be added to section 1.3 will create efficiencies for both staff, as well as customers. An exemption from acquiring development approval does not preclude the Development from meeting all *Land Use Bylaw* regulations. If a Development does not meet all regulations, a Development Permit will be required for a variance and that permit would be considered by the Development Authority, as outlined in the LUB.

Excerpt from the Land Use Bylaw**1.2 General Operative Clauses****(2) Application of the Land Use Bylaw**

- (a) the temporary use of a Building in connection with a federal, provincial or municipal election, census or referendum;
- ~~(b) the demolition of a Building or Structure where a development permit has been issued for a new Development on the same Site, and the demolition of the existing Building or Structure is implicit in that permit;~~
- (b) the demolition or relocation of a Building or Structure where a development permit has been issued for a new Development on the same Site, and the demolition or relocation of the existing Building or Structure is implicit in that permit;
- (c) the construction and maintenance of transit shelters, Streets, Lanes, or parks;
- (d) a Temporary Building erected in connection with the construction, marketing, or alteration of an approved Development;
- (e) the temporary storage of construction material on a Site near or adjacent to a Site upon which a Building is being erected or altered;
- (f) notices, Signs, placards or bulletins required to be displayed under the provisions of federal, provincial or municipal legislation or displayed by or on behalf of the City or on behalf of a department, a commission, board, committee or official of the City authorized for such purposes;
- (g) notices or Signs for the guidance, warning or restraint or persons in respect of the premises on which they are displayed;
- (h) a Sign or notice offering a Site on which it is placed or a Building or part of a Building thereon for rent or for sale, provided that the area of such Sign or notice shall not exceed 1.0m² in a residential District or 6.0m² in any other District;
- ~~(i) the construction of patios provided that they are not covered by a roof;~~
- (i) the construction of patios and decks provided that they are not covered by a roof;
- (j) ¹the construction of a fence in a residential District;
- (k) Landscaping, where the existing Grade and natural surface drainage pattern is not materially altered, except where the landscaping forms part of a Development that required a development permit;

¹ 3357/A-2012, 3357/Q-2015

City of Red Deer Land Use Bylaw 3357/2006

¹**Community Garden** means a garden plot, or multiple garden plots, gardened collectively by a group of community participants

Container Class means the container standard as it relates to pot sizes referenced in the Canadian Nursery and Landscape Association's publication entitled "Canadian Standards for Nursery Stock, 7th Edition" as may be amended from time to time.

Corner Site means and includes any lot which is adjacent to:

- (a) the intersection of two streets, or
- (b) the intersection of two lanes, or
- (c) the intersection of a lane and a street.

²**Cremation** means the reduction of the deceased to ashes by heat.

³**Crematorium** means a facility where human bodies are cremated.

Dangerous Goods Occupancy, unless otherwise determined by the Fire Chief, includes, but is not limited to, any occupancy where dangerous goods, as defined in the Transportation of Dangerous Goods Control Act, are unloaded, loaded, stored, processed, or otherwise handled in quantities in excess of the amounts set forth in Schedule "B".

Day Care Adult means a facility providing care and/or supervision for seven or more adults for more than three but less than 24 consecutive hours in a day.

Day Care Facility means a facility providing care, and/or supervision for seven or more children under the age of 12 (including the operator's own children) for more than three but less than 24 consecutive hours in a day.

Deck means an uncovered horizontal structure with a surface height greater than 0.6 metres above grade at any point, and intended for use as a private outdoor amenity space;

Detached Dwelling Unit means a free standing residential building constructed on site and containing one dwelling unit.

Development means:

- (a) an excavation or stockpile and the creation of either of them, or
- (b) a building or an addition to, or replacement or repair of a building and the construction or placing in, on, over or under land of any of them, or
- (c) a change of use of land or a building or an act done in relation to land or a building that results in or is likely to result in a change in the use of the land or building, or
- (d) a change in the intensity of use of land or a building or an act done in relation to land or a building that results in or is likely to result in a change in the intensity of use of the land or building.

Development Authority includes:

- (a) a person appointed as a Development Officer under this Bylaw, and/or
- (b) the Commission.

¹ 3357/F-2011

² 3357/M-2008

³ 3357/M-2008

City of Red Deer Land Use Bylaw 3357/2006

1:100 Year Flood Elevation means the water level reached during a 1:100 year flood as determined in accordance with technical criteria established for the Canada-Alberta Flood Damage Reduction Program.

¹Outdoor Display or Sale of Goods means the display of goods intended for sale or the sale of goods on any portion of a site, but does not include the sale or display of goods by licensed hawkers.

²Outdoor Storage means the storage of goods outside the principal building or buildings on a site but does not include the outdoor display or sale of goods nor accessory buildings and garbage enclosures.

Patio means an uncovered horizontal structure with a surface height no greater than 0.6 metres above grade at any point and which is adjacent to a residential dwelling, and intended for use as a private outdoor amenity space;

Permitted Uses means the use of land or a building which in a land use district table appears under the heading 'Permitted Uses'.

³Pet Crematorium means a facility to conduct cremations of pets or companion animals weighing less than 136 kg.

Planning Department means the department or agency providing planning services to The City.

Principal Building means a building which:

- (a) occupies the major or central portion of a site;
- (b) is the chief or main one amongst the buildings on the site; or
- (c) constitutes, by reason of its use, the primary purpose for which the site is used.

Professional Engineer means a professional engineer or registered professional technologist (engineering) who holds a certificate of registration to engage in the practice of engineering under the "Engineering, Geological and Geophysical Professions Act."

Public and Quasi-Public means any governmental or similar body and includes an agency, commission, board, authority, public corporation or department establishment by such a body.

⁴Public Property means all lands owned or under the control of The City of Red Deer and includes highways, medians, boulevards, sidewalks and parks.

⁵Raffle Home means a Dwelling Unit that constitutes a prize in a raffle or lottery open to the public, and may be used as a venue for selling raffle tickets.

Residential Building means a building which is designed or used exclusively for one or more dwelling units.

Restaurant means an establishment the primary purpose of which is the preparation and sale of food for consumption on the premises, and the secondary purposes of which may include the sale of alcoholic or

¹ 3357/E-2006

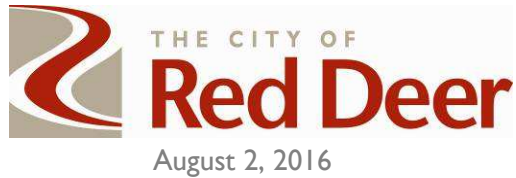
² 3357/E-2006

³ 3357/M-2008

⁴ 3357/E-2006

⁵ 3357/T-2015

CITY CLERK



Various Amendments for 20 Adamson Avenue, Aspen Ridge

Supplementary Report

East Hill Major Area Structure Plan Amendment Bylaw 3499/B-2016

Aspen Ridge Neighbourhood Area Structure Plan Amendment Bylaw 3217/D-2016

Land Use Bylaw Amendment 3357/O-2016

Legislative Services

Report Summary & Recommendation:

Summary:

The attached report is being brought forward from the Monday, July 4, 2016 City Council meeting.

Recommendation:

That Council consider giving second and third readings of the following bylaws:

- East Hill Major Area Structure Plan Amendment Bylaw 3499/B-2016
- Aspen Ridge Neighbourhood Area Structure Plan Amendment Bylaw 3217/D-2016
- Land Use Bylaw Amendment 3357/O-2016.

Report Details

Background:

At the Monday, July 4, 2016 Council Meeting, Council gave first reading to the following bylaws:

- East Hill Major Area Structure Plan Amendment Bylaw 3499/B-2016
- Aspen Ridge Neighbourhood Area Structure Plan Amendment Bylaw 3217/D-2016
- Land Use Bylaw Amendment 3357/O-2016

In accordance with Section 606 of the Municipal Government Act, East Hill Major Area Structure Plan Amendment 3499/B-2016, Aspen Ridge Neighbourhood Area Structure Plan Amendment 3217/D-2016, and Land Use Bylaw Amendment 3357/O-2016 were required to



be advertised for two consecutive weeks. An advertisement was placed in the Red Deer Advocate on July 15, 2016 and July 22, 2016.



Council Decision – August 15, 2016

DATE: August 18, 2016

TO: Erin Stuart, Inspections & Licensing Manger

FROM: Frieda McDougall, Legislative Services Manager

SUBJECT: Land Use Bylaw Amendment 3357/S-2016 Administrative Amendments

Reference Report:

Inspections and Licensing, dated June 21, 2016 and Legislative Services, dated August 2, 2016.

Bylaw Reading:

At the Monday, August 15, 2016 Regular Council Meeting, Council gave second and third reading to Bylaw 3357/S-2016 (a Land Use Bylaw amendment to add further definitions for patios and decks).

Report back to Council: No.

Comments/Further Action:

This office will amend the Land Use Bylaw and distribute copies in due course.

A handwritten signature in blue ink, appearing to read 'Frieda McDougall'.

Frieda McDougall
Manager
/attach.

- c. Director of Planning Services
Planning Services Manager
Corporate Meeting Administrator



July 13, 2016

Supplementary Report:

Various Amendments for 20 Adamson Avenue, Aspen Ridge

East Hill Major Area Structure Plan Amendment Bylaw 3499/B-2016

Aspen Ridge Neighbourhood Area Structure Plan Amendment Bylaw
3217/D-2016

Land Use Bylaw Amendment Bylaw 3357/O-2016

Planning Department

Report Summary & Recommendation:

The various amendments proposed for 20 Adamson Avenue were presented to Council on July 4, 2016. At that time, Council gave first reading to the various amendments but questions arose around the rationale for the lane south of Arthur Close and the date the existing free standing sign was put up.

The Planning department has prepared a supplementary report to:

- Clarify options considered for providing access to the future duplex homes on 20 Adamson Avenue,
- Outline the rationale for the chosen option, and
- Identify the approximate time the free standing sign was erected.

After considering the supplementary information, the Planning department continues to support the proposed amendments and recommends Council adopt Bylaw 3499/B-2016, Bylaw 3217/D-2016, and Bylaw 3357/O-2016 after considering the public hearing.

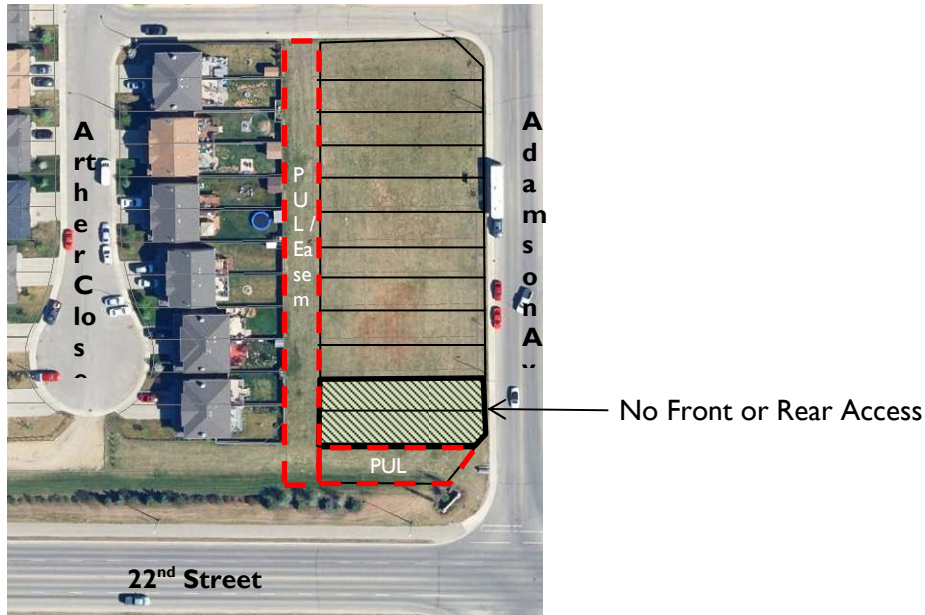
Report Details

Discussion:

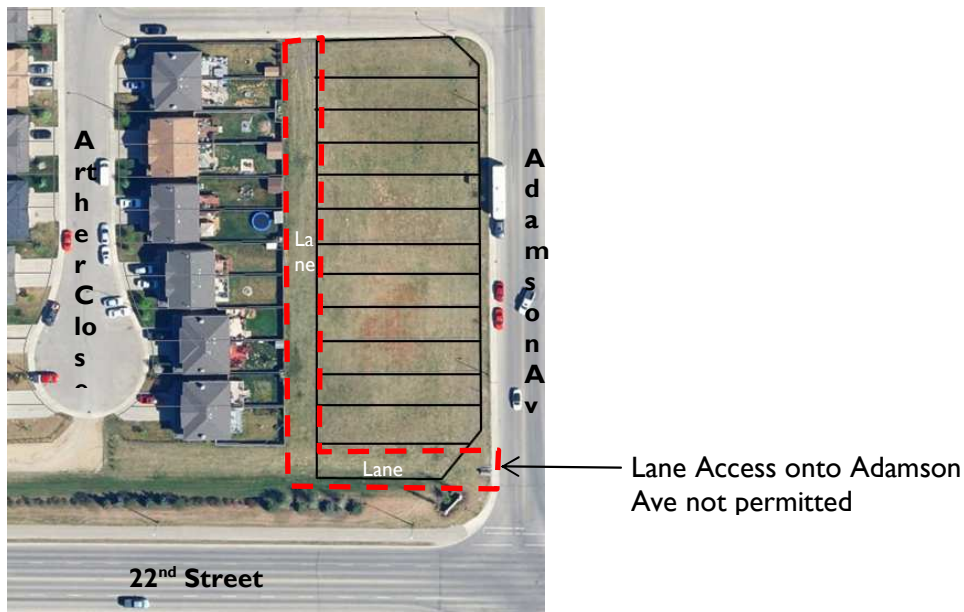
One aspect of the proposed amendment is to remove an existing public utility lot, south of Arthur Close, and replace it with a lane. During consideration of first reading, Council requested further information as to what other options could be considered and why the design option included in the amendment was proposed over the other options.

To answer this question, there were four design options which were considered. It is important to note option 1 and 2 were deemed not viable options due to road access restrictions. Option 3 and 4 are both viable options, and following review Administration supports Option 4.

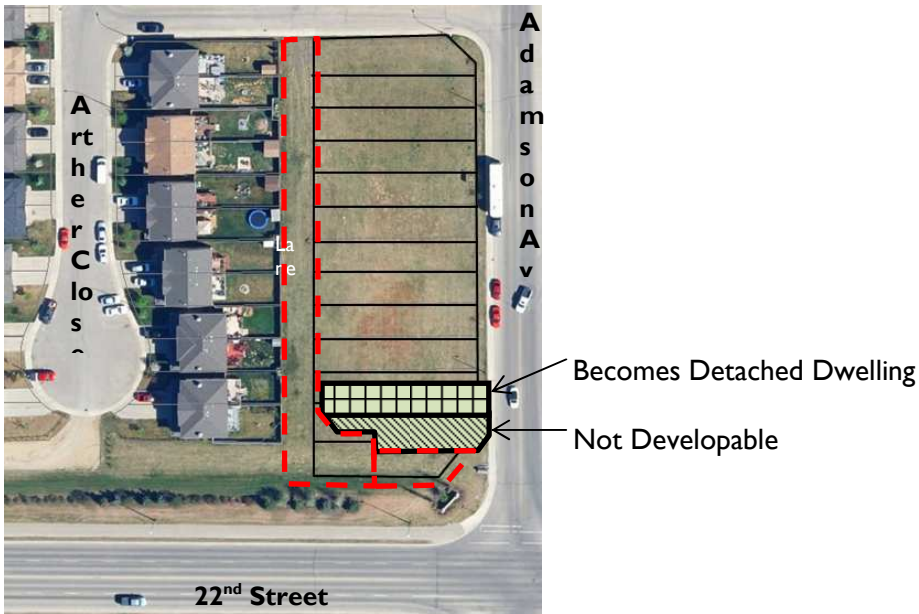
Option 1: Leaving the public utility lot as is and adding a public utility lot or easement west of 20 Adamson Avenue. This option is not preferred because some of the lots near 22 Street will not have front drive access due to the proximity to the signalized intersection on 22 Street. With no lane access, and restricted front access, some lots will be inaccessible, making this option not viable for consideration.



Option 2: Leaving the public utility lot as is and adding a lane west of 20 Adamson Avenue which extends east towards Adamson Avenue. This option is not viable for consideration because of the required intersection spacing between the lane and the signalized intersection on 22 Street.



Option 3: Leaving the public utility lot as is and adding a lane west of 20 Adamson Avenue which includes bulb (turnaround) at the south end. This option is not preferred because it reduces the number of developable lots for duplex housing to facilitate the space required for a turnaround.



Option 4: Converting the existing public utility lot, south of Arthur Close, to a lane and adding a lane west of 20 Adamson Avenue. This option is preferred because it facilitates better access to the duplex lots on 20 Adamson Avenue and the overall site design.



During first reading, another aspect which Council brought up was the existing free standing sign on the site. Council wanted to know an approximate date the free standing sign was erected. Planning administration has looked into this and found that the sign was in existence in 2004. This predates the duplexes along Arthur Close.

2004 Aerial Photo - Redgis

**Analysis:**

After considering the supplementary information, the Planning department continues to support the proposed amendments and recommends Council adopt Bylaw 3499/B-2016, Bylaw 3217/D-2016, and Bylaw 3357/O-2016 after considering the public hearing.



Report Originally Submitted to
the July 4, 2016 Meeting of City
Council.

June 15, 2016

Various Amendments for 20 Adamson Avenue, Aspen Ridge

East Hill Major Area Structure Plan Amendment Bylaw 3499/B-2016

Aspen Ridge Neighbourhood Area Structure Plan Amendment Bylaw
3217/D-2016

Land Use Bylaw Amendment Bylaw 3357/O-2016

Planning Department

Report Summary & Recommendation:

The Planning department has received an application for various amendments impacting 20 Adamson Avenue in Aspen Ridge. Refer to the Appendix for a context map.

The application proposes to amend the East Hill Major Area Structure Plan (MASP), the Aspen Ridge Neighbourhood Area Structure Plan (NASP), and the Land Use Bylaw. The amendments include:

- Text and figure amendments to the East Hill Major Area Structure Plan
- Text and figure amendments to the Aspen Ridge Neighbourhood Area Structure Plan
- Land Use Bylaw amendment to redistrict the property from A1 to R1A

The amendments propose to:

- Formalize a public lane on the west side of 20 Adamson Avenue as stated in the current NASP,
- Remove the public utility lot on the south end of the R1A housing, west of 20 Adamson Avenue (Arthur Close), and replace it with a public lane,
- Include a public utility lot on the south end of 20 Adamson Avenue, and
- Pursue the alternate land use district (R1A) to develop duplex housing.

The Planning department supports the proposed amendments and recommends Council give first reading to Bylaw 3499/B-2016, Bylaw 3217/D-2016, and Bylaw 3357/O-2016.

City Manager Comments:

I support the recommendation of Administration. If first reading of Bylaw 3499/B-2016, Bylaw 3217/D-2016 and Land Use Bylaw Amendment 3357/O-2016 are given, a Public Hearing would be advertised for two consecutive weeks and would be held on Monday, August 15, 2016 at 6:00 p.m. during Council's regular meeting.

Lisa Perkins

Acting City Manager

Proposed Resolution:

That Council consider first reading of the following bylaws:

- East Hill Major Area Structure Plan Amendment Bylaw 3499/B-2016
- Aspen Ridge Neighbourhood Area Structure Plan Amendment Bylaw 3217/D-2016
- Land Use Bylaw Amendment 3357/O-2016

Report Summary & Recommendation:

That Council consider first reading of East Hill Major Area Structure Plan Amendment Bylaw 3499/B-2016.

That Council consider first reading of Aspen Ridge Neighbourhood Area Structure Plan Amendment Bylaw 3217/D-2016.

That Council consider first reading of Land Use Bylaw Amendment 3357/O-2016.

Report Details

Background:

The Aspen Ridge NASP was adopted in 1998. Since that time, the neighbourhood has built out with the exception of 20 Adamson Avenue. This site was identified in the NASP as the location for an emergency services/community facility with the alternate land use of R1A – Residential (Semi-Detached Dwelling) District for duplex housing. Today, the site remains undeveloped. There is a free standing sign, which has been in place for many years, notifying the neighbourhood of the future development of an emergency service facility or duplex housing at this location.

Existing Sign Located at 20 Adamson Ave



The East Hill MASP, adopted in 2013, also identifies 20 Adamson Avenue as a potential location for an emergency services location.

The current land use designation for 20 Adamson Avenue is AI – Future Urban Development. The intended land use district, in accordance with the NASP, could be either PS – Public Service (Institutional or Governmental) District or RIA – Residential (Semi-Detached Dwelling) District.

In 2015, the City approved emergency services sites at Lees Street and in Timberlands. During that evaluation, 20 Adamson Avenue was analyzed to determine the need for an emergency services facility at this location. The results indicated that an emergency services facility is no longer warranted.

Discussion:

The applicant is proposing to designate the property RIA and construct duplex housing. This conforms to the NASP and the decision of eliminating this site as a future emergency services site.

The applicant is also proposing to formulate a public lane, add a public lane, and reconfigure a public utility lot. The addition of the public lane, west of 20 Adamson Ave, is already in the NASP and shown on the development concept. The addition of the public lane south of Arthur Close, and the addition of a public utility lot south of 20 Adamson Avenue, was not shown in the development concept. For clarification, outlined in the Appendix is the current development concept versus the proposed development concept.

In order to develop duplex housing, add a public lane, and reconfigure a public utility lot, various amendments are required. These include an amendment to the East Hill MASP, the Aspen Ridge NASP, and the Land Use Bylaw. The details related to each amendment are outlined below:

East Hill MASP Amendment (Bylaw3499/B-2016):

- Remove text under section 4.7 outlining that on Adamson Avenue, at the corner of 22 Street, there is the potential for a future emergency services facility that could accommodate fire, ambulance and/or other community.
- Remove the potential emergency service location symbol, identified on Adamson Avenue, from the Generalized Land Use Concept.

Aspen Ridge NASP Amendment (Bylaw 3217/D-2016):

- Update figures 1, 3, 6, 7, 8, 9, and 10 to include a public lane on the west side of 20 Adamson Avenue.
- Update figures 1, 3, 6, 7, 8, 9, and 10 by removing the public utility lot on the south end of the RIA housing west of 20 Adamson Avenue and replacing with a public lane.
- Update figures 1, 3, 6, 7, 8, 9, and 10 to include a public utility lot on the south end of 20 Adamson Avenue.
- Add text to section 4.2 stating “In 2016, the developer determined that an emergency services/community facility was not warranted near the main entrance of the community. Therefore, the alternate zoning of RIA and the development of duplex housing will be pursued (Bylaw3217/D-2016).”

- Add text to section 4.6 stating “In 2016, the developer determined that an emergency services/community facility was not warranted. Therefore, the alternate zoning of RIA and the development of duplex housing will be pursued (Bylaw 3217/D-2016 and Bylaw 3357/O-2016).”
- Add two asterisks in Table 2 at the end of the following text: Other Land Uses – Minus Commercial and Including Emergency Services Site**
- Add the following text at the bottom of Table 2: ** The Emergency Services site has been redistricted for duplex housing (Bylaw 3217/D-2016 and Bylaw 3357/O-2016).

Land Use Bylaw Amendment (Bylaw 3357/O-2016):

- Redistrict 20 Adamson Avenue from A1 – Future Urban Development District to RIA – Residential (Semi-Detached Dwelling) District.
- Remove a public utility lot and add a public utility lot.
- Add a public lane.

The proposed amendments were referred to City departments and external agencies for review and comment. No objections were received.

The proposed amendments were also referred to adjacent landowners. Three comments were received. A summary of the comments is outlined below and accompanied by an administrative response.

Adjacent Landowner Comment	Administrative Response
<p>Due to the fact that Arthur is a Close, there should be no access to the alley (proposed to the south (east and west). This access should be closed off. Too many people travelling at high speeds use this access to get to the alley west of Arthur Close.</p> <p>Development should be done in the same manner as the other duplexes in the area.</p>	<p>The existing access to the lane on the south end of Arthur Close is not proposed to be removed. This access has been designed in accordance with the adopted NASP.</p> <p>At this time the design of the future duplexes has not been submitted but the development will be subject to the RIA regulations of the Land Use Bylaw and the applicable standards outlined in the Neighbourhood Planning and Design Standards.</p>
<p>We would like to see a playground instead of housing. Many current residents along Adamson and Arthur use this greenspace for activities.</p> <p>Our concern is the alley/lane. We mow behind our fence line and keep debris away. The existing alley/lane behind Adamson and Arthur is always full of debris and is very poorly maintained.</p> <p>We currently have a quiet street and would like this to continue.</p> <p>We are against any further housing development. We request that the greenspace remain as is or have playground equipment installed.</p>	<p>The Aspen Ridge NASP (adopted in 1998) has identified this site for the location of an emergency services/community facility with the alternate land use of duplex housing. There is a free standing sign onsite outlining the development of an emergency service facility or duplex housing at this location. A greenspace is not a contemplated use for this site. It is currently greenspace because the site has never developed.</p> <p>The appearance of the alley/lane can be enforced through the Community Standards Bylaw.</p> <p>Duplex housing developed on 20 Adamson Avenue would not use Arthur Close to access the</p>

	<p>units. The duplexes on 20 Adamson Avenue would have access from the newly created lane or Adamson Avenue.</p> <p>Each NASP contemplates the location of greenspaces. Based on the adopted Aspen Ridge NASP, no greenspace was contemplated for 20 Adamson Avenue. Instead, greenspace has been accommodated elsewhere in the neighbourhood.</p>
<p>I do not want housing in the greenspace behind my house. I moved into this home in January 2016 and bought it based on the privacy and beauty of the greenspace. I do not agree with building more duplex homes behind mine. This is a Close and it should stay that way. There are other areas that can be developed. If it goes through I will not be a happy Red Deer citizen.</p>	<p>See administrative response above.</p>

Analysis:

The proposed development of duplex housing, and addition of a public lane west of 20 Adamson Ave, is consistent with the adopted Aspen Ridge NASP. The addition of the public lane south of Arthur Close, and the reconfiguration of the public utility lot, facilitates better access to the duplex units on 20 Adamson Avenue and the overall site design.

The amendments to the East Hill MASP and the Land Use Bylaw are to maintain consistency between statutory documents and allow development of the site.

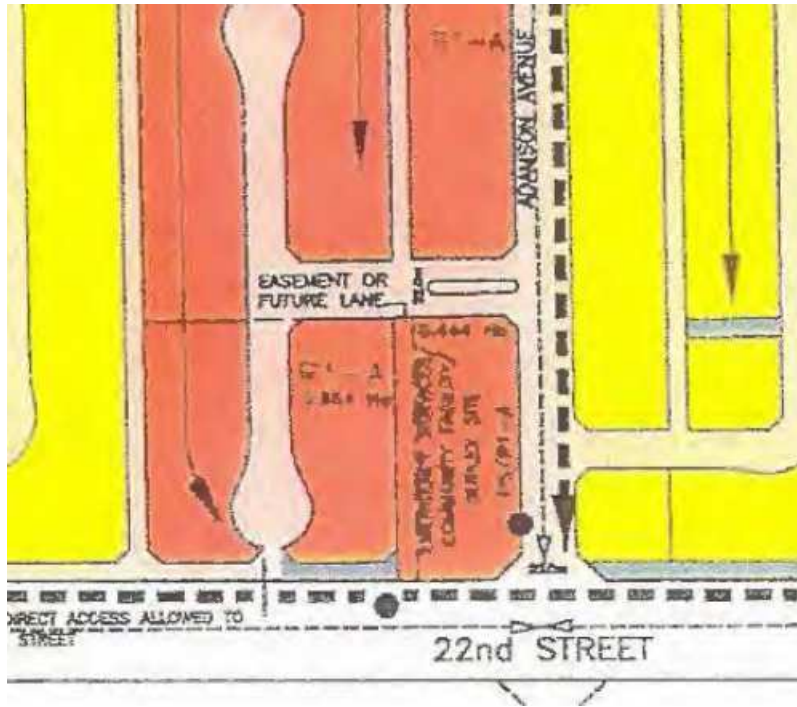
The Planning department supports the amendment to the East Hill MASP, the Aspen Ridge NASP, and the Land Use Bylaw for 20 Adamson Avenue.

Appendix:

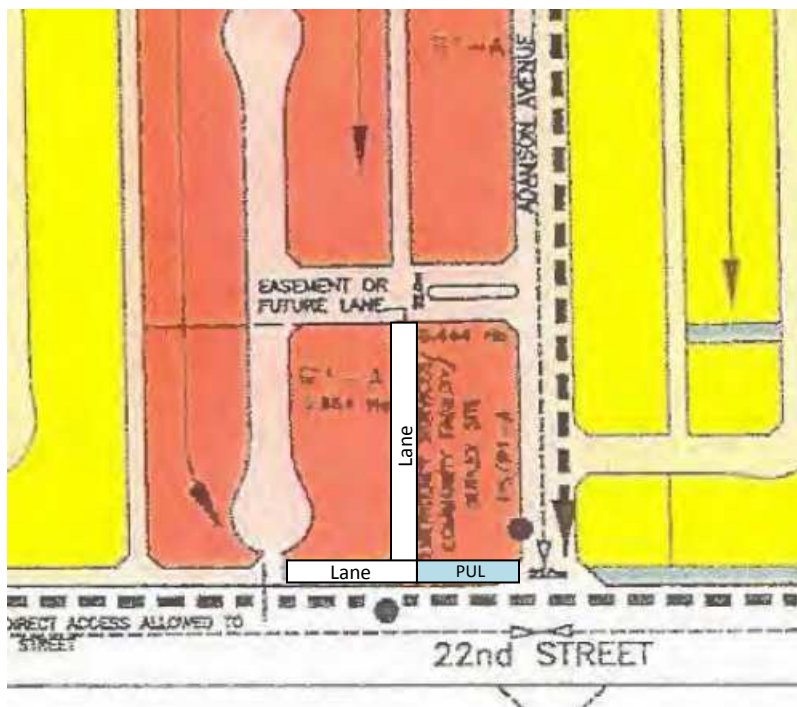
Context Map



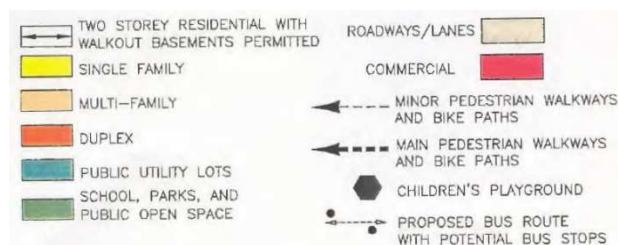
Current Development Concept vs Proposed Development Concept



Current Development Concept



Proposed Development Concept



BYLAW NO. 3499/B-2016

Being a Bylaw to amend Bylaw No. 3499/2013, the East Hill Major Area Structure Plan of The City of Red Deer as described herein.

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

Bylaw No. 3499/2013 is hereby amended as follows:

1. Delete section 4.7 and replace with:

Figure 5 identifies the following four potential new locations for future emergency services facilities that could accommodate fire, ambulance and/or other community services:

1. On the west side of 40 Avenue near the intersection of 22 Street within the NE ¼ Section 4 -38-27-W4.
 2. On the west side of 30 Avenue at the intersection of 55 Street within the SE1/4 Section 22-38-27-W4.
 3. Within Timberlands North NASP as determined by that Plan.
 4. On the east side of 30 Avenue near the intersection of the north side of Lees Street and 30 Avenue within the SE ¼ Section 11-38-27-W4.
2. Delete Figure 5 Generalized Land Use Concept – East Hill and replace with attached amended Figure 5.

READ A FIRST TIME IN OPEN COUNCIL this day of 2016.

READ A SECOND TIME IN OPEN COUNCIL this day of 2016.

READ A THIRD TIME IN OPEN COUNCIL this day of 2016.

AND SIGNED BY THE MAYOR AND CITY CLERK this day of 2016.

MAYOR

CITY CLERK

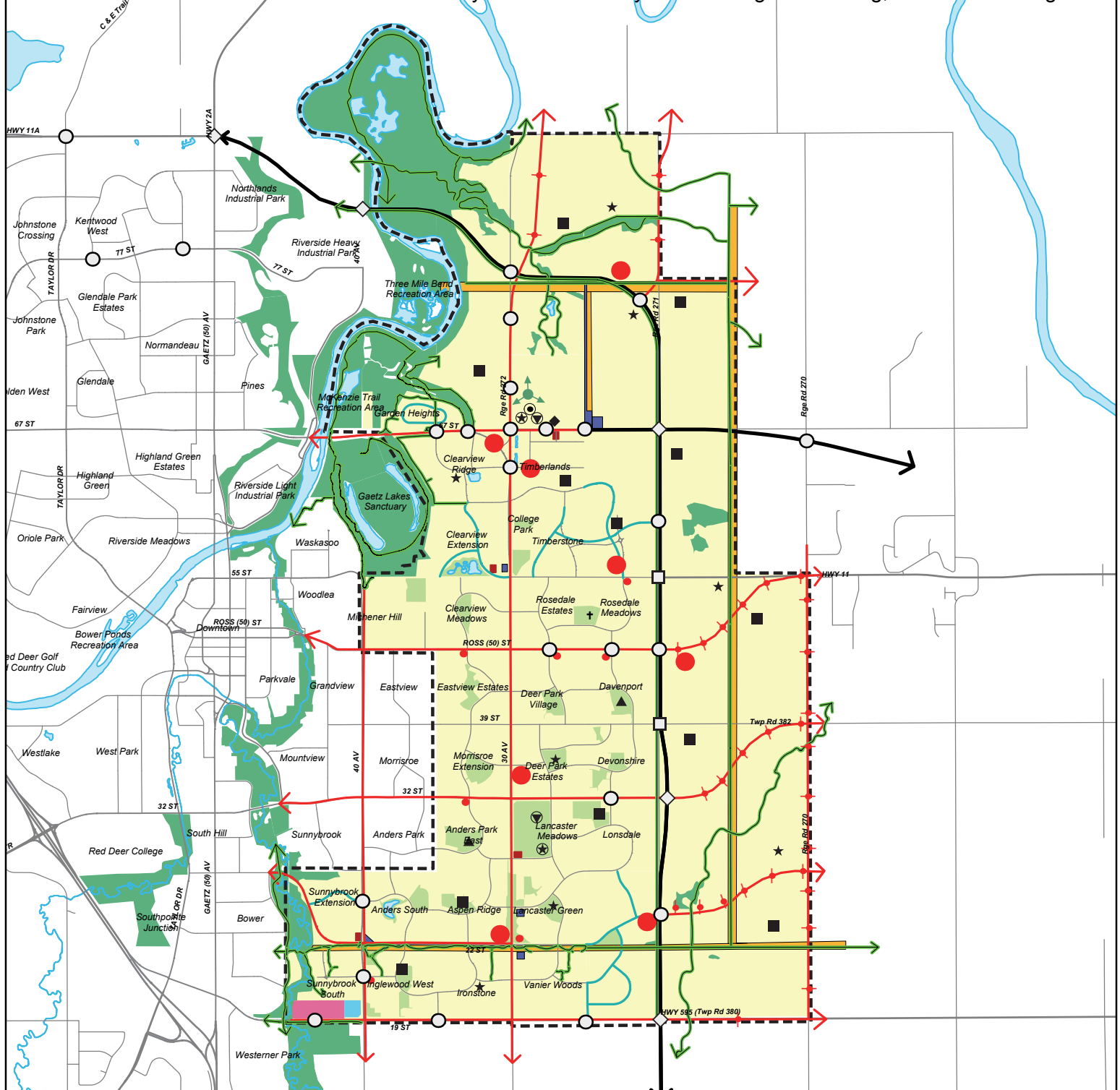
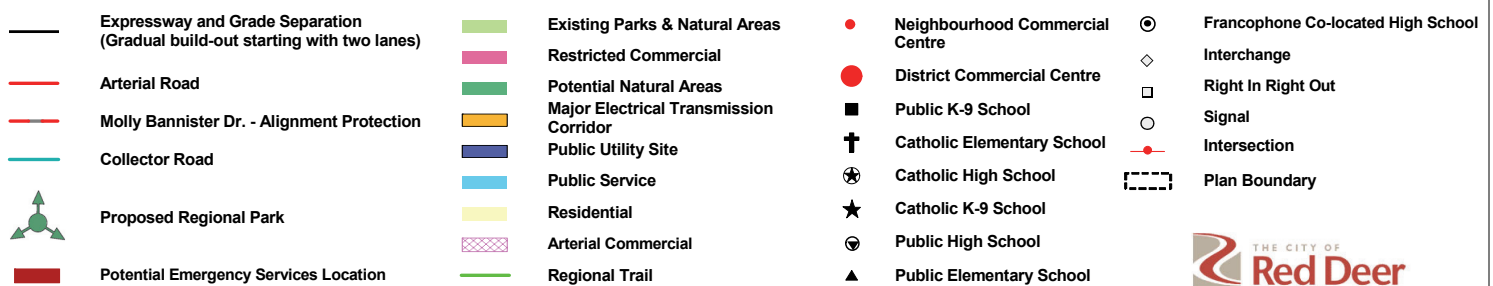


Figure 5: Generalized Land Use Concept - East Hill



* Locations shown are conceptual

BYLAW NO. 3217/D - 2016

Being a Bylaw to amend Bylaw No. 3217/98, the Bylaw containing The City of Red Deer Neighbourhood Area Structure Plans.

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

1. The section 4.2 of the Aspen Ridge Neighbourhood Area Structure Plan is amended by the ADDITION of the following text:

In 2016, the developer determined that an emergency services/community facility was not warranted near the main entrance of the community. Therefore, the alternate zoning of R1A and the development of duplex housing will be pursued (Bylaw 3217/D-2016).

2. The section 4.6 of the Aspen Ridge Neighbourhood Area Structure Plan is amended by the ADDITION of the following text:

In 2016, the developer determined that an emergency services/community facility was not warranted. Therefore, the alternate zoning of R1A and the development of duplex housing will be pursued (Bylaw 3217/D-2016 and Bylaw 3357/O-2016).

3. Table 2 of the Aspen Ridge Neighbourhood Area Structure Plan is amended by the ADDITION of two asterisks at the end of the following text:

Other Land Uses – Minus Commercial and Including Emergency Services Site**

4. The bottom of Table 2 of the Aspen Ridge Neighbourhood Area Structure Plan is amended by the ADDITION of the following text:

** The Emergency Services site has been redistricted for duplex housing (Bylaw 3217/D-2016 and Bylaw 3357/O-2016).

5. Delete Figure 1 Location and replace with attached amended Figure 1.
6. Delete Figure 3 Development Concept (black and white) and replace with attached amended Figure 3 Development Concept (black and white).
7. Delete Figure 3 Development Concept (colour) and replace with attached amended Figure 3 Development Concept (colour).

8. Delete Figure 6 Storm Sewers and replace with attached amended Figure 6 Storm Sewers.
9. Delete Figure 7 overland Drainage and replace with attached amended Figure 7 Overland Drainage.
10. Delete Figure 8 Sanitary Sewers and replace with attached amended Figure 8 Sanitary Sewers.
11. Delete Figure 9 Water Distribution and replace with attached amended Figure 9 Water Distribution.
12. Delete Figure 10 Phasing Concept and replace with attached amended Figure 10 Phasing Concept.

READ A FIRST TIME IN OPEN COUNCIL this day of 2016.

READ A SECOND TIME IN OPEN COUNCIL this day of 2016.

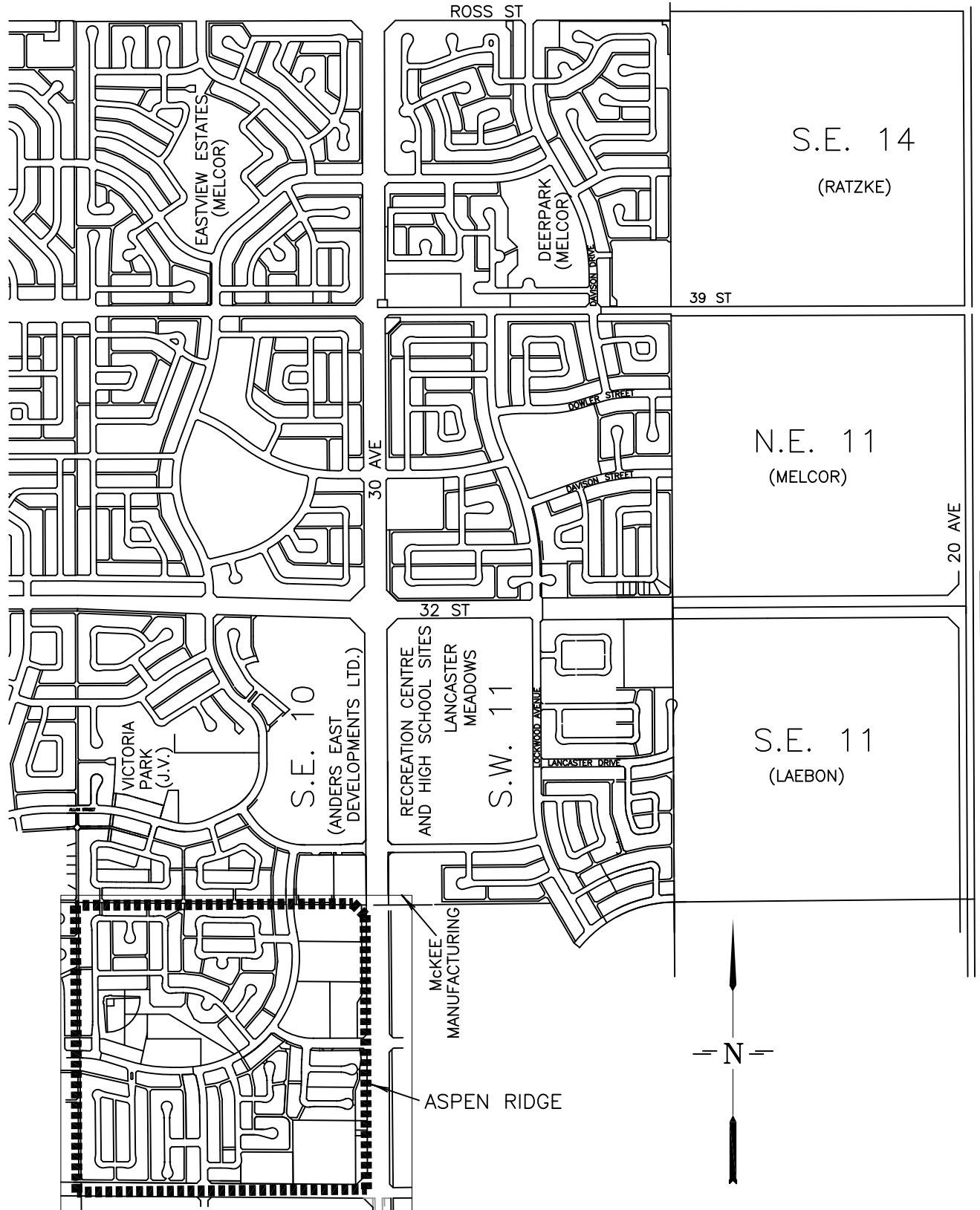
READ A THIRD TIME IN OPEN COUNCIL this day of 2016.

AND SIGNED BY THE MAYOR AND CITY CLERK this day of 2016.

MAYOR

CITY CLERK

ASPEN RIDGE NEIGHBOURHOOD AREA STRUCTURE PLAN



**FIGURE 1
LOCATION**

SCALE 1:15000
REVISED: JUNE 15/16

CONCEPT BY:
INTERPLAN STRATEGIES INC.

PREPARED BY: **AL-TERRA**
ENGINEERING LTD.

EDMONTON

RED DEER

RED DEER



ASPEN RIDGE NEIGHBOURHOOD AREA STRUCTURE PLAN

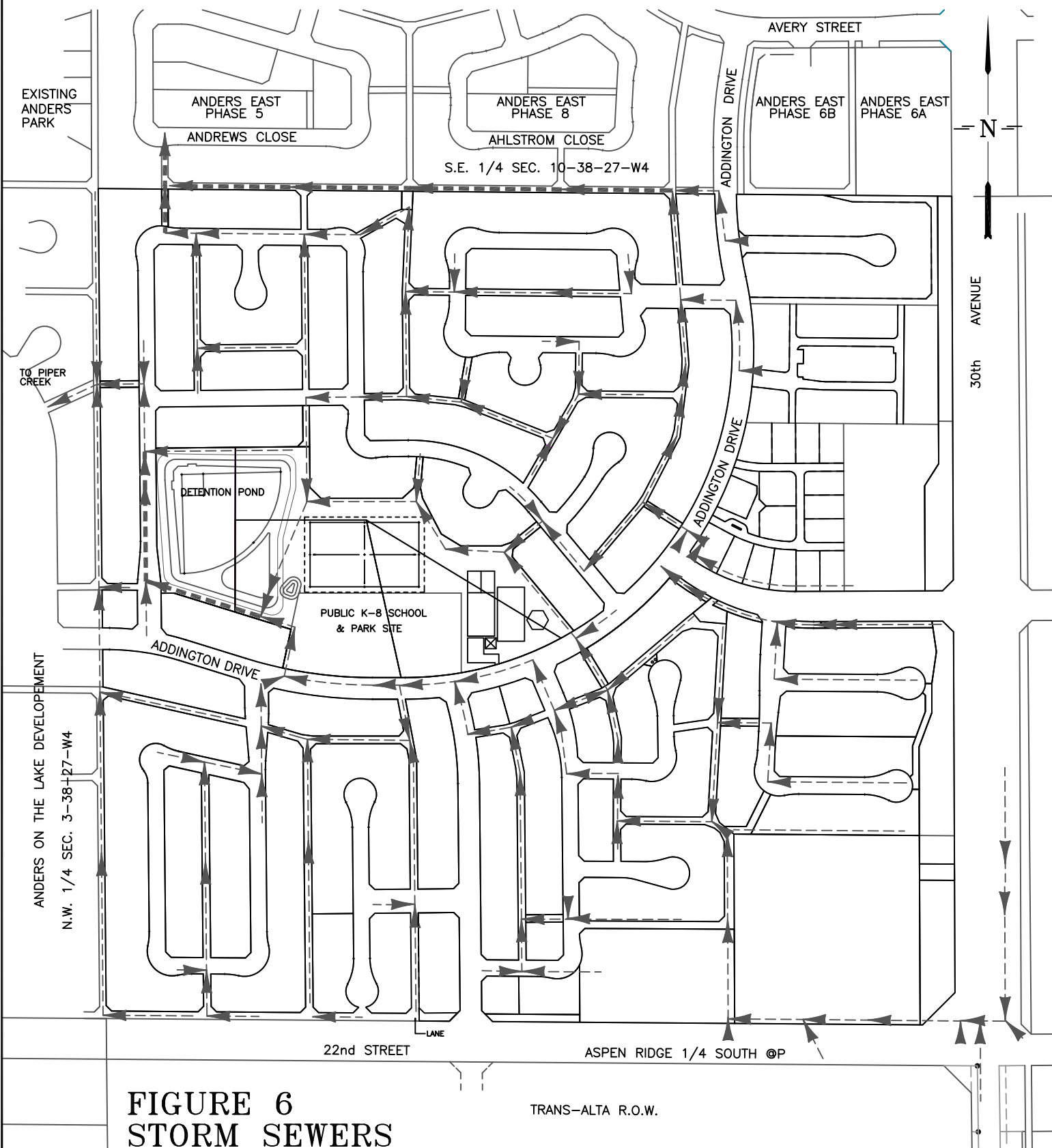


FIGURE 6 STORM SEWERS

SCALE 1:5000

REVISED: SEPT 13, 2002
 REVISED: FEB 12, 2003
 REVISED: MAR 03, 2003
 REVISED: APR 14, 2003
 REVISED: JUNE 6, 2003
 REVISED: AUG 19, 2003
 REVISED: JUN 16, 2016

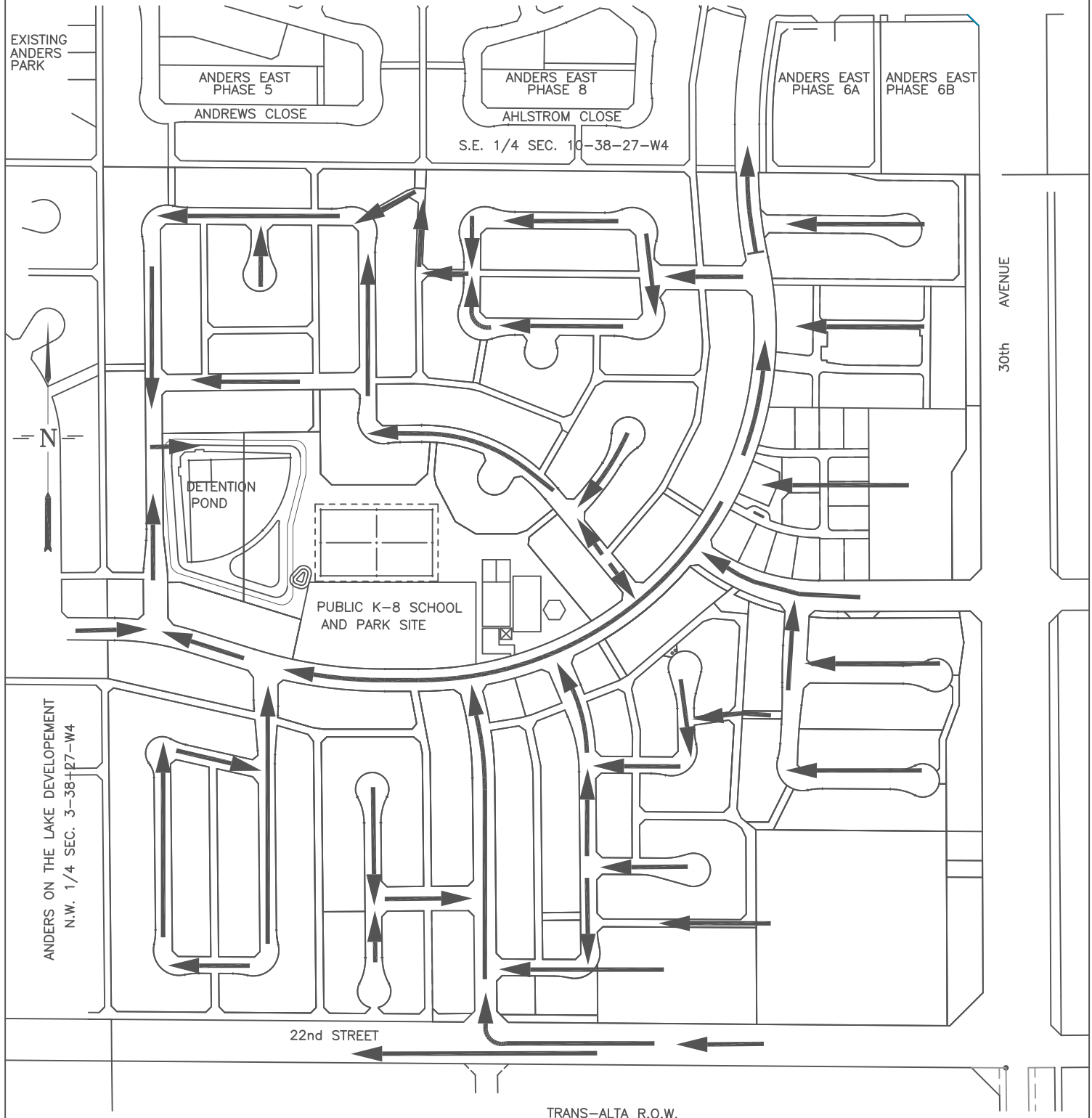
LEGEND:

STORM TRUNK 

STORM SEWER 

AL-TERRA
 ENGINEERING LTD.

ASPEN RIDGE NEIGHBOURHOOD AREA STRUCTURE PLAN



**FIGURE 7
OVERLAND DRAINAGE**

**GREATER THAN 1:5
YEAR STORM EVENT**

REVISED: SEPT 13, 2002
 REVISED: FEB 12, 2003
 REVISED: MAR 03, 2003
 REVISED: APR 14, 2003
 REVISED: JUNE 6, 2003
 REVISED: AUG 19, 2003
 REVISED: JUN 16, 2016

LEGEND:

← DIRECTION OF FLOW

SCALE 1:5000

AL-TERRA
 ENGINEERING LTD.

EDMONTON

RED DEER

ASPEN RIDGE NEIGHBOURHOOD AREA STRUCTURE PLAN

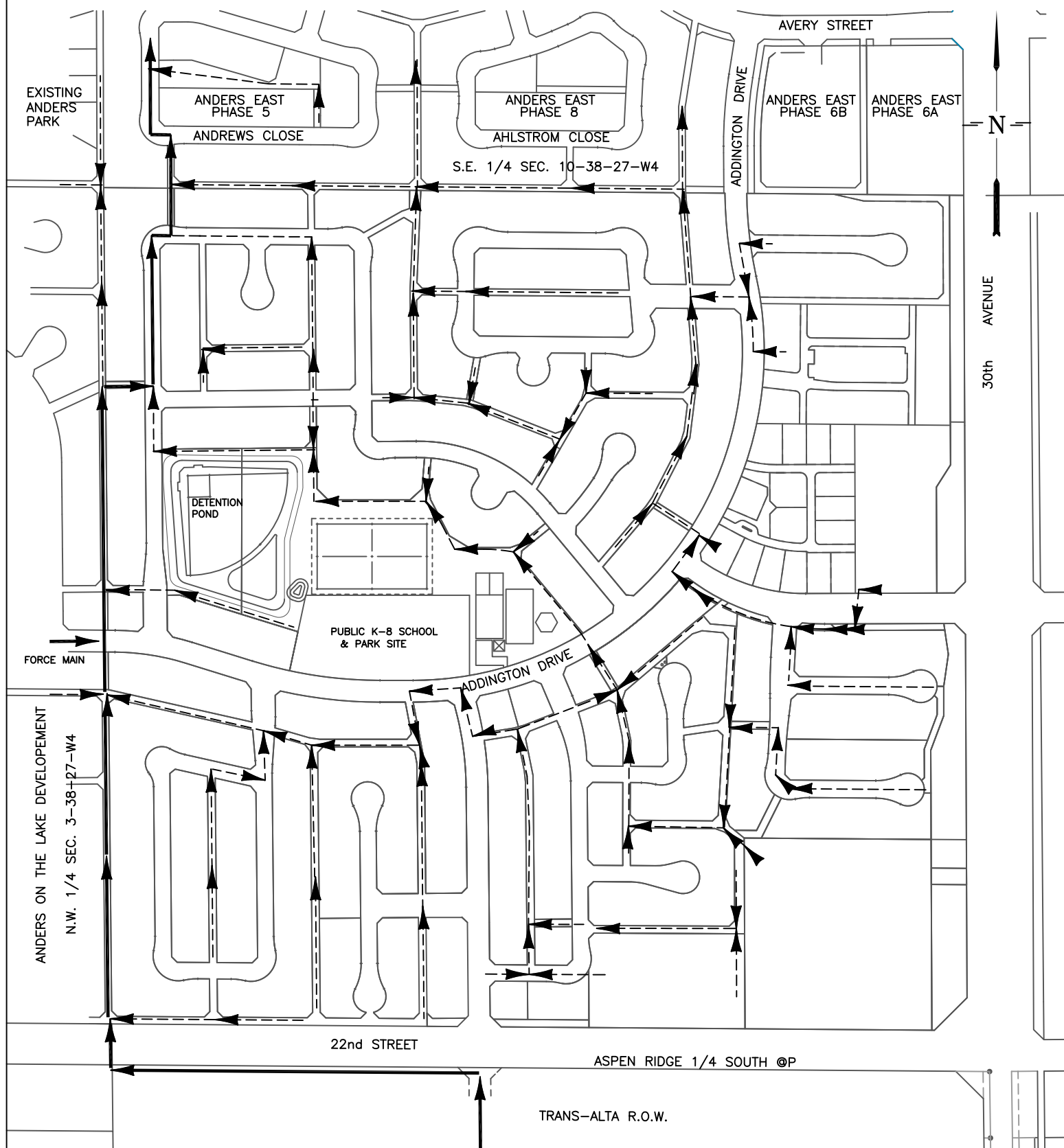


FIGURE 8 SANITARY SEWERS

REVISED: SEPT 13, 2002
 REVISED: FEB 12, 2003
 REVISED: MAR 03, 2003
 REVISED: APR 14, 2003
 REVISED: JUNE 6, 2003
 REVISED: AUG 19, 2003
 REVISED: JUN 16, 2016

LEGEND:

SANITARY TRUNK

200mm SANITARY

SCALE 1:5000

AL-TERRA
 ENGINEERING LTD.

EDMONTON

RED DEER

ASPEN RIDGE NEIGHBOURHOOD AREA STRUCTURE PLAN

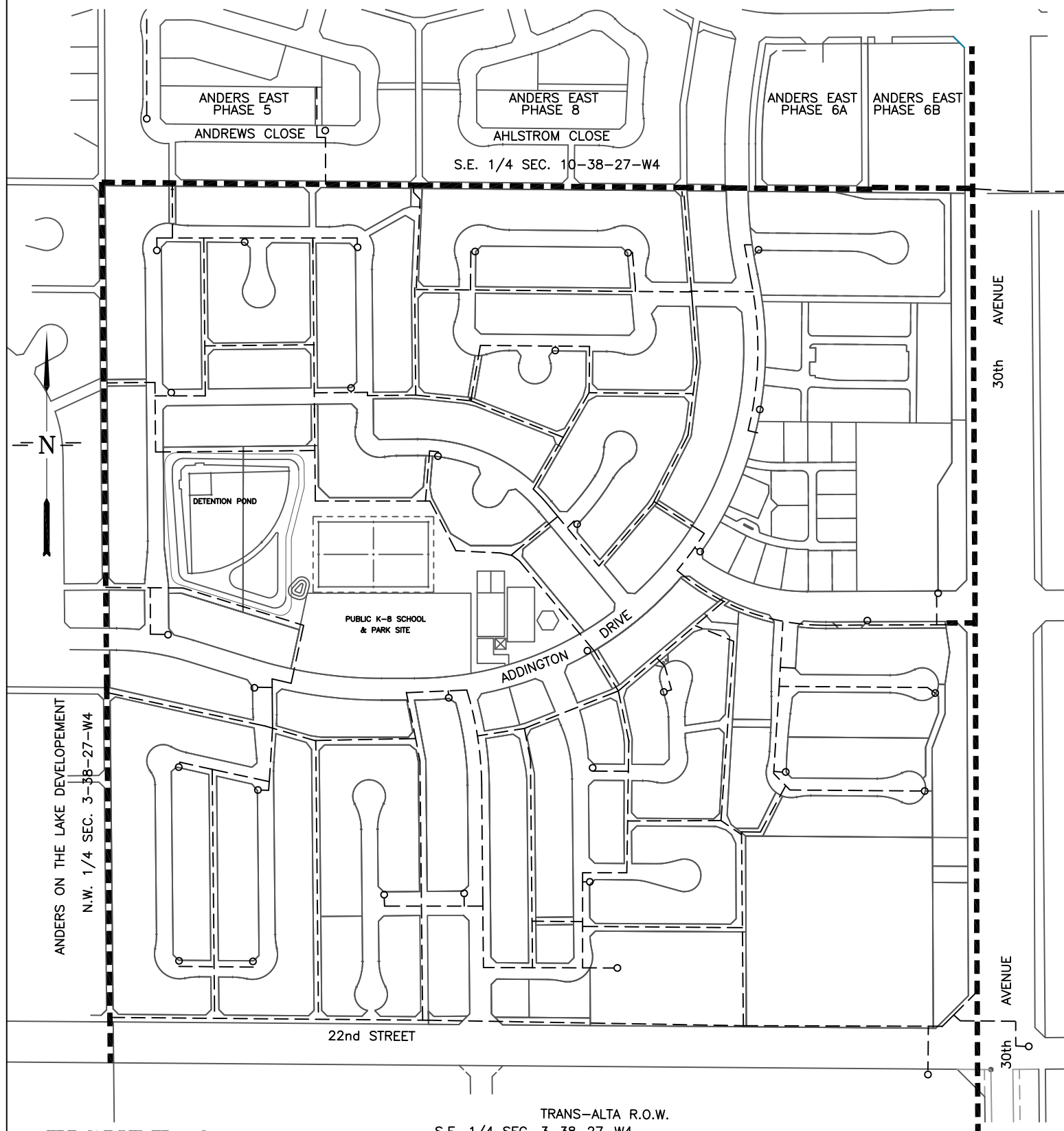


FIGURE 9 WATER DISTRIBUTION

REVISED APR 10, 2001
 REVISED FEB 12, 2003
 REVISED MAR 03, 2003
 REVISED APR 14, 2003
 REVISED JUNE 6, 2003
 REVISED AUG 19, 2003
 REVISED JUN 16, 2016

LEGEND

FEEDER WATER MAIN ————
 WATER MAIN ————
 HYDRANT ○

SCALE 1:5000

AL-TERRA
 ENGINEERING LTD.

EDMONTON

RED DEER

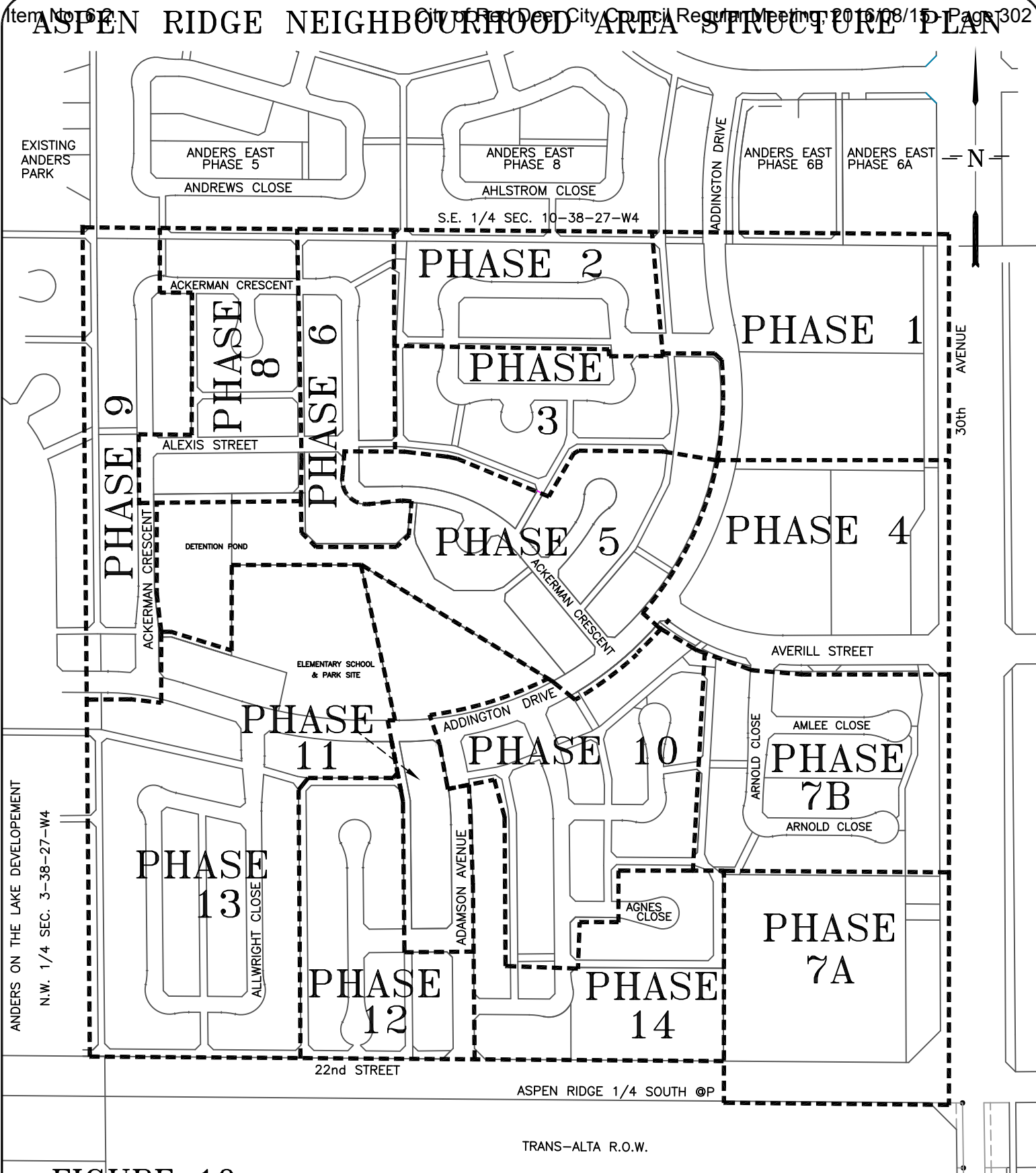


FIGURE 10 PHASING CONCEPT

SCALE 1:5000

REVISED: APRIL 2, 2007
 REVISED: JUNE 6, 2003
 REVISED: APR 14, 2003
 REVISED: MAR 03, 2003
 REVISED: FEB 12, 2003
 REVISED: JAN 13, 2003
 REVISED: NOV 14, 2002
 REVISED: JUN 16, 2016

BYLAW NO. 3357 / O – 2016

Being a Bylaw to amend Bylaw No. 3357/2006, the Land Use Bylaw of The City of Red Deer as described herein.

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

Bylaw No. 3357/2006 is hereby amended as follows:

1. The land shown in the sketch attached as Schedule A to this Bylaw is redesignated:

From: A1 – Future Urban Development District

To: R1A – Residential (Semi-Detached Dwelling) District

2. The “Land Use District Map P11” contained in “Schedule A” of the Land Use Bylaw is hereby amended in accordance with the Land Use District Map 12 / 2016 attached hereto and forming part of the bylaw.

READ A FIRST TIME IN OPEN COUNCIL this day of 2016.

READ A SECOND TIME IN OPEN COUNCIL this day of 2016.

READ A THIRD TIME IN OPEN COUNCIL this day of 2016.

AND SIGNED BY THE MAYOR AND CITY CLERK this day of 2016.

MAYOR

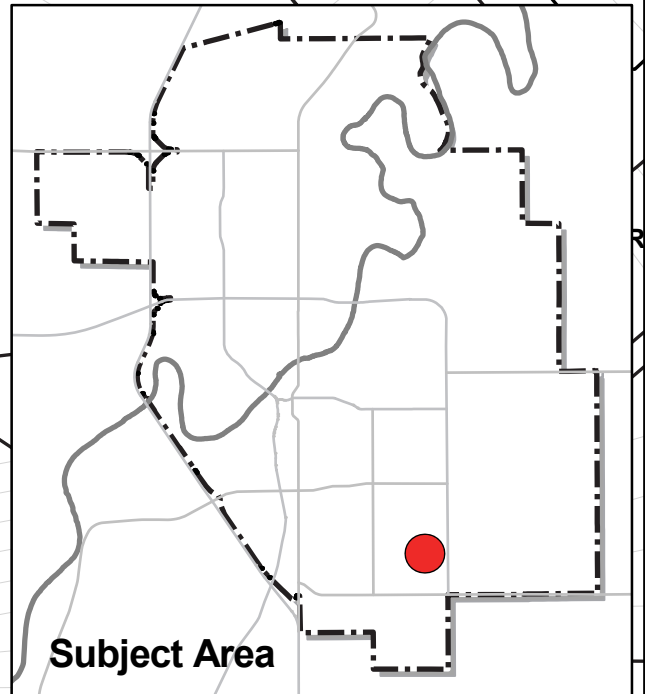
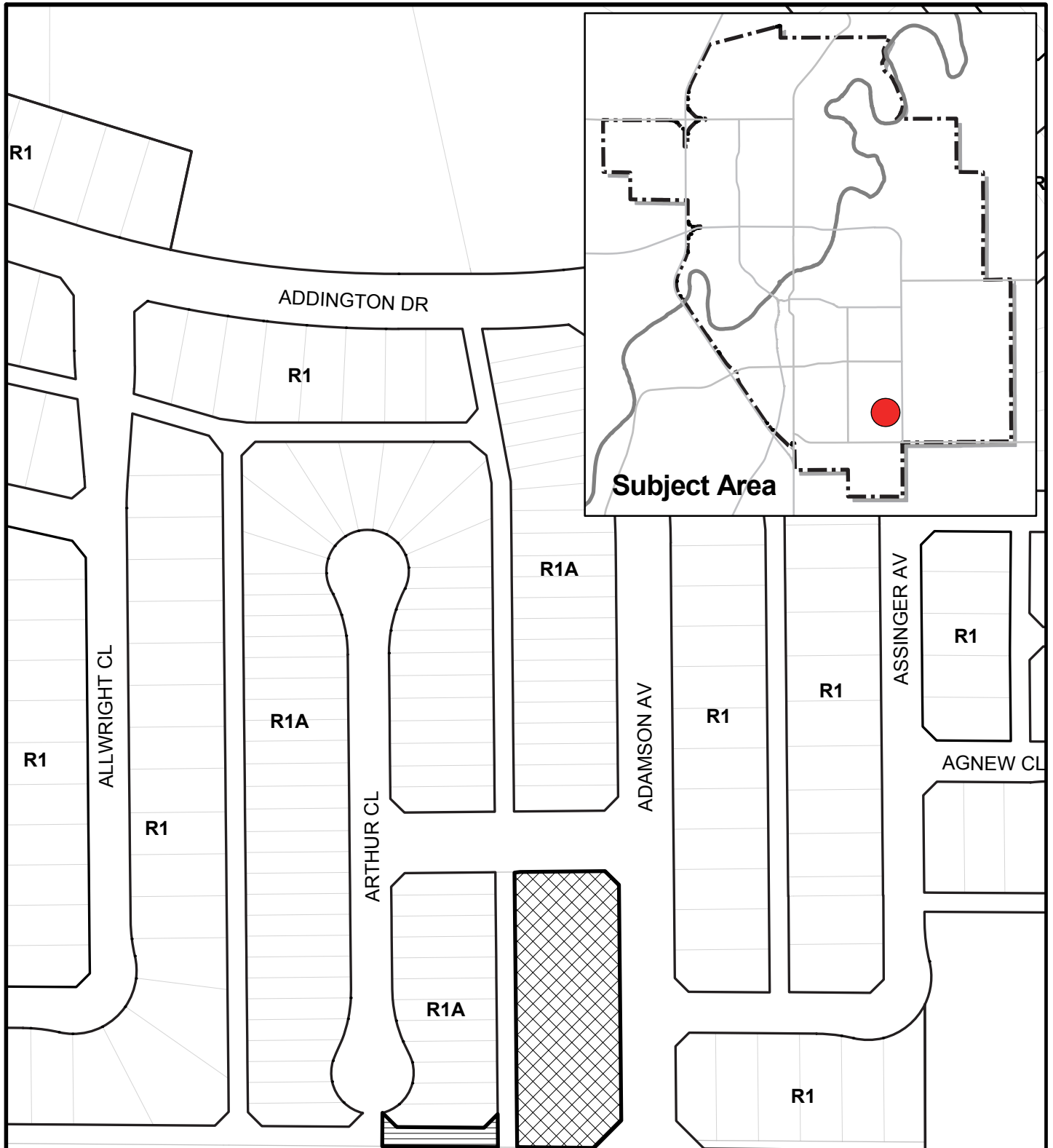
CITY CLERK



Red Deer

Proposed Amendment to Land Use Bylaw 3357/2006

Schedule A



Change District from:



A1 to R1A - Residential (Semi-Detached Dwelling) District



R1A to Lane

Proposed Amendment

Map: **12 / 2016**

Bylaw: **3357 / O-2016**

Date: **Jun. 13, 2016**

Page 11 of 1020

Name: AMANDA SUGRUE / DUB SCHROEDERS

Mailing Address: _____ Postal Code: _____

Phone #: _____ E-mail Address: _____

General comments regarding the proposed amendments for 20 Adamson Ave:

Due to the fact that Arthur is a close there should be no access to the alley (proposed to the south (east and west)). This access should be closed off, too many people travelling at high speed use this access to get to the alley west of Arthur Close.

Development should be done in the same manner as the other duplex's in the area.

Thank you.

Page 11 of 1020



Name: Adrienne & David Gilmore

Mailing Address: _____ Postal Code: _____

Phone #: _____ E-mail Address: _____

General comments regarding the proposed amendments for 20 Adamson Ave:

We would like to see a playground instead of housing.
Many current residents along Adamson & Arthur use this
greenspace for activities.

Our concern is the alley/lane. We move behind our fence line
& keep debris away. The existing alley/lane behind Adamson
& Arthur is always full of debris and is very poorly maintained.

We currently have a quiet street and would like this to continue.

We are against any further housing development. We
request that the greenspace remain as is or have
playground equipment installed.

Adrienne Gilmore

Thank you.

Page 11 of 1020

Name: Jessica Buskas

Mailing Address: _____ Postal Code: _____

Phone #: _____ E-mail Address: _____

General comments regarding the proposed amendments for 20 Adamson Ave:

I do NOT want housing in the green space behind my house. I moved to this home Jan. 2016 and bought it based on the privacy and beauty of the green space. I do not agree with building more duplex homes behind mine. This is a "CLOSE" and it should stay that way. There are other areas that can be developed. If it goes through I will not be a happy red deer citizen.

Sincerely,

Jessi Buskas.

Thank you.



Council Decision – August 15, 2016

DATE: August 18, 2016

TO: Emily Damberger, Planning Services Manager

FROM: Frieda McDougall, Legislative Services Manager

SUBJECT: Various Amendments for 20 Adamson Avenue – Aspen Ridge
East Hill Major Area Structure Plan Bylaw 3499/B-2016
Aspen Ridge Neighbourhood Area Structure Plan Bylaw
3217/D-2016
Land Use Bylaw Amendment Bylaw 3357/O-2016

Reference Report:

Legislative Services, August 2, 2016 and Planning Department dated July 13, 2016.

Resolutions:

At the Monday, August 15, 2016 Regular Council Meeting, Council passed the following resolutions:

Resolved that Council of The City of Red Deer having considered the report from Planning Services, dated July 13, 2016 re: Various Amendments for 20 Adamson Avenue, Aspen Ridge Supplementary Report, East Hill Major Area Structure Plan Amendment Bylaw 3499/B-2016, Aspen Ridge Neighbourhood Area Structure Plan Amendment Bylaw 3217/D-2016 and Land Use Bylaw Amendment 3357/O-2016 hereby agrees to amend the bylaw by the replacement of the maps and figures to reflect Option 3.

Resolved that Council of The City of Red Deer having considered the report from Planning Services, dated July 13, 2016 re: Various Amendments for 20 Adamson Avenue, Aspen Ridge Supplementary Report, East Hill Major Area Structure Plan Amendment Bylaw 3499/B-2016, Aspen Ridge Neighbourhood Area Structure Plan Amendment Bylaw 3217/D-2016 and Land Use Bylaw Amendment 3357/O-2016 hereby agrees to amend the bylaw by replacing the map to reflect Option 3.

Bylaw Reading:

At the Monday, August 15, 2016 Regular Council Meeting, Council gave second and third reading to the follow Amendments:

East Hill MASP – Bylaw 3499/B-2016 (an amendment to the East Hill Major Area Structure Plan to add text and figure amendments).

Aspen Ridge NASP – Bylaw 3217/D-2016.

Land Use Bylaw Amendment – Bylaw 3357/O-2016 an amendment to redistrict the property from AI Future Urban Development District to RIA Residential (Semi-Detached Dwelling) District).

Report back to Council: No.

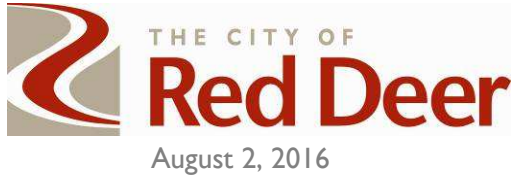
Comments/Further Action:

This office will amend the Bylaws and distribute in due course.



Frieda McDougall
Manager

- c. Director of Planning Services
Planning Services Manager
Corporate Meeting Administrator



Proposed Amendment of the Land Use Bylaw Bylaw 3357/T-2016

Proposed Amendment of the East Hill Major Area Structure Plan

Bylaw 3499/C-2016

Proposed Amendment of the Lancaster Meadows Outline Plan

Legislative Services

Report Summary & Recommendation:

Summary:

The attached report is being brought forward from the Monday, July 18, 2016 City Council meeting.

Recommendation:

That Council consider giving second and third readings of the following bylaws:

- Land Use Bylaw Amendment 3357/T-2016
- East Hill Major Area Structure Plan Amendment Bylaw 3217/D-2016

Following second and third reading of the bylaws, it is asked that Council consider a resolution to amend the Lancaster Meadows Outline Plan to identify the subject site for commercial uses.

Resolution:

Resolved that Council of The City of Red Deer having considered the report from the Planning Department, dated July 4, 2016 re: Proposed Amendment of the Land Use Bylaw – Bylaw 3357/T-2016, Proposed Amendment of the East Hill Major Area Structure Plan Bylaw 3499/C-2016 and Proposed Amendment of the Lancaster Meadows Outline Plan hereby agrees to amend the Lancaster Meadows Outline Plan to identify the subject site for commercial uses.



Report Details

Background:

At the Monday, July 4, 2016 Council Meeting, Council gave first reading to the following bylaws:

- East Hill Major Area Structure Plan Amendment Bylaw 3499/B-2016
- Aspen Ridge Neighbourhood Area Structure Plan Amendment Bylaw 3217/D-2016
- Land Use Bylaw Amendment 3357/O-2016

In accordance with Section 606 of the Municipal Government Act, Land Use Bylaw Amendment 3357/T-2016 and East Hill Major Area Structure Plan Bylaw 3499/C-2016 were required to be advertised for two consecutive weeks. An advertisement was placed in the Red Deer Advocate on July 22, 2016 and July 29, 2016.



Report Originally Submitted to the
July 18, 2016 Meeting of City
Council

July 4, 2016

Proposed Amendment of the Land Use Bylaw
Bylaw 3357 / T - 2016, and
Proposed Amendment of the East Hill MASP
Bylaw 3499 / C – 2016
Proposed Amendment of the Lancaster Meadows OP

Planning Department

Report Summary & Recommendation:

A proposal has been submitted to redesignate a ± 2.02 hectare (± 5.00 acre) parcel in the Lancaster Meadows area from *A1 – Future Urban Development District* to the *C5 – Commercial (Mixed Use) District*. In order to maintain consistency between plans the proposed Land Use Bylaw (LUB) amendment also triggers amendments to the East Hill Major Area Structure Plan (MASP) and the Lancaster Meadows Outline Plan (OP).

The Planning Department recommends Council give First Reading to:

- proposed Bylaw 3357 / T - 2016 to amend the Land Use Bylaw, and
- proposed Bylaw 3499 / C - 2016 to amend the East Hill Major Area Structure Plan

If the two bylaws ultimately receive Second and Third Reading, Council will then be asked to consider a resolution to amend the Lancaster Meadows Outline Plan to identify the subject site for commercial uses.

City Manager Comments:

I support the recommendation of Administration. If first reading of Land Use Bylaw 3357/T-2016 and Bylaw 3499/C-2016 is given, a Public Hearing would be advertised for two consecutive weeks and would be held on Monday, August 15, 2016 at 6:00 p.m. during Council's regular meeting following which second and third reading can be considered.

Craig Curtis
City Manager

Proposed Resolution:

That Council consider first reading of Land Use Bylaw 3357/T-2016 and East Hill Major Area Structure Plan Amendment Bylaw 3499/C-2016 at this time.

Report Details

Background:

The 2.02 hectare subject parcel is situated at 2827 – 30 Avenue, in the southeast corner of the intersection of Lees Street and 30 Avenue. It is separated from the neighbouring residential area to the east by a 20.0 m wide Public Utility Lot (PUL) and along its south side (Lampard Crescent) by a 12.16 m wide Municipal Reserve (MR) lot.

In the past the site contained several residences and an industrial manufacturing business. The proponent wishes to pursue development of the site for a number of healthcare related uses, such as medical clinics, dental/denture clinics, pharmacies, physiotherapy facilities, day care, etc.

There is no Neighbourhood Area Structure Plan (NASP) for the Lancaster Meadows area; however there is a one page outline plan, the Lancaster Meadows Outline Plan (adopted in 1993), that identifies the subject parcel for future development as a church or multiple family residential use. Outline plans were utilized years ago prior to the requirement for detailed neighbourhood area structure plans. The Lancaster Meadows OP does not provide rationale for identifying the future use of the subject land as a church or multiple family residential site although it may be that these uses were seen to be reasonable given the location of the site at the edge of the neighbourhood along an arterial road. These same characteristics also make this site desirable for commercial development.

Discussion:

The proponent wishes to pursue commercial (C5) development on this site. The C5 Commercial (Mixed Use) District allows for a variety and mix of commercial and residential uses in the context of a sustainable, healthy and pedestrian focused neighbourhood. Although specific uses and development standards are addressed via the development permit process, the proponents have indicated that they wish to pursue the development of several healthcare and complementary type uses on the site. As well, they have also indicated that there are several uses that they specifically wish to have excluded from this site. Accordingly, the proposed LUB amendment includes specific references to exclude liquor stores and sale of fuel from this site.

The C5 district may be seen as an intermediate commercial district between the typically larger C2A regional and C2B district commercial uses and the much smaller C3 neighbourhood commercial uses. The C5 district provides for vehicular access but also for stresses the pedestrian access and connectivity of with surrounding residential areas.

As part of administration's review of the proposal the proponent was required to submit a transportation impact assessment (TIA) study to demonstrate that the affected roads and intersections could accommodate the anticipated traffic volumes and patterns associated with the proposed commercial uses. The Engineering Services department has reviewed the TIA and concurs with its findings, i.e. the proposed commercial uses can be accommodated by the affected roads and intersection. Specific access and road requirements and improvements will be addressed at the development permit stage.

Since the site had been used for industrial uses in the past, administration required that a Phase I Environmental Site Assessment (ESA) study be completed. The ESA Review Team reviewed and accepted the Phase I ESA report submitted by the proponent's consultant. The ESA Review Team also identified several actions that are to be carried out prior to or as a condition of the issuance of demolition permits and/or development permits (DPs) for this site.

The proposal is consistent with Municipal Development Plan policies that promote urban design that encourages pedestrian access (Policy 7.4).

The proposal is consistent with the principles and standards of the Neighbourhood Planning and Design Standards that support a transition (landscaping, parking, screen or lane) between commercial and low density residential uses (Standard 2.3).

Consultation/Dialogue

Prior to submitting a formal application to the City, the proponents held their own community meeting on July 23, 2015 to discuss their proposal with area residents. Administration understands that approximately 20 to 25 area residents attended the meeting.

As part of the review of the application administration sent an information package, including comment sheets, to 43 landowners within 100 metres of the subject site. Four written comments were received. The following table outlines a summary of the key comments/concerns and administration's responses:

Area Landowner Comments	Administration's Response/Comment
Noise	All development has the potential to create noise either directly or indirectly (e.g. vehicle traffic generated by the use). Noise concerns can be addressed at the development permit stage through consideration of building location/orientation, landscaping, fences/barriers, hours of operation for discretionary uses, etc.
Traffic / Congestion	Development generates traffic. While the provision of commercial development at this location may create traffic, it is anticipated that the proposed C5 site will enhance walkability and provide shorter driving distances within the area. As well, the proponent provided a TIA that demonstrates, to the satisfaction of the Engineering Services, that the affected roads and intersections will be able to accommodate the traffic associated with the proposed C5 development.
Separation from existing residential	The site is separated from the residential area to the east by a 20.0 m (65.6 ft.) PUL and to the south by a 12.16 m (ft.) wide MR parcel. In addition, specific concerns can be addressed at the development permit stage through conditions related to landscaping, screening, and building orientation, etc.
Discretionary Uses	Discretionary uses are not guaranteed; the development authority (typically MPC) decides whether or not the proposed discretionary use is suitable for the site and may impose conditions to address potential impacts on surround areas.
Property Values	It is not clear how having a former industrial site transition into a

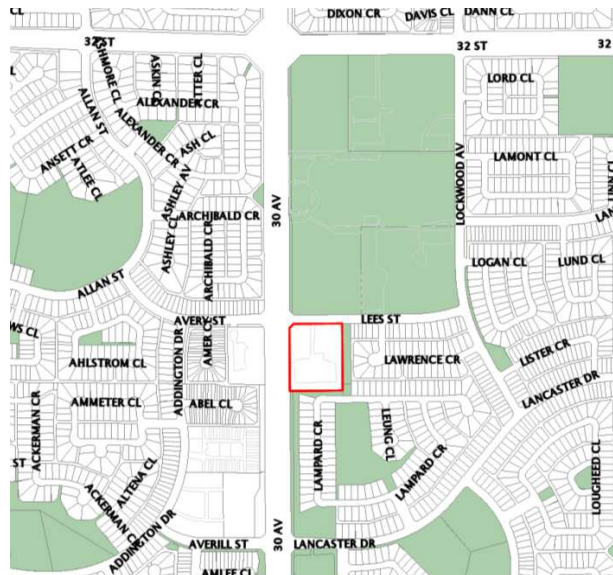
	<p>commercial site would be detrimental to the property values of adjacent residential areas.</p> <p>There is already physical separation between the site and adjacent residential areas via the existing PUL and MR parcels, and additional landscaping, fencing and building siting can be addressed at the development permit stage.</p> <p>The industrial use that had been on this site did not fit with the Lancaster Meadows neighbourhood that developed around it. A C5 commercial site that serves both the immediate and surrounding areas is anticipated to be beneficial to the neighbourhoods.</p>
--	---

Analysis:

The proposed LUB and MASP amendments are supported from a land use planning perspective for the following reasons:

1. The TIA satisfactorily demonstrates that the anticipated traffic generated by commercial uses can be accommodated by the affected roads and intersections.
2. The location of the site is amenable to commercial development. It is readily accessible from within the surrounding neighbourhood plus it has visibility and access from Lees Street.
3. The proposal is consistent with MDP policies that promote urban design that encourages pedestrian access (Policy 7.4).
4. The proposal is consistent with the principles and standards of the Neighbourhood Planning and Design Standards that support providing a transition (landscaping, parking, screen or lane) between commercial and low density residential uses (Standard 2.3).
5. Specific development related concerns (screening, aesthetics, access, parking, noise, landscaping, etc.) can be addressed by the development authority through applicable conditions at the development permit stage.

Location

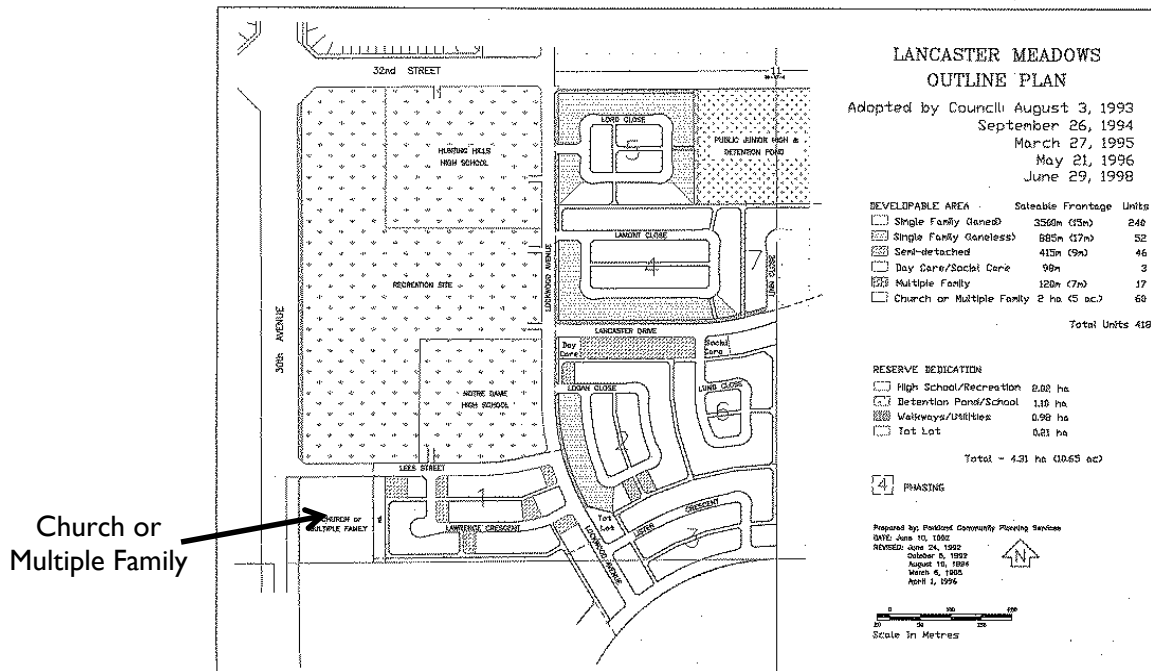


Airphoto (May 2013)

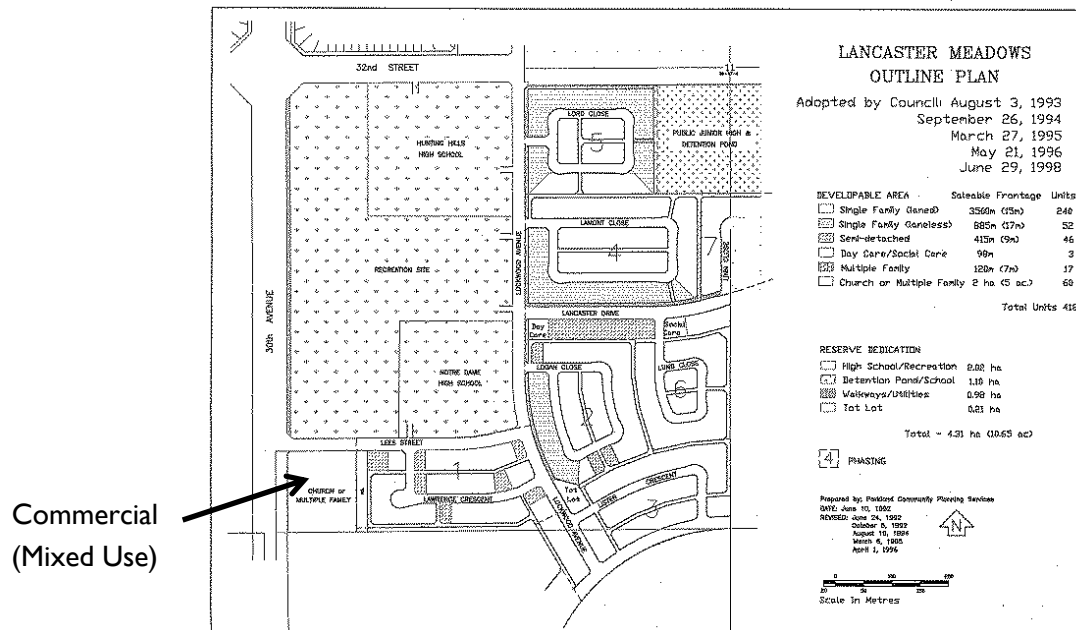


Lancaster Meadows Outline Plan

Current Land Use Concept



Proposed Land Use Concept



BYLAW NO. 3357 / T – 2016

Being a Bylaw to amend Bylaw No. 3357/2006, the Land Use Bylaw of The City of Red Deer as described herein.

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

Bylaw No. 3357/2006 is hereby amended as follows:

1. The land shown in the sketch attached as Schedule A to this Bylaw is redesignated from A1 – Future Urban Development District to C5 Commercial (Mixed Use) District.
2. Section 8.22.1(e)(iv) is DELETED.
3. The following is ADDED as Section 8.22.2(d)

On Lot 1, Block 7, Plan 952 0967 (2827 – 30 Avenue) the following uses shall not be allowed as either permitted or discretionary uses:

- (1) Liquor Store
- (2) Sale of Fuel

4. The “Land Use District Map Q12” contained in “Schedule A” of the Land Use Bylaw is hereby amended in accordance with the Land Use District Map 17 / 2016 attached hereto and forming part of the bylaw.

READ A FIRST TIME IN OPEN COUNCIL this day of 2016.

READ A SECOND TIME IN OPEN COUNCIL this day of 2016.

READ A THIRD TIME IN OPEN COUNCIL this day of 2016.

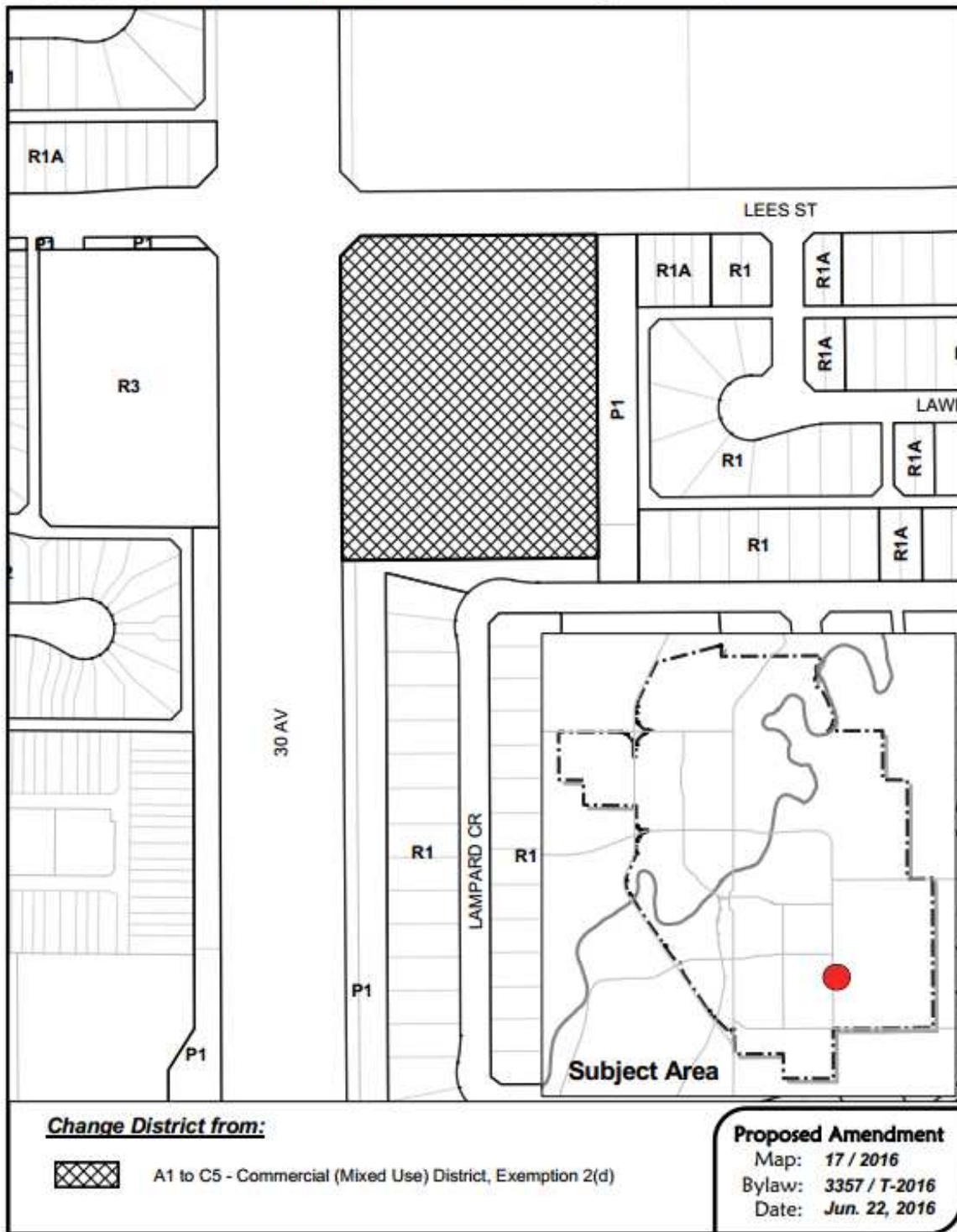
AND SIGNED BY THE MAYOR AND CITY CLERK this day of 2016.

MAYOR

CITY CLERK

Schedule "A"

THE CITY OF Red Deer *Proposed Amendment to Land Use Bylaw 3357/2006*



BYLAW NO. 3499 / C – 2016

Being a Bylaw to amend Bylaw No. 3499/2013, The City of Red Deer East Hill Major Area Structure Plan as described herein.

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

Bylaw No. 3499/2013 is hereby amended as follows:

1. Section 4.2 Commercial is DELETED in its entirety and is REPLACED with the following:

Commercial designations except future neighbourhood commercial and mixed use commercial shall be shown on the Generalized Land Use Concept for East Hill. Commercial designations within the plan shall include arterial commercial, district commercial and existing neighbourhood commercial. No regional shopping centre shall be pre-designated at this time. Consideration of a regional shopping centre shall be considered during the next five year review or earlier if so determined by Council. The types of potential commercial within the East Hill MASP area are defined below.

Arterial Commercial: vehicle-oriented uses fronting on major roads, developed at a relatively low density and serving the city and region.

District Centre Commercial: a local-oriented shopping centre, generally 4-6 hectares (10-15 acres) in size anchored by a grocery store and containing a mix of retail, service, and locally-oriented office uses, and serving as a focal point for multifamily housing and civic uses. The intent is that a district commercial centre be within a ten minute walking distance from the majority of residential dwellings.

Mixed Use Commercial: allows for a variety and mix of commercial and residential uses in the context of a sustainable, healthy and pedestrian focused neighbourhood. The neighbourhood area structure plan would define the location or locations of mixed use commercial. No pre-designation or amendment to the Generalized Land Use Concept for East Hill would be required.

Neighbourhood Commercial: a small local-oriented commercial project containing convenience retail and service uses meeting the day-to-day needs of nearby residents and containing uses such as convenience store, hair care, food/beverage, movie rental, and small retail. In rough terms, there would be one of these in each quarter section of new development. The neighbourhood area structure plan would define the location or locations of convenience commercial. No pre-designation or

amendment to the Generalized Land Use Concept for East Hill would be required.

READ A FIRST TIME IN OPEN COUNCIL this day of 2016.

READ A SECOND TIME IN OPEN COUNCIL this day of 2016.

READ A THIRD TIME IN OPEN COUNCIL this day of 2016.

AND SIGNED BY THE MAYOR AND CITY CLERK this day of 2016.

MAYOR

CITY CLERK



Name: Dave Cozens Susan Douglas

Mailing Address: _____

Postal Code: _____

Phone #: _____

E-mail Address: _____

General comments regarding the proposed Land Use Bylaw Amendment to redesignate 2827 – 30 Avenue (Lot 1, Block 7, Plan 952 0967) from A1 – Future Urban Development District to C5 – Commercial (Mixed Use) District, and related amendments to the East Hill Major Area Structure Plan and the Lancaster Meadows Outline Plan.

As a resident on Lampard cres., I am thankful for the opportunity to speak to the use of the neighbouring parcel of land on 30th ave. It is incomprehensible to me that there is a perceived need for more shopping facilities, coffee shops, restaurants, medical center, or any other high-traffic building. There are two high schools, two major shopping centers, the Mac's mall and the Collicut Center in the area, not to mention that the fire hall is being moved right across the street from the parcel in question. I am confused as to why the planning committee does not recognize the high density traffic of this area in their planning. Has anyone seriously evaluated this area?

A palatable case scenario, would be a treed park area. Failing that, there is no water (Spray) park on the east hill. This would only create seasonal traffic. If the committee proceeds with yet another redundant shopping center, the very least the city could do is to plant a mature tree belt along the south and east side of the development in question or a sound barrier wall along the east side of 30th and the south side of the lot in question. This would, in some small way, improve and ensure the aesthetics for the neighbourhood, which is already over-congested and inflicted with constant traffic noise.

S. Douglas

Thank you.



Name: CLAYTON GOODMAN

Mailing Address: _____ Postal Code: _____

Phone #: _____

E-mail Address: _____

General comments regarding the proposed Land Use Bylaw Amendment to redesignate 2827 – 30 Avenue (Lot 1, Block 7, Plan 952 0967) from A1 – Future Urban Development District to C5 – Commercial (Mixed Use) District, and related amendments to the East Hill Major Area Structure Plan and the Lancaster Meadows Outline Plan.

We already have quite a bit of traffic in the area with the school & the Colliet centre. Now we have a fire station going in across the street as well.

I'm concerned that any new development in this area will cause traffic & parking issues. I'm surprised you would approve a development that might interfere with the fire station & possibly delay emergency vehicles.

Clayton Goodman

Thank you.

Name: DAVID G. PARONSKI

Mailing Address: _____ Postal Code: _____

Phone #: _____ E-mail Address: _____

General comments regarding the proposed Land Use Bylaw Amendment to redesignate 2827 - 30 Avenue (Lot 1, Block 7, Plan 952 0967) from A1 - Future Urban Development District to C5 - Commercial (Mixed Use) District, and related amendments to the East Hill Major Area Structure Plan and the Lancaster Meadows Outline Plan.

As a resident whose house is going to be directly across the street from this development, my biggest concern, I guess, is that there is going to be a large condo going up in that area. If that were the case, I would absolutely be opposed to the development. Also, if there is commercial development, is there going to be a green belt or park put up to give a little distance or privacy. I'm afraid that ~~the~~ there is, all of a sudden, going to be a shopping mall across the street from my house.

I bought this house because of the nice, quiet neighborhood and I'm not crazy about these proposed changes.

Thank you.



Name: BARRY HAGLER

Mailing Address: _____ Postal Code _____

Phone #: _____ E-mail Address: _____

General comments regarding the proposed Land Use Bylaw Amendment to redesignate 2827 – 30 Avenue (Lot 1, Block 7, Plan 952 0967) from A1 – Future Urban Development District to C5 – Commercial (Mixed Use) District, and related amendments to the East Hill Major Area Structure Plan and the Lancaster Meadows Outline Plan.

I do like to see growth and development in our city and I contacted Mr. Hani Kirolos of Abanoub Developments Ltd from Calgary. The proposed future medical proposal plans he emailed look very nice and appealing. I would like to know what the plans for the rest of the property. The concerns I have are the (b) Discretionary Uses and how this will affect our neighborhood.

Will it bring more crime to the surrounding area?

Will the traffic increase through Lampard Cr. by auto, by foot or parking along north side of Lampard Cr. and area?

Under (b) Discretionary Uses, (ii) Assisted living Facility. How will this affect our neighborhood?

Will it affect my property value?

Will there be a fence around the proposed development on the south and east sides?

Thank you.

**Land Use Bylaw Amendment
3357/T-2016**

East Hill MASP Bylaw 3499/C-2016

**Amendment of Lancaster Meadows
Outline Plan**

**Public Comments received prior to
Public Hearing**

From: bill jacobson [mailto:[mailto:](#)]
Sent: August 04, 2016 11:56 AM
To: Legislative Services
Subject: Land Use Bylaw Amendment 3357/T-2016

July 30th, 2016

Re: Land Use Bylaw Amendment 3357/T-2016

East Hill Major Use Structure Plan Amendment - Bylaw 3499/C-2016

Dear Red Deer City Council;

We are writing to voice our concern over the proposed bylaw change to re-designate the parcel of land in the Lancaster Meadows area from A1-Future Urban Development District to C5-Commercial (Mixed Use) District.

Our concerns are two-fold.

First, the lack of transparency by the City in their plans for the Lancaster area. Although we live only a few houses from this parcel of land, we were not informed of this plan to re-designate. We got our information, and a copy of the letter sent out to some nearby residents, from a neighbour who, interestingly enough, lives a few metres further away from the development than we do. A similar situation arose with the City pushing through the development of the new Fire Hall at the corner of Lees and 30th Ave. We received a letter about the proposal but most of our neighbours did not. We realize that there are guidelines for whom the City must contact on these matters but in these two cases, it appears that the City may not have even done its minimum required communication.

This concern is magnified by the fact that there are no details as to what will be done with the land once it is re-designated. What is the "Mixed Commercial Use" that will be developed there?

Secondly, we are very, very concerned about the lack of vision and forethought with regard to the overall development in Lancaster. This residential neighborhood is quickly being taken over by non-residential building and the City does not appear to share the concerns that many residents have about this. In the past, approval was given multiple times to add portable classrooms to Notre Dame High school resulting in massive over-population and an explosion of problems in the community during school hours. Next the Fire Hall construction started despite the concerns raised about the lack of access in and out of the site, the loss of parking, and the short-sighted decision to put a Fire Hall in such a congested area when there were better long-term choices in the rapidly developing area to the south and east - which this new hall is to serve. Now, a small commercial area will be added directly across from two high schools, a Fire Hall and Recreation Centre.

Will the access streets be widened to reduce congestion? What kind of commercial development will be there? Will a Liquor Store open across the street from the school? A Convenience Store or Fast Food Restaurant, resulting in even more garbage and traffic and noise in the neighbourhood?

As citizens in the area, we deserve more transparency, increased communication and a clear plan for Lancaster. We are asking the City to delay this decision until there has been clear, open and detailed communication with the residents of Lancaster who are affected by these developments and we request that the City clearly articulate their long-term vision for this community.

Bill and Joanne Jacobsen

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

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



Council Decision – August 15, 2016

DATE: August 18, 2016

TO: Orlando Toews, Senior Planner

FROM: Frieda McDougall, Legislative Services Manager

SUBJECT: Proposed Amendment of the Land Use Bylaw – Bylaw 3357/T-2016
Proposed Amendment of the East Hill Major Area Structure Plan – Bylaw 3499/C-2016
Proposed Amendment of the Lancaster Meadows Outline Plan

Reference Report:

Legislative Services, dated August 2, 2016 and Planning Services, dated July 4, 2016.

Bylaw Reading:

At the Monday, August 15, 2016 Regular Council Meeting, Council gave second and third reading to the follow Amendments:

Land Use Bylaw – Bylaw 3577/T-2016 (a Land Use Bylaw Amendment to redesignate a +2.02 hectare (+5.00 acre) parcel in the Lancaster Meadows area from A1 – Future Urban Development District to C5 – Commercial (Mixed Use) District).

East Hill Major Area Structure Plan – Bylaw 3499/C-2016 (an amendment to the East Hill Major Area Structure Plan).

Resolutions:

At the Monday, August 15, 2016 Regular Council Meeting, Council passed the following Resolution:

Resolved that Council of The City of Red Deer having considered the report from the Planning Department, dated July 4, 2016 re: Proposed Amendment of the Land Use Bylaw – Bylaw 3357/T-2016, Proposed Amendment of the East Hill Major Area Structure Plan Bylaw 3499/C-2016 and Proposed Amendment of the Lancaster Meadows Outline Plan hereby agrees to amend the Lancaster Meadows Outline Plan to identify the subject site for commercial uses.

Report back to Council: No.

Comments/Further Action:

This office will amend the Bylaws and distribute in due course.



Frieda McDougall
Manager

- c. Director of Planning Services
Planning Services Manager
Corporate Meeting Administrator



August 4, 2016

Notice of Motion Submitted by Councillor Lawrence Lee re: Secondary Suites

Legislative Services

Report Summary & Recommendation:

This Notice of Motion was submitted by Councillor Lawrence Lee at the Monday, July 18, 2016 Council Meeting.

Whereas secondary suites provided an alternative housing option particularly during the economic upswing when housing options were limited but are less required and desired now that a greater variety of housing options are routinely available; and

Whereas the principle of multi-neighbourhood design allows for flexible housing choices; and

Whereas secondary suites are allowed on a discretionary basis in single family homes located in a R1, R1A, R2, R3 and C1 residential districts and are permitted uses in some areas subject to location criteria; and

Whereas secondary suites are dwelling units that are located with a primary dwelling unit, where both units are registered under the same land title; and

Whereas currently 15% of the total number of detached dwelling units within a neighbourhood are permitted to have secondary suites, without limitations to the number on a specific street or area; and

Whereas this can result in clustering of secondary suites resulting in neighbourhood impacts in terms of density, noise, traffic, parking, etc.;

Now therefore be it resolved that the overall percentage of secondary suites within a given neighbourhood be reduced to 10% of the total number of detached dwelling units; and

Further be it resolved that the total of secondary suites on any street be limited to no more than 10% of the total number of detached dwelling units on that street.

Recommendation:

That Council consider tabling the Notice of Motion Submitted by Councillor Lawrence Lee re: Secondary Suites for up to two weeks as Councillor Lee will not be present at the Monday, August 15, 2016 Council Meeting.



City Manager Comments:

I support the recommendation of Administration.

Craig Curtis
City Manager

Proposed Resolution:

Resolved that Council of The City of Red Deer, having considered the report from Legislative Services, dated August 4, 2016, re: Notice of Motion Submitted by Councillor Lawrence Lee re: Secondary Suites hereby agrees to table the Notice of Motion for up to two weeks as Councillor Lee will not be present at the Monday, August 15, 2016 Council Meeting.



Council Decision – August 15, 2016

DATE: August 18, 2016
TO: Samantha Rodwell, Deputy City Clerk
FROM: Frieda McDougall, Legislative Services Manager
SUBJECT: Notice of Motion Submitted by Councillor Lawrence Lee Re: Secondary Suites

Reference Report:

Legislative Services, dated April 4, 2016.

Resolution:

At the Monday, August 15, 2016 Regular Council Meeting, Council passed the following Resolutions:

Resolved that Council of The City of Red Deer, having considered the report from Legislative Services, dated August 4, 2016 re: Notice of Motion Submitted by Councillor Lawrence Lee re: Secondary Suites hereby agrees to table the Notice of Motion for up to two weeks as Councillor Lee will not be present at the Monday August 15, 2016 Council Meeting.

Report back to Council: Yes.

Comments/Further Action:

A handwritten signature in blue ink, appearing to read 'Fm Dougall'.

Frieda McDougall
Manager

- c. Director of Planning Services
Inspections & Licensing Manager
Corporate Meeting Administrator