

**FILE**

DATE: April 11, 1995  
TO: All Departments  
FROM: City Clerk  
RE: PLEASE POST FOR THE INFORMATION OF EMPLOYEES

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**S U M M A R Y O F D E C I S I O N S**

★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★

FOR THE REGULAR MEETING OF RED DEER CITY COUNCIL

HELD IN THE COUNCIL CHAMBERS, CITY HALL

**MONDAY, APRIL 10, 1995**

COMMENCING AT 4:30 P.M.

★ ★

- (1) Confirmation of the Minutes of the Regular Meeting of March  
13, 1995

**DECISION - CONFIRMED AS TRANSCRIBED**

PAGE

(2) **UNFINISHED BUSINESS**

- 1) Assistant City Clerk - Re: Land Use Bylaw Amendment  
2672/K-95/Road Right-of-Way Widening/Setbacks/Downtown  
Area

.. 1

**DECISION - BYLAW GIVEN 1ST READING**

- 2) Engineering Department Manager - Re: Traffic in the Pines  
Subdivision

.. 2

**DECISION - AGREED TO TABLE THIS REPORT FOR A TWO WEEK  
PERIOD**

- 3) City Clerk - Re: 1995 Standard Development Agreement/Administration and Survey Network Levies . . 21

**DECISION - AGREED TO LIFT FROM THE TABLE AND APPROVED REVISED RATES AS RECOMMENDED IN THE REPORT DATED APRIL 3, 1995**

- 4) City Clerk - Re: Permit Bylaw 3132/95 - Quality Management Plan/Electrical Installations . . 27

**DECISION - BYLAW GIVEN 3 READINGS**

- 5) Assistant City Clerk - Re: Organizational Bylaw 3130/95 . . 28

**DECISION - AGREED TO RECONSIDER 2ND READING OF THE BYLAW, AGREED TO AMENDMENT TO BYLAW AND GAVE BYLAW 2ND & 3RD READINGS**

- 6) Bylaws & Inspections Manager - Re: The License Bylaw Amendment 2846/A-95/Resident and Non-Resident Business Licenses . . 29

**DECISION - BYLAW GIVEN 3RD READING**

(3) **PUBLIC HEARINGS**

- 1) City Clerk - Re: Land Use Bylaw Amendment 2672/J-95/Provides for Home Occupations" which are strictly for "office use only" as a permitted use in A1, R1, R2 and R3 districts . . 30

(4) **REPORTS**

- 1) Engineering Department Manager - Re: Standard Development Agreement/Private Subdivision Development . . 31

**DECISION - APPROVED USE OF THE STANDARD DEVELOPMENT AGREEMENT AS RECOMMENDED BY THE ENGINEERING DEPARTMENT MANAGER**

- 2) Assistant City Clerk - Re: Adoption Bylaw Amendment  
3123/A-95/Schedule "A" . . 33

**DECISION - BYLAW GIVEN 3 READINGS**

- 3) Finance & Audit Committee - Re: Review of 1994 Investment  
Performance . . 34

**DECISION - REPORT RECEIVED AS INFORMATION AND FILED**

- 4) Director of Corporate Services - Re: Appointment of the City's  
Representative/Alberta Municipal Financing  
Corporation/Annual Meeting . . 39

**DECISION - AGREED TO APPOINT ALAN WILCOCK OR DESIGNEE TO  
REPRESENT AND VOTE THE SHARES OF THE CITY AT THE ANNUAL  
GENERAL MEETING OF THE ALBERTA MUNICIPAL FINANCING  
CORPORATION**

- 5) Finance & Audit Committee - Re: 1994 Operating Results and  
Significant Budget Variances . . 40

**DECISION - REPORT RECEIVED AS INFORMATION AND FILED**

- 6) Finance & Audit Committee - Re: 1994 Accounts Receivable  
Write-offs . . 65

**DECISION - APPROVED 1994 ACCOUNTS RECEIVABLE WRITE-OFFS  
AS RECOMMENDED BY THE FINANCE AND AUDIT COMMITTEE**

- 7) Director of Corporate Services - Re: Council Policy 405/Year  
End Surpluses . . 70

**DECISION - APPROVED AMENDMENT TO COUNCIL POLICY 405  
RELATING TO 50% BUDGET SAVINGS BY DEPARTMENT AND AGREED  
TO CREATION OF A \$100,000 FUND FOR BROAD ORGANIZATIONAL  
STAFF TRAINING**

(5) **CORRESPONDENCE**

- 1) Environmental Advisory Board - Re: FCM - National Packaging Protocol . . 74

**DECISION - AGREED TO WRITE LETTER OF SUPPORT TO CONTINUE SUPPORT FOR THE NAPP PROGRAM**

- 2) Alcohol-Drug Education Association of Alberta - Re: Concerns relative to the Government's Gambling Policy . . 83

**DECISION - AGREED TO SEND LETTER TO PROVINCE OPPOSING THE PROVINCIAL GAMBLING POLICY AS IT RELATES TO VIDEO LOTTERY TERMINALS**

- 3) Red Deer International Airshow Re: The Snowbirds/Promotion for upcoming airshow . . 90

**DECISION - APPROVED SNOWBIRDS FLY OVER ON AUGUST 3, 1995**

- 4) Daine Pfeifle - Re: Primerica, #12 - 7429 - 49 Avenue/Request to Locate in an I1 District . . 92

**DECISION - DENIED REQUEST TO LOCATE IN AN I1 DISTRICT**

(6) **PETITIONS AND DELEGATIONS**

(7) **NOTICES OF MOTION**

- 1) City Clerk - Re: The Centrum/Smoking/Referendum . . 96

**DECISION - AGREED TO TABLE PENDING RESPONSE FROM WESTERNER BOARD ON THIS ITEM**

(8) **WRITTEN ENQUIRIES**

(9) **BYLAWS**

- 1) 2672/J-95 - Land Use Bylaw Amendment/Provides for Home Occupations" which are strictly for "office use only" as a permitted use in A1, R1, R2 and R3 districts - 2nd & 3rd readings . . 30

**DECISION - BYLAW GIVEN 2ND & 3RD READINGS**

- 2) 2672/K-95 - Land Use Bylaw Amendment/Road Right-of-Way Widening/Setbacks in the Downtown Area - 1st reading . . 1  
.. 97

**DECISION - BYLAW GIVEN 1ST READING**

- 3) 2846/A-95 - The License Bylaw Amendment/Resident and Non-Resident/Term of License - 3 readings . . 29  
..109

**DECISION - BYLAW GIVEN 3 READINGS**

- 4) 3123/A-95 - Adoption Bylaw Amendment/Schedule "A"/Addition of Roll Numbers - 3 readings . . 33  
..110

**DECISION - BYLAW GIVEN 3 READINGS**

- 5) 3130/95 - Organizational Bylaw/New Municipal Government Act, R.S.A., 1980, Ch. M-26.1 (1994) - 2nd & 3rd readings . . 28  
..112

**DECISION - BYLAW GIVEN 2ND & 3RD READINGS**

- 6) 3132/95 - Permit Bylaw/Electrical Installations - Red Deer - 3rd reading . . 27  
..125

**DECISION - BYLAW GIVEN 3RD READING**

## ADDITIONAL AGENDA

- 1) Social Planning Manager - Re: Golden Circle Seniors Centre Board

**DECISION - AGREED TO REQUEST FROM THE GOLDEN CIRCLE BOARD A REPORT DETAILING COST ANALYSIS BY PROGRAM AS REQUESTED BY THE RED DEER & DISTRICT F.C.S.S. BOARD**

# **A G E N D A**

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FOR THE REGULAR MEETING OF RED DEER CITY COUNCIL

TO BE HELD IN THE COUNCIL CHAMBERS, CITY HALL,

**MONDAY, APRIL 10, 1995,**

**COMMENCING AT 4:30 P.M.**

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PAGE

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| 1) | Assistant City Clerk - Re: Land Use Bylaw Amendment<br>2672/K-95/Road Right-of-Way Widening/Setbacks/Downtown<br>Area      | .. 1  |
| 2) | Engineering Department Manager - Re: Traffic in the Pines<br>Subdivision   | .. 2  |
| 3) | City Clerk - Re: 1995 Standard Development<br>Agreement/Administration and Survey Network Levies                           | .. 21 |
| 4) | City Clerk - Re: Permit Bylaw 3132/95 - Quality Management<br>Plan/Electrical Installations                                | .. 27 |
| 5) | Assistant City Clerk - Re: Organizational Bylaw 3130/95  | .. 28 |
| 6) | Bylaws & Inspections Manager - Re: The License Bylaw<br>Amendment 2846/A-95/Resident and Non-Resident Business<br>Licenses | .. 29 |

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- 1) Engineering Department Manager - Re: Standard Development Agreement/Private Subdivision Development . . 31
- 2) Assistant City Clerk - Re: Adoption Bylaw Amendment 3123/A-95/Schedule "A" . . 33
- 3) Finance & Audit Committee - Re: Review of 1994 Investment Performance . . 34
- 4) Director of Corporate Services - Re: Appointment of the City's Representative/Alberta Municipal Financing Corporation/Annual Meeting . . 39
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(7)	<b><u>NOTICES OF MOTION</u></b>	
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Committee of the Whole:

- 1) Financial Matter
- 2) Financial Matter
- 3) Land Matter
- 4) Administrative Matter

NO. 1

DATE: April 3, 1995  
TO: City Council  
FROM: Assistant City Clerk  
RE: LAND USE BYLAW AMENDMENT 2672/K-95

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At the Council Meeting of March 13, 1995, the Road Right-of-Way Widening Report dated September 20, 1994, was approved. As a result of this approval, amendments are required to the Land Use Bylaw respecting setbacks on some of the streets in the downtown area.

RECOMMENDATION:

That Bylaw 2672/K-95 be read a first time.



Jeff Graves  
Assistant City Clerk

JG/ds

**DATE: APRIL 11, 1995**  
**TO: PRINCIPAL PLANNER**  
**FROM: CITY CLERK**  
**RE: LAND USE BYLAW AMENDMENT 2672/K-95**


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At the Council Meeting of April 10, 1995, first reading was given to the above noted Land Use Bylaw Amendment, a copy of which is attached hereto.

Land Use Bylaw Amendment 2672/K-95 provides for amendments to the Land Use Bylaw with respect to setbacks on some of the streets in the Downtown area, as outlined in the Road Right-Of-Way Widening Report dated September 20, 1994.

This office will now proceed with preparation of advertising for a Public Hearing to be held in the Council Chambers of City Hall, on Monday, May 8, 1995, commencing at 7:00 p.m. or as soon thereafter as Council may determine.

Trusting you will find this satisfactory.



KELLY KLOSS  
City Clerk

KK/clr  
attchs.

cc: Director of Development Services  
Bylaws and Inspections Manager  
Council and Committee Secretary, S. Ladwig

DATE: March 27, 1995

TO: City Clerk

FROM: Engineering Department Manager

RE: **TRAFFIC IN THE PINES SUBDIVISION**

---

At the Council Meeting of June 20, 1994, a request for an additional lane barrier, from Ed and Ruth Smith on Phelan Close, was considered. A resolution was passed indicating that the request was to be taken to the Pines Community Association and possible roadway changes taken to the community at large. In this regard, an Open House was set up with participation from the Pines Community Association, the City Planners, and the Transit Department, in the Pines Elementary School on January 12, 1995, between the hours of 4 p.m. - 6 p.m. and 7 p.m. - 8 p.m. Notification of the Open House was advertized twice in the Red Deer Advocate and promoted by the Pines Community Association. Written notices were given to the School for distribution to each student to take home, and advance information articles were published by Advisor Publications. Thirty-six residents were in attendance and 32 questionnaires were returned to the Engineering Department.

A number of solutions were presented at the Open House, with the questionnaires yielding the following results:

1. Leave the barriers in the lanes and at the north end of Page Ave as is. 11 (34%)
2. Remove the barriers in the lanes and at the north end of Page Ave and take new traffic counts to determine if an abnormal traffic pattern evolves. 11 (34%)
3. Add a third barrier in the Phelan Crescent lane as requested by the Smiths. 11 (34%)
4. Reconstruct the north end of Page Avenue to connect to Parke Avenue, keep the existing lane barriers, and add the third lane barrier as requested by the Smiths. 9 (28%)
5. Install a bus trap in addition to item 4. 6 (19%)

Note: When asked if the residents would support a local improvement tax to pay for any roadway improvements in the Pines, 11 (34%) said YES and 21 (66%) said NO.

Note: Another improvement was brought forward at the Open House by some of the residents. (The installation of a diagonal traffic diverter at the intersection of Piper Drive and Pameley Avenue and removal of the existing lane and Page Avenue barriers). This alternative was considered and turned down by Council years ago.

City Clerk  
Page 2  
March 27, 1995

The Open House results were sent to the Pines Community Association President on January 25, 1995, who in turn discussed the results with the Association Executive. As a result, the attached letter was received from Mr. LaBuc on February 13, 1995, confirming that the Association wishes to have the City again explore the possibility of the diagonal diverter at the intersection of Piper Drive and Pamelly Avenue. It is our understanding that the Executive did not wish to go back to the residents as they felt that they would be unable to obtain a clear majority opinion on any alternative. Based on preliminary cost figures supplied by the Engineering Department, they felt that the cost of the diverter is less than the reconstruction of the north end of Page Avenue, and more importantly the diverter addresses two issues within the Subdivision, where the Page Avenue reconstruction only addresses the one at the north end of the subdivision.

### **KEY ISSUES**

1. Existing shortcutting through the Phelan Close lanes and potential shortcutting on Page Avenue if the existing barriers were removed.
2. Existing shortcutting on Piper Drive and Pamelly Avenue, between Gaetz Avenue and 67 Street. The Engineering Department counted a heavy eastbound traffic volume on Piper Drive at 3146 vehicles per day verses 1361 vehicles per day westbound, which would tend to support this claim and has observed a bus and a large oil field truck using this route to either access the Parkland Mall or the 67 Street Bridge.

*The Association is requesting that the City try the diverter with portable concrete barriers for a six month trial period and, if successful, proceed with permanent construction. If unsuccessful, the Association is requesting the reconstruction of the north end of Page Avenue with the bus trap. This request does not necessarily have the support of the Pines' residents as a whole.*

In accordance with the current Community request, the Engineering Department has completed the following:

- a. Prepared and attached preliminary plans illustrating the changes that are currently being requested (drawings 1, 2, and 3).
- b. Prepared a preliminary cost estimate of \$80,000 to reconstruct the north end of Page Avenue (drawings 4 and 5).
- c. Prepared a preliminary cost estimate of \$35,000 for the permanent traffic diverter at the intersection of Piper Drive and Pamelly Avenue. The trial installation would likely cost in the order of \$2,000 to remove old barriers and install the new portable barriers (drawings 2 and 3).

City Clerk  
Page 3  
March 27, 1995

- d. Circulated both options to other City Departments to determine if there are any adverse operational concerns that either installation may cause (the written responses are attached).

Note: Since the Open House, the Engineering Department has received phone calls from Pines residents expressing concerns ranging from "don't do anything" to "reconstruct the north end of Page Avenue" to "can't wait for the traffic diverter at the intersection of Piper Drive and Pamelly Avenue" to "totally opposed to the traffic diverter".

### **SUMMARY**

In view of the long history associated with the current situation, the Engineering Department would normally recommend that the extent of the traffic problem be determined by removing the lane and Page Avenue barriers that have accumulated over the years, and through a program of traffic counting (including stopping motorists to determine their origin and destination), actually measure the traffic volumes and patterns that would materialize. This work would then be used as part of a comprehensive area traffic study to assess the extent of the problem. A specialized transportation consultant would be recommended by the Engineering Department to do the work. From that information, Council could then confirm the respective functions of the subdivision collector roadways and determine a course of action.

In this case, however, the Engineering Department has been working with the Community Association and the residents of the Pines Subdivision endeavouring to accommodate the majority of the concerns. It is clear from the Open House and from the Association, that the community does not want to remove the barriers and continue with further engineering analysis.


It should be noted that the various City Departments do not foresee any major operation problems arising from either proposal and would support a trial installation.

### **RECOMMENDATION**

If Council wishes to proceed with the current request of the Association for a trial period beginning May 1, 1995 and ending October 27, 1995, we would suggest that this report be tabled for a two week period to allow the Engineering Department and/or the Community Association to obtain some feedback relative to the Diverter Proposal. We will prepare a notice with a diagram that briefly outlines the proposal and deliver it to each residence through the City Utility Billing System. Based on the feedback received during that two week period, Council could then determine whether or not to proceed. Neither the Engineering Department nor the Public Works Department have funds set aside to complete any aspect of this project. The trial

City Clerk  
Page 4  
March 27, 1995

installation is expected to cost approximately \$2,000. The permanent installation could be budgeted in the 1996 Operating Budget. The direction of Council is respectfully requested.



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

KGH/emg  
Att.

c.c. Fire Chief  
c.c. RCMP  
c.c. Public Works Manager  
c.c. Transit Manager  
c.c. By-laws & Inspections Manager  
c.c. Principal Planner  
c.c. Parks, Recreation, and Culture Manager  
c.c. Pines Community Association President

Rec'd  
Feb 14/95  
Kist

Mr. Ken Haslop  
City of Red Deer  
Engineering Department  
P. O. Box 5008  
Red Deer, Alberta  
T4N 3T4  
Fax: 347-1138

February 13, 1995

Dear Ken,

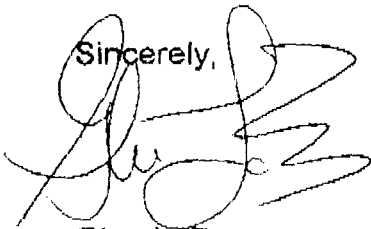
As per our conversation on this date, please note the recommendation of the Pines Community Association executive regarding the Pines traffic concerns.

We would like to recommend the use of the barrier system that had been proposed a number of years ago be used (see attached drawing). The barriers at Pamelly Avenue and Piper Drive should help to slow the amount of short cutting through the Subdivision and balance the traffic flow. Placement of the barriers would then allow the opening of Page Avenue to two way traffic and eliminate the need for any proposed alley barriers. We have chosen this course as it addresses the traffic concerns of the entire community and appears to be the most cost effective.

At the same time, I must stress that this plan be considered on a trial basis, perhaps six months time. It is imperative that, should the barrier system not work, that we move promptly to the plan of reconstruction of the north end of Page Avenue, with consideration given to installation of a bus trap. As you are aware, this was the plan that 47% of the open house attendees favoured. In hindsight, it is unfortunate that the Pamelly/Piper barrier plan was not resurrected prior to the open house as we feel that this plan would have been of great interest to Pines residents.

Thank you for your attention to this matter, and I look forward to discussing this further.

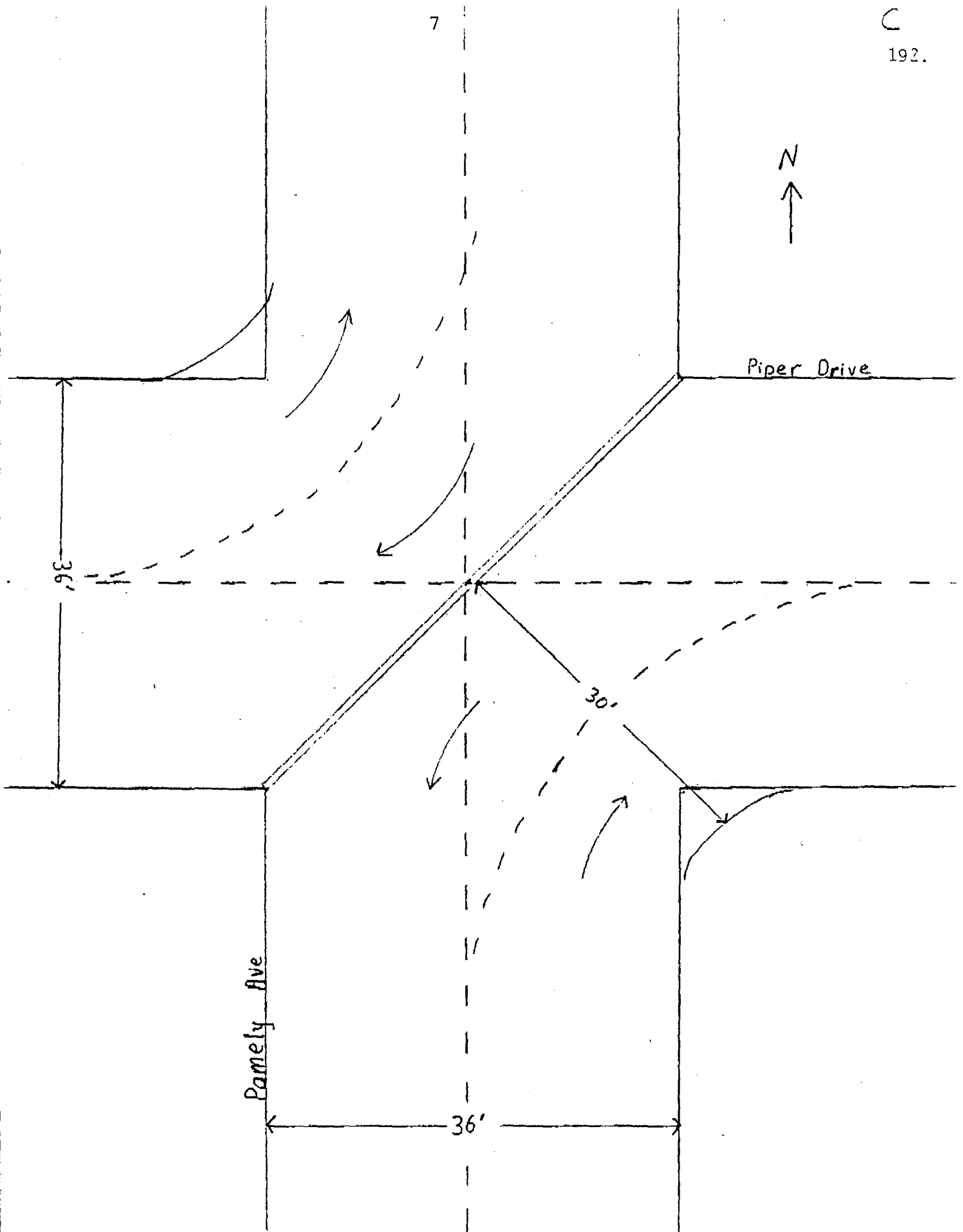
Sincerely,



Glen LaBuc  
President, Pines Community Association

Attachment





**RED DEER REGIONAL PLANNING COMMISSION**

2830 Bremner Avenue  
Red Deer, Alberta  
T4R 1M9

Telephone: (403) 343-3394  
Fax: (403) 346-1570

**M E M O R A N D U M**

**DATE:** March 10, 1995  
**TO:** Ken Haslop  
Engineering Department Manager  
**FROM:** Paul Meyette, Principal Planner  
**RE:** Report on Traffic in the Pines Subdivision

March 17 1995

*Ken  
file for now.*

Thank you for a draft copy of your report dated March 3, 1995. I have the following comments.

**Page 1** In the first note you indicate that combining items 4 and 5 would indicate support for re-construction of the North end of Page Avenue. Can you combine the votes on items 4 and 5 or are they the same people that were voting?

**Page 2** No comments

**Page 3** It is unclear in the final paragraph where the budget would come from to construct the permanent lane barrier should it be acceptable.

What kind of hazard would a temporary barrier create for traffic?

**OVERALL COMMENTS**

The original resolution by Council sought to resolve a request concerning the Phelan Crescent lane closure. The installation of a diverter as proposed in the report would not solve this original complaint. In fact, it may worsen the problem. The diverter solution would only solve the commercial traffic problem on Piper and Pamelty.

Planning staff suggest that another public discussion be held. In view of the conflicting views within the community, a public meeting format may be most appropriate. We are concerned about expending any further funds unless a consensus is reached within the community.



Paul Meyette, ACP, MCIP  
Principal Planner, City Section

PM/sdd

RPC - 5.331

**DATE:** March 7, 1995      MAR - 8 1995  
**TO:** KEN HASLOP  
Engineering Department Manager  
**FROM:** DON BATCHELOR  
Recreation, Parks & Culture Manager  
**RE:** TRAFFIC IN THE PINES SUBDIVISION

*Ken  
file.*

---

I support the recommendations outlined in your March 3, 1995 draft report to City Council. The test/pilot recommendation, including temporary barriers at Pamelly Avenue and Piper Drive, may illustrate the effectiveness and public satisfaction with this alternative.

If this solution proves to be acceptable, we will work with your staff in designing a permanent barrier, complete with landscaping, at this intersection.

With respect to Parker Avenue and 74 Street, these improvements will require the relocation of some trees, which can be accommodated with a large tree spade.



DON BATCHELOR

:ad

- c. Ed Morris, Recreation Development Superintendent  
Ron Kraft, Parks Construction/Maintenance Superintendent

DATE: 6 March 1995 **MAR - 9 1995**

TO: Ken Haslop  
Engineering Services

FROM: Bylaws and Inspections Manager

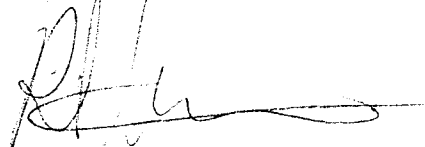
RE: **TRAFFIC IN THE PINES SUBDIVISION**

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~~Ken~~  
file

In response to your memo of March 3, 1995 regarding the above referenced matter, we wish to advise that we have no comments at this time.

Yours truly,



R. Strader  
Bylaws and Inspections Manager  
BUILDING INSPECTION DEPARTMENT

RS/vs

## Memorandum

MAR 14 1995

Date: March 14, 1995  
To: Engineering Department Manager  
From: Transit Manager  
RE: **TRAFFIC IN THE PINES SUBDIVISION**

*OK'd  
Erica - file for  
now.*

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After consideration the Transit Department has noted the following concerns, comments and required action to work with your proposed changes for roadways in the Pines Subdivision.

- Curbing at the north east and south east corners of Piper Drive and Pamelly will need to be cut for accessibility. Current zone location is on Low-Floor Accessible Bus Route.
- Removal of transit zones on Pamelly @ Piper Drive, Patterson Crescent, and Page Avenue. These zones would remain commissioned and bagged out of service until final decisions have been made. The biggest concerns with these removals, are that customers living in the Pines Lodge will have to cross the street to board the bus. We also recognize that the walking distance for customers in the north west corner of Patterson Crescent will be increased by 225 meters for a total of 400 meters walking distance to a transit zone. As mentioned in a previous report, the average number of customers affected by the change would be 27 people per day.
- Removal and placement of one (1) City owned transit shelter from the north east corner of Pamelly Avenue @ Piper Drive to the boulevard area on Pamelly Avenue 60 meters south of Pamelly Avenue and Piper Drive. This location increases the walking distance for customers living in the Pines Lodge, but is better suited to shelter placement than the easement area beside the home on the south east corner of Piper Drive and Pamelly Avenue. This location would have to be excavated in order for the shelter to be level and not an eyesore. As well, when possible, the Department places zones where there is the least effect to home owners.
- Placement of two (2) new commissioned zones; same location as City owned shelter above, and on Page Avenue immediately across the street from the Pines School by the green belt. It is worth noting, that following current route direction, the entire roadway of Piper Drive is not conducive to zone placement as all of the homes between Pamelly Avenue and Page Avenue face onto Piper Drive. Zone placement under this type of situation is not usually positive. We would recommend not placing a zone on Piper Drive at this time.

.../2

- Route timing indicates that there will be a very slight increase in time, but generally does not appear to be a concern.

### **SUMMARY**

We see little difficulty in changing the transit route in the Pines Subdivision with some concerns regarding accessibility and additional walking distance for customers living in the Pines Lodge, and the additional walking distance for customers at the northern end of Patterson Crescent.



Kevin Jolt  
Transit Manager

Kj/slm

c. Director of Community Services

PATH: gord\memos\pines.trf  
MASTERFILE: 1980.326

DATE: March 15, 1995

MAR 16 1995

TO: Engineering Services Manager

FROM: Public Works Manager

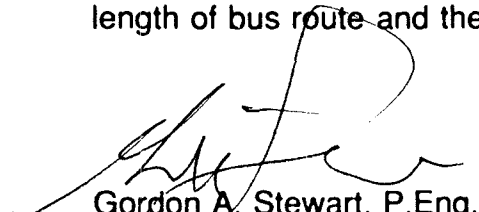
*Ken  
file*

**RE: PINES SUBDIVISION TRAFFIC PROBLEM**

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We support the recommendation for a temporary diagonal closure of the Pamely Avenue and Piper Drive intersection.

We do, however, have some concerns. If Transit is diverted onto Piper Drive, we are concerned that the existing pavement structure may not be able to take the additional loading. We also anticipate there will be additional snow and ice costs due to the extra length of bus route and the fact we can not plow along Piper Drive.



Gordon A. Stewart, P.Eng.  
Public Works Manager

/blm



Royal Canadian Mounted Police  
Gendarmerie royale du Canada

Security Classification / Designation  
Classification / Désignation sécuritaire

Protected "A"

RED DEER CITY R.C.M.POLICE  
Bag 5033  
RED DEER, Alberta  
T4N 6A1

Your file

Votre référence

Our file

Notre référence

March 16, 1995

CITY OF RED DEER  
Engineering Department  
4914 - 48 Avenue  
RED DEER, Alberta

MAR 20 1995

*Ken  
Eng - file*

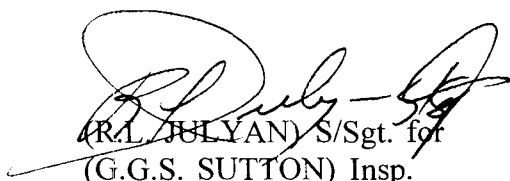
ATTN: Ken G. HASLOP, P. Eng.

Dear Sir:

**RE: TRAFFIC IN THE PINES SUBDIVISION**

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In review of your proposals, please be advised that the temporary intersection construction on Piper Drive at Pamely Avenue is certainly worth trying. I see no problems from a Police perspective.

  
(R.L. JULYAN) S/Sgt. for  
(G.G.S. SUTTON) Insp.  
Red Deer City Detachment

/cf

Canada



MAR - 8 1995

DATE: March 8, 1995  
TO: Ken Haslop  
Engineering Department Manager  
FROM: Fire Chief  
RE: TRAFFIC IN THE PINES SUBDIVISION

*Ken  
file*

Our department's position has not changed with respect to the various options put forth to control traffic in the Pines.

The proposal to install a traffic diverter is not favoured by our department as it could increase response times by 4 - 5 minutes should principal access points to the subdivision become blocked due to traffic congestion, a motor vehicle accident, or a utility problem.

I recognize that your department is as frustrated as anyone regarding this on-going problem, and I would support your proposal to implement the diverter on a trial basis, but ensuring that the residents are aware that this could have an impact on emergency vehicle response times.



R. Oscroft  
Fire Chief

RO/dd

COMMENTS:

Concur with recommendation of the Engineering Department Manager.

"G. SURKAN"

Mayor

"M.C. DAY"

City Manager

**MICHELLE L ROTH  
65 PAGE AVE, RED DEER, AB T4P 1J7**

---

July 28, 1995

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

Attention: Kelly Kloss, City Clerk

Dear Mr. Kloss

This letter is a follow up to our telephone conversation in May regarding traffic in the Pines subdivision.

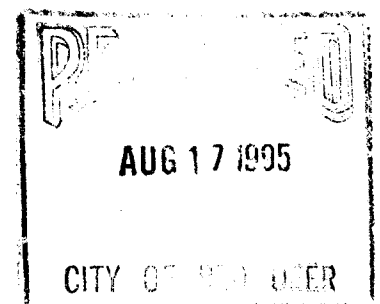
A petition circulated by Joan Davidson submitted to your office in April 1995 was intended to reflect the opinion of all Pines residents as to a viable solution to the Pines traffic problem. Please note that Page Avenue residents were not surveyed for that particular petition, therefore it does not adequately reflect the opinion of the Pines residents.

Thank-you for your attention to this matter and I trust this letter will be filed with the above noted petition.

Yours truly;



Michelle Roth



**DATE: APRIL 12, 1995**  
**TO: ENGINEERING DEPARTMENT MANAGER**  
**FROM: CITY CLERK**  
**RE: TRAFFIC IN THE PINES SUBDIVISION**

---

At the Council Meeting of April 10, 1995, consideration was given to your report dated March 27, 1995 concerning the above topic. At this meeting the following resolution was passed:

"RESOLVED that Council of The City of Red Deer, having considered report from the Engineering Department Manager dated March 27, 1995, re: Traffic In The Pines Subdivision, hereby agrees that said report be tabled for a two week period to allow the Engineering Department and/or the Community Association to obtain feedback relative to the Diverter Proposal, and as presented to Council April 10, 1995."

As outlined in the above noted resolution, this matter is tabled until the April 24, 1995 Council Meeting. In this regard I ask that you contact all interested parties and advise them of the date this item will appear before Council and also indicate to them that the item will be scheduled for 7:00 p.m.

Trusting you will find this satisfactory.



KELLY KLOSS  
City Clerk

KK/clr

cc: Fire Chief  
R.C.M.P. Inspector  
Public Works  
Transit Manager  
Bylaws and Inspections Manager  
Recreation, Parks and Culture Manager  
Principal Planner

NO. 3

**DATE: MARCH 28, 1995**  
**TO: CITY COUNCIL**  
**FROM: CITY CLERK**  
**RE: 1995 STANDARD DEVELOPMENT AGREEMENT, ADMINISTRATION  
AND SURVEY NETWORK LEVIES**

---

At the Council Meeting of March 27, 1995, consideration was given to the attached report from the Engineering Department Manager dated March 21, 1995, concerning the above topic. At this meeting the following resolution as introduced:

"RESOLVED that Council of The City of Red Deer having considered report from the Engineering Department Manager dated March 21, 1995, re: 1995 Standard Development Agreement, Administration and Survey Network Levies hereby approves the revised Administration Levy and Survey Network Levy rates as outlined in the above noted report, and as presented to Council March 27, 1995."

Prior to voting on the above resolution, however, the following tabling motion was introduced and passed:

"RESOLVED that Council of The City of Red Deer hereby agrees to table the resolution relative to the 1995 Standard Development Agreement, Administration and Survey Network Levies, pending receipt of additional information from the Engineering Department.

Council further agrees that customers be advised that Standard Development Agreements may be subject to the new levies presented to Council on March 27, 1995."

This matter is again presented to Council for consideration with the requested information attached hereto.



KELLY KLOSS  
City Clerk

KK/clr  
attchs.

DATE: April 3, 1995

TO: City Clerk

FROM: Engineering Department Manager

RE: **1995 STANDARD DEVELOPMENT AGREEMENT  
ADMINISTRATION AND SURVEY NETWORK LEVIES**

---

We have the following comments pursuant to our Council report of March 21, 1995 and the Council request for additional information pertaining to the proposed Administration Levy rate increase for 1995 Development Agreements.

**1. Fixed Rate vs Actual Cost**

We would not recommend that the developers be charged the actual cost of administering the specific Development Agreement (as compared to the current fixed rate system) because this would increase the amount of accounting and invoicing required. In the end, this would increase the cost of providing this service to the developer. Furthermore, a significant amount of work is done updating standards, discussing development proposals, and providing information to developers prior to a Development Agreement being signed. This general development time would be lost because specific accounts would not yet have been set up. As it is, a significant amount of this time is charged to the taxpayer through our general operating accounts for this type of work.

**2. Camera Inspection**

A review of the administration levy rate has not been done since 1990. The rate has simply been adjusted for inflation since that time. Looking back to the 1990 Council report, we found that camera inspection was not included in the rate calculation. This is the main reason that our costs are exceeding our revenues and a substantial rate increase is required.

Camera inspection of sewer lines has been done for many years. It allows us to view the inside of sewer lines after they are installed to determine if there are any problems that would cause maintenance costs in the future.

**3. Minimum Fee**

Attached is a sheet that includes a table entitled Minimum Fee Analysis that lists the three developments that paid the minimum administration fee of \$2,270 last year and the cost of administering them. As you can see, two of the developments paid slightly more than the actual cost and one paid less. On average, the cost was approximately \$2,130 per Development Agreement, including a portion of the general development cost. Based on the above, we would recommend that the minimum fee not be increased this year.

#### 4. UDI Review

Our staff met with the Urban Development Institute (UDI) to discuss the proposed rate increase. Attached is a letter from UDI in this regard.


In response to UDI, we feel that our costs are justified and efficient. The reason that our costs have gone up is because not all of our costs were accounted for in the past.

The 10% rate increase recommended in our previous Council report only accounts for approximately half of our unrecovered cost. We recommended that our costs be reviewed again next year and if required, a further increase be implemented. This is in effected a staged implementation of the rate increase, as requested by UDI.

#### RECOMMENDATION

We respectfully recommend that Council approve the following rate changes:

DEVELOPMENT TYPE	CURRENT RATE	PROPOSED RATE
<b>Administration Levy</b>		
a. Residential	\$1,590 on first 16 ha \$1,250 on remaining area	\$1,850 /ha*
b. Industrial/Commercial	\$1,195 /ha	\$1,315 /ha*
c. Minimum Administration Levy per Development Agreement	\$2,270	\$2,270
* Note that the proposed rate increase is 10% plus the \$98/ha for traffic review.		
<b>Survey Network Levy</b>		
All Development Types	\$285	\$285

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

TCW/emg  
Att.  
c.c. Director of Corporate Services  
c.c. Subdivision Administrator  
c.c. UDI, Martin Broks

# 1994 DEVELOPMENT AGREEMENT ADMINISTRATION CHARGE REVIEW

SUBDIVISION		DEVELOPMENT AGREEMENT ADMINISTRATION CHARGES	ADMINISTRATION COSTS						
DESCRIPTION	AREA (ha)		ACTUAL COSTS IN 1994			PROJECTED COSTS			TOTAL COST
			AGREEMENT PREPARATION	CCC CAMERA INSPECTION	CONSTRUCTION INSPECTION	RECORD DRAWINGS	FAC CAMERA INSPECTION	FAC INSPECTION	
Seibel Const. Highland Gr.	0.720	\$2,270	\$222	\$115	\$434	\$230	\$172	\$350	\$1,522
Rosedale Phases 1C & 2B	6.287	\$11,445	\$384	\$1,710	\$4,916	\$1,140	\$2,566	\$1,700	\$12,415
Eastview Phases 13 & 14	4.649	\$7,392	\$399	\$1,634	\$3,391	\$740	\$2,452	\$1,100	\$9,716
Deer Park Phase 5C	1.564	\$2,487	\$764	\$585	\$1,167	\$250	\$877	\$350	\$3,993
Kentwood Phase 6	3.460	\$5,501	\$435	\$1,098	\$1,801	\$550	\$1,646	\$850	\$6,380
Stolz - Deer Park Phase 4E	0.666	\$2,270	\$200	\$338	\$149	\$230	\$506	\$350	\$1,773
Anders East Phase 3	3.394	\$5,396	\$287	\$1,228	\$1,331	\$540	\$1,842	\$800	\$6,029
Parkvale Place	1.794	\$2,852	\$352	\$582	\$860	\$290	\$873	\$450	\$3,407
Deer Park Phases 5D & 6B	1.948	\$3,097	\$435	\$812	\$406	\$310	\$1,218	\$450	\$3,632
Kentwood Phases 5B & 5D	1.532	\$2,436	\$376	\$243	\$501	\$240	\$364	\$350	\$2,073
Deer Park Phase 6C	1.986	\$3,158	\$155	\$498	\$461	\$320	\$747	\$450	\$2,631
Eastview Phase 15	1.219	\$2,270	\$200	\$724	\$509	\$230	\$1,086	\$350	\$3,100
General Development	—	—	\$4,085	—	—	—	—	—	\$4,085
TOTALS	29.219	\$50,575	\$8,294	\$9,566	\$15,926	\$5,070	\$14,350	\$7,550	\$60,756
COST PER HECTARE	—	—	\$284	\$327	\$545	\$174	\$491	\$258	\$2,079

## MINIMUM FEE ANALYSIS

DESCRIPTION	ADMINISTRATION	
	CHARGES	COST
Seibel Const. Highland Gr.	\$2,270	\$1,522
Stolz - Deer Park Phase 4E	\$2,270	\$1,773
Eastview Phase 15	\$2,270	\$3,100
Portion of General Development cost (3/12's)		\$1,021
<b>TOTALS</b>	<b>\$6,810</b>	<b>\$6,395</b>
<b>COST PER AGREEMENT</b>	<b>-</b>	<b>\$2,132</b>

## COST BREAKDOWN BY TASK

Agreement Preparation	\$284
Camera Inspections	\$819
Construction Inspections	\$803
Record Drawings	\$174
<b>TOTAL:</b>	<b>\$2,079</b>

Note: General Development Agreement cost includes updating of standard agreement and review of development proposals.

## SUMMARY

ADMINISTRATION CHARGES	\$50,575	
ADMINISTRATION COSTS	(\$60,756)	
<b>NET REVENUE:</b>	<b>(\$10,181)</b>	<b>20.1% Unrecovered</b>

30-Mar-95

**URBAN DEVELOPMENT INSTITUTE RED DEER CHAPTER**

502, 5000 GAETZ AVENUE  
RED DEER, ALBERTA T4N 6C2  
PHONE 340-3022

MAR 31 1995

1

March 31, 1995

Tor

UDI Red Deer

City of Red Deer  
Engineering Department  
Box 5008  
Red Deer, Alta  
T4N 3T4

Attention: Mr. T.C. Warder, P. Eng.  
Streets & Utilities Engineer

Dear Sir

Re: 1995 Standard Development Agreement  
Administration and Survey Network Levies

As discussed with you on March 30, 1995, the data relating to the above noted will be provided to our members at a luncheon meeting on April 3, 1995. We understand you will be attending this meeting, and accordingly, can review the matter directly with our members at that time. For now the opinions we have on this matter are as follows.

Firstly, we would like to commend the City of Red Deer for providing the detailed breakdown showing how the proposed administration levy increases were arrived at. When increases are illustrated to be warranted, they become easier to accept. One question which our membership will definitely ask is "Are the costs as shown justified or are there inefficiencies in the system which have lead to the cost increase?"

The membership, in general, will be opposed to any increases, regardless of the reason for them. As you know, the land development market place has been slower than usual since the summer of 1994. Any increases in lot servicing costs, regardless of the rationale, will be detrimental to the industry.



We understand that the Engineering Department recommendation for the survey network levy is to maintain the 1994 rate. We review this as a positive measure for the development industry.

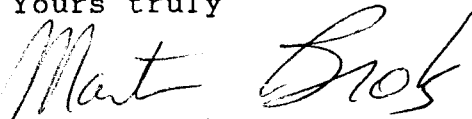
A review of the data provided shows that the minimum administration levy used for small subdivisions was more than adequate to cover the expenses for two out of three small subdivisions developed in 1994. We would accordingly suggest that no increase is required for this category of subdivision.

For larger subdivisions, we recommend that any administration levy increase be implemented over time. This will permit developers, and, in particular, lot purchasers, an opportunity to adjust to the increased cost involved. Any increases in lot prices now will delay the recovery of the Red Deer market place.

We understand there is also some discussion on whether to implement an actual cost system versus a fixed rate system for the administration levy. Most developers want to fix their costs as early into the project as possible. Since most projects take at least two years to complete, using an actual cost system would result in the developers not being able to determine their final project costs until after the last final acceptance certificate was issued. Accordingly, the development industry's preference would be to work on the basis of a fixed rate system. The fixed rate system would also reduce the paper work and tracking which would have to be completed, by City of Red Deer staff, if an actual cost system was implemented. Provided actual costs are reviewed on a periodic basis, we anticipate the fixed rate system will, on an overall basis, be fair to the City of Red Deer and the private developers.

We thank you for this opportunity to comment on this matter, and look forward to discussing it with you further on April 3, 1995.

Yours truly



Martin Broks, P. Eng.  
Chapter Chairman

COMMENTS:

We recommend Council adopt the revised development agreement levies.

"G. SURKAN"  
Mayor

"M.C. DAY"  
City Manager

**DATE: APRIL 11, 1995**  
**TO: ENGINEERING DEPARTMENT MANAGER**  
**FROM: CITY CLERK**  
**RE: 1995 STANDARD DEVELOPMENT AGREEMENT**  
**ADMINISTRATION AND SURVEY NETWORK LEVIES**

---

At the Council Meeting of April 10, 1995, consideration was given to your report dated April 3, 1995 concerning the above topic and at which meeting the following resolution was passed:

"RESOLVED that Council of The City of Red Deer, having considered report from the Engineering Department Manager dated April 3, 1995, re: 1995 Standard Development Agreement, Administration and Survey Network Levies, hereby approves the revised Administration Levy and Survey Network Levy rates as outlined in the above noted report, and as presented to Council April 10, 1995."

The decision of Council in this instance is submitted for your information and appropriate action. Trusting you will find this satisfactory.



KELLY KLOSS  
City Clerk

KK/clr

cc: Director of Corporate Services  
Public Works Manager  
Principal Planner

NO. 4

**DATE: MARCH 28, 1995**

**TO: CITY COUNCIL**

**FROM: CITY CLERK**

**RE: QUALITY MANAGEMENT PLAN / PERMIT BYLAW 3132/95**

At the Council Meeting of March 27, 1995, first and second readings were given to Permit Bylaw 3132/95. This Bylaw is again presented to Council for consideration of third reading.

Recommendation

That Permit Bylaw 3132/95 be given third reading.

A handwritten signature in black ink, appearing to read 'Kelly Kloss', is written over a horizontal line.

KELLY KLOSS  
City Clerk

KK/clr

**DATE: APRIL 11, 1995**

**TO: BYLAWS AND INSPECTIONS MANAGER**

**FROM: CITY CLERK**

**RE: QUALITY MANAGEMENT PLAN / PERMIT BYLAW 3132/95**

---

At the Council Meeting of April 10, 1995, third reading was given to Permit Bylaw 3132/95, a copy of which is attached hereto.

Trusting you will find this satisfactory.



**KELLY KLOSS**  
City Clerk

KK/clr  
attchs.

cc: Director of Development Services  
E. L. & P. Manager  
Bylaws and Inspections Assistant Manager

NO. 5

**DATE: APRIL 4, 1995**  
**TO: CITY COUNCIL**  
**FROM: ASSISTANT CITY CLERK**  
**RE: ORGANIZATIONAL BYLAW 3130/95**

---

At the Council Meeting of March 27, 1995, first and second readings were given to Organizational Bylaw 3130/95.

In accordance with the Municipal Government Act, RSA 1980, Chapter M-26.1 (1994) Section 606(3), the proposed bylaw must be advertised before second reading, therefore this bylaw is again presented to Council for consideration of second and third readings.

This bylaw has been advertised according to the Act, with the date of publications being:

***April 6, 1995 and April 10, 1995.***

Recommendation

That Council pass a resolution to reconsider second reading given to Organizational Bylaw 3130/95 on March 27, 1995.

That Organizational Bylaw 3130/95 be given second and third readings.



**JEFF GRAVES**  
Assistant City Clerk

JG/clr

DON  
343-2450

**AMENDED**

NOT TO  
BE PRINTED  
CR

## **ORGANIZATIONAL BYLAW**

Pursuant to the provisions of the Municipal Government Act, RSA 1980, Chapter M-26.1 (1994) (the "Act") which came into force on January 1, 1995 and requires Council to establish an Organizational Bylaw, the Council of the City of Red Deer intends to pass Bylaw No. 3130/95 which, if finally passed, will establish an Organizational Bylaw dealing with certain matters specified in the Act including:

The number of members of Council pursuant to Section 143 of the Act;

To name the place of its municipal office of The City of Red Deer pursuant to Section 204;

To establish the position of chief administrative officer pursuant to Section 205 of the Act;

To establish certain positions of designated officers under the Act pursuant to Section 210 of the Act.

A copy of the proposed Bylaw may be inspected by the public at the office of the City Clerk, City Hall, Red Deer, during regular office hours.

Any interested person shall be afforded an opportunity to be heard by Council either by himself/herself or by his or her agent. Anyone wishing to make a presentation at the April 10, 1995 meeting **MUST** notify verbally or in writing, the City Clerk, The City of Red Deer, P.O. Box 5008, Red Deer, Alberta, T4N 3T4, (342-8132), **prior to 4:30 p.m. on April 10, 1995**, or be in attendance at the Council Meeting, in order to be afforded an opportunity to speak at the Council Meeting.

Anyone wishing to file a petition in respect of the proposed bylaw may do so in accordance with the procedure set out in Sections 221 to 226 of the Act.

The Council proposes to pass the aforementioned bylaw at its regular meeting, Council Chambers, 2nd Floor of City Hall, Red Deer, Alberta, scheduled for consideration at 7:15 p.m., or as soon thereafter as Council may determine, on **Monday, April 10, 1995**.

**DATE OF THE FIRST PUBLICATION OF THIS NOTICE:** APRIL <sup>6</sup>~~5~~, 1995

**DATE OF THE LAST PUBLICATION OF THIS NOTICE:** APRIL 10, 1995

KELLY KLOSS  
City Clerk

# CHAPMAN RIEBEEK

Barristers, Solicitors & Notaries

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

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

5020 - 50 A Street  
Sylvan Lake, Alberta T0M 1Z0  
TELEPHONE (403) 887-2024  
TELECOPIER (403) 887-2036

\* Denotes Professional Corporation  
\*\*Denotes Student-at-Law

Your File:  
Our File: 21,730 THC  
RED DEER OFFICE

March 16, 1995

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

**ATTENTION: Mr. Jeff Graves**  
**Assistance City Clerk**

Dear Sir:

**RE: Organizational Bylaw**

I enclose amended page 13 of the Organizational Bylaw to replace the previous page 13 provided to you.

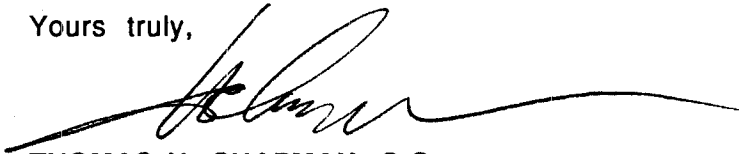
I also enclose four letters dealing with appointments of Al Wilcock, Kelly Kloss, Al Knight, and Ryan Strader to their respective position and identifying the functions delegated by the City Manager to each of them. With respect to the appointment of Ryan Strader, there is no need to identify functions delegated to him, as they are more specifically referred to in the *Municipal Government Act* and as a designated officer under the Organizational Bylaw.

The letters to each of these four persons should be on the letterhead of the City Manager and signed by Mr. Day following passage of the Organizational Bylaw.

Enclosed is the Resolution appointing H. Michael C. Day as Chief Administrative Officer/City Manager.

I also enclose letter of transmittal to forward the Organizational Bylaw to City Council.

Yours truly,

A handwritten signature in black ink, appearing to read 'H. Chapman', with a long, sweeping horizontal line extending to the right.

**THOMAS H. CHAPMAN, Q.C.**

THC/vjh

Enclosures



EY - LAW NO. 2427

A By-law of the City of Red Deer to appoint a Treasurer for the City of Red Deer.

NOW THEREFORE THE MUNICIPAL COUNCIL OF THE CITY OF RED DEER  
DULY ASSEMBLED ENACTS AS FOLLOWS:

---

1. A. Wilcock of the City of Red Deer in the Province of Alberta be and he is hereby appointed Treasurer of the City of Red Deer to carry out the duties of Treasurer as defined and set out in Sections 56 to 63 inclusive of the Municipal Government Act of the Province of Alberta, and such other duties as are prescribed from time to time by Council.


2. This appointment shall be effective from the 10th day of December, A.D., 1973.

READ A FIRST TIME IN OPEN COUNCIL this 17th day of December A.D., 1973.

READ A SECOND TIME IN OPEN COUNCIL this 17th day of December A.D., 1973.

READ A THIRD TIME AND FINALLY PASSED IN OPEN COUNCIL this 17th day of  
December A.D., 1973.

  
MAYOR

  
CITY CLERK

BYLAW NO. 2843/84

---

Being a Bylaw of the City of Red Deer to appoint an Assessor for the City of Red Deer

WHEREAS the Municipal Government Act, Revised Statutes of Alberta 1980, Ch. M-26, under Section 81(1) provides that the Council of every Municipality shall appoint an Assessor and prescribe his duties.

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

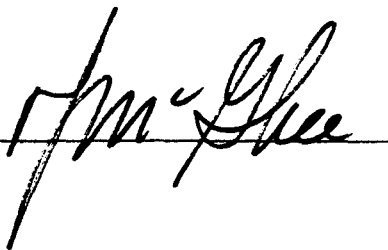
1. That Allan Gilbert Knight be and he is hereby appointed Assessor of the City of Red Deer to carry out the duties of Assessor as defined in the Municipal Taxation Act, Revised Statutes of Alberta, 1980, Ch. M-31, and such other duties as are prescribed from time to time by the Council of the City of Red Deer.
2. Bylaw No. 1992 is repealed.
3. This Bylaw shall come into force and effect May 1, 1984.

READ A FIRST TIME IN OPEN COUNCIL this 2 day of April A.D. 1984

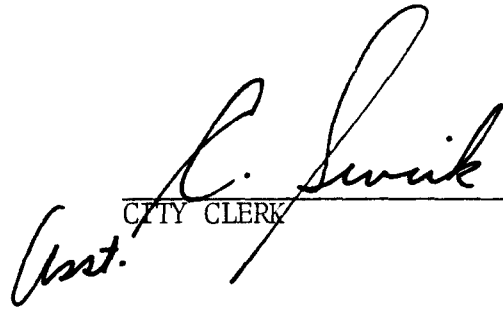
READ A SECOND TIME IN OPEN COUNCIL this 2 day of April A.D. 1984

READ A THIRD TIME IN OPEN COUNCIL AND FINALLY PASSED this 2 day of April A.D. 1984.

MAYOR



CITY CLERK



Ant.

**BYLAW NO. 3099/93**

Being a Bylaw of The City of Red Deer to appoint a City Clerk for The City of Red Deer.

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

- 1           That Kelly Brian Kloss of The City of Red Deer, in the Province of Alberta, be and is hereby appointed City Clerk of The City of Red Deer to carry out the duties of City Clerk as defined and set out in the Municipal Government Act of the Province of Alberta, and such other duties as are prescribed from time to time by Council.
- 2           That this appointment be effective from the 31st day of December, 1993.
- 3           That Bylaw 2851/84 is repealed effective the 31st day of December, 1993.

READ A FIRST TIME IN OPEN COUNCIL this 25    day of   October        A.D. 1993.

READ A SECOND TIME IN OPEN COUNCIL this  25   day of   October     A.D. 1993.

READ A THIRD TIME IN OPEN COUNCIL this   25 day of   October     A.D. 1993.

  
\_\_\_\_\_  
MAYOR

  
\_\_\_\_\_  
CITY CLERK

EY - LAW NO. 2427

A By-law of the City of Red Deer to appoint a Treasurer for the City of Red Deer.

NOW THEREFORE THE MUNICIPAL COUNCIL OF THE CITY OF RED DEER  
DULY ASSEMBLED ENACTS AS FOLLOWS:

---

1. A. Wilcock of the City of Red Deer in the Province of Alberta be and he is hereby appointed Treasurer of the City of Red Deer to carry out the duties of Treasurer as defined and set out in Sections 56 to 63 inclusive of the Municipal Government Act of the Province of Alberta, and such other duties as are prescribed from time to time by Council.

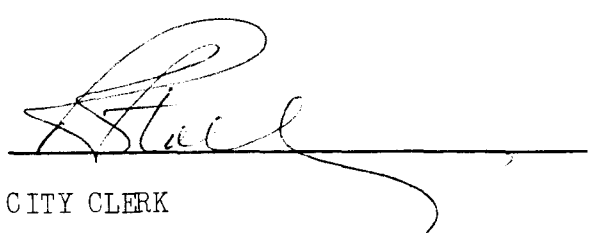
2. This appointment shall be effective from the 10th day of December, A.D., 1973.

READ A FIRST TIME IN OPEN COUNCIL this 17th day of December A.D., 1973.

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READ A THIRD TIME AND FINALLY PASSED IN OPEN COUNCIL this 17th day of  
December A.D., 1973.

  
MAYOR

  
CITY CLERK

BYLAW NO. 2843/84

---

Being a Bylaw of the City of Red Deer to appoint an  
Assessor for the City of Red Deer

WHEREAS the Municipal Government Act, Revised Statutes of Alberta  
1980, Ch. M-26, under Section 81(1) provides that the Council of every Municipality  
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NOW, THEREFORE, THE MUNICIPAL COUNCIL OF THE CITY OF RED DEER DULY  
ASSEMBLED ENACTS AS FOLLOWS:

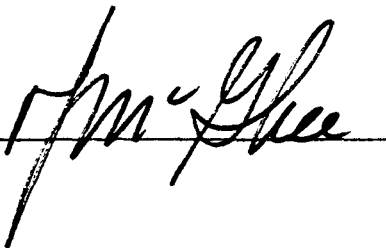
1. That Allan Gilbert Knight be and he is hereby appointed Assessor of the City  
of Red Deer to carry out the duties of Assessor as defined in the Municipal  
Taxation Act, Revised Statutes of Alberta, 1980, Ch. M-31, and such other  
duties as are prescribed from time to time by the Council of the City of  
Red Deer.
2. Bylaw No. 1992 is repealed.
3. This Bylaw shall come into force and effect May 1, 1984.

READ A FIRST TIME IN OPEN COUNCIL this 2 day of April A.D. 1984

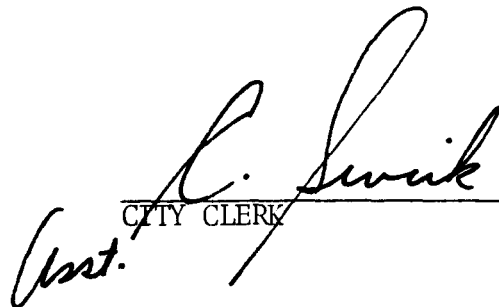
READ A SECOND TIME IN OPEN COUNCIL this 2 day of April A.D. 1984

READ A THIRD TIME IN OPEN COUNCIL AND FINALLY PASSED this 2 day of April  
A.D. 1984.

MAYOR



CITY CLERK



**BYLAW NO. 3099/93**

Being a Bylaw of The City of Red Deer to appoint a City Clerk for The City of Red Deer.

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

- 1            That Kelly Brian Kloss of The City of Red Deer, in the Province of Alberta, be and is hereby appointed City Clerk of The City of Red Deer to carry out the duties of City Clerk as defined and set out in the Municipal Government Act of the Province of Alberta, and such other duties as are prescribed from time to time by Council.
- 2            That this appointment be effective from the 31st day of December, 1993.
- 3            That Bylaw 2851/84 is repealed effective the 31st day of December, 1993.

READ A FIRST TIME IN OPEN COUNCIL this 25    day of    October            A.D. 1993.

READ A SECOND TIME IN OPEN COUNCIL this    25    day of    October            A.D. 1993.

READ A THIRD TIME IN OPEN COUNCIL this        25 day of    October            A.D. 1993.

  
\_\_\_\_\_  
MAYOR

  
\_\_\_\_\_  
CITY CLERK



## THE CITY OF RED DEER

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

City Clerk's Department  
(403) 342-8132 FAX (403) 346-6195

April 12, 1995

Mr. Jeff Graves  
The City of Red Deer  
P.O. Box 5008  
Red Deer, Alberta  
T4N 3T4

Dear Mr. Graves:

**RE: DELEGATION OF POWERS, DUTIES AND FUNCTIONS BY THE CITY CLERK**

In accordance with Section 212 of the Municipal Government Act, R.S.A., 1980, Chapter M-26.1 (1994), the following functions are delegated to you in my absence:

- a) all minutes of Council meetings are recorded in the English language, without note or comment;
- b) the names of the Councillors present at Council meetings are recorded;
- c) the minutes of each Council meeting are given to Council for adoption at a subsequent Council meeting;
- d) the bylaws and minutes of Council meetings and all other records and documents of the municipality are kept safe;
- e) the Minister is sent a list of the Councillors and any other information the Minister requires within five days after the term of the Councillors begins;
- f) the corporate seal, if any, is kept in your custody;
- g) signing of Council minutes;
- h) signing of bylaws;
- i) signing of agreements;

... / 2



*a delight  
to discover!*

Mr. Jeff Graves  
April 12, 1995  
Page 2

- j) certifying copies of bylaws and records;
- k) clerk of the Assessment Review Board for those meetings which you attend;
- l) signing of minutes of those Council committee meetings that you attend.

Sincerely,

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

KELLY KLOSS  
City Clerk

KK/clr

cc: Director of Corporate Services  
Personnel Manager  
Pat Shaw



**DATE:** May 5, 1995

**TO:** DIRECTOR OF COMMUNITY SERVICES  
DIRECTOR OF CORPORATE SERVICES  
DIRECTOR OF DEVELOPMENT SERVICES

**FROM:** PAT SHAW, EXECUTIVE ASSISTANT

**RE:** ORGANIZATIONAL BYLAW 3130/95

---

At the Council Meeting of April 10, 1995, final approval was given to Organizational Bylaw 3130/95.

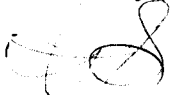
Section 24 indicates that "a designated officer may delegate any of his or her powers, duties or functions to an employee of the City, but such designated officer remains responsible to ensure that any delegated power, duty or function is properly exercised and carried out".

It is important that the delegation of any of the powers, duties or functions of the designated officers be set down in writing. The City Manager has asked that you ensure this is done for all of the relevant positions under your Directorship. Attached is a sample of what has been done by the City Clerk.

Mr. Day also asked me to send you a copy of the "City Manager's Bylaw" from the City of St. Albert, together with a copy of the memo from the City Manager which outlines how he delegated certain of his responsibilities to department heads.

Section 22 of our Organizational Bylaw refers to the appointment of a person to act on behalf of the designated officer in the event of his or her scheduled absence. There should be a procedure in place which would ensure that this occurs, and a written record of the appointments maintained.

Thank you for your attention to these items.



PAT SHAW

pms  
c.c. Personnel Manager  
City Clerk



SAMPLE FROM CITY CLERK

**THE CITY OF RED DEER**

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

City Clerk's Department  
(403) 342-8132 FAX (403) 346-6195

April 12, 1995

Mrs. Sandra Ladwig  
The City of Red Deer  
P.O. Box 5008  
Red Deer, Alberta  
T4N 3T4

Dear Sandra:

**RE: DELEGATION OF POWERS, DUTIES AND FUNCTIONS OF DESIGNATED OFFICER**

In accordance with Section 212 of the Municipal Government Act, R.S.A., 1980, Chapter M-26.1 (1994), the following functions are delegated to you:

- a) the signing of all minutes of those Council committees that you attend;
- b) to act as the clerk of the Assessment Review Board for those meetings that you attend.

Sincerely,

KELLY KLOSS  
City Clerk

KK/clr

cc: Director of Corporate Services  
Personnel Manager  
Assistant City Clerk  
Pat Shaw



*a delight  
to discover!*



PHONE: (403) 459-1605  
FAX: (403) 460-2394

PAGES TRANSMITTED  
INCLUDING COVER SHEET: 11

TO: See Distribution Below  
Attn:

FAX NO:

FROM: Roberta Freethy  
City Manager's Office

DATE: March 31/95

**DISTRIBUTION:**

Mike Day, City of Red Deer	1-403-346-6195
Ray Romanetz, City of Drumheller	1-403-823-7739
Gary Gibeault, City of Camrose	1-403-672-2469

**MESSAGE:**

Further to discussions at your meeting last evening, the following documents are provided by Norbert for your information:

1. City of St. Albert By-law No. 39/94: A by-law to establish and define the duties and powers of the Chief Administrative Officer.
2. Norbert's memo dated December 23/94 delegating certain of the powers, duties, responsibilities and functions of the City Manager.

Roberta

NW

CITY OF ST. ALBERTBY-LAW NO. 39/94

A By-law to Establish and Define the Duties and Powers of  
the Chief Administrative Officer.

WHEREAS the Municipal Government Act, R.S.A. 1994, c. M-26.1, s. 205 requires that every Council must establish, by by-law, the position of Chief Administrative Officer;

NOW THEREFORE the Council of the City of St. Albert, duly assembled, hereby ENACTS AS  
FOLLOWS:

Title

1. This By-law may be referred to as the "City Manager's By-law".

Establishment of the Position of City Manager

2. Pursuant to the provisions of Section 205 of the Act, Council hereby establishes the position of Chief Administrative Officer, which position shall be called the City Manager's position.
3. Council shall, by resolution, appoint a person to carry out the powers, duties and functions of the position of Chief Administrative Officer which person shall be called the City Manager.

Definitions

4. In this By-law:
  - a. "Act" means the Municipal Government Act, R.S.A. 1994, c. M-26.1 as may be amended from time to time or any legislation which replaces the Act and includes any regulation to the Act or to any replacement legislation;
  - b. "City" means the corporation known as the City of St. Albert;
  - c. "Council" means the Council of the City of St. Albert.

Powers and Duties

5. The City Manager is the administrative head of the municipality.
6. The City Manager shall have all of the powers, duties, responsibilities and functions that are given to, imposed on or described for the Chief Administrative Officer in the Act.

7. Without limiting the administrative powers of the City Manager, the City Manager shall:
- a. Appoint, suspend or remove any employee from any position in the City;
  - b. Direct, supervise and review the performance of the administration of all City departments and employees of the City;
  - c. Develop and recommend, for Council approval, policies dealing with non-administrative matters as directed by Council, or at the initiation of the City Manager;
  - d. Implement all policies and programs of the City;
  - e. Develop, approve and implement policies, procedures and practices dealing strictly with administrative matters;
  - f. Prepare and submit to Council, budgets for operating and capital programs annually or more often as required or as Council may direct;
  - g. Monitor and report on the operating and capital budgets approved by Council;
  - h. Advise and inform Council or Council committees on the operation and affairs of the City;
  - i. Prepare and submit such reports and recommendations as may be required by Council or Council committees;
  - j. Provide a liaison between the City and the Commanding Officer of the R.C.M.P. Detachment;
  - k. Subject to the approval of Council:
    - i) create or eliminate any City departments;
    - ii) negotiate all collective agreements; and
  - l. Hire or retain legal counsel on behalf of the City.
8. The City Manager shall attend all meetings of Council and Council committees unless excused therefrom and attend meetings of such Boards, Committees, Authorities, Commissions or other bodies, as may be required by Council.
9. The City Manager shall perform such other duties and functions and exercise such other powers as may be required for the effective administration of the City including but not limited to entering into all contracts, agreements and transactions required for the effective operation of the City, provided that no action requires an expenditure of money that has not been included in an operating budget, interim operating budget or capital budget or otherwise authorized by Council.
10. The City Manager may delegate any of the powers, duties or functions given to the City Manager position by by-law, the Act or any other enactment to a designated officer or to an employee of the City.
11. The City Manager may take whatever actions or measures are necessary to respond to an emergency.

### Evaluation and Compensation

12. The person appointed as City Manager shall hold the position for a period of time that is determined by Council.
13. Council shall fix the salary and determine what benefits are to be paid or provided to the City Manager.
14. Council shall review the performance of the City Manager and the annual salary and benefits provided to the City Manager not less than once in a twelve month period.

### Effective Date

16. This By-law shall take effect on January 1, 1995.

### Conflict


17. In the event that the provisions of this By-law conflict with any other by-law, this By-law shall govern.

READ a first time this 5th day of December, A.D. 1994.

READ a second time this 5th day of December, A.D. 1994.

READ a third and final time this 5th day of December, A.D. 1994.

  
MAYOR

  
CITY CLERK

## MEMORANDUM

File: 244-5

December 28, 1994

TO: All Department Heads and Delegates  
FROM: City Manager  
SUBJECT: DELEGATION BY THE CITY MANAGER

Purpose

The purpose of this memorandum is to delegate to Department Heads and any acting Department Heads certain of the powers, duties, responsibilities and functions of the City Manager.

Delegation

As of January 1, 1995, I delegate the following powers, duties, responsibilities and functions:

1. City Engineer

The City Engineer and any person appointed by the City Engineer as the acting City Engineer (collectively referred to as the "City Engineer") are hereby delegated the following powers, duties, responsibilities and functions:

- a. The City Engineer shall manage the staff and activities of the Department of Engineering Services.
- b. The City Engineer is hereby authorized to acquire goods and services in accordance with the City's Purchasing Policy and Regulations as set out on March 1, 1994.
- c. The City Engineer shall ensure that all records and documents located in the Engineering Services department are kept safe.

This delegation is in addition to the authority given to the City Engineer pursuant to such bylaws as the Transportation bylaw.

## Department Heads &amp; Delegates

- 2 -

March 22, 1995

2. Director of Finance

The Director of Finance and the Deputy Treasurer (collectively referred to as the "City Treasurer") are hereby delegated the following powers, duties, responsibilities and functions:

- a. The City Treasurer shall manage the staff and activities of the Finance Department
- b. The City Treasurer shall ensure that:
  - i. The revenues of the City are collected and controlled and receipts are issued in the manner directed by Council;
  - ii. All money belonging to or held by the City is deposited in a bank, credit union, loan corporation, treasury branch or trust corporation designated by Council;
  - iii. The accounts for authorized expenditures referred to in section 248 of the Act are paid;
  - iv. Accurate records and accounts are kept of the financial affairs of the City, including the things on which the City's debt limit is based and the things included in the definition of debt for the City;
  - v. the actual revenues and expenditures of the City compared with the estimates in the operating or capital budget approved by Council are reported to council as often as Council directs;
  - vi. Money invested by the City is invested in accordance with section 250 of the Act;
  - vii. Assessments, assessment rolls and tax rolls for the purposes of Parts 9 and 10 of the Act are prepared;
  - viii. Public auctions held to recover taxes are carried out in accordance with Part 10; and
  - ix. All records and documents located in the Finance department are kept safe.
- c. The City Treasurer shall:
  - i. Sign all cheques and other negotiable instruments in conjunction with the chief elected official or other delegate of Council, unless Council decides that the City Treasurer shall be the only signatory;
  - ii. Open or close the accounts that hold the money of the City;
  - iii. Have annual financial statements prepared of the City for the immediately preceding year in accordance with generally accepted accounting principles for municipal governments and any modification of these principles or any supplementary accounting standards or principles that are imposed by regulation. These financial statements shall include the City's debt limit and the amount of the City's debt as defined in the regulations to the Act;
  - iv. Make the City's financial statements, or a summary of them, and the auditor's report of the financial statements available to the public in the manner that Council considers appropriate by May 1 of the year following the year for which the financial statements have been prepared;



Department Heads &amp; Delegates

- 3 -

March 22, 1985

- v. Have a financial information return prepared respecting the financial affairs of the City for the immediately preceding calendar year;
  - vi. Submit the financial information return and the financial statements and the auditor's report on the same to the Minister by May 1 of the year following the year for which the return and statements have been prepared;
  - vii. Have an annual tax roll prepared in accordance with sections 327 and 329 of the Act;
  - vii. Have tax notices prepared for all taxable property and businesses shown on the tax roll and send the tax notices to the taxpayers in accordance with sections 333, 334 and 335 of the Act;
  - viii. Have receipts prepared for taxes that are paid;
  - ix. Have a tax arrears list prepared and ensure that 2 copies of the list are sent to the Registrar of the Land Titles Office and that a copy of the tax arrears list is posted prior to March 31 each year, in accordance with section 412 of the Act;
  - x. Issue tax certificates in accordance with section 350 of the Act;
  - xi. Pursuant to section 445, offer for sale at a public auction goods that have been seized under a distress warrant if the tax arrears are not paid, unless an action to recover tax arrears has been commenced;
  - xii. Have offered for sale at a public auction any parcel of land shown on the tax arrears list if taxes are outstanding, in accordance with section 418 of the Act;
- d. The City Treasurer is hereby authorized to:
- i. Acquire goods and services in accordance with the Purchasing Policy and Regulations as set out on March 1, 1994;
  - ii. Sign promissory notes as security for a loan for operating or capital expenditures or for the operation of a utility, provided that the borrowing is authorized by bylaw;
  - iii. Certify tax notices that are sent pursuant to section 335 of the Act;
  - iv. Decide which taxable property or business is to have a tax payment applied in the circumstances set out in section 343 of the Act;
  - v. Prepare and issue distress warrants and seize goods pursuant to distress warrants in accordance with sections 438 and 439 of the Act;
  - vi. Send notices pursuant to section 416 of the Act;
  - vii. Request the Registrar of the Land Titles Office to remove the tax recovery notification from a certificate of title pursuant to sections 413 and 415 of the Act;
  - viii. To enter and take possession of a parcel of land which is offered for sale at a public auction in accordance with section 420 of the Act;
  - ix. Adjourn a public auction in accordance pursuant to the provisions of section 422;

Department Heads &amp; Delegates

- 4 -

March 22, 1995

3. City Solicitor

The City Solicitor and any person appointed by the City Solicitor as the acting City Solicitor (collectively referred to as the "City Solicitor") are hereby delegated the following powers, duties, responsibilities and functions:

- a. The City Solicitor shall manage the staff and activities of the City Solicitor's Department.
- b. The City Solicitor is hereby authorized to acquire goods and services in accordance with the City's Purchasing Policy and regulations as set out on March 1, 1994.
- c. The City Solicitor shall ensure that all records and documents located in the Law department are kept safe.

4. City Clerk

The City Clerk and Assistant City Clerk (collectively referred to as the "City Clerk") are hereby delegated the following powers, duties, responsibilities and functions:

- a. The City Clerk shall manage the staff and activities of the City Clerk's department.
- b. The City Clerk is hereby authorized to acquire goods and services in accordance with the City's Purchasing Policy and Regulations as set out on March 1, 1994.
- c. The City Clerk shall send a list of Councillors and any other information the provincial Minister of Municipal Affairs requires within five days after the Councillors' terms begin.
- d. The City Clerk shall attend all Council and Council Committee meetings and record:
  - i. all minutes in the English language, without note or comment;
  - ii. the names of Councillors and Council Committee members present at each meeting, and
  - iii. any public hearings to the extent directed by Council.
- e. The City Clerk shall give the minutes to the respective Council or Council Committee for adoption at a subsequent meeting.
- f. The City Clerk shall sign the Council and Council Committee minutes and shall present them for signing to the person who presided at the meeting.
- g. The City Clerk shall sign all bylaws passed by Council and all agreements that Council has endorsed by resolution.

Department Heads &amp; Delegates

- 5 -

March 22, 1995

h. The City Clerk shall ensure that the:

- i. bylaws and minutes of Council and Council Committee meetings; and
- ii. all records and documents located in the City Clerk's department, are kept safe.

i. The City Clerk shall keep custody of the corporate seal.

j. The City Clerk is authorized to certify that:

- i. the advertising requirements under the Municipal Government Act have been met, and
- ii. a copy of any bylaw, resolution or record is a true copy of the original.

5. Director of Administrative Services

The Director of Administrative Services and any person appointed by the Director of Administrative Services as the acting Director (collectively referred to as the "Director") are hereby delegated the following powers, duties, responsibilities and functions:

a. The Director shall manage the staff and activities of the Administrative Services Department.

b. The Director is hereby authorized to:

- i. Acquire goods and services in accordance with the City's Purchasing Policy and Regulations as set out on March 1, 1994;
- ii. Sign on behalf of the City:
  - letters of offer of employment;
  - employment contracts;
  - memorandums of understanding, subject to Council's approval;
  - contracts obligating the City to participate in benefit plans and federal or provincial employment and social programs;
  - WCB claims; and
  - contracts for professional or medical assessments related to WCB claims.

c. The Director shall ensure that all records and documents located in the Administrative Services department are kept safe.

6. Director of Community Services

The Director of Community Services and any person appointed by the Director of Community Services as the acting Director (collectively referred to as the "Director") are hereby delegated the following powers, duties, responsibilities and functions:

a. The Director shall manage the staff and activities of the Community Services Department.

## Department Heads &amp; Delegates

- 6 -

March 22, 1995

- b. The Director is hereby authorized to:
  - i. Acquire goods and services in accordance with the City's Purchasing Policy and Regulations as set out on March 1, 1994;
  - ii. Sign on behalf of the City:
    - funding agreements with the federal and provincial government for staff under various grant programs;
    - contracts with performers for the Arden Theatre; and
    - letters of agreements with community groups for services for special events.
- c. The Director shall ensure that all records and documents located in the Community Services department are kept safe.

7. City Planner

The City Planner and any person appointed by the City Planner as the acting City Planner (collectively referred to as the "City Planner") are hereby delegated the following powers, duties, responsibilities and functions:

- a. The City Planner shall manage the staff and activities of the Planning & Development Department.
- b. The City Planner is hereby authorized to acquire goods and services in accordance with the City's Purchasing Policy and Regulations as set out on March 1, 1994.
- c. The Director shall ensure that all records and documents located in the Planning department are kept safe.

Nothing herein affects the City Planner's authority under the Planning Act.

8. Fire Chief

The Fire Chief and the Deputy Fire Chief (collectively referred to as the "Fire Chief") are hereby delegated the following powers, duties, responsibilities and functions:

- a. The Fire Chief shall manage the staff and activities of the Fire Department.
- b. The Fire Chief is hereby authorized to:
  - i. Acquire goods and services in accordance with the City's Purchasing Policy and Regulations as set out on March 1, 1994; and
  - ii. Appoint a medical advisor to the ambulance service.
- c. The Fire Chief shall ensure that all records and documents located in the Fire department are kept safe.


Department Heads &amp; Delegates

- 7 -

December 23, 1994

Conclusion

If there are any questions arising from the above or any matters which have not been addressed which you feel should have, please bring them to my attention as soon as possible.



Norbert J. Van Wyk

**DATE:** APRIL 12, 1995  
**TO:** SENIOR MANAGEMENT TEAM  
**FROM:** CITY CLERK  
**RE:** ORGANIZATIONAL BYLAW 3130/95

---

At the Council Meeting of April 10, 1995, consideration was again given to Organizational Bylaw 3130/95. As you are aware, in accordance with Section 606(3) of the Municipal Government Act, we have advertised the intent of Council to pass Organizational Bylaw 3130/95.

Prior to final reading of said bylaw, the following resolution was passed:

"RESOLVED that Council of The City of Red Deer hereby agrees to amend Bylaw 3130/95 by deleting Section 30 and substituting therefor the following Section:

- 30 (1) The City Clerk shall be the designated officer for purposes of the following sections of the Act:

Section 69 - Consolidating Bylaws.  
Section 213(1)(b) - Signing Minutes of Council Meetings.  
Section 213(2)(b) - Signing Minutes of Council Committee Meetings.  
Section 213(3)(b) - Signing Bylaws.  
Section 213(4)(b) - Signing Agreements.  
Section 455(1) - Clerk of Assessment Review Board.  
Section 612 - Certify copies of Bylaws and Records.

- (2) The City Clerk is authorized to consolidate any bylaws from time to time."

Subsequent to the passage of the above resolution, Council gave second and third reading to the Bylaw, a copy of which is attached hereto. By way of a copy of this memo I am forwarding the Organizational Bylaw to all Designated Officers for their information.

  
KELLY KLOSS  
City Clerk

KK/clr  
attchs.

cc: Director of Corporate Services  
Director of Development Services  
City Assessor

## **BYLAW NO. 3130/95**

Being a Bylaw of The City of Red Deer to provide for the administrative organization of The City of Red Deer, including provisions to establish the positions of chief elected officer, chief administrative officer and designated officers and to set out their respective powers, duties, and functions.

WHEREAS the Municipal Government Act, R.S.A. 1980, Chapter M-26.1 (1994) (the "Act") came into force on January 1, 1995 and requires Council to establish an organizational bylaw dealing with certain matters specified in the Act;

AND WHEREAS Section 143 of the Act permits Council to establish the number of members of Council;

AND WHEREAS Section 145 of the Act permits Council to establish the procedure to be followed by Council in its meetings;

AND WHEREAS Section 204 of the Act requires a Council to name a place as its municipal office;

AND WHEREAS Section 205 of the Act requires Council to establish by bylaw the position of chief administrative officer and to appoint one or more persons to carry out the powers, duties and functions of a chief administrative officer and Council wishes to appoint an individual as the City's chief administrative officer;

AND WHEREAS Section 210 of the Act permits Council to pass a bylaw to establish one or more positions to carry out the powers, duties, and functions of a designated officer under the Act, or any other enactment or bylaw and Council wishes to make provision for certain designated officers;

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

## PART 1 - GENERAL MATTERS

### SHORT TITLE

- 1            This Bylaw may be cited as the "Organizational Bylaw".

### INTERPRETATION

- 2            (1)    In this Bylaw, unless the context otherwise requires, the following words shall have the following meanings:
- (a)    "Act" means the Municipal Government Act, R.S.A., 1980, Chapter M-26.1 (1994);
- (b)    "Council" means Council for The City of Red Deer;
- (c)    "City" means The City of Red Deer;
- (2)    The titles for headings used in this Bylaw are inserted for convenience only and shall not affect the interpretation of this Bylaw.
- (3)    Where in this Bylaw a reference is made to any statutory provision, that reference shall be deemed to include any replacement statutory provision which is enacted subsequent to the passage of this Bylaw.



**ALDERMEN**

- 3 Council shall consist of 9 members, including the Mayor, who except for the Mayor, shall be known as "Aldermen".

**MUNICIPAL OFFICE**

- 4 The Municipal Office of the City shall be City Hall located at 4914 - 48th Avenue in Red Deer, Alberta.

**PUBLIC NOTICE OF MEETINGS OF COUNCIL**

- 5 Where notice of a Council meeting or a Council Committee meeting is required or permitted to be given to members of the public, such notice shall be sufficient if given in one of the following manners:
- (a) in the case of regularly scheduled Council or Council Committee meetings, notice shall be deemed to be sufficient if posted prominently in City Hall or if advertised in a single advertisement in one issue of a newspaper circulating in the city, following the Annual Organizational Meeting of Council;
  - (b) in the case of special Council meetings or Council Committee meetings notice shall be deemed to be sufficient if posted prominently in City Hall or if advertised in one issue of a newspaper circulating in the city not less than 24 hours prior to the holding of the meeting.

## BUDGET

- 6           Until such time as Council adopts a final operating or capital budget for a year, the operating or capital budget approved for that year in the previous year's two year operating and capital budgets shall be deemed to be adopted and the City administration is authorized to make expenditures in accordance with that budget unless otherwise directed by Council.

## SIGNING AUTHORITIES

- 7           For greater certainty, all agreements to be executed by the City must be signed by the Mayor and the City Clerk or their delegates. All cheques and negotiable instruments must be signed by the Mayor and the Director of Corporate Services or their delegates.
- 8           Any signature required or permitted by statute or by this Bylaw to be affixed to a document may be printed, lithographed or otherwise mechanically reproduced.

## PART II - CHIEF ELECTED OFFICER

### CHIEF ELECTED OFFICER - MAYOR

- 9           The Chief Elected Officer for the City shall be known as the "Mayor" and, in addition to his or her duties as a member of Council, the Mayor shall:
- (a)    preside at Council meetings when in attendance, unless otherwise provided;
  - (b)    review Council agendas and participate with the City Manager in

making recommendations to Council;

- (c) represent the City at all public functions and ceremonies which Council or the Mayor determine appropriate;
- (d) communicate Council policy to the media and the public;
- (e) liaise with elected officials from other municipalities and other levels of government in respect of matters of concern to the City;
- (f) be the principal link between Council and the City Administration;
- (g) seek input from the public into City policies;
- (h) initiate corporate policy changes;
- (i) participate in the deliberations of the Senior Management Team;
- (j) sign all bylaws, minutes of meetings of Council or of Council Committees at which the Mayor presided;
- (k) sign all agreements, cheques and other negotiable instruments, unless otherwise provided for by Council.

#### DEPUTY CHIEF ELECTED OFFICER - DEPUTY MAYOR

- 10 (1) The deputy chief elected official of the City shall be known as the Deputy Mayor and shall fulfill the duties of the Mayor if the Mayor is unable to act.
- (2) Council shall, from time to time, by resolution appoint members of Council

to act as Deputy Mayor on a rotational basis.

- 11           Where both the Mayor and the Deputy Mayor are absent or unable to perform the duties of the Mayor, Council may by resolution appoint an alternate Deputy Mayor.

### PART III - CHIEF ADMINISTRATIVE OFFICER

#### CHIEF ADMINISTRATIVE OFFICER - CITY MANAGER

- 12           The chief administrative officer of the City shall be known as the "City Manager" and Council shall deal with and control the operations and affairs of the City's administration through the City Manager.
- 13       (1)   Council shall from time to time by resolution appoint a person to the position of City Manager who shall:
- (a)   act as the administrative head of the City;
  - (b)   review Council agendas and participate with the Mayor in making recommendations to Council;
  - (c)   implement and supervise the administrative organization and structure of the City;
  - (d)   ensure that the policies and programs of the City are implemented;
  - (e)   advise and inform Council on the operations and affairs of the City;  
and

- (f) perform the duties and exercise the powers and functions assigned to a chief administrative officer by statute, bylaw or resolution of Council.
- (2) Subject to applicable legislation, any direction given by Council, and any contract binding on the City, the City Manager may:
- (a) hire, appoint, transfer or promote any City employee;
  - (b) evaluate, discipline, suspend, demote, dismiss or revoke the appointment of any City employee;
  - (c) determine salaries, benefits, hours of work and other working conditions.
- (3) The City Manager shall be responsible for the negotiation of all collective agreements with unions or associations representing the City employees and shall ensure that all collective agreements are presented to Council for ratification in an expeditious manner.
- (4) The City Manager may transfer funds between departments if he or she considers it advisable to do so to maintain the operations and affairs of the City within approved budget limits and subject to priorities and services approved by Council.

14 The City Manager may authorize:

- (a) the commencement of any legal proceedings where money is not in issue or where the amount of money claimed does not exceed \$50,000.00.

- (b) the settlement of any legal proceedings, whether by or against the City, where money is not in issue or where the amount of money paid pursuant to the settlement, if any, does not exceed \$10,000.00; and
- (c) the settlement of any claim, whether by or against the City, which does not involve legal proceedings, where the amount of money paid pursuant to the settlement, if any, does not exceed \$10,000.00.

15 The City Manager shall at all times perform his or her duties and functions in accordance with all policies and directions established by Council from time to time.

16 Without limiting the generality of the foregoing, the City Manager shall:

- (a) ensure that all matters referred to the administration are dealt with in an expeditious manner;
- (b) ensure that the operations and affairs of the City are carried out within approved budget limits;
- (c) supervise all City departments, employees;
- (d) when available, chair all meetings of the Senior Management Team; and
- (e) when available, attend all meetings of Council and attend all meetings of Council Committees that he or she is required to attend or considers it advisable to attend.

17 Where the Act requires that a chief administrative officer ensures that a

certain duty is performed, and if that duty is delegated to a designated officer by Council under this or any other bylaw or resolution, the City Manager shall perform that obligation by supervising such designated officer in the performance of that duty.

- 18        The City Manager shall be deemed to be appointed as the designated officer under any statute or bylaw which permits or requires the City to appoint a designated officer, unless Council appoints another person.

#### ACTING CITY MANAGER

- 19        (1)        The City Manager may designate an Acting City Manager to act in his or her place in the event of a scheduled absence.
- (2)        Council may, by resolution, appoint an Acting City Manager in the event of an illness, unscheduled absence or other incapacity of the City Manager.

#### PART IV - SENIOR MANAGEMENT TEAM

##### SENIOR MANAGEMENT TEAM

- 20        (1)        There shall be a Senior Management Team for the City consisting of the Mayor, the City Manager, the Director of Development Services, the Director of Corporate Services and the Director of Community Services.
- (2)        The Senior Management Team shall:
- (a)        be collectively responsible to develop and make recommendations to Council on new policy directions for the City;

- (b) provide recommendations to the City Manager on administrative matters, including the corporate planning process;
- (c) establish guidelines for the preparation of the City budget;
- (d) make recommendations to Council with respect to the budget;
- (e) serve as a model for team management within City departments.

## PART V - DESIGNATED OFFICERS

### GENERAL PROVISIONS

- 21           The following positions shall be designated officers of the City, namely:
- City Manager  
City Assessor  
City Clerk  
Director of Corporate Services  
Director of Development Services
- 22           Each designated officer shall appoint a person to act in his or her place in the event of the scheduled absence of the designated officer.
- 23           The City Manager, may appoint a person to act in the place of a designated officer in the event of an illness, unscheduled absence or other incapacity of the designated officer or his or her delegate.
- 24           A designated officer may delegate any of his or her powers, duties or functions to an employee of the City, but such designated officer remains



responsible to ensure that any delegated power, duty or function is properly exercised and carried out.

25 The designated officers shall report directly to and be supervised by the Director responsible for the Department within which the designated officer is employed or, where there is no Director responsible, to the City Manager.

26 In addition to the duties prescribed by the Act or bylaw, a designated officer shall have such duties as may be assigned by Council or the City Manager from time to time.

#### PART VI - DIRECTOR OF CORPORATE SERVICES

27 The Director of Corporate Services shall be the designated officer for purposes of the following sections of the Act:

Section 213(4)(b) - Signing Cheques and other Negotiable Instruments.

Section 270 - Open and close all the accounts of the City that hold money.

Section 278 - Financial information return and auditor's report.

Section 439(2) - Prepare and issue distress warrants and seize goods.

#### PART VII - CITY ASSESSOR

28 The City Assessor shall be the designated officer for purposes of carrying out the powers, duties and functions of an "assessor" as defined in Section 284 of the Act and as set out in the following Parts of the Act:

Part 9 - Assessment.

Part 10 - Taxation (except Division 9 - Recovery of Taxes Not Relating to Land).

Part 11 - Assessment Review Boards.

- 29        The City Assessor shall be the designated officer for purposes of the following sections of the Act:

Section 336(1) - Certifying tax notices.

Section 350 - Issuing tax notices.

Section 525 - Certifying copies of assessment rolls, tax rolls, assessment notices and tax notices.

PART VIII - CITY CLERK

- 30        (1)    The City Clerk shall be the designated officer for purposes of the following sections of the Act:

Section 69 - Consolidating Bylaws.

Section 213(1)(b) - Signing Minutes of Council Meetings.

Section 213(2)(b) - Signing Minutes of Council Committee Meetings.

Section 213(3)(b) - Signing Bylaws.

Section 213(4)(b) - Signing Agreements.

Section 455(1) - Clerk of Assessment Review Board.

Section 612 - Certify copies of Bylaws and Records.

- (2)    The City Clerk is authorized to consolidate any bylaws from time to time.

PART IX - DIRECTOR OF DEVELOPMENT SERVICES

- 31        The Director of Development Services shall be the designated officer for purposes of the following specific sections of the Act:

Section 542 - Entering on land to inspect, remedy, and enforce bylaws thereunder.

Section 544 - Apply to court for an order re: inspection of meters.

Section 545 - Issue orders to cease contravention of any bylaw.

Section 546 - Take action re: dangerous premises.

#### PART IX - MISCELLANEOUS

- 32 It is the intention of Council that, if any provision of this Bylaw be declared invalid by a Court of competent jurisdiction, all other provisions of this Bylaw shall remain valid and enforceable.
- 33 Bylaws 3029/90, 2427, 2152, 2843/84 and 3099/93 and all amendments thereto are hereby repealed.
- 34 This Bylaw shall come into full force and effect upon the passage of third reading.

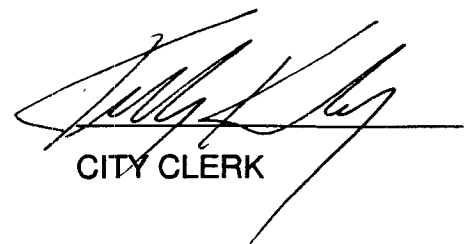
READ A FIRST TIME IN OPEN COUNCIL this 27 day of March A.D. 1995.

READ A SECOND TIME IN OPEN COUNCIL this 10 day of April A.D. 1995.

READ A THIRD TIME IN OPEN COUNCIL this 10 day of April A.D. 1995.



MAYOR

  
CITY CLERK

**THE CITY OF RED DEER**

P. O. BOX 5008, RED DEER, ALBERTA T4N 3T4 FAX: (403) 348-6195

Office of:  
CITY COMMISSIONER 342-8156

March 28, 1995

Mr. Kelly Brian Kloss  
The City of Red Deer  
P.O. Box 5008  
Red Deer, AB T4N 3T4

Dear Mr. Kloss:

**RE: APPOINTMENT OF CITY CLERK**

As authorized under Section 13 (2) of the Organizational Bylaw, you, Kelly Brian Kloss, are hereby appointed to the position of City Clerk of The City of Red Deer.

In accordance with Section 209 of the *Municipal Government Act*, R.S.A., 1980, Chapter M-26.1 (1994), the following functions are delegated to you, and you shall be responsible to ensure that:

- a) all minutes of Council meetings are recorded in the English language, without note or comment;
- b) the names of the Councillors present at Council meetings are recorded;
- c) the minutes of each Council meeting are given to Council for adoption at a subsequent Council meeting;
- d) the bylaws and minutes of Council meetings and all other records and documents of the municipality are kept safe;
- e) the Minister is sent a list of the Councillors and any other information the Minister requires within five days after the term of the Councillors begins;
- f) the corporate seal, if any, is kept in your custody.

Sincerely yours,

H. Michael C. Day  
City Manager

/mm

c City Clerks  
Personnel



# THE CITY OF RED DEER

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

Office of:  
CITY COMMISSIONER 342-8156

March 28, 1995

Mr. Alan Wilcock  
c/o The City of Red Deer  
P.O. Box 5008  
Red Deer, Alberta  
T4N 3T4

Dear Mr. Wilcock:

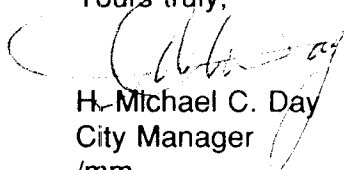
## RE: APPOINTMENT OF DIRECTOR OF CORPORATE SERVICES

As authorized under Section 13 (2) of the Organizational Bylaw, you, Alan Wilcock, are hereby appointed to the position of Director of Corporate Services.

In accordance with Section 209 of the *Municipal Government Act*, R.S.A., 1980, Chapter M-26.1 (1994), the following functions are delegated to you, and you shall be responsible to ensure that:

- a) the revenues of the municipality are collected and controlled, and receipts are issued in the manner directed by Council;
- b) all money belonging to or held by the municipality is deposited in a bank, credit union, loan corporation, treasury branch, or trust corporation designated by Council;
- c) the accounts for authorized expenditures referred to in Section 248 are paid;
- d) accurate records and accounts are kept of the financial affairs of the municipality, including the items on which a municipality's debt limit is based and the items included in the definition of debt for that municipality;
- e) the actual revenues and expenditures of the municipality compare with the estimates in the operating or capital budget approved by Council are reported to Council as often as Council directs;
- f) money invested by the municipality is invested in accordance with Section 250.

Yours truly,

  
H. Michael C. Day  
City Manager  
/mm

c City Clerks  
Personnel



## THE CITY OF RED DEER

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

Office of:  
CITY COMMISSIONER 342-8156

March 28, 1995

Mr. Bryon Jeffers  
c/o The City of Red Deer  
P.O. Box 5008  
Red Deer, Alberta  
T4N 3T4

Dear Mr. Jeffers:

### RE: APPOINTMENT OF DIRECTOR OF DEVELOPMENT SERVICES

As authorized under Section 13 (2) of the Organizational Bylaw, you, Bryon Jeffers, are hereby appointed to the position of Director of Development Services of The City of Red Deer.

Yours truly,

A handwritten signature in cursive script, appearing to read 'H. Michael C. Day'.

H. MICHAEL C. DAY  
City Manager

/mm

c City Clerks  
Personnel

**THE CITY OF RED DEER**

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

Office of:  
CITY COMMISSIONER 342-8156

March 28, 1995

Mr. Al Knight  
c/o The City of Red Deer  
P.O. Box 5008  
Red Deer, Alberta  
T4N 3T4

Dear Mr. Knight:

**RE: APPOINTMENT OF ASSESSOR**

As authorized under Section 13 (2) of the Organizational Bylaw, you, Allan Knight, are hereby appointed to the position of Assessor of The City of Red Deer.

In accordance with Section 209 of the *Municipal Government Act*, R.S.A., 1980, Chapter M-26.1 (1994), the following functions are delegated to you, and you shall be responsible to ensure that:

- a) assessments, assessment rolls and tax rolls for the purposes of Parts 9 and 10 are prepared;
- b) public auctions held to recover taxes are carried out in accordance with Part 10.

Yours truly,



H. MICHAEL C. DAY  
City Manager.

/mm

c City Clerks  
Personnel

# CHAPMAN RIEBEEK

Barristers, Solicitors & Notaries

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

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

5020 - 50 A Street  
Sylvan Lake, Alberta T0M 1Z0  
TELEPHONE (403) 887-2024  
TELECOPIER (403) 887-2036

\* Denotes Professional Corporation  
\*\* Denotes Student-at-Law

Your file:  
Our file: 21730 TJC  
Red Deer Office

March 16, 1995

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

**ATTENTION: Members of Council  
Of The City of Red Deer**

Dear Sir/Madame:

**RE: Organizational Bylaw**

I attach the Organizational Bylaw in final form for passage by Council.

In order to bring the administrative structure of the City in line with the provisions of the *Municipal Government Act* and the new Organizational Bylaw, the previous Bylaws appointing the City Treasurer, City Clerk, City Assessor are repealed and these are replaced by letters of appointment to be signed by the City Manager immediately following the passage of the Organizational Bylaw.

Since previous resolutions appointing Mr. Day have referred to him throughout as the "City Commissioner", a new resolution is attached for the attention of Council appointing Mr. Day as Chief Administrative Officer/City Manager of the City of Red Deer.

This Bylaw should be passed not less than 180 days before the next municipal election.

Yours truly,



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



, 1995

Mr. Alan Wilcock  
c/o The City of Red Deer  
P.O. Box 5008  
RED DEER, Alberta  
T4N 3T4

Dear Sir:

*Director of Corporate Services*

**RE: Appointment of ~~Treasurer~~**

As authorized under Section 13(2) of the Organizational Bylaw, you, Alan Wilcock, are hereby appointed to the position of ~~Treasurer~~ of the City of Red Deer.

*Director of Corporate Services*

In accordance with Section 209 of the *Municipal Government Act*, R.S.A., 1980, Chapter M-26.1 (1994), the following functions are delegated to you, and you shall be responsible to ensure that:

- a) the revenues of the municipality are collected and controlled and receipts are issued in the manner directed by council;
- b) all money belonging to or held by the municipality is deposited in a bank, credit union, loan corporation, treasury branch or trust corporation designated by council;
- c) the accounts for authorized expenditures referred to in section 248 are paid;
- d) accurate records and accounts are kept of the financial affairs of the municipality, including the things on which a municipality's debt limit is based and the things included in the definition of debt for that municipality;
- e) the actual revenues and expenditures of the municipality compare with the estimates in the operating or capital budget approved by council are reported to council as often as council directs;
- f) money invested by the municipality is invested in accordance with section 250.

Yours truly,

**H. MICHAEL C. DAY**  
City Manager

, 1995

Mr. Allan Gilbert Knight  
c/o The City of Red Deer  
P.O. Box 5008  
RED DEER, Alberta  
T4N 3T4

Dear Sir:

**RE: Appointment of Assessor**

As authorized under Section 13(2) of the Organizational Bylaw, you, Allan Gilbert Knight, are hereby appointed to the position of Assessor of the City of Red Deer.

In accordance with Section 209 of the *Municipal Government Act*, R.S.A., 1980, Chapter M-26.1 (1994), the following functions are delegated to you, and you shall be responsible to ensure that:

- a) assessments, assessment rolls and tax rolls for the purposes of Parts 9 and 10 are prepared;
- b) public auctions held to recover taxes are carried out in accordance with Part 10.

Yours truly,

**H. MICHAEL C. DAY**  
City Manager



, 1995

~~Mr. Ryan Strader~~ *W. J. G.*  
*Mr. Dym Jeffers*

c/o The City of Red Deer  
P.O. Box 5008  
RED DEER, Alberta  
T4N 3T4

Dear Sir:

**RE: Appointment of Director of Development Services**

*Dym Jeffers*

As authorized under Section 13(2) of the Organizational Bylaw, you, ~~Ryan Strader~~, are hereby appointed to the position of Director of Development Services of the City of Red Deer.

Yours truly,

**H. MICHAEL C. DAY**  
City Manager

, 1995

Mr. Kelly Brian Kloss  
c/o The City of Red Deer  
P.O. Box 5008  
RED DEER, Alberta  
T4N 3T4

Dear Sir:

**RE: Appointment of City Clerk**

As authorized under Section 13(2) of the Organizational Bylaw, you, Kelly Brian Kloss, are hereby appointed to the position of City Clerk of the City of Red Deer.

In accordance with Section 209 of the *Municipal Government Act*, R.S.A., 1980, Chapter M-26.1 (1994), the following functions are delegated to you, and you shall be responsible to ensure that:

- a) all minutes of council meetings are recorded in the English language, without note or comment;
- b) the names of the councillors present at council meetings are recorded;
- c) the minutes of each council meeting are given to council for adoption at a subsequent council meeting;
- d) the bylaws and minutes of council meetings and all other records and documents of the municipality are kept safe;
- e) the Minister is sent a list of the councillors and any other information the Minister requires within 5 days after the term of the councillors begins;
- f) the corporate seal, if any, is kept in <sup>your</sup> ~~the~~ custody of ~~the Chief administrative officer~~;
- ~~g) the revenues of the municipality are collected and controlled and receipts are issued in the manner directed by council.~~

Yours truly,

**H. MICHAEL C. DAY**  
City Manager



## THE CITY OF RED DEER

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

City Clerk's Department  
(403) 342-8132 FAX (403) 346-6195

April 12, 1995

Ms. Cheryl Adams  
The City of Red Deer  
P.O. Box 5008  
Red Deer, Alberta  
T4N 3T4

Dear Cheryl:

**RE: DELEGATION OF POWERS, DUTIES AND FUNCTIONS OF DESIGNATED OFFICER**

---

In accordance with Section 212 of the Municipal Government Act, R.S.A., 1980, Chapter M-26.1 (1994), the following functions are delegated to you:

- a) the signing of all minutes of those Council committees that you attend;
- b) to act as the clerk of the Assessment Review Board for those meetings that you attend.

Sincerely,

KELLY KLOSS  
City Clerk

KK/clr

cc: Director of Corporate Services  
Personnel Manager  
Assistant City Clerk  
Pat Shaw



*a delight  
to discover!*



# THE CITY OF RED DEER

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

Office of:  
CITY COMMISSIONER 342-8156

March 28, 1995

Mr. Alan Wilcock  
c/o The City of Red Deer  
P.O. Box 5008  
Red Deer, Alberta  
T4N 3T4

Dear Mr. Wilcock:

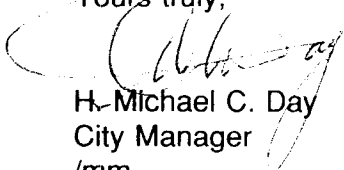
## RE: APPOINTMENT OF DIRECTOR OF CORPORATE SERVICES

As authorized under Section 13 (2) of the Organizational Bylaw, you, Alan Wilcock, are hereby appointed to the position of Director of Corporate Services.

In accordance with Section 209 of the *Municipal Government Act*, R.S.A., 1980, Chapter M-26.1 (1994), the following functions are delegated to you, and you shall be responsible to ensure that:

- a) the revenues of the municipality are collected and controlled, and receipts are issued in the manner directed by Council;
- b) all money belonging to or held by the municipality is deposited in a bank, credit union, loan corporation, treasury branch, or trust corporation designated by Council;
- c) the accounts for authorized expenditures referred to in Section 248 are paid;
- d) accurate records and accounts are kept of the financial affairs of the municipality, including the items on which a municipality's debt limit is based and the items included in the definition of debt for that municipality;
- e) the actual revenues and expenditures of the municipality compare with the estimates in the operating or capital budget approved by Council are reported to Council as often as Council directs;
- f) money invested by the municipality is invested in accordance with Section 250.

Yours truly,

  
H. Michael C. Day  
City Manager  
/mm

c City Clerks  
Personnel



## THE CITY OF RED DEER

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

Office of:  
CITY COMMISSIONER 342-8156

March 28, 1995

Mr. Bryon Jeffers  
c/o The City of Red Deer  
P.O. Box 5008  
Red Deer, Alberta  
T4N 3T4

Dear Mr. Jeffers:

### **RE: APPOINTMENT OF DIRECTOR OF DEVELOPMENT SERVICES**

As authorized under Section 13 (2) of the Organizational Bylaw, you, Bryon Jeffers, are hereby appointed to the position of Director of Development Services of The City of Red Deer.

Yours truly,

H. MICHAEL C. DAY  
City Manager

/mm

c City Clerks  
Personnel



## THE CITY OF RED DEER

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

Office of:  
CITY COMMISSIONER 342-8156

March 28, 1995

Mr. Al Knight  
c/o The City of Red Deer  
P.O. Box 5008  
Red Deer, Alberta  
T4N 3T4

Dear Mr. Knight:

### RE: APPOINTMENT OF ASSESSOR

As authorized under Section 13 (2) of the Organizational Bylaw, you, Allan Knight, are hereby appointed to the position of Assessor of The City of Red Deer.

In accordance with Section 209 of the *Municipal Government Act*, R.S.A., 1980, Chapter M-26.1 (1994), the following functions are delegated to you, and you shall be responsible to ensure that:

- a) assessments, assessment rolls and tax rolls for the purposes of Parts 9 and 10 are prepared;
- b) public auctions held to recover taxes are carried out in accordance with Part 10.

Yours truly,

A handwritten signature in ink, appearing to read "H. Michael C. Day".  
H. MICHAEL C. DAY  
City Manager

/mm

c City Clerks  
Personnel



**DATE: APRIL 12, 1995**  
**TO: SENIOR MANAGEMENT TEAM**  
**FROM: CITY CLERK**  
**RE: ORGANIZATIONAL BYLAW 3130/95**

---

At the Council Meeting of April 10, 1995, consideration was again given to Organizational Bylaw 3130/95. As you are aware, in accordance with Section 606(3) of the Municipal Government Act, we have advertised the intent of Council to pass Organizational Bylaw 3130/95.

Prior to final reading of said bylaw, the following resolution was passed:

"RESOLVED that Council of The City of Red Deer hereby agrees to amend Bylaw 3130/95 by deleting Section 30 and substituting therefor the following Section:

- 30      (1)      The City Clerk shall be the designated officer for purposes of the following sections of the Act:

Section 69 - Consolidating Bylaws.  
Section 213(1)(b) - Signing Minutes of Council Meetings.  
Section 213(2)(b) - Signing Minutes of Council Committee Meetings.  
Section 213(3)(b) - Signing Bylaws.  
Section 213(4)(b) - Signing Agreements.  
Section 455(1) - Clerk of Assessment Review Board.  
Section 612 - Certify copies of Bylaws and Records.

- (2)      The City Clerk is authorized to consolidate any bylaws from time to time."

Subsequent to the passage of the above resolution, Council gave second and third reading to the Bylaw, a copy of which is attached hereto. By way of a copy of this memo I am forwarding the Organizational Bylaw to all Designated Officers for their information.



KELLY KLOSS  
City Clerk

KK/clr  
attchs.

cc:      Director of Corporate Services  
         Director of Development Services  
         City Assessor



# THE CITY OF RED DEER

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

City Clerk's Department  
(403) 342-8132 FAX (403) 346-6195

April 12, 1995

Mr. Jeff Graves  
The City of Red Deer  
P.O. Box 5008  
Red Deer, Alberta  
T4N 3T4

Dear Mr. Graves:

**RE: DELEGATION OF POWERS, DUTIES AND FUNCTIONS BY THE CITY CLERK**

In accordance with Section 212 of the Municipal Government Act, R.S.A., 1980, Chapter M-26.1 (1994), the following functions are delegated to you in my absence:

- a) all minutes of Council meetings are recorded in the English language, without note or comment;
- b) the names of the Councillors present at Council meetings are recorded;
- c) the minutes of each Council meeting are given to Council for adoption at a subsequent Council meeting;
- d) the bylaws and minutes of Council meetings and all other records and documents of the municipality are kept safe;
- e) the Minister is sent a list of the Councillors and any other information the Minister requires within five days after the term of the Councillors begins;
- f) the corporate seal, if any, is kept in your custody;
- g) signing of Council minutes;
- h) signing of bylaws;
- i) signing of agreements;

... / 2




*a delight  
to discover!*

Mr. Jeff Graves  
April 12, 1995  
Page 2

- j) certifying copies of bylaws and records;
- k) clerk of the Assessment Review Board for those meetings which you attend;
- l) signing of minutes of those Council committee meetings that you attend.

Sincerely,

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

KELLY KLOSS  
City Clerk

KK/clr

cc: Director of Corporate Services  
Personnel Manager  
Pat Shaw



## THE CITY OF RED DEER

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

City Clerk's Department  
(403) 342-8132 FAX (403) 346-6195

April 12, 1995

Ms. Cheryl Adams  
The City of Red Deer  
P.O. Box 5008  
Red Deer, Alberta  
T4N 3T4

Dear Cheryl:

**RE: DELEGATION OF POWERS, DUTIES AND FUNCTIONS OF DESIGNATED OFFICER**

---

In accordance with Section 212 of the Municipal Government Act, R.S.A., 1980, Chapter M-26.1 (1994), the following functions are delegated to you:

- a) the signing of all minutes of those Council committees that you attend;
- b) to act as the clerk of the Assessment Review Board for those meetings that you attend.

Sincerely,

KELLY KLOSS  
City Clerk

KK/clr

cc: Director of Corporate Services  
Personnel Manager  
Assistant City Clerk  
Pat Shaw



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to discover!*



## THE CITY OF RED DEER

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

City Clerk's Department  
(403) 342-8132 FAX (403) 346-6195

April 12, 1995

Mrs. Sandra Ladwig  
The City of Red Deer  
P.O. Box 5008  
Red Deer, Alberta  
T4N 3T4

Dear Sandra:

**RE: DELEGATION OF POWERS, DUTIES AND FUNCTIONS OF DESIGNATED OFFICER**

---

In accordance with Section 212 of the Municipal Government Act, R.S.A., 1980, Chapter M-26.1 (1994), the following functions are delegated to you:

- a) the signing of all minutes of those Council committees that you attend;
- b) to act as the clerk of the Assessment Review Board for those meetings that you attend.

Sincerely,

KELLY KLOSS  
City Clerk

KK/clr

cc: Director of Corporate Services  
Personnel Manager  
Assistant City Clerk  
Pat Shaw



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to discover!*

NO. 6

DATE: 24 March 1995

FILE NO. 95-1620

TO: City Clerk

FROM: Bylaws and Inspections Manager

RE: LICENSING BYLAW

---

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

Council, during their meeting of November 7, 1994 passed the following resolution:

"Resolved that Council of The City of Red Deer, having considered report from the Bylaws and Inspections Manager dated October 25, 1994, re: Licensing Bylaw/Fees, hereby agrees as follows:

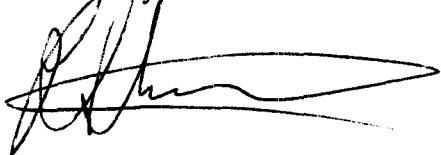
1. That the Licensing Bylaw be amended to incorporate a system which would make both resident and non-resident business licenses valid for one year from the date of issue;
2. That the change be scheduled into the regular Computer Services Work schedule with same being implemented some time in 1995:

and as presented to Council November 7, 1994."

The Information Technology Services Department has advised that a computer program to deal with the proposed changes is being tested. Accordingly, the Licensing Bylaw must be amended.

**Recommendation:** That Council give three readings to the attached Licensing Bylaw amendment.

Yours truly,



R. Strader  
Bylaws and Inspections Manager  
BUILDING INSPECTION DEPARTMENT

RS/vs

COMMENTS:

We concur with the recommendation of the Bylaws & Inspections Manager.

"G. SURKAN", Mayor

"M.C. DAY", City Manager


**DATE: APRIL 11, 1995**  
**TO: BYLAWS AND INSPECTIONS MANAGER**  
**FROM: CITY CLERK**  
**RE: LICENSING BYLAW**

---

At the Council Meeting of April 10, 1995, consideration was given to your report dated March 24, 1995 concerning the above topic. At this meeting, three readings were given to Licensing Bylaw Amendment 2846/A-95, a copy of which is attached hereto.

License Bylaw Amendment 2846/A-95, provides for both resident and non-resident business licenses being valid for one year from the date of issue as opposed to being valid for the calendar year only.

The preceding is submitted for your information and appropriate action.



KELLY KLOSS  
City Clerk

KK/clr  
attchs.

cc: Director of Development Services  
Information Technology Services Manager

PUBLIC HEARINGSNO. 1

DATE: March 30, 1995  
TO: City Council  
FROM: City Clerk  
RE: LAND USE BYLAW AMENDMENT 2672/J-95

---

A Public Hearing has been advertised in regard to the above noted Land Use Bylaw Amendment. The Public Hearing is scheduled to be held in the Council Chambers on Monday, April 10, 1995, commencing at 7:00 p.m. or as soon thereafter as Council may determine.

Land Use Bylaw Amendment 2672/J-95 provides for "Home Occupations" which are strictly for "office use only" as a permitted use in A1, R1, R2 and R3 districts.

Following the Public Hearing, Council may choose to give the Bylaw amendment 2nd & 3rd readings.



Kelly Kloss  
City Clerk

KK/ds



**DATE: APRIL 12, 1995**  
**TO: PRINCIPAL PLANNER**  
**FROM: CITY CLERK**  
**RE: LAND USE BYLAW AMENDMENT 2672/J-95**

---

At the Council Meeting of April 10, 1995, a Public Hearing was held for the above noted Land Use Bylaw Amendment, following which same received second and third readings. A copy of this Bylaw is attached hereto.

Bylaw 2672/J-95 provides for "home occupations" which are strictly for "office use only" as a permitted use in A1, R1, R2 and R3 Districts.

Please provide this office with revised Land Use Bylaw pages for circulation and inclusion in the Consolidated Copy of the Land Use Bylaw.



KELLY KLOSS  
City Clerk

KK/clr  
attchs.

cc: Director of Development Services  
Bylaws and Inspections Manager  
Council and Committee Secretary, S. Ladwig

**THE CITY OF RED DEER**

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

City Clerk's Department  
(403) 342-8132 FAX (403) 346-6195

April 12, 1995

Brian and Kerria Smith  
B & S Small Engine Repair  
205, 50 McLean Street  
Red Deer, Alberta  
T4R 1W7

Dear Mr. & Mrs. Smith:

**RE: LAND USE BYLAW AMENDMENT 2672/J-95  
HOME OCCUPATION REQUIREMENTS**

---

Further to my letter of February 28, 1995 concerning the above, please be advised as follows.

At the City of Red Deer's Council Meeting held April 10, 1995, a Public Hearing was held with regard to Land Use Bylaw Amendment 2672/J-95, which provides for "home occupations" which are strictly for "office use only" as permitted uses in A1, R1, R2 and R3 Districts.

Following the Public Hearing, second and third readings were given to Land Use Bylaw Amendment 2672/J-95, a copy of which is attached hereto.

As the above use is now permitted and, providing the use is for "office use only", you are now only required to notify the City's Licensing Department of your change of address if you have not already done so.

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

Sincerely,



KELLY KLOSS  
City Clerk

KK/clr  
attchs.

cc: Bylaws and Inspections Manager  
License Inspector  
Principal Planner

**RED DEER**

*a delight  
to discover!*

NO. 1

660-042

DATE: April 3, 1995

TO: City Clerk

FROM: Engineering Department Manager

**RE: STANDARD DEVELOPMENT AGREEMENT**

---

Attached is a copy of the proposed Standard Development Agreement for private subdivision development in the City. This document has been revised from the current approved Development Agreement (last amended in March 1990) for clarification and updating purposes. We have circulated the revised document to the following groups for comment:

Recreation, Parks, and Culture Department	
Electric, Light, and Power Department	
Public Works Department	
Engineering Consulting Firms	- Al-Terra Engineering
	- UMA Engineering
	- Reid, Crowther, and Partners

Many of the changes relate to general housekeeping items to clarify or simplify the document, where the basic intent is unchanged. These changes include the following:

1. Subject headings have been added throughout the document for easier reference. Some clauses were re-arranged to fit under the appropriate subject headings.
2. Parts Seven, Eight, and Nine have been consolidated into a new Part Seven.
3. The Appendices have been re-organized to a more user-friendly format. All specific costs are now included in the appendices for easier reference and faster document preparation.

The only item that we have changed significantly since the 1990 amendment is that the Developer will now be responsible for the costs of installing pavement markings for roadways, installing the required traffic control signs, installing street name signs, and for installing or updating subdivision information maps located on the major entries to a subdivision. Most of this cost was previously funded by the taxpayer through operating or subdivision accounts. We estimate this cost to be in the order of \$15,000 per quarter section (\$250/ha) of development and feel that this cost should rightfully be paid by the developer, not the taxpayer.

City Clerk  
Page 2  
April 3, 1995

**RECOMMENDATION**

We recommend that Council approve the use of the attached Standard Development Agreement for private subdivision development in the City.



Ken G. Haslop, P. Eng  
Engineering Department Manager

SS/emg

- c.c. Director Community Services
- c.c. Director of Corporate Services
- c.c. Director of Development Services
- c.c. Urban Development Institute

**COMMENTS:**

Concur with the recommendation of the Engineering Department Manager.

"G. SURKAN"  
Mayor

"M.C. DAY"  
City Manager

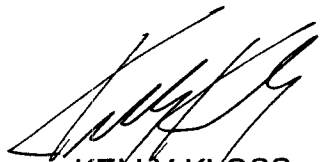
**DATE: APRIL 11, 1995**  
**TO: ENGINEERING DEPARTMENT MANAGER**  
**FROM: CITY CLERK**  
**RE: STANDARD DEVELOPMENT AGREEMENT**

---

At the Council Meeting of April 10, 1995, consideration was given to your report dated April 3, 1995 concerning the above topic and at which meeting the following resolution was passed:

"RESOLVED that Council of The City of Red Deer, having considered report from the Engineering Department Manager dated April 3, 1995, re: Standard Development Agreement, hereby approves the use of the Standard Development Agreement as attached to said report for private subdivision development in the City of Red Deer, and as presented to Council April 10, 1995."

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



KELLY KLOSS  
City Clerk

KK/clr

cc: Director of Community Services  
Director of Corporate Services  
Public Works Manager

NO. 2

DATE: April 3, 1995  
TO: City Council  
FROM: Assistant City Clerk  
RE: ADOPTION BYLAW AMENDMENT 3123/A-95

---

On December 19, 1994, Council passed an Adoption Bylaw with a Schedule "A" attached, outlining exclusions.

The City Assessor is asking that Council process an amendment to Schedule "A" and add the following roll numbers:

04-3-0785  
20-2-2640  
20-2-2645

RECOMMENDATION:

That Council give the Adoption Bylaw Amendment 3123/A-95 three readings.



Jeff Graves  
Assistant City Clerk

JG/ds

COMMENTS:

We concur with the recommendation of the Assistant City Clerk.

"G. SURKAN"  
Mayor

"M.C. DAY"  
City Manager

**DATE: APRIL 11, 1995**

**TO: CITY ASSESSOR**

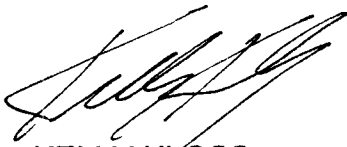
**FROM: CITY CLERK**

**RE: ADOPTION BYLAW AMENDMENT 3123/A-95**

---

At the Council Meeting of April 10, 1995, consideration was given to the above topic and at which meeting three readings were given to Adoption Bylaw Amendment 3123/A-95, a copy of which is attached hereto.

Trusting you will find this satisfactory.



**KELLY KLOSS**  
City Clerk

KK/clr  
attchs.

cc: Director of Corporate Services

NO. 3

**DATE:** April 3, 1995  
**TO:** City Council  
**FROM:** Finance & Audit Committee  
**RE:** REVIEW OF 1994 INVESTMENT PERFORMANCE

---

The Finance & Audit Committee, at their meeting of March 29, 1995, reviewed the 1994 Investment Performance report. Following is the resolution passed by the Committee in this respect.

"That the Finance & Audit Committee, having considered report from the Director of Corporate Services dated February 24, 1995 re: Review of 1994 Investment Performance, hereby accept said report and forward same to Council for their consideration."

The report referred to above is attached for Council's review.

  
G. SURKAN, Mayor  
Finance & Audit Committee Chairman



**DATE:** February 24, 1994

**TO:** Finance & Audit Committee

**FROM:** Director of Corporate Services

**RE:** REVIEW OF 1994 INVESTMENT PERFORMANCE

---

The investment policy requires an annual report on investment activity and returns.

For determining performance, the average interest rates earned on short term City investments is compared with the average Federal Government 90-day T-Bill rate. The average annual comparison is shown below.

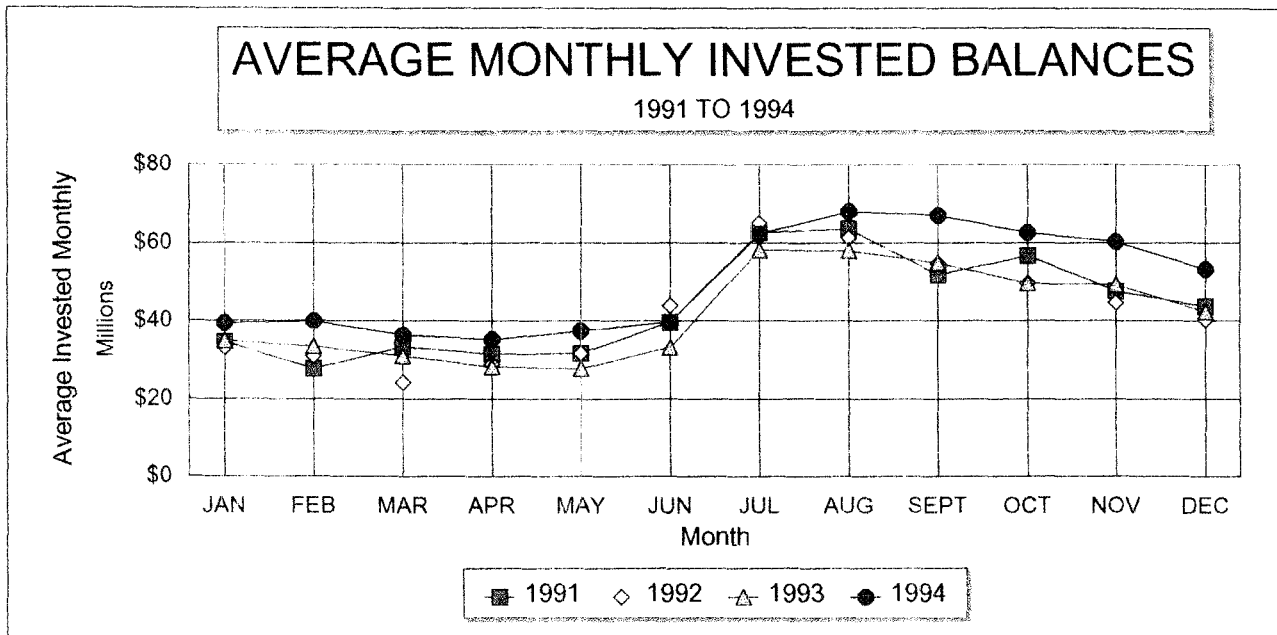
<b>Comparison of Average Annual 90-Day T-Bill Rate With the Interest Rate on City Investments</b>		
<b>Year</b>	<b>Average 90-Day T-Bill Rate</b>	<b>Average Interest Rate on City Investments</b>
1990	12.8%	13.1%
1991	8.8%	9.6%
1992	6.6%	6.6%
1993	4.8%	5.4%
1994	5.2%	5.8%

Interest rates earned for long term investments (over one year) are not included in the above chart.

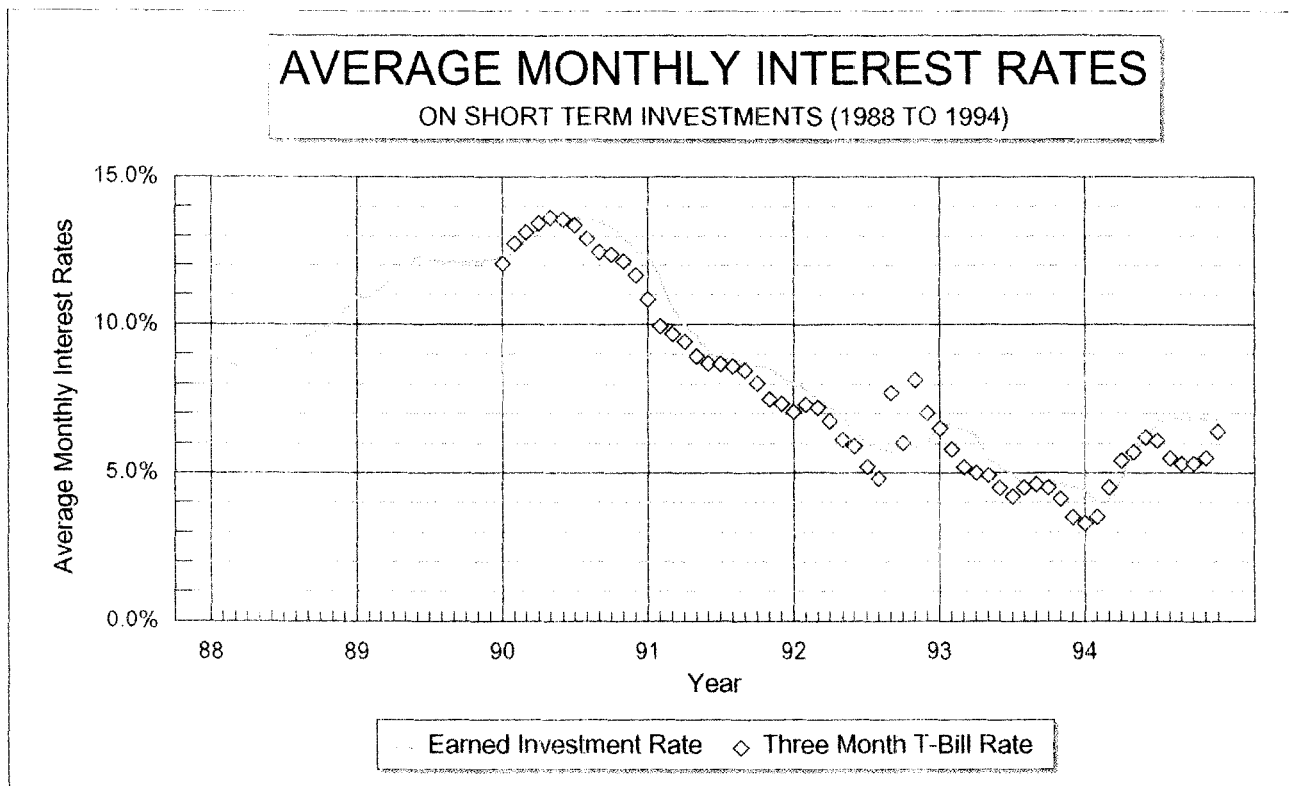
Starting in May 1993, the City began investing a portion of its investment portfolio in investments with maturities of up to 5 years. Graph #1 on the next page illustrates that over the last four years the lowest average invested monthly balance was \$24 million in 1992. The lowest average monthly balance in 1994 was \$35 million.

Graph #2 illustrates the average monthly interest rate earned since 1988 on investments. This is compared with the average monthly 90-day T-Bill rate starting in 1990. Starting in May 1993 the graph only reflects investments with a maturity of less than one year. It can be seen interest rates have increased significantly in 1994 to an average of 6.8% in December 1994 for short term investments.

GRAPH #1



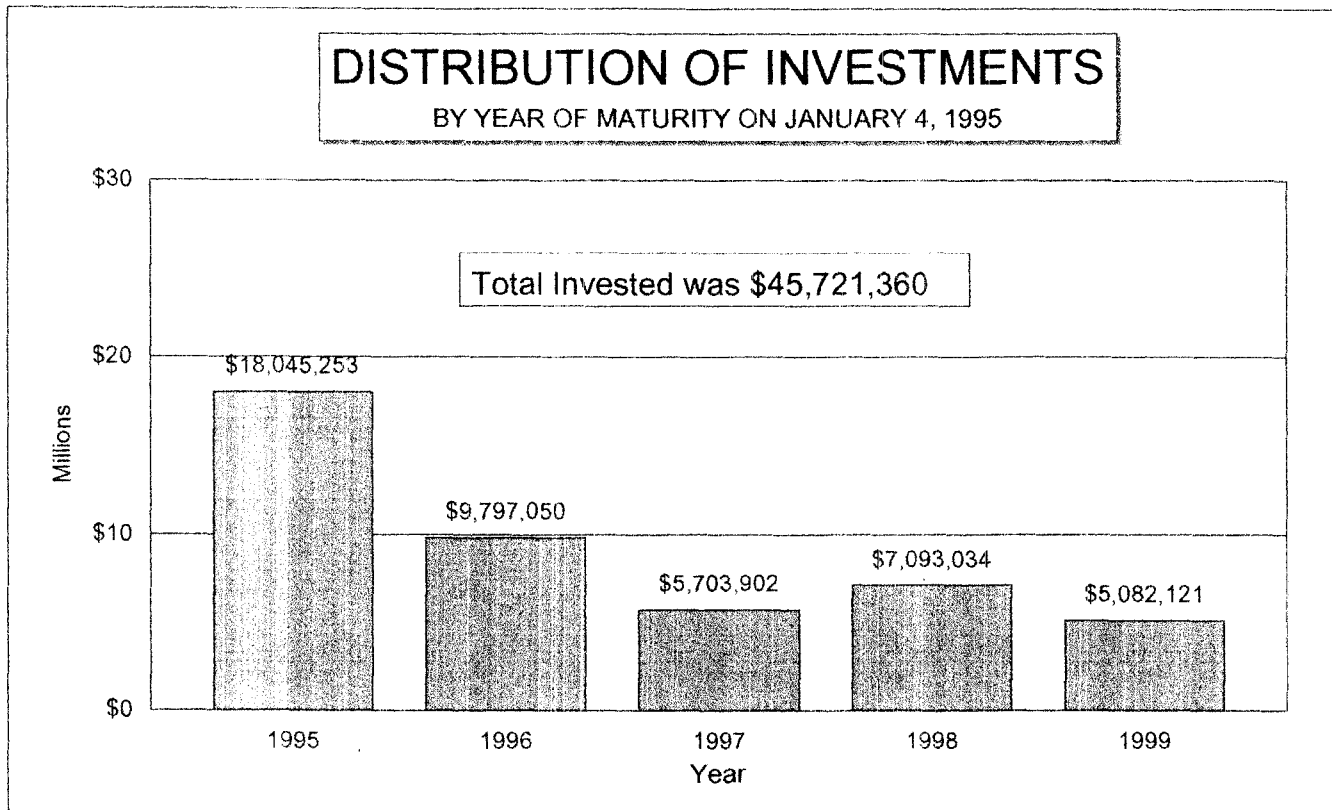
GRAPH #2



The use of investments with longer term maturities was done to obtain a better return. On these longer term investments an average return in 1994 of 7.2% for medium term investments and 6.7% for longer term investments was achieved.

Graph #3 illustrates how the investments on January 4, 1995 were distributed by year of maturity.

**GRAPH #3**



The use of longer term maturities does involve some risk if interest rates suddenly rose significantly. The City would have to retain the funds invested at the average rate of 7.2% and 6.7% and not be able to take advantage of higher interest rates until maturity. The market expectations, however, are that significant increases in interest rates are not anticipated over the next few years because of expected low inflation.

To summarize statistical information for the last years, the following chart has been prepared:

Finance & Audit Committee  
 February 24, 1995  
 Page 4

<b>Year</b>	<b>Average Interest Rate Received *</b>	<b>Average Monthly Funds Invested</b>	<b>Annual Interest Earnings</b>
1989	11.8%	\$ N/A	\$ 4,225,953
1990	13.1%	39,863,005	5,485,325
1991	9.6%	43,668,896	4,137,112
1992	6.6%	42,345,911	2,787,915
1993	5.4%	41,682,702	2,060,099
1994	5.8%	50,115,202	3,368,395

\* Short term investment rate



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

AW/jt

Att.

PATH: alan\memos\94invest.f&a

**DATE: APRIL 11, 1995**  
**TO: DIRECTOR OF CORPORATE SERVICES**  
**FROM: CITY CLERK**  
**RE: REVIEW OF 1994 INVESTMENT PERFORMANCE**

---

At the Council Meeting of April 10, 1995, consideration was given to the report from the Finance and Audit Committee dated April 3, 1995, concerning the above topic and at which meeting Council agreed that same be filed.

Thank you for providing this information to Council.



KELLY KLOSS  
City Clerk

KK/clr

NO. 4

**DATE: March 27, 1995**  
**TO: City Clerk**  
**FROM: Director of Corporate Services**  
**RE: APPOINTMENT OF THE CITY'S REPRESENTATIVE  
TO THE ALBERTA MUNICIPAL FINANCING CORPORATION  
ANNUAL MEETING ON FRIDAY, APRIL 21, 1995**

---

The above action is required.

In previous years City Council has designated the Director of Corporate Services as the City's representative. If Council agrees to continue to do so, the following resolution is required:

"That Alan Wilcock, or designee, be appointed to represent and vote the shares of The City of Red Deer at the Annual General Meeting of the Alberta Municipal Financing Corporation to be held on April 21, 1995 in Edmonton."



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

AW/jt

COMMENTS:

Concur with the recommendation of the Director of Corporate Services.

"G. SURKAN"  
Mayor

"M.C. DAY"  
City Manager

**DATE: APRIL 11, 1995**

**TO: DIRECTOR OF CORPORATE SERVICES**

**FROM: CITY CLERK**


**RE: APPOINTMENT OF THE CITY'S REPRESENTATIVE TO THE  
ALBERTA MUNICIPAL FINANCING CORPORATION'S ANNUAL  
MEETING ON FRIDAY, APRIL 21, 1995**

---

At the Council Meeting of April 10, 1995 consideration was given to your report dated March 27, 1995 concerning the above topic and at which meeting the following resolution was passed:

"RESOLVED that Council of The City of Red Deer, having considered report from the Director of Corporate Services dated March 27, 1995, re: Appointment of The City's Representative To The Alberta Municipal Financing Corporation Annual Meeting on Friday, April 21, 1995, hereby appoints Alan Wilcock, or designee, to represent and vote the shares of The City of Red Deer at the Annual General Meeting of the Alberta Municipal Financing Corporation to be held on April 21, 1995 in Edmonton, Alberta, and as presented to Council April 10, 1995."

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



KELLY KLOSS  
City Clerk

KK/clr

NO. 5


**DATE:** April 3, 1995  
**TO:** City Council  
**FROM:** Finance & Audit Committee  
**RE:** 1994 OPERATING RESULTS AND SIGNIFICANT BUDGET VARIANCES

---

The Finance & Audit Committee, at their meeting of March 29, 1995, reviewed the 1994 Operating Results and Significant Budget Variances. Following is the motion passed by the Committee in this respect.

"That the Finance & Audit Committee, having considered report from the Mayor, City Manager and the Director of Corporate Services dated March 1, 1995 re: 1994 Operating Results and Significant Budget Variances, hereby recommend to City Council acceptance of said report."

Attached hereto is the report for your perusal.

  
G. SURKAN, Mayor  
Finance & Audit Committee Chairman



**DATE:** March 1, 1995

**TO:** City Council

**FROM:** Mayor  
City Manager  
Director of Corporate Services

**RE:** 1994 OPERATING RESULTS AND SIGNIFICANT BUDGET VARIANCES

---

## INTRODUCTION

Council Policy #405 states:

"No later than April 30 of the year following, a report on significant budget variances is to be submitted to Council by the Treasurer and City Commissioners:

- identifying significant budget variances, and
- explaining the reasons for variances in the previous fiscal year."

This report is submitted in accordance with the Council policy.

## COMPARISON OF 1994 BUDGET AND ACTUAL RESULTS

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

TABLE 1 identifies the funds and whether any surplus or deficit at the end of the year is transferred to accumulated surplus or a reserve for a particular purpose.

TABLE 1 CITY FUNDS AND HOW OPERATING SURPLUSES OR DEFICITS ARE ALLOCATED		
FUND	ALLOCATED TO	COMMENTS
General	Accumulated Surplus	
Water Utility	Accumulated Surplus	
Sewer Utility	Accumulated Surplus	
Garbage Collection Utility	Accumulated Surplus	
Recycling Utility	Accumulated Surplus	
Parking	Reserve	To provide additional parking
Equipment	Reserve	To fund new equipment purchases
Solid Waste	Reserve	To fund a new landfill site
Electric Light & Power	Reserve	To fund system capital expenditures

The following TABLES 2 and 3 show the 1994 actual results and budget variances for the above funds.

City Council  
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Page 2

TABLE 2 compares the 1994 budgeted and actual surplus (deficit) for those funds where the actual surplus (deficit) is transferred to accumulated surplus.

<b>TABLE 2</b> <b>COMPARISON OF BUDGETED SURPLUS (DEFICIT) WITH ACTUAL</b> <b>FOR 1994</b> <b>(\$'000)</b>				
Fund	Surplus (Deficit)		Variance Favourable (Unfavourable)	For Detail See Pages
	Budget	Actual		
General	\$ (544)	\$ 2,288	\$ 2,832	7-18
Water Utility	46	736	690	20
Sewer Utility	37	531	494	21
Garbage Collection	27	48	21	-
Recycling	40	177	137	23
Totals	\$ (394)	\$ 3,780	\$ 4,174	

TABLE 3 compares the 1994 budgeted transfer to/from reserves with the actual transfer for those funds where any surplus or deficit is allocated to a reserve.

<b>TABLE 3</b> <b>COMPARISON OF BUDGETED TRANSFERS TO RESERVES WITH ACTUAL</b> <b>FOR 1994</b> <b>(\$'000)</b>				
Fund	Transfer To (From) Reserve		Variance Favourable (Unfavourable)	For Detail See Pages
	Budget	Actual		
Parking	\$ 125	\$ 120	\$ (5)	-
Equipment	760	1,770	1,010	19
Solid Waste	188	617	429	22
Electric Light & Power	3,335	4,335	1,000	24
Totals	\$ 4,408	\$ 6,842	\$ 2,434	

The total variance from budget for TABLES 2 and 3 is a favourable variance of \$6,608,000 or 5.4% of the total operating budget.

The reasons for the variances from budget disclosed on TABLE 2 and 3 are detailed on Appendix B to this report. Page references are indicated on TABLES 2 and 3.

City Council  
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Page 3

### **Changes in Accumulated Surpluses**

TABLE 4 discloses how the accumulated surpluses for the various funds changed as a result of the actual 1994 surplus detailed on TABLE 2.

<b>TABLE 4 SUMMARY OF CHANGES IN ACCUMULATED SURPLUS FOR 1994 (\$'000)</b>			
<b>Fund</b>	<b>Accumulated Surplus Dec. 31/93</b>	<b>1994 Actual Surplus</b>	<b>Accumulated Surplus Dec. 31/94</b>
General	\$ 5,311	\$ 2,288	\$ 7,599
Water Utility	381	736	1,117
Sewer Utility	1,307	531	1,838
Landfill	268	0	268
Garbage Collection Utility	263	48	311
Recycling Utility	330	177	507
<b>Totals</b>	<b>\$ 7,860</b>	<b>\$ 3,780</b>	<b>\$11,640</b>

The accumulated surplus of the various funds increased by \$3,780,000 in 1994 to \$11,640,000.

### **Use of Surplus**

In 1994 Council passed the following policy:

- "4) 50% of the budget savings achieved by a Department for a fiscal year can be carried forward to the following fiscal year and would be in addition to the budget approved by Council for the following fiscal year. The funds carried forward are to be used for one-time expenditures intended to:
- create staff efficiencies to reduce costs
  - fund expenditures that would result in on-going savings in expenditures. The resulting savings would be reduced from the Department's base budget in future years."

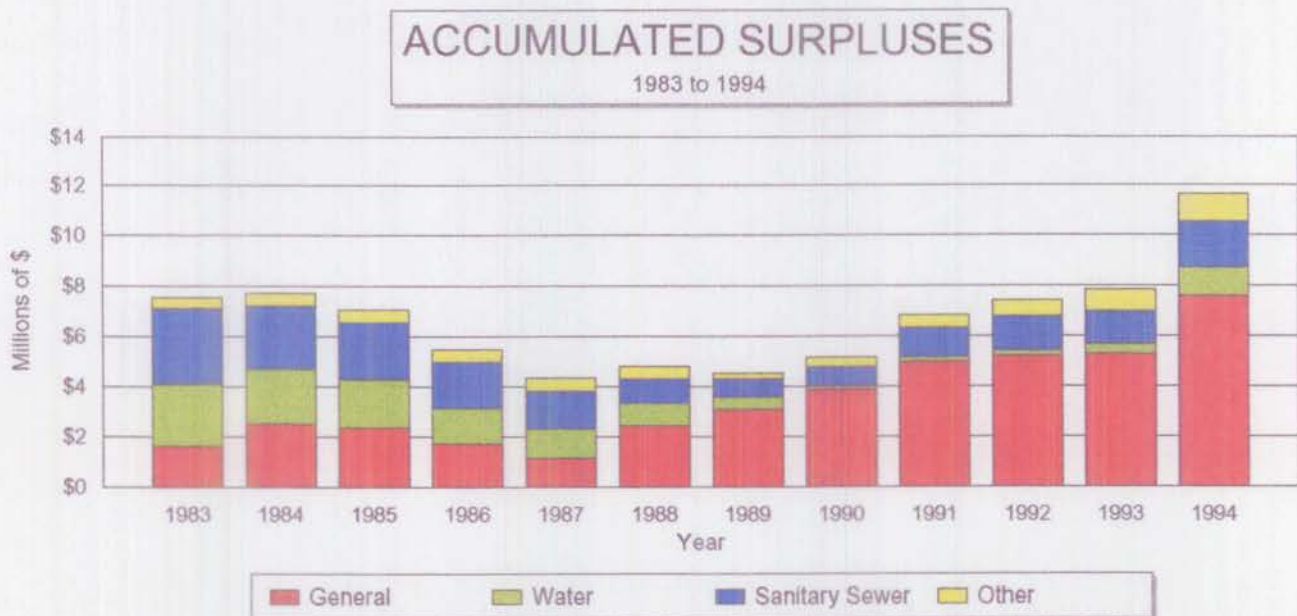
City Council  
March 1, 1995  
Page 4

As a result of the policy, there will be \$1,389,016 of the additional \$3,780,000 surplus available to the City departments in 1995 for one-time expenditures. These expenditures are expected to result in improved service to the public and/or allow more efficient City operations.

It is important to have accumulated surplus and increase it when possible:

- to provide funding for the first six months of the year until Municipal tax revenues are received. Ideally this would be an accumulated surplus of \$10,000,000
- to earn interest revenue which is used to finance General municipal expenditures and offset the need for property tax increases
- to provide a cushion for large unanticipated economic reversals
- to provide funding for major capital expenditures in lieu of long term borrowings.

The following graph illustrates the changes in accumulated surplus for the years 1983 to 1994.



City Council  
March 1, 1995  
Page 5

### **Changes in Utility Reserves**

TABLE 5 discloses how the fund reserves changed in 1994 as a result of the 1994 transfers on TABLE 3.

<b>TABLE 5 CHANGES IN UTILITY RESERVE BALANCES FOR 1994 (\$'000)</b>				
Fund	Balance Dec. 31/93	Transfer To (From) Reserve		Balance Dec. 31/94
		Operations	Other	
Parking	\$ 680	\$ 120	\$ 52	\$ 852
Equipment	1,046	1,770	(90)	2,726
Landfill	2,966	617	205	3,788
E. L. & P.	5,481	4,335	(1,877)	7,939
Totals	\$10,173	\$ 6,842	\$ (1,710)	\$ 15,305

### **Detailed Analysis of Variances**

Attached to the report is Appendix "A" This Appendix compares the net 1994 budget for the major functions with the actual results. Major variances in excess of \$50,000 are detailed on Appendix "B". The page references for Appendix "B" are shown in the first column of Appendix "A".

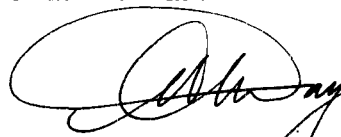
It should be noted the figures in this report are subject to adjustment by year end audit.


If clarification or more information is required, please contact the Director of Corporate Services.

### **Recommendation**

That the report be accepted by Council as information.

  
G. Surkan  
Mayor

  
M.C. Day  
City Manager

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

AW/jt  
Att.

## APPENDIX "A"

**THE CITY OF RED DEER**  
**STATEMENT OF OPERATING BUDGET VARIANCES**  
**FOR THE YEAR ENDED DECEMBER 31, 1994**

PAGE NO.	DESCRIPTION	1994		VARIANCE FAVOURABLE (UNFAVOURABLE)	
		BUDGET	ACTUAL	AMOUNT	%
	<b>TAX SUPPORTED:</b>				
7	General Revenues	(\$21,797,814)	(\$21,909,629)	\$111,815	0.5%
8-9	General Programs	(13,501,917)	(14,850,418)	1,348,501	10.0%
	Development Services	800,073	782,007	18,066	2.3%
	City Commissioners	380,584	382,338	(1,754)	-0.5%
	Elected & City Clerk	730,512	733,039	(2,527)	-0.3%
	Personnel	558,968	514,454	44,514	8.0%
	Financial Services	0	0	0	
	Treasury Services	1,141,713	1,140,495	1,218	0.1%
	City Assessor	578,620	585,472	(6,852)	-1.2%
	Computer Services	797,311	796,869	442	0.1%
	City Hall Operations	609,894	595,224	14,670	2.4%
	By-laws & Inspections	48,093	81,671	(33,578)	-69.8%
10	Police Protection	6,351,324	6,046,075	305,249	4.8%
11	Fire & Ambulance	6,303,519	6,016,236	287,283	4.6%
12	Engineering Services	1,043,782	939,930	103,852	
13	Public Works	6,053,701	5,846,426	207,275	3.4%
14	Airport	199,666	120,185	79,481	39.8%
15	Transit System	1,318,308	1,259,280	59,028	4.5%
	Community Services Director	0	0	0	
	Community Services - General	1,294,803	1,303,453	(8,650)	
	Social Planning	687,667	652,990	34,677	5.0%
16	Parks	2,526,627	2,445,879	80,748	3.2%
17	Recreation & Culture	2,672,662	2,548,333	124,329	4.7%
	Economic Development	208,574	201,350	7,224	3.5%
18	Street & Traffic Lights	993,330	936,202	57,128	5.8%
	<b>TOTAL TAX SUPPORT</b>	0	(2,832,138)	2,832,138	
	<b>SERVICE CENTRES:</b>				
	Parking Fund	0	0	0	
19	Equipment Fund	0	0	0	
	Subdivision Development	0	0	0	
	<b>TOTAL SERVICE CENTRES</b>	0	0	0	
	<b>SELF SUPPORTING UTILITIES</b>				
20	Water Utility	0	(690,461)	690,461	
21	Sewer Utility	0	(493,504)	493,504	
22	Garbage Disposal	0	0	0	
	Garbage Collection	0	(21,102)	21,102	
23	Recycling	0	(136,660)	136,660	
24	EL&P Utility	0	0	0	
	<b>TOTAL SELF SUPP. UTILITIES</b>	0	(1,341,727)	1,341,727	
	<b>TOTAL OPERATING BUDGET</b>	\$0	(\$4,173,865)	\$4,173,865	

## APPENDIX B

<b>ANALYSIS OF NET FUNCTION VARIANCES OVER \$50,000</b>	
<b>Description</b>	<b>Variance Favourable (Unfavourable)</b>
<b>NET TAXATION -</b> <b>FAVOURABLE VARIANCE of \$ 111,815</b>  This variance was primarily the result of:	
1. Property Taxes <ul style="list-style-type: none"> <li>This includes \$604,556 of property taxes for requisitioning authorities that will be reserved for possible assessment appeals, recovered as a 1993 under collection (\$118,549) or will be refunded in 1995. It is offset by a provision under General Programs - Miscellaneous services for the same amount. There was an under collection of \$561,092 for municipal property taxes due to assessment reductions that is offset by a provision under General Programs - Miscellaneous Services</li> </ul>	\$ 50,873
2. Business Taxes <ul style="list-style-type: none"> <li>Collection exceeded the budget provision.</li> </ul>	\$ 58,578

## APPENDIX B

<b>ANALYSIS OF NET FUNCTION VARIANCES OVER \$50,000</b>	
<b>Description</b>	<b>Variance Favourable (Unfavourable)</b>
<b>GENERAL PROGRAMS -</b> <b>NET FAVOURABLE VARIANCE of \$ 1,348,501</b>  This variance was primarily the result of:	
1. Property and Business Tax Penalties <ul style="list-style-type: none"> <li>Was less than the budget provision because the penalty rate was reduced</li> </ul>	\$ (25,778)
2. Franchise Fees <ul style="list-style-type: none"> <li>Northwestern Utilities franchise fees are based on a percent of natural gas revenue and were \$156,121 over budget</li> </ul>	\$ 147,364
3. Interest on Investments <ul style="list-style-type: none"> <li>There was a substantial increase in interest rates during 1994</li> </ul>	\$ 853,734
4. Prior Years' Adjustments <ul style="list-style-type: none"> <li>An overprovision of \$51,948 was made for unpaid goods or services ordered</li> </ul>	\$ 51,448
5. City Solicitor <ul style="list-style-type: none"> <li>Actual costs were less than anticipated</li> </ul>	\$ 21,891

Cont.



## APPENDIX B

**GENERAL PROGRAMS -**

NET FAVOURABLE VARIANCE of \$ 1,348,501 (continued)

## 6. Miscellaneous Services

\$ 448,114

- There were a number of variances:

<u>Description</u>	Variance Favourable (Unfavourable)
Interest transfers	\$ (77,086)
Bad Debts provisions	(11,662)
Provision for contingencies	394,571
Advertising recoveries	(7,000)
Commuted Local Improvements	26,194
GST recovery	12,074
Insurance	8,788
Tax Reductions for properties annexed	20,372
Business Tax Alterations	45,665
Brier loan recovery	15,000
Provision for tax reductions for assessment changes	14,772

## 7. Transfers

\$ (82,341)

- Franchise fees that varied from the budget provision

<u>Utility</u>	Variance Favourable (Unfavourable)
Garbage	\$ (7,944)
E. L. & P.	(62,392)
Sewer	(12,696)

## APPENDIX B

<b>ANALYSIS OF NET FUNCTION VARIANCES OVER \$50,000</b>	
<b>Description</b>	<b>Variance Favourable (Unfavourable)</b>
<b>POLICE -</b> <b>FAVOURABLE VARIANCE of \$ 305,249</b>  The favourable variance was the result of:	
1. Administration <ul style="list-style-type: none"> <li>Salaries were underspent by \$85,377 and revenues were \$11,302 over budget. This was offset by a capital overexpenditure of \$50,000 and a number of small overexpenditures</li> </ul>	\$ 36,908
2. Investigation, Prevention and Protection <ul style="list-style-type: none"> <li>The RCMP contract was \$99,214 underspent and fine revenue was \$130,936 over budget</li> </ul>	\$ 236,433
3. Buildings <ul style="list-style-type: none"> <li>Maintenance was \$33,751 under budget.</li> </ul>	\$ 32,835

## APPENDIX B

<b>ANALYSIS OF NET FUNCTION VARIANCES OVER \$50,000</b>	
<b>Description</b>	<b>Variance Favourable (Unfavourable)</b>
<b>FIRE &amp; AMBULANCE -</b> <b>FAVOURABLE VARIANCE of \$287,283</b>  This variance was primarily the result of:	
1. Administration <ul style="list-style-type: none"> <li>Salaries were \$21,509 underspent.</li> </ul>	\$ 22,118
2. Prevention <ul style="list-style-type: none"> <li>Salaries were \$15,433 overspent</li> </ul>	\$ (12,911)
3. Communications <ul style="list-style-type: none"> <li>Telephone was underspent by \$34,024</li> <li>Contractual Services was underspent by \$13,598</li> </ul>	\$ 54,163
4. Ambulance <ul style="list-style-type: none"> <li>Revenue was under budget by \$15,521</li> <li>Salaries were underspent by \$189,154</li> <li>Capital transfers was underspent by \$48,039</li> </ul>	\$ 219,394

## APPENDIX B

<b>ANALYSIS OF NET FUNCTION VARIANCES OVER \$50,000</b>	
<b>Description</b>	<b>Variance Favourable (Unfavourable)</b>
<b>ENGINEERING SERVICES -</b> <b>FAVOURABLE VARIANCE of \$ 103,852</b>  The variance was primarily the result of:	
1. Drafting <ul style="list-style-type: none"> <li>Revenues exceeded budget by \$58,274</li> <li>Capital costs were overspent by \$14,973</li> </ul>	\$ 41,363
2. Traffic <ul style="list-style-type: none"> <li>Salary costs were underspent by \$48,413</li> </ul>	\$ 54,077

## APPENDIX B

<b>ANALYSIS OF NET FUNCTION VARIANCES OVER \$50,000</b>	
<b>Description</b>	<b>Variance Favourable (Unfavourable)</b>
<b>PUBLIC WORKS -</b> <b>FAVOURABLE VARIANCE of \$ 207,275</b>  The variance was primarily the result of:	
1. Common Services	\$ 42,086
<ul style="list-style-type: none"> <li>Contracted services was underspent by \$35,664</li> <li>Salary costs were underspent by \$10,612</li> </ul>	
2. Administration	\$ 21,538
<ul style="list-style-type: none"> <li>Salary costs were underspent by \$14,633</li> </ul>	
3. Concrete Repairs for Others	\$ 19,363
Pavement Repairs for Others	\$ 28,558
<ul style="list-style-type: none"> <li>Recoveries exceeded expenditures</li> </ul>	
4. Grading Roads and Lanes	\$ 20,132
5. Other Maintenance Roads and Lanes	\$ 111,450
6. Sidewalk Repairs	\$ (118,854)
7. Curb Cut Construction for Others	\$ 14,314
8. Sign Maintenance and Installation	\$ 33,560
9. Bridge Maintenance	\$ 131,647
10. Drainage Maintenance	\$ 54,360
11. Snow and Ice Control	\$ (221,059)
12. Spring Cleanup	\$ 59,986

## APPENDIX B

ANALYSIS OF NET FUNCTION VARIANCES OVER \$50,000	
Description	Variance Favourable (Unfavourable)
<b>AIRPORT -</b> <b>FAVOURABLE VARIANCE of \$ 79,481</b>  The variance was primarily the result of:	
1. Airport Services Revenue <ul style="list-style-type: none"> <li>Field Haying rights exceeded budget by \$14,905</li> <li>Gas taxes exceeded budget by \$8,684.</li> </ul>	\$ 26,431
2. Administration <ul style="list-style-type: none"> <li>Insurance costs were \$9,909 under budget</li> </ul>	\$ 10,905
3. Runways, Taxiways and Tarmac - underspent were: <ul style="list-style-type: none"> <li>Snow removal \$ 14,298</li> <li>Lighting 6,707</li> <li>Crackfilling and Asphalt repairs 6,486</li> <li>Water, Sanitary and Storm systems 21,388</li> </ul>	\$ 46,160

## APPENDIX B

<b>ANALYSIS OF NET FUNCTION VARIANCES OVER \$50,000</b>							
<b>Description</b>	<b>Variance Favourable (Unfavourable)</b>						
<b>TRANSIT SYSTEM -</b> <b>FAVOURABLE VARIANCE of \$59,028</b>  The variance was primarily the result of:							
1. Revenues <ul style="list-style-type: none"> <li>• Student passes exceeded budget by \$30,156</li> <li>• Revenue items under budget were:               <table> <tr> <td>• Transit Fares</td><td>\$23,831</td></tr> <tr> <td>• Go Pass</td><td>37,110</td></tr> <tr> <td>• Charters</td><td>27,691</td></tr> </table> </li> </ul>	• Transit Fares	\$23,831	• Go Pass	37,110	• Charters	27,691	\$ (57,864)
• Transit Fares	\$23,831						
• Go Pass	37,110						
• Charters	27,691						
2. Administration <ul style="list-style-type: none"> <li>• Salaries were under budget by \$11,255</li> <li>• Contracted Services was under budget by \$11,069</li> </ul>	\$ 20,626						
3. Transportation Operations <ul style="list-style-type: none"> <li>• Salary costs were under budget by \$80,868</li> </ul>	\$ 80,502						

## APPENDIX B

<b>ANALYSIS OF NET FUNCTION VARIANCES OVER \$50,000</b>	
<b>Description</b>	<b>Variance Favourable (Unfavourable)</b>
<b>PARKS -</b> <b>FAVOURABLE VARIANCE of \$ 80,748</b>  The variance was primarily the result of:	
1. Tree and Shrub Maintenance	\$ 12,894
2. Tree Nursery	\$ 20,185
3. Outdoor Rinks Maintenance	\$ 8,756
4. Weed and Pest Control	\$ 13,725



## APPENDIX B

<b>ANALYSIS OF NET FUNCTION VARIANCES OVER \$50,000</b>	
<b>Description</b>	<b>Variance Favourable (Unfavourable)</b>
<b>RECREATION &amp; CULTURE -</b>	
FAVOURABLE VARIANCE of \$ 124,329	
The variance was primarily the result of:	
1. Arena	\$ 10,492
2. Great Chief Park	\$ 10,801
3. Dawe Facilities	\$ 12,270
4. East Hill Community Association	\$ 9,280
5. Heritage Ranch	\$ 9,414
6. Lions Campground	\$ 14,429
7. Aquatics Program	\$ 14,034
8. Athletics Programs	\$ 31,628
9. Risk Programs	\$ 11,268

## APPENDIX B

<b>ANALYSIS OF NET FUNCTION VARIANCES OVER \$50,000</b>	
<b>Description</b>	<b>Variance Favourable (Unfavourable)</b>
<b>STREET &amp; TRAFFIC LIGHTS -</b> <b>FAVOURABLE VARIANCE of \$57,128</b>  The variance was primarily the result of:	
1. Street & Traffic Light Power	\$ 14,346
2. Street & Traffic Light Maintenance	\$ 43,247

## APPENDIX B

ANALYSIS OF NET FUNCTION VARIANCES OVER \$50,000	
Description	Variance Favourable (Unfavourable)
<b>EQUIPMENT FUND -</b> <b>FAVOURABLE VARIANCE of \$ 1,010,000</b>  This favourable variance was primarily the result of:	
1. Operating Expenditures <ul style="list-style-type: none"> <li>The significant variances were:</li> </ul>	
Salaries	\$ 9,240
Insurance	24,263
Gas	61,404
Tires	(14,894)
Parts	234,893
Warranty Costs - internal	11,718
Capital expenditure	700,000
Radio Rental	(12,956)
Reserves	(58,523)

## APPENDIX B

ANALYSIS OF NET FUNCTION VARIANCES OVER \$50,000	
Description	Variance Favourable (Unfavourable)
<b>WATER UTILITY -</b>	
FAVOURABLE VARIANCE of \$ 690,461	
The favourable variance was primarily the result of:	
1. Revenues	\$ 25,858
2. Administration	\$ 23,371
• Salaries were underspent by \$16,172	
3. Pumping Operations & Maintenance	\$ 113,237
• City utilities were underspent by \$74,979, contracted services by \$9,826 and capital transfers by \$15,383	
4. Purification, Treatment and Plant Maintenance	\$ 371,359
• The major variances were:	
Salaries	\$ 59,526
Contracted Services	18,244
Construction supplies	31,886
Chemicals	24,755
Natural Gas	53,226
Capital expenditure	68,759
Sludge Disposal:	
Wages	9,123
Contracted Services	77,639
Internal Equipment Rental	20,693
5. Transmission and Distribution	\$ 178,542
• The significant variances were:	
General Maintenance	\$ 97,507
Valve replacement	12,886
Meter maintenance	31,734
Water & Sewer connections	28,774
7. Debt Charges	\$ (26,359)

## APPENDIX B

ANALYSIS OF NET FUNCTION VARIANCES OVER \$50,000	
Description	Variance Favourable (Unfavourable)
<b>SEWER UTILITY -</b>	
FAVOURABLE VARIANCE of \$ 493,504	
The favourable variance was primarily the result of:	
1. Revenue	\$ 10,102
2. Administration	\$ 16,533
3. Customer Billing and Collection	\$ 21,909
4. Sewage Treatment and Disposal	\$ 338,046
<ul style="list-style-type: none"> <li>The major variances were:</li> </ul>	
	Favourable (Unfavourable) <u>Variances</u>
Salaries	\$ 63,804
Contracted services	32,509
City utilities	34,501
Internal Equipment Rental	22,626
Construction supplies	(17,343)
<ul style="list-style-type: none"> <li>Liquid Waste Treatment was underspent by \$21,123</li> </ul>	
<ul style="list-style-type: none"> <li>Sludge application to land was underspent by \$170,914</li> </ul>	\$ 108,624
5. Sewage Collection System	
<ul style="list-style-type: none"> <li>The major variances were:</li> </ul>	
General maintenance	\$ 63,814
Camera inspections	25,495

## APPENDIX B

ANALYSIS OF NET FUNCTION VARIANCES OVER \$50,000	
Description	Variance Favourable (Unfavourable)
<b>SOLID WASTE -</b> <b>FAVOURABLE VARIANCE of \$ 430,188</b>  The favourable variance was the result of:	
1. Revenues	\$ 245,923
2. Solid Waste Disposal	\$ 62,523
<ul style="list-style-type: none"> <li>Underspent were:</li> </ul>	
Salaries	\$ 27,330
Equipment Rental - Internal	21,779
Contractual and General Services	15,253
3. Site Approvals	\$ 82,725
4. Landscaping	\$ 10,257
5. Household Toxic Waste Blitz	\$ 19,255

## APPENDIX B

ANALYSIS OF NET FUNCTION VARIANCES OVER \$50,000					
Description	Variance Favourable (Unfavourable)				
<b>RECYCLING -</b> <b>FAVOURABLE VARIANCE of \$ 136,660</b>  This favourable variance was primarily the result to:					
1. Revenue	\$ 66,212				
2. Administration	\$ 40,534				
<ul style="list-style-type: none"> <li>Underspent were:               <table> <tr> <td>Advertising</td><td>\$ 33,772</td></tr> <tr> <td>Supplies</td><td>23,605</td></tr> </table> </li> <li>Overspent was contracted services by \$ 11,322</li> </ul>	Advertising	\$ 33,772	Supplies	23,605	
Advertising	\$ 33,772				
Supplies	23,605				
3. Waste Diversion Program	\$ 11,752				
4. Waste Audits	\$ 9,986				

## APPENDIX B

<b>ANALYSIS OF NET FUNCTION VARIANCES OVER \$50,000</b>	
<b>Description</b>	<b>Variance Favourable (Unfavourable)</b>
<b>ELECTRIC LIGHT &amp; POWER -</b>	
FAVOURABLE VARIANCE of \$ 1,000,000	
This favourable variance was primarily the result of:	
1. Revenues	\$ (157,627)
2. Administration	\$ 75,853
• Capital transfers were underspent by \$85,312	
3. Training	\$ 25,771
• Salaries were \$18,177 under budget	
4. Customer Billing and Collection	\$ 95,497
• Provision for uncollectible accounts was \$60,296 and salaries were \$39,883 under budget.	
5. Purchase of Supply	\$ 534,709
• Cost of power from TransAlta was \$601,908 under budget	
6. Transfer to Municipal Operations	\$ 62,392
7. Distribution	\$ 490,632
• The significant variances were	
General Maintenance	\$ 341,442
Meter Reads and Moves	11,243
Change and Repair Meters	43,324
Overhead Distribution Maintenance	19,979
Substation Maintenance and Inspection	35,139
SCADA system	13,576
Install Lightning Arresters	(18,298)
Provision of Standby Service	17,451
Repairs to Underground Lines	25,710



**DATE: APRIL 11, 1995**

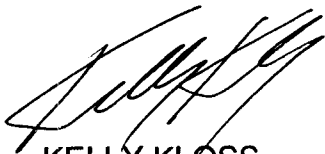
**TO: DIRECTOR OF CORPORATE SERVICES**

**FROM: CITY CLERK**

**RE: 1994 OPERATING RESULTS AND SIGNIFICANT BUDGET VARIANCES**

At the Council Meeting of April 10, 1995, consideration was given to the report from the Finance and Audit Committee dated April 3, 1995 concerning the above topic and at which meeting Council agreed that same be filed.

Thank you for providing this information to Council.

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

KELLY KLOSS  
City Clerk

KK/clr

NO. 6


**DATE:** April 3, 1995  
**TO:** City Council  
**FROM:** Finance & Audit Committee  
**RE:** 1994 ACCOUNTS RECEIVABLE WRITE-OFFS

---

The Finance & Audit Committee, at their meeting of March 29, 1995, reviewed the 1994 Accounts Receivable Write-Offs submitted by the Director of Corporate Services. Following is the resolution passed by the Committee concerning this report.

"That the Finance & Audit Committee, having considered report from the Director of Corporate Services dated February 27, 1995 re: 1994 Accounts Receivable Write-Offs, hereby recommend approval of said write-offs in the amount of \$176,030.77 to Council."

The attached report is submitted for Council's consideration.

  
G. SURKAN, Mayor  
Finance & Audit Committee Chairman

**DATE:** February 27, 1995  
**TO:** Finance and Audit Committee  
**FROM:** Director of Corporate Services  
**RE:** 1994 ACCOUNTS RECEIVABLE WRITE-OFFS

---

The attached report from the Treasury Services Manager is requesting approval for accounts receivable write-offs of \$176,030.77 for 1994.

The average write-offs for the last five years were \$139,000. The requested 1994 write-offs are \$37,000 or 27% above the five year average. The graph on the following page compares 1994 with the last five years.

The major reasons the write-offs are above the five year average are:

- Mobile Home Licenses
  - The Province discontinued refunding a portion of the license fee. The City was using this refund to offset the license fee. When the refund was no longer available, the collection of license fees became more difficult and write-offs increased.

Effective January 1, 1995 Provincial legislation for mobile homes has changed. This may make it easier to collect the license fees in the future.
- Utilities
  - The 1994 write-off figure includes a \$31,267 write-off for Woodward's Stores. A reserve for this write-off was made in a prior year.

It will be noted as a percent of total billings the 1994 write-offs represent only .27%.

### **Recommendation**

That the Finance and Audit Committee recommend to Council approval of the 1994 write-offs of \$176,030.77.

The detailed listing of accounts to be written off will not be submitted to Council.

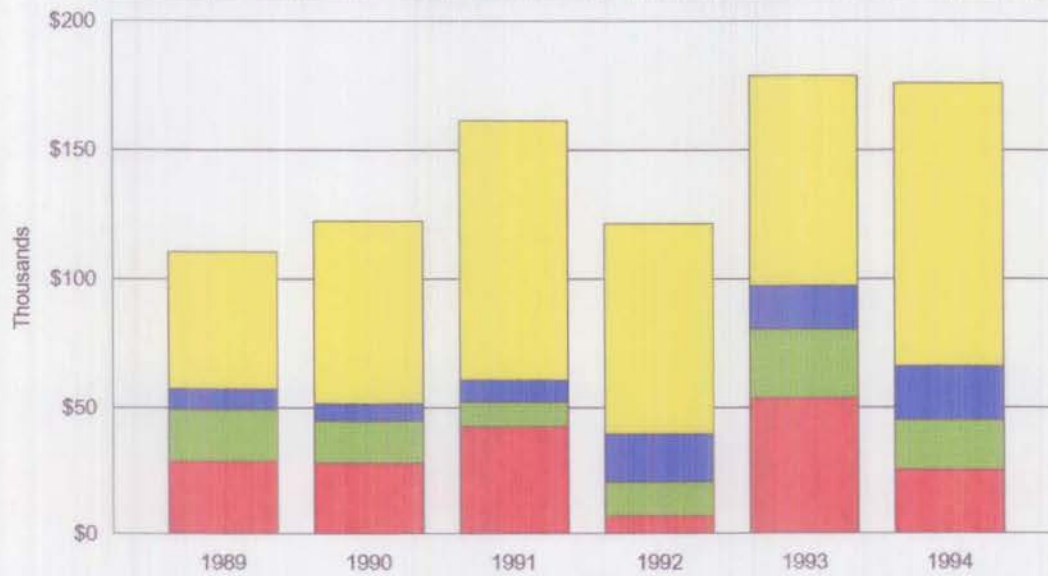


A. Wilcock, B. Comm., C.A.  
Director of Corporate Services

AW/jt  
c. Treasury Services Manager

## ACCOUNTS RECEIVABLE WRITE-OFFS

1989 TO 1994



General Accounts

Business Tax

Mobile Home Licenses

Utility Accounts

**DATE: FEBRUARY 28, 1995**

**TO: DIRECTOR OF CORPORATE SERVICES**

**FROM: TREASURY SERVICES MANAGER**

**RE: 1994 ACCOUNTS RECEIVABLE WRITE-OFFS**

Attached are listings of general, business tax, mobile home and utility accounts receivable recommended for write off in the 1994 financial year which will require Council approval.

Shown below is a summary of the accounts recommended for write off in 1994, along with comparative figures for the previous four years:

	Recommended Write-Off 1994	Prior Years' Write-Offs			
		1993	1992	1991	1990
General Accounts	<b>\$ 24,950.63</b>	\$ 53,301.74	\$ 6,831.84	\$ 42,428.22	\$ 28,119.70
Business Tax	<b>19,992.37</b>	26,558.27	13,331.66	9,479.06	16,539.53
Mobile Home Licenses	<b>21,028.06</b>	17,237.70	19,562.85	8,618.71	6,747.42
Utility Accounts	<b>110,059.71</b>	81,615.73	81,648.25	100,921.92	71,070.33
<b>Total</b>	<b>176,030.77</b>	<b>178,713.44</b>	<b>121,374.60</b>	<b>161,447.91</b>	<b>122,476.98</b>
% of Total Billings	<b>.27</b>	.28	.19	.27	.24

1) The general accounts write-off for 1994 is down from previous years. \$18,957 or 76% of the general accounts recommended for write off are ambulance billings.

2) Business tax write-offs of \$19,992 represent accounts where the businesses have ceased operations without paying the current year's tax. When all attempts by City staff to collect the accounts have failed (usually in the form of attempted seizure of assets) the accounts are turned over to the Credit Bureau and recommended for write off at the following year end.

3) Mobile Home License write offs of \$21,028 represent accounts where the occupants have terminated their residency without paying the current year's license fee in total.

4) The Utility account write offs of \$110,060 represent businesses that have ceased operations for one reason or another, and people who have moved away from the City.

The 1994 utility write-off breakdown is as follows:

	Commercial	Residential	Total
Recommended Write-Off	\$ 50,906	\$ 59,154	\$ 110,060
No of Accounts Represented	16	628	644
Revenue Produced in 1994	\$ 32,137,000	\$ 19,510,000	\$ 51,647,000
Write-Off as % of Revenue	.16	.30	.21

The following table summarizes the write-offs and reserves for 1994:

	1994 Write-Offs	1993 Reserve Provided	1994 Reserve Required	Charge to 1994 Operations (1-2+3)	Comparable 1993 Charge
General	\$ 24,951	\$ 57,763	\$ 61,703	\$ 28,891	\$ (61,489)
Business Tax	19,992	19,992	20,849	20,849	19,761
Mobile Homes	21,028	7,595	10,600	24,033	21,916
Utility Accounts	110,060	125,044	52,216	37,232	94,732
	176,031	210,394	145,368	111,005	119,920



D. G. Norris  
Treasury Services Manager

**DATE: APRIL 11, 1995**  
**TO: DIRECTOR OF CORPORATE SERVICES**  
**FROM: CITY CLERK**  
**RE: 1994 ACCOUNTS RECEIVABLE WRITE-OFFS**

---

At the Council Meeting of April 10, 1995 consideration was given to the report from the Finance and Audit Committee dated April 3, 1995 concerning the above topic and at which meeting the following resolution was passed:

"RESOLVED that Council of The City of Red Deer, having considered report from the Finance and Audit Committee dated April 3, 1995, re: 1994 Accounts Receivable Write-Offs, hereby approves the 1994 Accounts Receivable Write-Offs in the amount of \$176,030.77, and as presented to Council April 10, 1995."

The decision of Council in this instance is submitted for your information and appropriate action. Trusting you will find this satisfactory.



KELLY KLOSS  
City Clerk

KK/clr

cc: Treasury Services Manager  
Utilities Billing Supervisor

NO. 7

**DATE: April 4, 1995**  
**TO: City Clerk**  
**FROM: Director of Corporate Services**  
**RE: POLICY REGARDING YEAR END SURPLUSES**

---

In 1994 Council passed the following policy contained in Council Policy No. 405:

- "4) 50% of the budget savings achieved by a Department for a fiscal year can be carried forward to the following fiscal year and would be in addition to the budget approved by Council for the following fiscal year. The funds carried forward are to be used for one-time expenditures intended to:
- create staff efficiencies to reduce costs
  - fund expenditures that would result in on-going savings in expenditures. The resulting savings would be reduced from the Department's base budget in future years."

Appendix "A" to this report discloses what the 1994 year end surpluses were for departments and what 50% of the surpluses would be, and that \$1,389,016 would be available for departments to use for one-time projects.

The Senior Management Team (SMT) has reviewed the Council Policy and discussed a procedure for approving expenditure of the \$1,389,016. The SMT has agreed to recommend to Council the policy be amended to allow access to the \$1,389,016 for specific proposals related to departmental staff training and development, staff efficiencies and improved service delivery.

The Council Policy would then be amended to read as follows:

- "4) 50% of the budget savings achieved by a Department for a fiscal year can be carried forward to the following fiscal year and would be in addition to the budget approved by Council for the following fiscal year. Funds carried forward are to be used for one-time expenditures which would meet at least one of the following criteria:



City Clerk  
April 4, 1995  
Re: Policy Regarding Year End Surplus  
Page 2

- create staff efficiencies
- improve service delivery
- provide for staff training and development specific to the technical requirements of the department
- fund expenditures that would result in on-going savings in expenditures. The resulting savings would be reduced from the Department's base budget in future years."

The revised policy will result in more efficient City operations, improved service to the public and reduced costs.

Any department wanting to make an expenditure under the policy would be required to submit proposed expenditures to the City Manager for approval. The City Manager would review the proposals to ensure they comply with the Council policy.

The SMT also discussed that Council has indicated employee training and development should be given a high priority. Due to budget cutbacks, the training and development program has not been funded to the level Council and the administration considers appropriate.

The SMT agreed to recommend to Council that, in addition to the expanded terms of reference for access to the 50% of surplus, a Staff Training and Development Fund be created and funded by a \$100,000 contribution from the 1994 surplus. The \$100,000 contribution would be in addition to the \$1,389,016 surplus allocated under the 50% of budget savings policy. Part of the 1994 surplus was the result of City employees being proactive in being efficient whenever possible and keeping costs down. The fund would be a recognition of employee efforts and help to make City operations more efficient in the future.

It is intended the \$100,000 would be available in 1995 to fund broad organizational staff training and development. Any funds remaining unspent at the end of 1995 would be rolled into a fund to be available for future years. In 1996, when Council reviewed any 1995 budget surplus, Council would decide whether to add any additional funding. Expenditures would require the approval of the City Manager.

City Clerk  
April 4, 1995  
Re: Policy Regarding Year End Surpluses  
Page 3

**Recommendation**

That Council approve:

- the amended policy on the use of 50% of budget savings
- the creation of a \$100,000 fund for broad organizational staff training and development to be funded from the 1994 surplus.



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

AW/jt

c. Personnel Manager  
Director of Community Services  
Director of Development Services

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## APPENDIX "A"

**THE CITY OF RED DEER**  
**STATEMENT OF DEPARTMENT OPERATING BUDGET SURPLUSES**  
**FOR THE YEAR ENDED DECEMBER 31, 1994**

DEPARTMENT	NET BUDGET	NET ACTUAL	1994 SURPLUS	50% OF SURPLUS
<b>TAX SUPPORTED:</b>				
Personnel	\$558,968	\$514,454	\$44,514	\$22,257
Treasury Services	1,141,713	1,140,495	1,218	609
Computer Services	797,311	796,869	442	221
City Hall Operations	609,894	595,224	14,670	7,335
Police Protection	6,351,324	6,046,075	305,249	152,625
Fire & Ambulance	6,303,519	6,016,236	287,283	143,642
Engineering Services	1,043,782	939,930	103,852	51,926
Public Works	6,053,701	5,846,426	207,275	103,638
Airport	199,666	120,185	79,481	39,741
Transit System	1,318,308	1,259,280	59,028	29,514
Social Planning	687,667	652,990	34,678	17,339
Parks	2,526,627	2,445,879	80,749	40,374
Recreation & Culture	2,672,662	2,548,333	124,330	62,165
Economic Development	208,574	201,350	7,224	3,612
Street & Traffic Lights	993,330	936,202	57,128	28,564
<b>TOTAL TAX SUPPORT</b>	<b>31,467,046</b>	<b>30,059,927</b>	<b>1,407,119</b>	<b>703,559</b>
<b>SELF SUPPORTING UTILITIES</b>				
Water Utility			719,648	359,824
Sewer Utility			493,504	246,752
Garbage Collection			21,102	10,551
Recycling			136,660	68,330
<b>TOTAL SELF SUPP. UTILITIES</b>			<b>1,370,914</b>	<b>685,457</b>
<b>TOTAL OPERATING BUDGET</b>	<b>\$31,467,046</b>	<b>\$30,059,927</b>	<b>\$2,778,033</b>	<b>\$1,389,016</b>

COMMENTS:

As members of both the Senior Management Team and the Finance & Audit Committee, we strongly concur with the recommendation of the Director of Corporate Services.

"G. SURKAN"

Mayor

"M.C. DAY"

City Manager

**DATE: APRIL 11, 1995**  
**TO: DIRECTOR OF CORPORATE SERVICES**  
**FROM: CITY CLERK**  
**RE: POLICY REGARDING YEAR END SURPLUSES**

---

At the Council Meeting of April 10, 1995, consideration was given to your report dated April 4, 1995 concerning the above topic and at which meeting the following resolutions were passed:

"RESOLVED that Council of The City of Red Deer, having considered report from the Director of Corporate Services dated April 4, 1995, re: Policy Regarding Year End Surpluses, hereby agrees that Council Policy No. 405 be amended as follows:

- 4) 50% of the budget savings achieved by a Department for a fiscal year can be carried forward to the following fiscal year and would be in addition to the budget approved by Council for the following fiscal year. Funds carried forward are to be used for one-time expenditures which would meet at least one of the following criteria:
- create staff efficiencies
  - improve service delivery
  - provide for staff training and development specific to the technical requirements of the Department
  - fund expenditures that would result in on-going savings in expenditures. The resulting savings would be reduced from the Department's base budget in future years'

and as presented to Council April 10, 1995."

"RESOLVED that Council of The City of Red Deer, having considered report from the Director of Corporate Services dated April 4, 1995, re: Policy Regarding Year End Surpluses, hereby agrees to the creation of a \$100,000 fund for broad organizational staff training and development to be funded from the 1994 surplus, and as presented to Council April 10, 1995."

... / 2

Director of Corporate Services  
April 11, 1995  
Page 2

The decision of Council in this instance is submitted for your information. I trust you will be advising City Departments of Council's new procedure.

This office will be updating Council Policy No. 405 and circulating an amended copy in due course.



KELLY KLOSS  
City Clerk

KK/clr

cc: Director of Community Services  
Director of Development Services  
Personnel Manager  
D. Souch

C O R R E S P O N D E N C ENO. 1

RPC - 5.389

**DATE:** April 3, 1995  
**TO:** KELLY KLOSS  
City Clerk  
**FROM:** SANDI KOOP, Chair  
Environmental Advisory Board  
**RE:** FCM - NATIONAL PACKAGING PROTOCOL

---

Based on the attached report from the Public Works Manager re: FCM - National Packaging Protocol, the Environmental Advisory Board passed the following resolution at their regular meeting of Tuesday, March 28, 1995:

"That the Environmental Advisory Board recommend to City Council that the City of Red Deer write to the Minister of the Environment outlining the City's desire to see Environment Canada continue to provide support for the NAPP program to the extent necessary to ensure that the established industry objectives for packaging waste reduction are met."

 SANDI KOOP

:ad

Att.

c. Gord Stewart, Public Works Manager

PATH: Recycle\cmnapp  
MASTERFILE: 3001.105

DATE: March 20, 1995  
TO: Environmental Advisory Board  
FROM: Public Works Manager  
RE: **FCM - NATIONAL PACKAGING PROTOCOL**

---

As outlined in the attached letter, Environment Canada will be discontinuing their support for the National Packaging Protocol (NAPP) due to changing priorities. The Federation of Canadian Municipalities (FCM) is urging the City of Red Deer to write to the Minister of the Environment to maintain federal leadership in this area.

Although the City of Red Deer is responsible for the recycling and disposal of packaging waste, the City has no control over the types and quantities of packaging produced. The 21 percent reduction in packaging which has already been achieved through NAPP has a direct benefit to the City.

The NAPP program appears to have been effective in allowing industry to meet their voluntary waste reduction goal of 20 per cent waste reduction. It is important that industry also meet its subsequent targets of 35 percent reduction by 1996 and 50 percent by the year 2000.

Excess packaging is clearly an issue of concern to many Red Deer residents. The need to reduce packaging is frequently mentioned by members of the public at various waste management forums.

While it is important to continue to reduce packaging as a society, it should be done primarily at the expense (or cost benefit) of the consumer. Therefore, it is beneficial for government to have as little involvement as possible while still ensuring that the objectives are achieved.

Recommendation:

That the Environmental Advisory Board recommend to City Council that the City of Red Deer write to the Minister of the Environment outlining the City's desire to see Environment Canada continue to provide support for the NAPP program to the extent necessary to ensure that the established industry objectives for packaging waste reduction are met.



Gordon A. Stewart, P.Eng.  
Public Works Manager  
mks/blm

c. Director of Development Services



Federation of Canadian Municipalities  
Fédération canadienne des municipalités

March 1, 1995

Her Worship Mayor Gail Surkan and Members of Council  
City of Red Deer  
P.O. Box 5008  
Red Deer, Alberta  
T4N 3T4

Mayor D. Laurence Mawhinney  
Lunenburg, Nova Scotia  
President  
Président

Mayor John Les  
Chilliwack, British Columbia  
First Vice President  
Premier vice-président

Councillor Bryon Wilfert  
Richmond Hill, Ontario  
Second Vice President  
Deuxième vice-président

Maire suppléant Claude Cantin  
Québec (Québec)  
Troisième vice-président  
Third Vice President

Alderman Ron Hayter  
Edmonton, Alberta  
Past President  
Président sortant

James W. Knight  
Executive Director  
Directeur général

Dear Mayor Surkan and Members of Council:

Termination of Support  
for the National Packaging Protocol (NAPP)

Environment Canada recently advised FCM that as a result of changed priorities, support for the National Packaging Protocol (NAPP) will be discontinued by Environment Canada. I am writing to ask you to urge the Minister of the Environment to maintain federal leadership in this area.

In 1989, FCM was successful in raising the profile of the landfill crisis in Canada, and was a catalyst in causing the federal government to set national targets for packaging waste reduction. The resulting National Packaging Protocol was endorsed by all Provinces/Territories and the federal government. Policies and targets for voluntary measures to reduce packaging waste were agreed upon. FCM has been a key player in the implementation effort from the beginning.

Through NAPP, we have achieved a 21% reduction in packaging waste since 1990. Industry has surpassed its first target of 20%. The Protocol states that should subsequent targets (35% by 1996 and 50% by 2000) not be met through current voluntary measures, governments will regulate the packaging industry.

.../2





-2-

A concerted effort is required to reduce the tremendous cost of solid waste disposal borne by Canada's municipal governments. FCM surveys confirm that waste reduction is a critical issue with our members. Because packaged products are shipped across Canada, without Federal leadership and national standards, other jurisdictions acting alone will achieve little.

By sending a letter and a Council resolution to Minister Copps and your Member of Parliament, you will help Federal leaders understand the importance of packaging waste reduction.

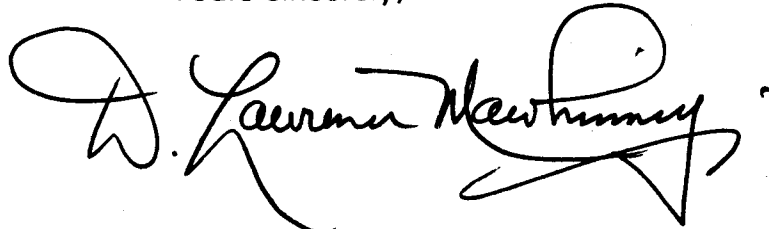
Attached is a model resolution for your Council's approval. I ask that you forward the resolution with an appropriate covering letter to Minister Copps. Please fax and mail your letter or resolution to Minister Copps at (613) 953-3457, and copy FCM at (613) 241-7440. Her address is:

The Honourable Sheila Copps, PC, MP  
Minister of the Environment  
House of Commons  
Ottawa, Ontario  
K1A 0A6

I expect to meet with the Minister in the near future to emphasize the importance of NAPP. Your resolutions or letters will help us to make FCM's position heard. As this is a time sensitive matter, your prompt action is required.

Thank you for your assistance.

Yours sincerely,

A handwritten signature in black ink, reading "D. Laurence Mawhinney". The signature is fluid and cursive, with a large loop at the end.

D. Laurence Mawhinney  
President

LM/kt:sd  
Attachment

## **NATIONAL PACKAGING PROTOCOL**

**WHEREAS** Canada has a National Packaging Protocol designed to reduce packaging waste through voluntary measures and, if necessary, through regulation;

**WHEREAS** the Government of Canada is a signatory to the National Packaging Protocol (NAPP);

**WHEREAS** through NAPP, a 21% reduction in packaging waste was achieved through voluntary measures and governments, including municipal governments, and the private sector have already invested heavily in NAPP;

**WHEREAS** it is prudent to be in the forefront of environmental restrictions on packaging to ensure access to international markets;

**WHEREAS** Canada has the highest production of domestic waste per capita in the world and a disposal crisis threatens many areas of the country including all of Canada's big cities;

**WHEREAS** other countries have 50% less packaging waste than Canada and continue to reduce packaging waste;

**WHEREAS** concerted action through strong Federal leadership is required to address the complex and challenging waste management issues and to achieve a national strategy to reduce the amount of waste we produce in Canada;

**WHEREAS** NAPP was given the highest priority among environmental issues with the Federation of Canadian Municipalities (FCM);

**BE IT RESOLVED** that the Council of \_\_\_\_\_ urge the Federal Government to reaffirm its commitment to NAPP and the targets and policies of the Protocol;

**BE IT FURTHER RESOLVED** that the Council of \_\_\_\_\_ urge the Federal Government to recognize through NAPP the importance of environmentally friendly packaging for Canadian products and the Canadian economy.

## FACT SHEET: THE IMPORTANCE OF PACKAGING WASTE

Packaging waste reduction is a significant problem for most municipal governments. For FCM, it has been an ongoing, high-priority issue. Consider the following:

- 71% of current municipal landfill capacity in Canada is now exhausted.
- Canada produces the most domestic waste per capita in the world.
- The 50% reduction called for by FCM and agreed upon in NAPP would lower Canada's packaging consumption to the level typical of Western European countries, including those with higher standards of living than Canada's.
- Half of the waste currently going to landfill sites could be diverted, resulting in huge savings in municipal costs.

### NAPP HISTORY

- In 1988, FCM challenged leaders of the three major political parties to commit to Federal action to reduce the amount of packaging by 50% by the year 2000.
- Subsequently, the National Task Force on Packaging was created, and the National Packaging Protocol (NAPP) was signed by the Federal Government and all provincial/territorial governments.
- In 1991, FCM produced the Municipal Guide for the Promotion of Packaging Waste Reduction
- In 1992, FCM launched a Postcard Campaign and across-Canada kiosk tour to underline to consumers and industry the importance of packaging waste reduction.
- FCM conducted a municipal environmental survey on packaging waste reduction.
- In 1994 FCM produced the FCM Packaging Waste Reduction Guide, organized a Packaging Stewardship Workshop and produced a Packaging Newsletter.
- FCM submitted a brief to the Federal Government on the review of the Canadian Environmental Protection Act, including a request for obligatory deposit/refund systems.

## **FCM RESOLUTIONS ON PACKAGING WASTE AND RECYCLING**

### **1989            Packaging Waste Reduction**

To urge the Government of Canada to make a commitment to reduce the amount of packaging by at least 50% by the year 2000;

To call upon the Government of Canada to provide funding to undertake research to ascertain municipal waste management problems.

### **1989            Recycling**

To urge the Government of Canada and provincial/territorial governments to give priority to the reduction of packaging and reuse of packaging, and only as a third choice, promote recycling.

To urge the Government of Canada to facilitate the development of adequate markets for recyclable goods and to encourage manufacturers to find methods to increase the use of recycled materials;

To urge the Government of Canada to develop warehousing to store or stockpile separated materials for recycling which would otherwise end up on the local dump;

To urge the Government of Canada to fund research into the development of recycling processes.

### **1990            Recyclable Materials**

To urge the Government of Canada and provincial and territorial governments to enact appropriate legislation to require manufacturers and importers of products composed of paper, glass, plastic, metals and other materials to include a suitable percentage of post-consumer waste in the said products;

To urge the Government of Canada and provincial and territorial governments to enact policies and legislation whereby all public agencies should give preference to suppliers of goods and materials that include a suitable component of post-consumer waste in their products.

To urge provincial and territorial governments to enact deposit legislation for non-refillable containers and encourage those provinces that have deposit legislation to expand it to include additional containers.

DATE: March 13, 1995

TO: DIRECTOR OF COMMUNITY SERVICES  
DIRECTOR OF CORPORATE SERVICES  
DIRECTOR OF DEVELOPMENT SERVICES  
BYLAWS & INSPECTIONS MANAGER  
CITY ASSESSOR  
COMPUTER SERVICES MANAGER  
E.L. & P. MANAGER  
ENGINEERING DEPARTMENT MANAGER  
FIRE CHIEF  
LAND AND ECONOMIC DEVELOPMENT MANAGER  
PERSONNEL MANAGER  
X PUBLIC WORKS MANAGER  
R.C.M.P. INSPECTOR  
X RECREATION, PARKS & CULTURE MANAGER  
SOCIAL PLANNING MANAGER  
TRANSIT MANAGER  
TREASURY SERVICES MANAGER  
PRINCIPAL PLANNER  
CITY SOLICITOR  
X *Env. Advisory Board*

FROM: CITY CLERK

RE: FCM - NATIONAL PACKAGING PROTOCOL

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Please submit comments on the attached to this office by March 20, 1995  
for the Council Agenda of ~~March 27~~, 1995.

*April 10*

"Kelly Kloss"  
City Clerk

**1990      Use of and Markets for Recycled Materials**

To urge the Government of Canada and provincial and territorial governments to develop programs and incentives to assist in determining markets for the recycled material, and to encourage and promote the use of recycled materials.

**1990      National Packaging Protocol**

To urge the Ministry of the Environment to implement the six Packaging Policies and the Milestone Targets put forward by NAPP.

**1991      Recycling**

To urge the Government of Canada to initiate legislation to promote recyclable materials through preferential purchasing policies and government legislation, making the reuse of a minimum percentage of recyclable materials such as glass, paper, plastics and metal in the production of new products mandatory by the appropriate industry.

To encourage FCM and its members to use 100% recycled paper for FCM requirements by 1993.

**1991      Recycling of Telephone Books**

To request the Federal Government to encourage all telephone companies to assume the full costs of collecting, handling and recycling their used telephone directories.

**1991      Recycling Logos**

To have FCM develop an information program to educate the public about the truthfulness of marketing which promotes recyclability of goods and packaging;

To have FCM work with other orders of governments to develop criteria and standards for the use of recycling logos and statements of recyclability in the marketing of products;

To have FCM encourage all governments to establish laws and enforcement mechanisms to ensure that these criteria and standards are adhered to.

**1993      Contribution of oil companies to the cost of disposal and recycling of petroleum products**

To urge the Government to institute regulations requiring oil companies to contribute to the cost of disposal and recycling of the petroleum products that they sell.

**1993      Excessive Packaging**

To request the Government of Canada and provincial and territorial governments to enact suitable legislation and/or policies to require manufacturers and distributors of goods and materials to reduce the amount of packaging used for their products (minimum contents).

To request the Government of Canada and provincial and territorial governments to enact policies and or legislation whereby all public agencies give preference to suppliers of goods and materials that used reduced packaging.

**1994      Recyclable Materials - Packaging and Containers**

To request the Government of Canada to study and legislate the composition or materials used in the manufacture of packaging and containers for consumer products in order to promote their recycling.

To request the Government of Canada to simplify the packaging of consumer products.

**COMMENTS:**

We concur with the recommendation of the Environmental Advisory Board.

"G. SURKAN"

Mayor

"M.C. DAY"

City Manager



# THE CITY OF RED DEER

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

City Clerk's Department  
(403) 342-8132 FAX (403) 346-6195

April 11, 1995

The Honourable Sheila Copps, P.C., M.P.  
Minister of the Environment  
House of Commons  
Ottawa, Ontario  
K1A 0A6

Dear Minister Copps:

**RE: NATIONAL PACKAGING PROTOCOL**

At the City of Red Deer's Council Meeting held Monday, April 10, 1995, consideration was given to Environment Canada's decision to terminate its support for the National Packaging Protocol.

The NAPP program appears to have been effective in allowing industry to meet their voluntary waste reduction goal of 20% waste reduction. It is important that industry also meet its subsequent targets of 35% reduction by 1996 and 50% by the Year 2000.

Excess packaging is currently an issue of concern to many Red Deer residents. The need to reduce packaging is frequently mentioned by members of the public at various waste management forums. While it is important to reduce packaging as a society, it should be done primarily at the expense (or cost benefit) of the consumer. Therefore it is beneficial for the Government to have as little involvement as possible while still ensuring that the objectives are achieved.

For the above reasons, The City of Red Deer, by way of the following resolution passed at its meeting of April 10, 1995, is urging the Minister of Environment to maintain federal leadership in this area:

"RESOLVED that Council of The City of Red Deer, having considered report from the Environmental Advisory Board dated April 3, 1995, re: FCM - National Packaging Protocol, hereby agrees that The City of Red Deer write to the Minister of the Environment outlining The City's desire to see Environment Canada continue to provide support for the NAPP Program, to the extent necessary to ensure that the established industry objectives for packaging waste reductions are met, and as presented to Council April 10, 1995."

... / 2



*a delight  
to discover!*



The Honourable Sheila Copps, P.C., M.P.  
April 11, 1995  
Page 2

Thank you for your attention to this matter and your efforts in regards to waste reduction.

Sincerely,

A handwritten signature in black ink, appearing to read 'Kelly Kloss', with a stylized flourish at the end.

KELLY KLOSS  
City Clerk

KK/clr

cc: Director of Development Services  
Public Works Manager  
Environmental Advisory Board  
F.C.M.

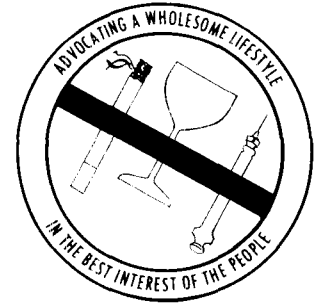
NO. 2

*Alcohol-Drug Education Association of Alberta*

4925 ROSS STREET, RED DEER, ALBERTA T4N 1X8

PH. (403) 346-8447

A CITIZENS MOVEMENT FOR BETTER LIVING



MARCH, 1995

Dear Mayor and Council:

The Alcohol-Drug Education Association of Alberta is a province-wide citizen's organization not connected with government on any level, nor supported by any tax dollars.

Our objective is to help make Alberta a safer and better place to live. Since we do not believe legalized gambling, as currently practiced, contributes to that objective, we take strong exception to the government's gambling policy.

The government's objective in promoting gambling seems to be raising money, and estimates gross income for the year 1994/1995 will be \$2.6 billion. To our knowledge, the government has made no projection on what the cost of gambling will be to our economy.

We are enclosing an outline of three studies done in the United States on the financial impact of gambling on business and government, also a summary of the study done by Professor John Warren Kindt. We are aware it is not possible to make an exact comparison on results of gambling between Alberta and the United States, but believe there are similar principles which apply.

In a study done for the Alberta government on problem gambling the number of problem and compulsive gamblers in Alberta was estimated to be as high as 90,000. This figure comes at a time when gambling in Alberta, as presently practiced, is relatively new and there has not been time to assess its full impact.

We have set some of our concerns before you in brief, and respectfully request your council consider the enclosed summary. Should you decide gambling, as is currently practiced in Alberta, is not in the best interests of the people of your jurisdiction, we request your council use its influence with the government to curtail legalized gambling.

Sincerely,

Douglas H. Russell, president

"INCREASED CRIME and LEGALIZING GAMBLING OPERATIONS: The IMPACT on the SOCIOECONOMICS of BUSINESS and GOVERNMENT."

By Professor John Warren Kindt, University of Illinois

From a business-economic perspective, the main issue involved in legalizing various forms of gambling is whether gambling activities constitute a valid strategy for economic development. While the dollars invested in various legalized gambling projects and the initial jobs created are evident, the industry has been criticized for inflating the positive economic impacts and trivializing or ignoring the negative impacts.<sup>1</sup> The industry's tendency to focus on specialized factors provides a distorted view of the localized economic positives, while ignoring the strategic business-economic costs to different regions of the United States.<sup>2</sup>

Since some issue areas have not received widespread public attention, this analysis highlights some of the neglected issue areas as they relate to tax revenues, social-welfare costs, education, and job creation. From the perspective of U.S. economic history, the United States has had previous economic cycles with widespread legalized gambling activities. The most relevant cycle occurred after the American Civil War and paralleled the post-bellum migration to the "Wild West." Although gambling proliferated during this time-frame, within a few years the trend toward prohibiting gambling activities had begun, and by 1910 there was virtually no legal gambling in the United States. Gambling activities were not just prohibited via state statutes and local ordinances, but a fortiori, these prohibitions were incorporated into most state constitutions. The fact that state constitutional provisions were utilized to make it as difficult as possible for future generations to legalize gambling activities (and thereby experiment once again with a classic "boom and bust" economic cycle) lends substantial credence to arguments that both historically and currently, the legalization of gambling activities eventually causes: (1) increased taxes, (2) a loss of jobs from the overall region, (3) economic disruption of other businesses, and (4) large social-welfare costs for society in general and government agencies in particular.

In recent economic history, legalized gambling activities have been directly and indirectly subsidized by the taxpayers. The field research throughout the nation indicates that for every dollar the legalized gambling interests indicate is being contributed in taxes, it usually costs the taxpayers at least 3 dollars--and higher numbers have

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\*Professor, Univ. Ill. at Urbana-Champaign. B.A. 1972, William & Mary; J.D. 1976, MBA 1977, U. Ga.; LL.M. 1978, SJD 1981, U. Va.

This statement should be interpreted as representing only the individual views of the author.

<sup>1</sup>See generally, R. GOODMAN, LEGALIZED GAMBLING AS A STRATEGY FOR ECONOMIC DEVELOPMENT (Ctr. Econ. Development, U. Mass.--Amherst 1994).

<sup>2</sup>See, e.g., CAL. GOVERNOR'S OFF. PLAN. & RESEARCH, CALIFORNIA AND NEVADA: SUBSIDY, MONOPOLY, AND COMPETITIVE EFFECTS OF LEGALIZED GAMBLING ES-1 (Dec. 1992).

been calculated.<sup>3</sup> These costs to taxpayers are reflected in: (1) infrastructure costs, (2) relatively high regulatory costs, (3) expenses to the criminal justice system, and (4) large social-welfare costs.<sup>4</sup> Accordingly, several state legislators (e.g., South Dakota) have called for at least partially internalizing these external costs by taxing all legalized gambling activities at a straight 50 percent tax rate. Furthermore, as a matter of good public policy, state officials and legislators in Illinois have proposed legislation to prohibit contributions by legalized gambling interests to politicians and political campaigns.

In the context of social-welfare issues, it is well-established that legalized gambling activities act as a regressive tax on the poor.<sup>5</sup> Specifically, the legalization of various forms of gambling activities makes "poor people poorer" and can dramatically intensify many pre-existing social-welfare problems. Demographic analyses reveal that certain disadvantaged socio-economic groups tend to gamble proportionately greater amounts of their overall income<sup>6</sup> and marketing efforts, particularly by state lotteries, have allegedly been directed at these target groups.

From the business perspective, businesses are not naive.<sup>7</sup> With the exception of the cluster services associated with gambling, new businesses tend not to locate in areas allowing legalized gambling because of one or more of the aforementioned costs. In areas saturated with legalized gambling activities, pre-existing businesses face added pressures that push them toward illiquidity and even bankruptcy. Although South Dakota does not constitute a saturated gambling state, this trend has already been reported. South Dakota had virtually no gambling in 1988 and then instituted casino gambling and video lottery terminals by the end of 1989. Within two years legalized gambling activities constituted one of the leading causes of business and

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<sup>3</sup>For example, just the social-welfare costs mentioned at footnotes 10, 12 infra usually dwarf the projected new tax revenues from the legalized gambling activities.

<sup>4</sup>See, e.g., Press Release, Off. Ill. Gov. James Edgar, "Governor Warns Land-Based Casinos Could Bring Crime Surge As Well As Overall Loss Of Jobs And State Revenues," Sept. 29, 1992 (summarizing several Illinois State reports).

<sup>5</sup>See, e.g., C. CLOTFELTER & P. COOK, SELLING HOPE 215, 222-27 (Nat'l Bur. Econ. Research, Harv. U. Press 1989).

<sup>6</sup>Id. at 99.

<sup>7</sup>For example, "[i]n a rare public stand on a controversial political issue, the Greater Washington Board of Trade's 85-member board voted unanimously against" Mayor Sharon Pratt Kelly's initiative to bring casino-style gambling to Washington, D.C. Spayd & Woodlee, Trade Board Rejects D.C. Casino Plan, Washington Post, Sept. 25, 1993, SA, at 1, 8 (emphasis added).

Those states which embrace legalized gambling activities can expect enormous socio-economic costs and declines in the quality of life. Unlike traditional business activities, legalized gambling activities cater to a market consisting of addicted and potentially-addicted consumers, and most pre-existing traditional businesses will find it quite difficult to compete for "consumer dollars" which are being transformed into "gambling dollars."

For example, the field research strongly suggests that the introduction of widespread legalized gambling in South Dakota, including casinos and video lottery terminals (VLTs), over a two-year time span caused a one percent increase in the number of problem and probable pathological gamblers--a recognized addiction pursuant to the American Psychiatric Association. Each newly-created pathological gambler has been calculated to cost society between \$13,200 to \$52,000 per year.<sup>12</sup> These costs are not just reflected in society as a whole, but impact on all businesses. In particular, small businesses could easily experience disproportionate negative impacts, and unlike large corporations, small businesses would be less likely to have the asset base necessary to cushion against those negative impacts.

Sociologists almost uniformly report that increased gambling activities which are promoted as sociologically "acceptable" (the acceptability factor) and which are made "accessible" (the accessibility factor) to larger numbers of people will increase the numbers of pathological gamblers. The baseline of pathological gamblers as part of the population begins at .77 percent as reported by the 1976 U.S. Commission on Gambling.<sup>13</sup> Since gambling has been legalized and made accessible in several states, the range has increased to 1.5 to 5 percent<sup>14</sup> in those states. This translates into increases in socio-

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<sup>12</sup>See, e.g., STRATEGY FOR ECONOMIC DEVELOPMENT, supra note 1, at 61-63; Politzer, Morrow, & Leavey, Report on the Societal Cost of Pathological Gambling and the Cost-Benefit/Effectiveness of Treatment 8-10, 18-20, 23-25, 29-30 (5th Nat'l Conf. on Gambling and Risk Taking 1981); CASINO GAMBLING IN CHICAGO, supra note 9, at 14. See also GAMBLING ADDICTION IN MARYLAND, supra note 9, at 2, 59-61.

The more recent estimates are tending to cluster in the range of \$13,200 to \$35,000 (without adjusting for inflation). Even the lowest estimates reflect large social-welfare costs, which should be compared with any projected new tax revenues from legalizing various forms of gambling activities. In most instances an increase of one cent or less in the sales tax would raise more tax revenues than the total of a state's projected revenues from legalized gambling activities."

<sup>13</sup>U.S. COMMISSION ON THE REV. OF THE NAT'L POL'Y TOWARD GAMBLING, GAMBLING IN AMERICA 73 (Gov't Printing Off. 1976) (another 2.33 percent equal "potential" pathological gamblers).

<sup>14</sup>See, e.g., ALTA. LOTTERIES & GAMING, GAMBLING AND PROBLEM GAMBLING IN ALBERTA 18 (Jan. 1994) (summarizing 20 studies showing the range of problem and probable pathological gamblers at 1.7 to 6.9 for adults and 3.6 to 12.4 for adolescents).

economic costs which must be addressed and absorbed primarily by taxpayers, but also by businesses, charities, social-welfare organizations and governmental units.

On a regional level, the combined ranges of these various socio-economic costs are so large<sup>15</sup> that they tend to dwarf the localized economic positives. These drains on society could easily translate into a net loss of jobs on a statewide or regional level.<sup>16</sup> Furthermore, it can be argued that the combined economic positives and negatives result in a net negative economic multiplier.<sup>17</sup> From the perspective of business-economics and strategic development, major businesses are and should be concerned with the trend toward expanding various forms of legalized gambling activities. Among other reasons, nongambling-related businesses will not be competing for consumer dollars or recreational dollars on a "level playing field," because legalized gambling activities can cater to an addicted and potentially-addicted market segment.

Since the U.S. economy and most state economies are extensive in scope, the socio-economic negatives associated with legalized gambling activities can remain hidden for long periods of time. However, just because a particular activity is "legalized" by a state government does not mean that the negative business or societal impacts have been eliminated--or even reduced.

Increasingly, taxpayers and businesses are beginning to realize that, as Professor Jack Van Der Slik has summarized for much of the academic community, state-sponsored gambling "produces no product, no new wealth, and so it makes no genuine contribution to economic development."<sup>18</sup> Business-economic history supports this proposition. To paraphrase Georg Hegel's common quote, "those who forget the lessons of economic history are condemned to relive them."<sup>19</sup>

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<sup>15</sup>See, e.g., SUBSIDY, MONOPOLY, AND COMPETITIVE EFFECTS OF LEGALIZED GAMBLING, *supra* note 2, at ES-1.

<sup>16</sup>*Id.*

<sup>17</sup>See, e.g., STRATEGY FOR ECONOMIC DEVELOPMENT, *supra* note 1, at 50.

<sup>18</sup>Van Der Slik, Legalized gambling: predatory policy, ILL. ISSUES, Mar. 1990, at 30.

<sup>19</sup>J. BARTLETT, FAMILIAR QUOTATIONS 507 (14th ed. 1968).

# micap<sup>88</sup> recap

Report #1  
3 January 1995

Allen B. Rice II, Editor

Michigan Interfaith Council on Alcohol Problems • P. O. Box 10212 • Lansing, MI 48901-0212 • 517/484-0016

## CASINO.

In this our first *MICAP RECAP* to the 88th Michigan Legislature we address the economic impacts of legalized gambling activities. These are studies casino promoters are not talking about. They hope no one hears about these studies!

JOHN WARREN KINDT

Professor, University of Illinois, Urbana-Champaign, Illinois

Phone: Office 217/333-6018 — FAX 217/244-7969

"INCREASED CRIME and LEGALIZING GAMBLING OPERATIONS: The IMPACT on the SOCIO-ECONOMICS of BUSINESS and GOVERNMENT," Criminal Law Review, November-December 1994"

States must analyze the specialized costs associated with legalized gambling from a statewide perspective. They add three significant costs to government:

1. Regulatory costs
2. Socio-economic costs by new compulsive gambling activities
3. Costs to the criminal justice system.

ARTICLE CONCLUSION: The flow of new tax revenues generated by increasing legalized gambling activities can theoretically stay ahead of increased costs to the criminal justice system, but the increased costs overwhelm the benefits when all the costs are considered.

Professor Kindt quotes James Moody, chief of the Organized Crime Section of the FBI: "Gambling itself . . . is probably the biggest producer of money for the American La Costa Nostra that there is."

### "THE ECONOMIC IMPACTS OF LEGALIZED GAMBLING ACTIVITIES"

Professor Kindt addresses the fundamental question of whether gambling activities help or hinder the economy. Promoters focus their attention on specialized factors in a local economy (thus) giving a distorted view of the selected positives that the gambling allegedly brings to the local community.

Regarding tax revenues: Revenue projections are commonly over-estimated to persuade local government officials to allow the gambling interests into their community. In some instances tax revenues do not materialize at all, giving rise to the allegation that the legalized gambling organizations sometimes give their projections in bad faith.

# ROBERT GOODMAN

Lemelson Professor of Environmental Design, University of Massachusetts

Phone: Office 413/584-0855 — FAX 413/585-0686

*Legalized Gambling As A Strategy For Economic Development*, Final report of the U. S. Gambling Study funded by Ford Foundation and the Aspen Institute 1994 (222 pages). Brookside Books, Northhampton, MA 413/586-4235

## CONCLUSIONS:

1. Expansion of legalized gambling is not a popularly-led movement but comes by lobbying of the gambling industry and governmental officials.
2. Public officials rely on research done by the gambling industry . . . benefits exaggerated . . . costs understated.
3. Gambling cannibalized existing business and increases dollars needed for criminal justice, regulation, problem gambling behavior and public infrastructure.
4. As governments expand and promote gambling there are more people who gamble, income spent on it rises, and revenues come more from lower income residents.
5. When state budgets become gambling dependent legislators enact more addictive games to increase revenue.
6. States move from gambling regulator to gambling promoter. Public protections are undercut and advertising and promotion of gambling increases.

# EARL GRINOLS

Professor of Economics, University of Illinois, Urbana-Champaign, Illinois

Phone: Office 217/333-4595 — Residence 217/359-0571

Testimony before the Committee on Small Business, U. S. House, Hearing on the National Impact of Casino Gambling Proliferation, September 21, 1994.

The United States faces a problem . . . the cause for alarm derives from the enormous costs and consequential social changes that are foreseen to accompany the spread of casino gambling to all parts of the country . . . now expanding so fast that it is outrunning any coordinated or prudent national policy.

Gambling promoters promote a "Beggar-Thy-Neighbor" policy which will produce a classic race to the bottom. Gambling reduces national income and creates social costs that must be paid for by those who do not gamble.

We are not learning from history. Twice before legal gambling was outlawed—we are now on the third wave. The cost of gambling is equivalent to suffering an additional recession every 8-15 years—this is large enough to warrant federal action! A commission or task force is needed to recommend a coherent national policy to restrict or prohibit gambling based on objective numbers and research. The recommended actions should then be taken up by Congress and the President.

## COMMENTS:

The attached is provided for Council's information and direction.

"G. SURKAN", Mayor

"M.C. DAY", City Manager





ALBERTA  
TRANSPORTATION AND UTILITIES

*Office of the Minister*

File #152-5  
6519

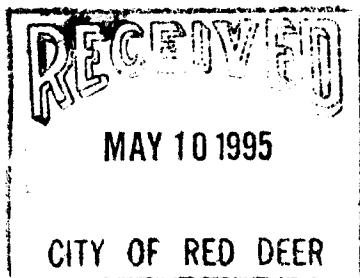
May 3, 1995

Mr. Kelly Kloss  
City Clerk  
The City of Red Deer  
P.O. Box 5008  
Red Deer, Alberta  
T4N 3T4

Dear Mr. Kloss:

This letter is intended to formally acknowledge receipt of your correspondence dated April 12, 1995 in which you transmit a resolution recently passed by the Red Deer City Council concerning video lottery terminals.

Please be advised that I have referred your correspondence to the Lotteries Review Committee which has been charged with the responsibility to review and make recommendations regarding lotteries and gaming issues in Alberta, including the future of gaming activities such as video lottery terminals. Your Council's views will be considered along with all other inputs received over the course of the Committee's public consultation process.



Yours truly,

Stephen C. West  
Minister Responsible for Lotteries,  
Gaming and Racing

cc: Premier Ralph Klein  
Hon. Stockwell Day, MLA  
Mrs. Judy Gordon, MLA



## THE CITY OF RED DEER

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

City Clerk's Department  
(403) 342-8132 FAX (403) 346-6195

April 12, 1995

The Honourable Dr. S. C. West  
Minister of Transportation and Utilities; Lotteries  
425 Legislature  
Edmonton, Alberta  
T5K 2B6

Dear Minister West:

**RE: VIDEO LOTTERY TERMINALS**

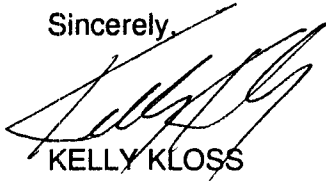
At the City of Red Deer's Council Meeting held April 10, 1995, consideration was given to correspondence from the Alberta-Drug Education Association of Alberta highlighting concerns regarding the Government's gambling policy. At this meeting Council passed the following resolution:

"RESOLVED that Council of The City of Red Deer, having considered correspondence from the Alcohol Drug Education Association of Alberta dated March 1995, re: Concerns Relative to the Government's Gambling Policy, hereby agrees to send a letter to the Provincial Government supporting the Alcohol Drug Education Association of Alberta's objection to the Provincial Government's gambling policy specifically relating to the elimination of video lottery terminals, and as presented to Council April 10, 1995."

In the above resolution, Council has focused on video lottery terminals as they can and have led to addictive behaviours which are not only a detriment to the individual but also to Society as a whole. Attached hereto is documentation from the Alcohol-Drug Education Association of Alberta outlining concerns of legalized gambling.

Thank you for giving serious consideration to Council's request that video lottery terminals be prohibited within Alberta.

Sincerely,



KELLY KLOSS  
City Clerk

KK/clr  
attchs.

cc: Premier Ralph Klein  
Alberta-Drug Education Association of Alberta



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to discover!*

FILE

THE RED DEER MINISTERIAL ASSOCIATION

P.O. Box 1186  
Red Deer, Alberta  
T4N 6S6

May 17, 1995

City Council  
City of Red Deer  
Box 5008  
RED DEER, AB.  
T4N 3T4

Dear Councillors

I am writing on behalf of the Red Deer Ministerial Association in response to the article "Ban One-armed Bandits" in the April 25th issue of the Red Deer Advocate.

The article indicates that Council voted unanimously to seek a province-wide ban of video gambling machines and that you will be approaching the Alberta Urban Municipalities Association to lobby against the growing "evil" of these machines.

We share your concern about the negative impact video gambling is having on families and communities throughout Alberta and support you whole heartedly in your decision.

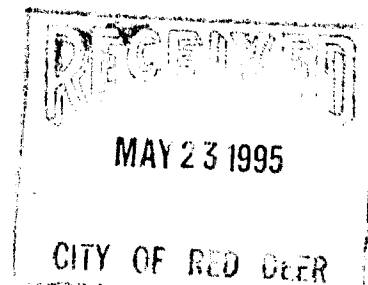
Sincerely



Doug Cooney, President  
Red Deer Ministerial Association

DC/ba

*Copied to Mayor + Alderman  
95/05/23*



# RED DEER INTERNATIONAL AIRSHOW

NO. 3

March 14, 1995

City of Red Deer  
Box 5008  
Red Deer, Alberta  
T4N 3T4

RE: The Red Deer International Airshow and Feature Act "The Snowbirds"

Dear Mayor Surkan and Council Members,

The Red Deer International Airshow are pleased to announce that their feature act for 1995 will be Canada's "Snowbirds"

Upon the Snowbirds arrival they like to fly over surrounding populated areas to promote the upcoming airshow if the governing councils grant permission and if their fuel capacity permits.

All maneuvers performed in the fly over are conducted at altitudes and separations which exceed M.O.T. requirements and the strict safety code of the Airshow that the Snowbird and the Canadian Military adhere to.

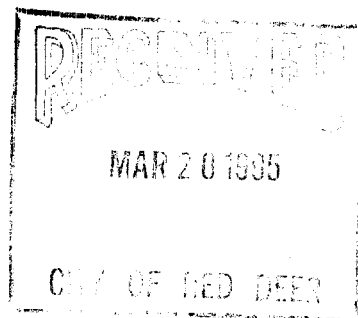
We respectfully request your response at your earliest convenience to enable the Snowbirds to fly over our community on August 3rd upon their arrival, as well as possibly August 5th and 6th while setting up to perform their program in the airshow.

We thank you for your cooperation.

Sincerely,  
RED DEER AIRSHOW ASSOCIATION

*per [Signature]*  
Dennis Nielsen,  
President

DN\*sd



**RED DEER AIRSHOW ASSOCIATION**

#208, 4911 - 51 STREET, RED DEER, ALBERTA T4N 6V4  
Phone (403) 886-5050 Fax (403) 886-5656

Comments:

We recommend Council give their approval as requested. For Council's information, approval for the Snowbirds has been provided in the past, when they have been involved in the Red Deer International Airshow.

"G. SURKAN"  
Mayor

"M.C. DAY"  
City Manager

**THE CITY OF RED DEER**

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

City Clerk's Department  
(403) 342-8132 FAX (403) 346-6195

April 11, 1995

Red Deer International Airshow Association  
208, 4911 - 51 Street  
Red Deer, Alberta  
T4N 6V4

Att: Dennis Nielsen, President

Dear Sir:

**RE: RED DEER INTERNATIONAL AIRSHOW AND FEATURE ACT  
"THE SNOWBIRDS"**

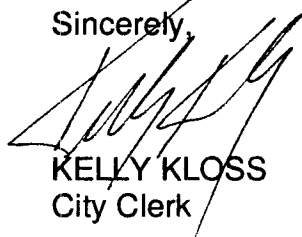
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At the City of Red Deer's Council Meeting held April 10, 1995, consideration was given to your correspondence dated March 14, 1995 concerning the above topic and at which meeting the following resolution was passed:

"RESOLVED that Council of The City of Red Deer, having considered correspondence from the Red Deer International Airshow dated March 14, 1995, re: The Red Deer International Airshow and Feature Act 'The Snow Birds', hereby approves the 'Snow Birds' to fly over the City of Red Deer on August 3, 1995 upon their arrival, as well as possible fly overs of the City of Red Deer on August 5, 1995 and August 6, 1995, and as presented to Council April 10, 1995."

The decision of Council in this instance is submitted for your information. Best wishes on another successful Airshow.

Sincerely,



KELLY KLOSS  
City Clerk

KK/clr

cc: Director of Development Services  
Public Works Manager



*a delight  
to discover!*

NO. 4

City Clerk  
City of Red Deer,  
Box 5008,  
Red Deer, Ab.  
T4N 3T4

Primerica  
#12 7429-49 Ave.  
Red Deer, Ab.  
T4P 1N2

March 22, 1995

City Clerk, City of Red Deer.

After discussion with Ryan Strater of the City of Red Deer, it was suggested that I apply to City Council for approval for Site Specific Use, for the office we occupy above Axford consulting. I feel that there should be no need for this approval for site use for these reasons:

- 1) We do not use the facility to meet with clients.
- 2) We do not use the facility to write up business.
- 3) We do not hold sales or recruiting meetings, these we hold in local hotels if needed.
- 4) We do not use up parking space as there are only 3 of us and we are rarely all there at the same time.
- 5) The office is used only for some 'one on one' training and as a stopping place between appointments.
- 6) We are similiar to a multi-level type business, looking to give an opportunity to as many people as may be interested. In reality, we could have a positive impact on the unemployment situation in Red Deer.
- 7) Since the owner of the building is interested in our opportunity and had decided to join us, he felt it would be an advantage for him and us to join him in his building.

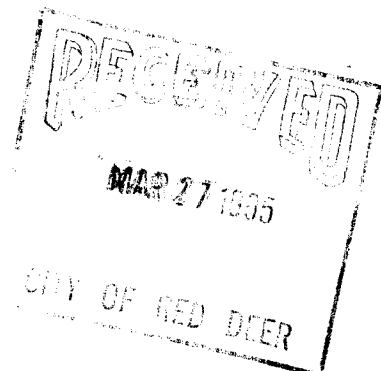
I do not believe we are contravening any city bi-laws. If we were asked to move it would fragment our group of people and make it much more difficult for us, to earn a living and be a contributor to the financial health of our fair City.

Thank you for your fair judgement in this matter. Please feel free to call me if you have any further questions.

Sincerely,



Daine Pfeifle  
346-7325



DATE: April 3, 1995  
TO: City Clerk  
FROM: Bylaws & Inspections Manager  
RE: PRIMERICA #12 - 7429 - 49 AVENUE

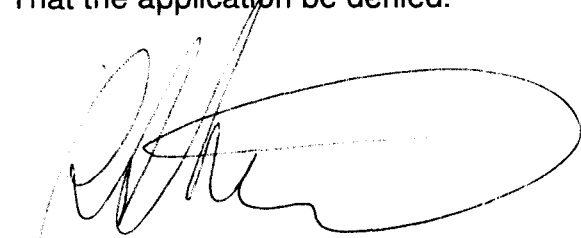
---

In response to your memo regarding the above subject, we have the following comments for Council's consideration.

The site in question is zoned I1 which is an Industrial (Business Service) District. We became aware of Primerica after receiving a complaint regarding an "office" in an industrial district. From the conversation we had with Mr. Pfeifle, it is our opinion that the office should be located in the C1 or C1A district. The recent review of the commercial and industrial land use district looked at where offices should locate and the consensus was that C1 and C1A were the appropriate districts.

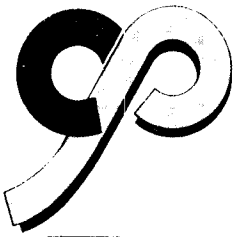
RECOMMENDATION:

That the application be denied.

A handwritten signature in black ink, appearing to read 'R. Strader', is written over a large, horizontal oval shape.

R. Strader  
Bylaws & Inspections Manager





## MEMORANDUM

---

**TO:** City Council **DATE:** April 3, 1995

**FROM:** Paul Meyette, Principal Planner

**RE:** Primerica - request to locate in an I1 District

---

Primerica Financial Services is requesting permission to locate in the I1 Industrial (Business Service) District. They are a financial services office and intend to use the second storey space above Axford Consulting, a construction firm.

The I1 Industrial (Business Service) District was created "to provide for a limited range of light industrial, warehousing, storage and industrial support services, 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 provides for certain other businesses which are incompatible in commercial districts". The I1 District was reviewed in 1994 and expanded to allow a wider range of industrial related businesses and support services. General office use was not allowed. It was felt by the industrial businesses that this would be better accommodated in a commercial or business district. They felt that office use was incompatible with many industrial uses.

The request by Primerica is essentially a request to approve office use in an industrial area. As Council is aware, offices are restricted to the commercial districts within the City. The broadest range of offices is allowed in the downtown, while a narrower range of office use is allowed in the remaining districts. Both Vision 2020 and the City's Downtown Concept plan stress that the Downtown should be maintained "as the professional and public sector office centre of Red Deer".

### Concerns with this Application

This application seeks to introduce office uses into the Industrial District. Several other districts in the City already allow this use. It was never the intent of the bylaw to mix office and industrial use. Many of the industrial businesses which participated in the industrial district review felt that the movement of large trucks, the outside storage and general function of the district were felt to be incompatible with

an exclusively office use.

#### Recommendation

This use is currently not allowed in the industrial district. Approval would only be possible if the site were rezoned. Planning staff recommend that the application be denied.



Paul Meyette, ACP, MCIP  
PRINCIPAL PLANNER, CITY PLANNING DIVISION

PM/pm

cc R. Strader  
Downtown Planning Committee

#### COMMENTS:

The representatives of industry had agreed during the course of the Bylaw Review not to allow a mix of office and industrial use. These representatives included a number of individuals, who in fact owned and operated industrial property of this type. We believe the intent of the Bylaw is clear and this application does not meet that intent.

We concur with the recommendation of the Bylaws & Inspections Manager.

"G. SURKAN"  
Mayor

"M.C. DAY"  
City Manager

DATE: March 27, 1995

TO: DIRECTOR OF COMMUNITY SERVICES  
DIRECTOR OF CORPORATE SERVICES  
DIRECTOR OF DEVELOPMENT SERVICES  
X BYLAWS & INSPECTIONS MANAGER  
CITY ASSESSOR  
E.L. & P. MANAGER  
ENGINEERING DEPARTMENT MANAGER  
FIRE CHIEF (EMERGENCY SERVICES)  
INFORMATION TECHNOLOGY SERVICES MANAGER  
LAND AND ECONOMIC DEVELOPMENT MANAGER  
PERSONNEL MANAGER  
PUBLIC WORKS MANAGER  
R.C.M.P. INSPECTOR  
RECREATION, PARKS & CULTURE MANAGER  
SOCIAL PLANNING MANAGER  
TRANSIT MANAGER  
TREASURY SERVICES MANAGER  
X PRINCIPAL PLANNER  
CITY SOLICITOR

FROM: CITY CLERK

RE: PRIMERICA - REQUEST FOR OFFICE USE  
#12, 7429 - 49 AVE.

---

Please submit comments on the attached to this office by March 31, 1995, for the Council Agenda of April 10, 1995.

"Kelly Kloss"  
City Clerk

f:\data\council\meeting\forms\com.tem

**THE CITY OF RED DEER**

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

City Clerk's Department  
(403) 342-8132 FAX (403) 346-6195

March 27, 1995

Daine Pfeifle  
Primerica  
#12, 7429 - 49 Avenue  
Red Deer, Alberta  
T4P 1N2

Dear Sir/Madam:

I acknowledge receipt of your letter dated March 22, 1995, re: Approval of Use.

This item will be discussed and possibly a decision made at the Meeting of Red Deer City Council on April 10, 1995. Council meetings begin at 4:30 p.m., and adjourn for the supper hour at 6:00 p.m., reconvening at 7:00 p.m.

In the event you wish to be present at the Council meeting, would you please telephone our office on April 7, 1995, and we will advise you of the approximate time that Council will be discussing this item.

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

This request has been circulated to City administration for comments, and should you wish to receive a copy of the administrative comments prior to the Council meeting, they may be picked up at our office on the second floor of City Hall on April 7, 1995.

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

Yours sincerely,



Kelly Kloss  
City Clerk

KK/ds



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## THE CITY OF RED DEER

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

City Clerk's Department  
(403) 342-8132 FAX (403) 346-6195

April 11, 1995

Primerica  
#12, 7429 - 49 Avenue  
Red Deer, Alberta  
T4P 1N2

Att: Daine Pfeifle

Dear Sir:

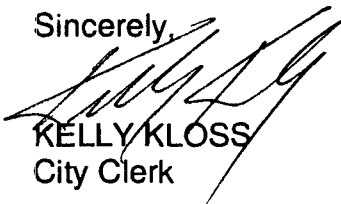
At the City of Red Deer's Council Meeting held on April 10, 1995, consideration was given to your letter dated March 22, 1995 requesting to locate an office in an industrial district. At the above noted meeting, the following resolution was passed agreeing not to approve your request:

"RESOLVED that Council of The City of Red Deer, having considered correspondence from Daine Pfeifle dated March 22, 1995, re: Primerica, #12, 7429 - 49 Avenue/Request to locate in an I1 District, hereby agrees that said request be denied and as presented to Council April 10, 1995."

As your request was not approved by Council, and as an office use is neither permitted or discretionary in an industrial district, you are now required to relocate your offices to either a C1 or C1A district. This relocation should be completed by May 10, 1995, which reflects 30 days from the date of Council's decision.

If you have any questions, or require additional information, please do not hesitate to contact the Bylaws and Inspections Manager, Ryan Strader, or the undersigned.

Sincerely,



KELLY KLOSS  
City Clerk

KK/clr

cc: Director of Development Services  
Bylaws and Inspections Manager  
Principal Planner



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NOTICES OF MOTIONNO. 1

**DATE: MARCH 29, 1995**  
**TO: CITY COUNCIL**  
**FROM: CITY CLERK**  
**RE: ALDERMAN PIMM - NOTICE OF MOTION:  
REFERENDUM QUESTION ON ADVISABILITY OF DECLARING  
THE CENTRIUM "SMOKE FREE"**

---

At the Council Meeting of March 27, 1995, the following Notice of Motion was submitted by Alderman Pimm concerning the above topic:

WHEREAS the Board of Directors of the Westerner recently voted not to designate The Centrium a 'smoke free' building; and

WHEREAS the municipality of The City of Red Deer contributed in excess of \$5,000,000 towards the cost of constructing The Centrium complex; and

WHEREAS the people of Red Deer wish to express their opinion on the desirability of declaring The Centrium 'smoke free';

THEREFORE BE IT RESOLVED that a referendum question on the advisability of declaring The Centrium 'smoke free' be held in conjunction with the 1995 Municipal Election."

This is submitted for Council's consideration.



KELLY KLOSS  
City Clerk

KK/clr



## THE CITY OF RED DEER

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

City Clerk's Department  
(403) 342-8132 FAX (403) 346-6195

April 12, 1995

Westerner Exposition Association  
Box 176  
Red Deer, Alberta  
T4N 5E8

Att: Larry Johnstone, Manager

Dear Sir:

At the City of Red Deer's Council Meeting held April 10, 1995, consideration was given to the following motion dealing with a referendum question being asked during the 1995 Municipal Election regarding the advisability of declaring the Centrium "smoke free":

"WHEREAS the Board of Directors of the Westerner recently voted not to designate The Centrium a 'smoke free' building; and

WHEREAS the municipality of The City of Red Deer contributed in excess of \$5,000,000 towards the cost of constructing The Centrium complex; and

WHEREAS the people of Red Deer wish to express their opinion on the desirability of declaring The Centrium 'smoke free';

THEREFORE BE IT RESOLVED that a referendum question on the advisability of declaring The Centrium 'smoke free' be held in conjunction with the 1995 Municipal Election."

Prior to any vote being taken on the above resolution, however, Council agreed that this matter be tabled to obtain the comments of the Westerner Board as to whether or not they agree with this course of action and if they would recommend that Council hold such a referendum.

As it is City Council's intention to discuss this matter further at its meeting of May 23, 1995, I ask that you reply to this office by Monday, May 15, 1995.

... / 2

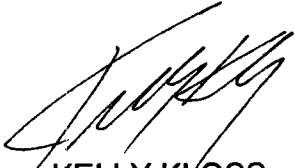


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Westerner Exposition Association  
April 12, 1995  
Page 2

It is my understanding that The City's representatives on the Board will be bringing this matter up at your next meeting. If you have any questions or require any additional information, please do not hesitate to contact the undersigned.

Sincerely,



KELLY KLOSS  
City Clerk

KK/clr

cc: Alderman Volk  
Alderman Lawrence  
Director of Community Services



**BYLAW NO. 2672/K-95**

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

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

That Bylaw No. 2672/80 is hereby amended as follows:

- 1 Section 4.4.1 is hereby rescinded and replaced with the following Section:

"4.4.1 The minimum required front yard setback and the minimum required side yard setback of a building upon a site which abut any portion of the streets listed below in this section shall be measured and established by adding to each side of the original 20.12 metre street right of way, a building setback requirement of 2.13 metres, namely;

ROADWAY SEGMENT	ORIGINAL R.O.W. WIDTH (METRES)	YARD SETBACK REQUIRED ON EACH SIDE (METRES)
49 Street (52 Avenue to 46 Avenue)	20.12	2.13
45 Street (51 Avenue to 48 Avenue)	20.12	2.13
43 Street (Taylor Drive to 48 Avenue)	20.12	2.13
Gaetz Avenue (Red Deer River to 52 Street)	20.12	2.13
Gaetz Avenue (45 Street to 42 Street)	20.12	2.13
49 Avenue (55 Street to 43 Street)	20.12	2.13
48 Avenue (55 Street to 43 Street)	20.12	2.13

See Map A."

2 Section 4.4.2 is hereby rescinded and replaced with the following Section:

"4.4.2 Notwithstanding Section 4.4.1, the additional front and side yard requirements of a site abutting the following streets shall be as shown on the attached maps:

55 Street (Gaetz Avenue to 42A Avenue) - See Maps B1, B2, B3;

Ross Street (45 Avenue to the West Boundary of N.E. 15-38-27-4) - See Maps C1, C2, C3;

40 Avenue (44 Street to 52 Street) - See Maps D1, D2;

45 Street (Taylor Drive to 51 Avenue) - Map E."

3 In all other respects, Bylaw No. 2672/80 is ratified and confirmed.

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

READ A FIRST TIME IN OPEN COUNCIL this       day of       A.D. 1995.

READ A SECOND TIME IN OPEN COUNCIL this       day of       A.D. 1995.

READ A THIRD TIME IN OPEN COUNCIL this       day of       A.D. 1995.

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MAYOR

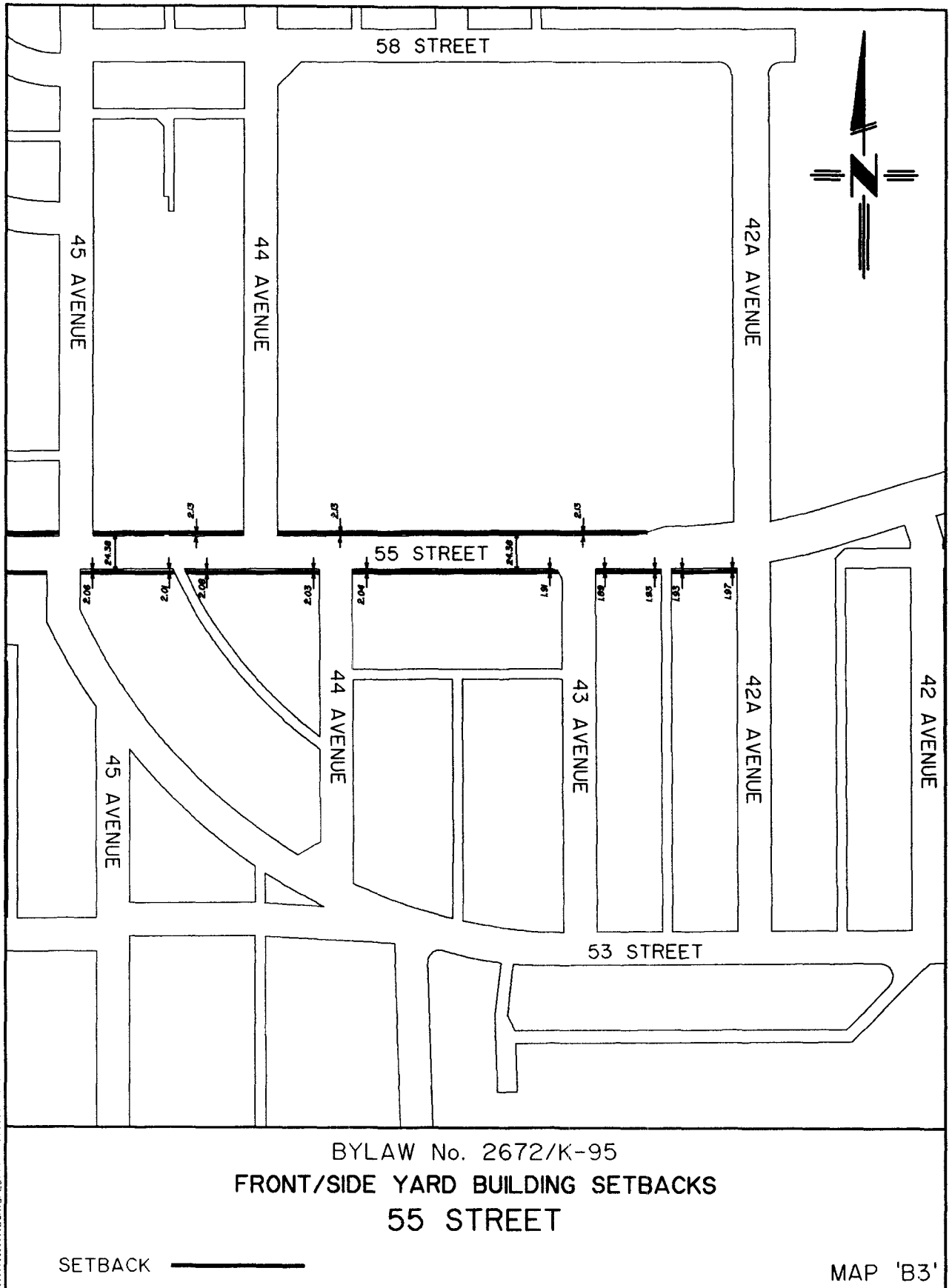
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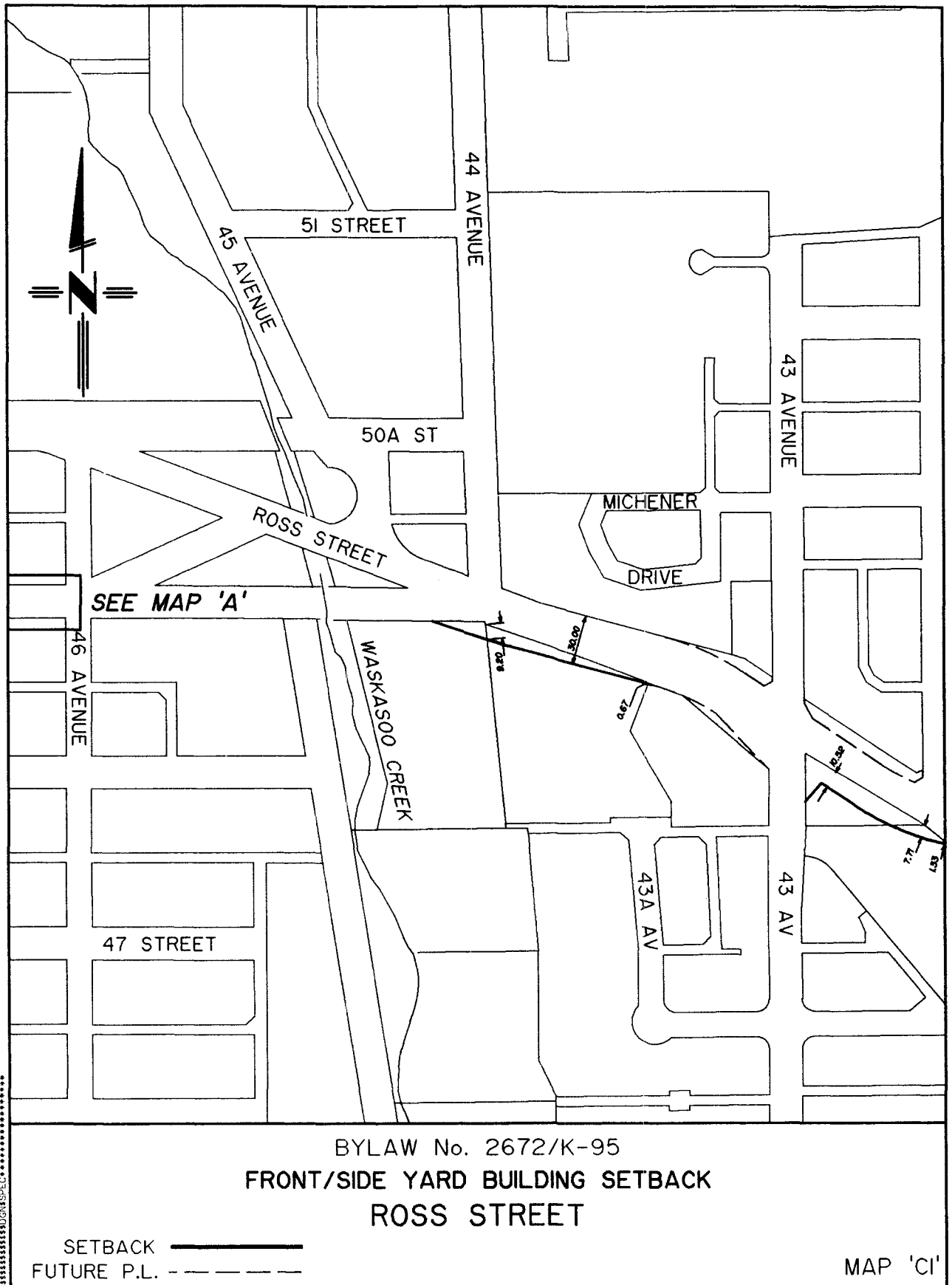
CITY CLERK

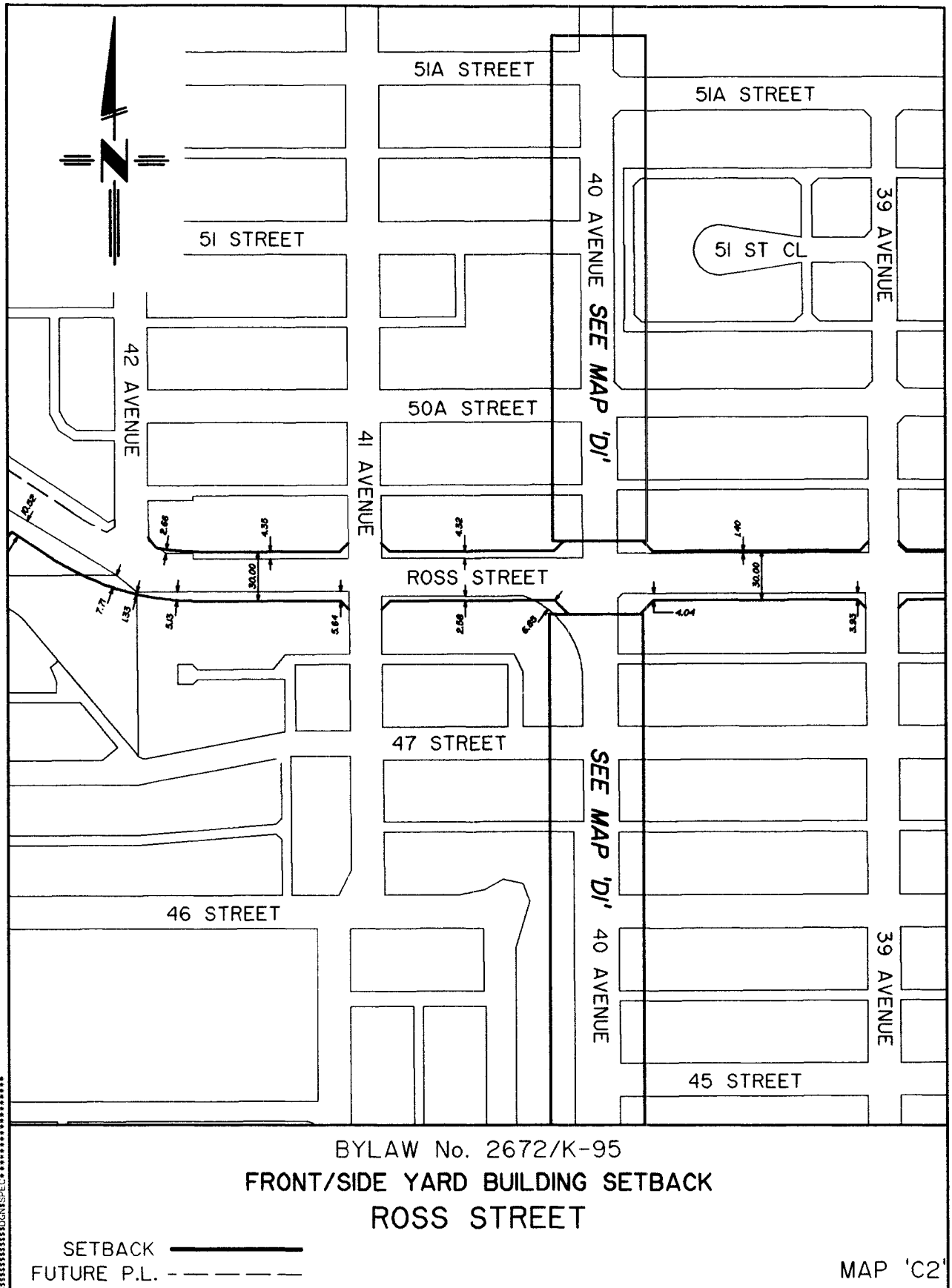






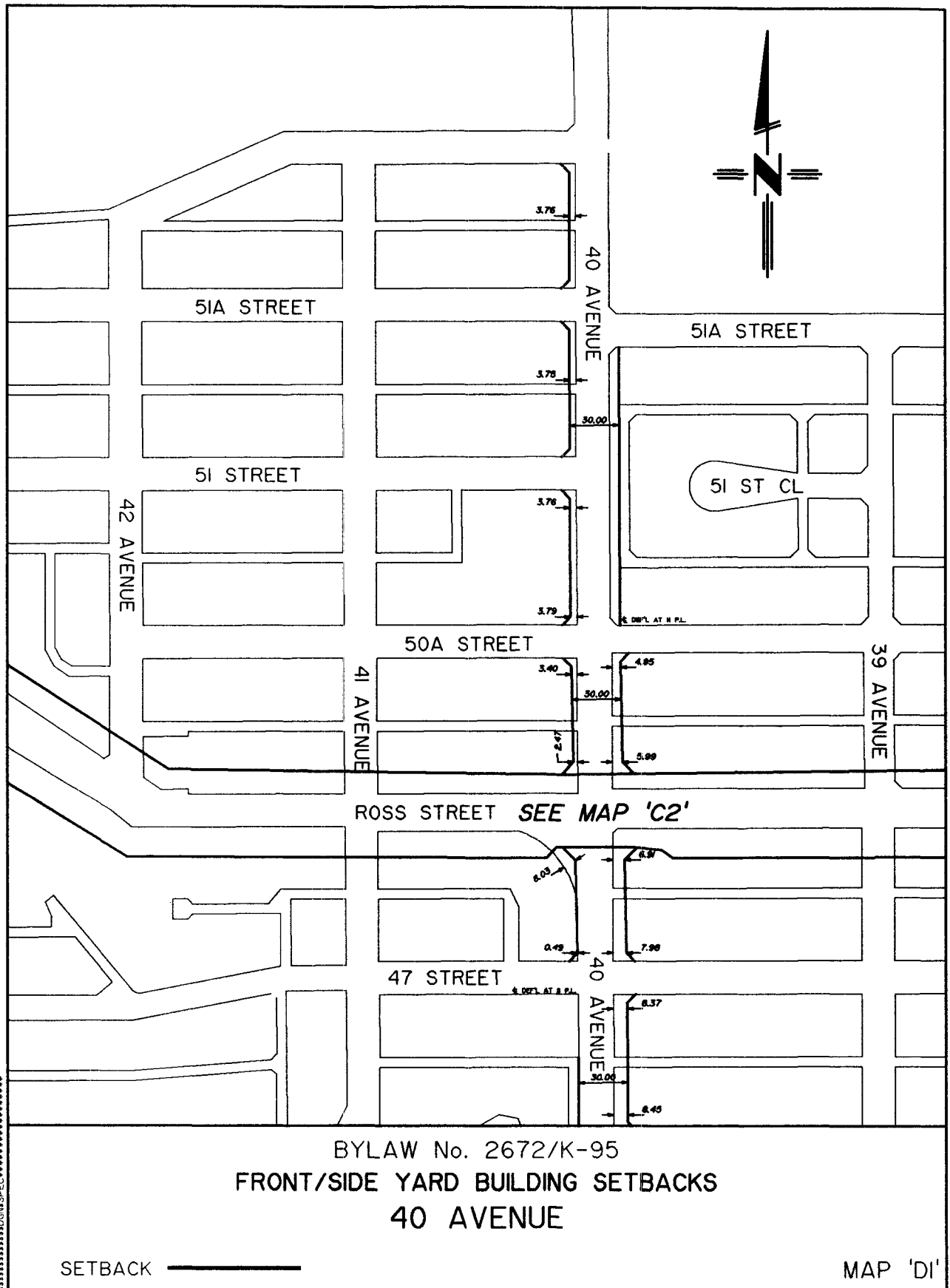


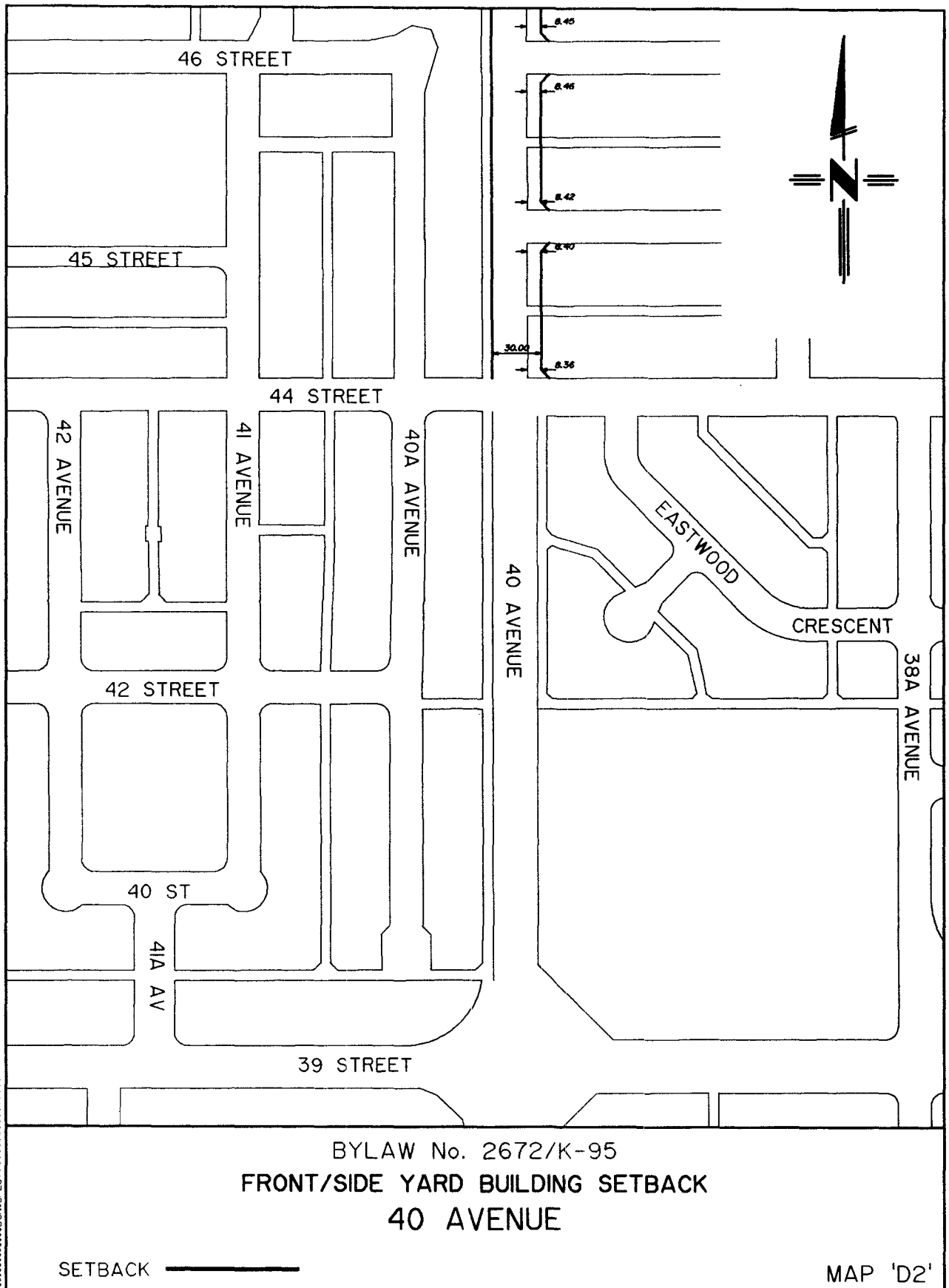


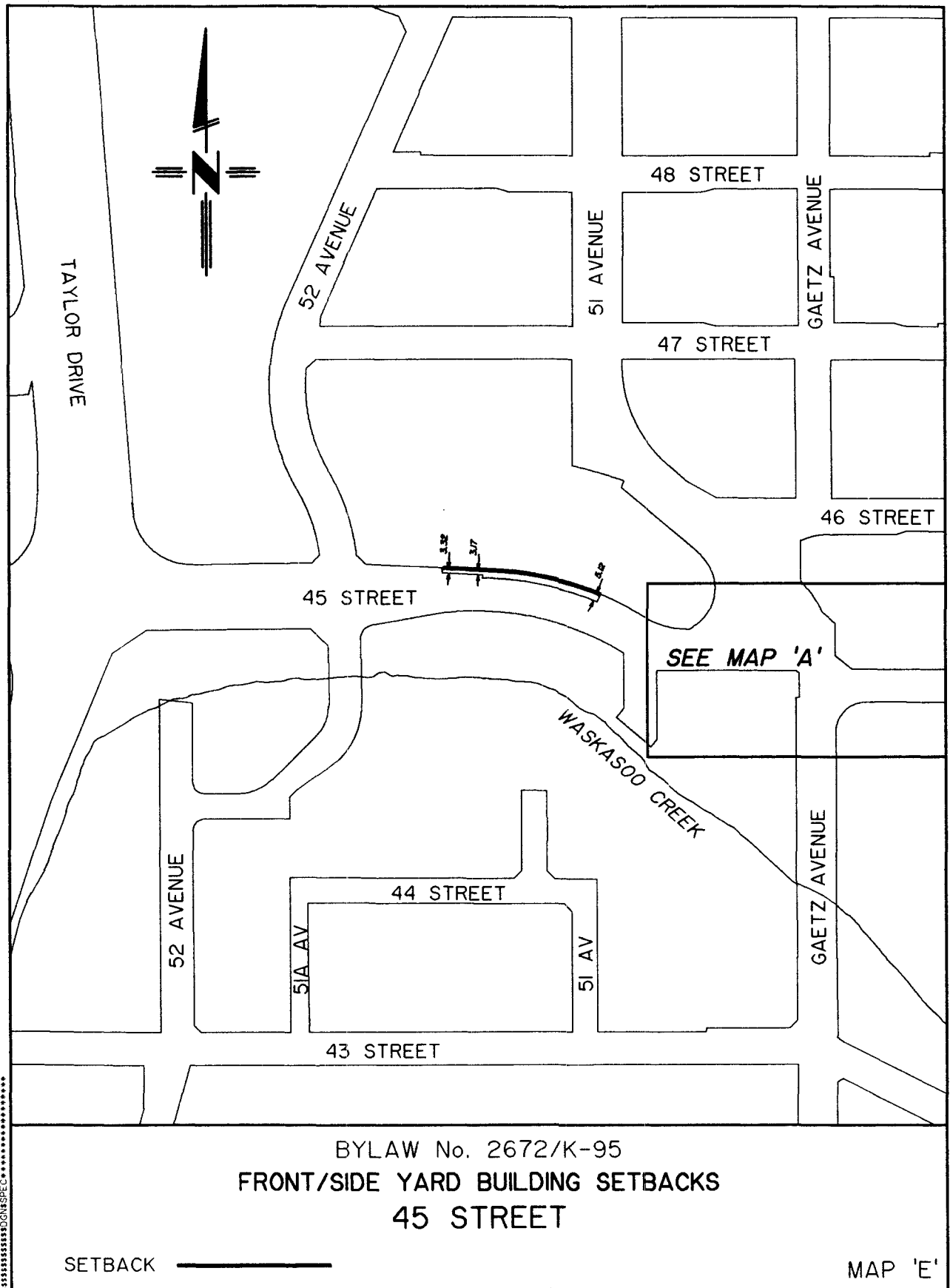












BYLAW No. 2672/K-95  
FRONT/SIDE YARD BUILDING SETBACKS  
45 STREET

SETBACK —————

MAP 'E'

**BYLAW NO. 2846/A-95**

Being a Bylaw to amend Bylaw No. 2846/84, The License Bylaw of The City of Red Deer.

WHEREAS Council for The City of Red Deer, having considered a report from the Bylaws and Inspections Manager, have decided that Business Licenses should be valid for a period of one year from the date of their issuance;

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

- 1           The License Bylaw is hereby amended by deleting Sections 12 and 13 thereof and by adding new Section 12 as follows:  
  
              "12   Each license issued pursuant to this Bylaw shall be valid for a period of one year from the date of its issuance."
- 2           This Bylaw shall come into full force and effect upon the passage of third reading.

READ A FIRST TIME IN OPEN COUNCIL this           day of                               A.D. 1995.

READ A SECOND TIME IN OPEN COUNCIL this           day of                               A.D. 1995.

READ A THIRD TIME IN OPEN COUNCIL this           day of                               A.D. 1995.

\_\_\_\_\_  
MAYOR

\_\_\_\_\_  
CITY CLERK



**SCHEDULE "A"**

Page 1 of 1

**ROLL NUMBERS**

0330210

0420080

0932800

1521855

1620146

2921485

2933345

3010110

3010400

3110075

0430785

2022640

2022645

**BYLAW NO. 3130/95**

Being a Bylaw of The City of Red Deer to provide for the administrative organization of The City of Red Deer, including provisions to establish the positions of chief elected officer, chief administrative officer and designated officers and to set out their respective powers, duties, and functions.

WHEREAS the Municipal Government Act, R.S.A. 1980, Chapter M-26.1 (1994) (the "Act") came into force on January 1, 1995 and requires Council to establish an organizational bylaw dealing with certain matters specified in the Act;

AND WHEREAS Section 143 of the Act permits Council to establish the number of members of Council;

AND WHEREAS Section 145 of the Act permits Council to establish the procedure to be followed by Council in its meetings;

AND WHEREAS Section 204 of the Act requires a Council to name a place as its municipal office;

AND WHEREAS Section 205 of the Act requires Council to establish by bylaw the position of chief administrative officer and to appoint one or more persons to carry out the powers, duties and functions of a chief administrative officer and Council wishes to appoint an individual as the City's chief administrative officer;

AND WHEREAS Section 210 of the Act permits Council to pass a bylaw to establish one or more positions to carry out the powers, duties, and functions of a designated officer under the Act, or any other enactment or bylaw and Council wishes to make provision for certain designated officers;



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

## PART 1 - GENERAL MATTERS

### SHORT TITLE

- 1            This Bylaw may be cited as the "Organizational Bylaw".

### INTERPRETATION

- 2        (1)    In this Bylaw, unless the context otherwise requires, the following words shall have the following meanings:
- (a)    "Act" means the Municipal Government Act, R.S.A., 1980, Chapter M-26.1 (1994);
- (b)    "Council" means Council for The City of Red Deer;
- (c)    "City" means The City of Red Deer;
- (2)    The titles for headings used in this Bylaw are inserted for convenience only and shall not affect the interpretation of this Bylaw.
- (3)    Where in this Bylaw a reference is made to any statutory provision, that reference shall be deemed to include any replacement statutory provision which is enacted subsequent to the passage of this Bylaw.

**ALDERMEN**

- 3 Council shall consist of 9 members, including the Mayor, who except for the Mayor, shall be known as "Aldermen".

**MUNICIPAL OFFICE**

- 4 The Municipal Office of the City shall be City Hall located at 4914 - 48th Avenue in Red Deer, Alberta.

**PUBLIC NOTICE OF MEETINGS OF COUNCIL**

- 5 Where notice of a Council meeting or a Council Committee meeting is required or permitted to be given to members of the public, such notice shall be sufficient if given in one of the following manners:
- (a) in the case of regularly scheduled Council or Council Committee meetings, notice shall be deemed to be sufficient if posted prominently in City Hall or if advertised in a single advertisement in one issue of a newspaper circulating in the city, following the Annual Organizational Meeting of Council;
  - (b) in the case of special Council meetings or Council Committee meetings notice shall be deemed to be sufficient if posted prominently in City Hall or if advertised in one issue of a newspaper circulating in the city not less than 24 hours prior to the holding of the meeting.

## BUDGET

- 6           Until such time as Council adopts a final operating or capital budget for a year, the operating or capital budget approved for that year in the previous year's two year operating and capital budgets shall be deemed to be adopted and the City administration is authorized to make expenditures in accordance with that budget unless otherwise directed by Council.

## SIGNING AUTHORITIES

- 7           For greater certainty, all agreements to be executed by the City must be signed by the Mayor and the City Clerk or their delegates. All cheques and negotiable instruments must be signed by the Mayor and the Director of Corporate Services or their delegates.
- 8           Any signature required or permitted by statute or by this Bylaw to be affixed to a document may be printed, lithographed or otherwise mechanically reproduced.

## PART II - CHIEF ELECTED OFFICER

### CHIEF ELECTED OFFICER - MAYOR

- 9           The Chief Elected Officer for the City shall be known as the "Mayor" and, in addition to his or her duties as a member of Council, the Mayor shall:
- (a)    preside at Council meetings when in attendance, unless otherwise provided;
  - (b)    review Council agendas and participate with the City Manager in

making recommendations to Council;

- (c) represent the City at all public functions and ceremonies which Council or the Mayor determine appropriate;
- (d) communicate Council policy to the media and the public;
- (e) liaise with elected officials from other municipalities and other levels of government in respect of matters of concern to the City;
- (f) be the principal link between Council and the City Administration;
- (g) seek input from the public into City policies;
- (h) initiate corporate policy changes;
- (i) participate in the deliberations of the Senior Management Team;
- (j) sign all bylaws, minutes of meetings of Council or of Council Committees at which the Mayor presided;
- (k) sign all agreements, cheques and other negotiable instruments, unless otherwise provided for by Council.

#### DEPUTY CHIEF ELECTED OFFICER - DEPUTY MAYOR

- 10 (1) The deputy chief elected official of the City shall be known as the Deputy Mayor and shall fulfill the duties of the Mayor if the Mayor is unable to act.
- (2) Council shall, from time to time, by resolution appoint members of Council

to act as Deputy Mayor on a rotational basis.

- 11           Where both the Mayor and the Deputy Mayor are absent or unable to perform the duties of the Mayor, Council may by resolution appoint an alternate Deputy Mayor.

### PART III - CHIEF ADMINISTRATIVE OFFICER

#### CHIEF ADMINISTRATIVE OFFICER - CITY MANAGER

- 12           The chief administrative officer of the City shall be known as the "City Manager" and Council shall deal with and control the operations and affairs of the City's administration through the City Manager.
- 13       (1)   Council shall from time to time by resolution appoint a person to the position of City Manager who shall:
- (a)   act as the administrative head of the City;
  - (b)   review Council agendas and participate with the Mayor in making recommendations to Council;
  - (c)   implement and supervise the administrative organization and structure of the City;
  - (d)   ensure that the policies and programs of the City are implemented;
  - (e)   advise and inform Council on the operations and affairs of the City;  
and

- (f) perform the duties and exercise the powers and functions assigned to a chief administrative officer by statute, bylaw or resolution of Council.
- (2) Subject to applicable legislation, any direction given by Council, and any contract binding on the City, the City Manager may:
  - (a) hire, appoint, transfer or promote any City employee;
  - (b) evaluate, discipline, suspend, demote, dismiss or revoke the appointment of any City employee;
  - (c) determine salaries, benefits, hours of work and other working conditions.
- (3) The City Manager shall be responsible for the negotiation of all collective agreements with unions or associations representing the City employees and shall ensure that all collective agreements are presented to Council for ratification in an expeditious manner.
- (4) The City Manager may transfer funds between departments if he or she considers it advisable to do so to maintain the operations and affairs of the City within approved budget limits and subject to priorities and services approved by Council.

14 The City Manager may authorize:

- (a) the commencement of any legal proceedings where money is not in issue or where the amount of money claimed does not exceed \$50,000.00.

- (b) the settlement of any legal proceedings, whether by or against the City, where money is not in issue or where the amount of money paid pursuant to the settlement, if any, does not exceed \$10,000.00; and
- (c) the settlement of any claim, whether by or against the City, which does not involve legal proceedings, where the amount of money paid pursuant to the settlement, if any, does not exceed \$10,000.00.

15 The City Manager shall at all times perform his or her duties and functions in accordance with all policies and directions established by Council from time to time.

16 Without limiting the generality of the foregoing, the City Manager shall:

- (a) ensure that all matters referred to the administration are dealt with in an expeditious manner;
- (b) ensure that the operations and affairs of the City are carried out within approved budget limits;
- (c) supervise all City departments, employees;
- (d) when available, chair all meetings of the Senior Management Team; and
- (e) when available, attend all meetings of Council and attend all meetings of Council Committees that he or she is required to attend or considers it advisable to attend.

17 Where the Act requires that a chief administrative officer ensures that a

certain duty is performed, and if that duty is delegated to a designated officer by Council under this or any other bylaw or resolution, the City Manager shall perform that obligation by supervising such designated officer in the performance of that duty.

- 18        The City Manager shall be deemed to be appointed as the designated officer under any statute or bylaw which permits or requires the City to appoint a designated officer, unless Council appoints another person.

#### ACTING CITY MANAGER

- 19        (1)        The City Manager may designate an Acting City Manager to act in his or her place in the event of a scheduled absence.
- (2)        Council may, by resolution, appoint an Acting City Manager in the event of an illness, unscheduled absence or other incapacity of the City Manager.

#### PART IV - SENIOR MANAGEMENT TEAM

##### SENIOR MANAGEMENT TEAM

- 20        (1)        There shall be a Senior Management Team for the City consisting of the Mayor, the City Manager, the Director of Development Services, the Director of Corporate Services and the Director of Community Services.
- (2)        The Senior Management Team shall:
- (a)        be collectively responsible to develop and make recommendations to Council on new policy directions for the City;



- (b) provide recommendations to the City Manager on administrative matters, including the corporate planning process;
- (c) establish guidelines for the preparation of the City budget;
- (d) make recommendations to Council with respect to the budget;
- (e) serve as a model for team management within City departments.

## PART V - DESIGNATED OFFICERS

### GENERAL PROVISIONS

- 21 The following positions shall be designated officers of the City, namely:
- City Manager
  - City Assessor
  - City Clerk
  - Director of Corporate Services
  - Director of Development Services
- 22 Each designated officer shall appoint a person to act in his or her place in the event of the scheduled absence of the designated officer.
- 23 The City Manager, may appoint a person to act in the place of a designated officer in the event of an illness, unscheduled absence or other incapacity of the designated officer or his or her delegate.
- 24 A designated officer may delegate any of his or her powers, duties or functions to an employee of the City, but such designated officer remains

responsible to ensure that any delegated power, duty or function is properly exercised and carried out.

25 The designated officers shall report directly to and be supervised by the Director responsible for the Department within which the designated officer is employed or, where there is no Director responsible, to the City Manager.

26 In addition to the duties prescribed by the Act or bylaw, a designated officer shall have such duties as may be assigned by Council or the City Manager from time to time.

#### PART VI - DIRECTOR OF CORPORATE SERVICES

27 The Director of Corporate Services shall be the designated officer for purposes of the following sections of the Act:

Section 213(4)(b) - Signing Cheques and other Negotiable Instruments.

Section 270 - Open and close all the accounts of the City that hold money.

Section 278 - Financial information return and auditor's report.

Section 439(2) - Prepare and issue distress warrants and seize goods.

#### PART VII - CITY ASSESSOR

28 The City Assessor shall be the designated officer for purposes of carrying out the powers, duties and functions of an "assessor" as defined in Section 284 of the Act and as set out in the following Parts of the Act:

Part 9 - Assessment.

Part 10 - Taxation (except Division 9 - Recovery of Taxes Not Relating to Land).

**Part 11 - Assessment Review Boards.**

- 29        The City Assessor shall be the designated officer for purposes of the following sections of the Act:

Section 336(1) - Certifying tax notices.

Section 350 - Issuing tax notices.

Section 525 - Certifying copies of assessment rolls, tax rolls, assessment notices and tax notices.

**PART VIII - CITY CLERK**

- 30        The City Clerk shall be the designated officer for purposes of the following sections of the Act:

Section 213(1)(b) - Signing Minutes of Council Meetings.

Section 213(2)(b) - Signing Minutes of Council Committee Meetings.

Section 213(3)(b) - Signing Bylaws.

Section 213(4)(b) - Signing Agreements.

Section 455(1) - Clerk of Assessment Review Board.

Section 612 - Certify copies of Bylaws and records.

**PART IX - DIRECTOR OF DEVELOPMENT SERVICES**

- 31        The Director of Development Services shall be the designated officer for purposes of the following specific sections of the Act:

Section 542 - Entering on land to inspect, remedy, and enforce bylaws thereunder.

Section 544 - Apply to court for an order re: inspection of meters.

Section 545 - Issue orders to cease contravention of any bylaw.

Section 546 - Take action re: dangerous premises.

#### PART IX - MISCELLANEOUS

- 32 It is the intention of Council that, if any provision of this Bylaw be declared invalid by a Court of competent jurisdiction, all other provisions of this Bylaw shall remain valid and enforceable.
- 33 Bylaws 3029/90, 2427, 2152, 2843/84 and 3099/93 and all amendments thereto are hereby repealed.
- 34 This Bylaw shall come into full force and effect upon the passage of third reading.

READ A FIRST TIME IN OPEN COUNCIL this 27 day of March A.D. 1995.

READ A SECOND TIME IN OPEN COUNCIL this day of A.D. 1995.

READ A THIRD TIME IN OPEN COUNCIL this day of A.D. 1995.

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MAYOR

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CITY CLERK

**BYLAW NO. 3132/95**

Being a Bylaw of The City of Red Deer respecting Building and other Permits.

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

- 1 This bylaw may be cited as the "Permit Bylaw".
- 2 Words used in this Bylaw shall have the same meaning as ascribed to them in the SAFETY CODES ACT.
- 3 No person shall commence the construction, repair, renovation, or demolition of any building unless that person is authorized to do so by a Permit issued pursuant to this bylaw.
- 4 No person shall commence the installation, repair, or alteration to any electrical system, gas system, plumbing system or heating/Air-conditioning system unless that person is authorized to do so by a permit issued pursuant to this Bylaw.
- 5 Permits may be issued to:
  - (a) licensed contractor;
  - (b) a homeowner to perform work on or within his own owner-occupied single family dwelling.

Notwithstanding the foregoing, a homeowner shall not be issued a permit to perform the following work:

- |                    |   |
|--------------------|---|
| <b>Electrical:</b> | <ul style="list-style-type: none"> <li>- installation of electrical system to main service connection</li> <li>- swimming pools</li> <li>- therapeutic pools or tubs</li> <li>- hot tubs</li> </ul> |
| <b>Gas:</b>        | <ul style="list-style-type: none"> <li>- installation of gas system</li> </ul>  |

- 6 For greater certainty, no building permit is required for the construction of a detached garage or for residential basement finishing work.
- 7 The form of permits and applications required pursuant to this Bylaw shall be approved by the Building Inspector.

- 8 The granting of a permit under this Bylaw does not entitle the permittee, his successor or assigns or anyone on his or their behalf, to construct any building that fails to comply with the requirements of any building restriction agreement affecting the site described in the permit.
- 9 The fees which shall be paid for permits issued hereunder are those contained in Schedule "A" attached to and forming part of this Bylaw.
- 10 An applicant for a permit hereunder shall complete and file with the Building Inspector an application form prescribed by him together with such plans, site plans and specifications and copies thereof as the Building Inspector requires.
- 11 No person, firm or corporation shall use or occupy all or any portion of a new building, or all or any portion of an existing building where there is a change of occupancy for that portion of the building to be occupied, unless the owner of the building shall have prior thereto obtained from The City an occupancy permit issued pursuant to this Bylaw.
- 12 The Development Officer of the City and Safety Codes officers in his department and Safety Codes officers of the Fire Department shall be authorized to issue occupancy permits.
- 13 Any person convicted of a breach of any provision of this Bylaw shall be liable on conviction to a penalty outlined in the Safety Codes Act.
- 14 Bylaw No. 2439/74 is hereby repealed.
- 15 This Bylaw shall come into full force and effect upon the passage of third reading.

READ A FIRST TIME IN OPEN COUNCIL this 27 day of March A.D. 1995.

READ A SECOND TIME IN OPEN COUNCIL this 27 day of March A.D. 1995.

READ A THIRD TIME IN OPEN COUNCIL this day of A.D. 1995.

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MAYOR

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CITY CLERK

## SCHEDULE "A"

Page 1 of 1

## PERMIT FEE - ELECTRICAL

## Fees

Minimum Permit Fee - Less than \$1000 installation cost

*	One Inspection	\$ 30.00
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Installation Cost	\$ 1000 - \$ 2000	\$ 60.00
* 2 Inspections &	\$ 2000 - \$ 3000	\$ 75.00
Plan Check	\$ 3000 - \$ 4000	\$ 90.00
	\$ 4000 - \$ 5000	\$105.00

Installation Cost	\$ 5000 - \$ 6000	\$115.00
* More than 2	\$ 6000 - \$ 7000	\$125.00
Inspections &	\$ 7000 - \$ 8000	\$135.00
Plan Check	\$ 8000 - \$ 9000	\$145.00
	\$ 9000 - \$10000	\$155.00
	Over \$10000 - Add 1% to Fee for Every \$1000 of installation cost	

Re-Inspection Fee (work not ready for inspection purposes)		\$100.00
Requested Additional Inspection		\$ 30.00

**NOTE:      Installation cost to include labour and material (all electrical components and fixtures).**