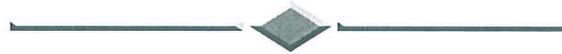


ADDITIONAL A G E N D A



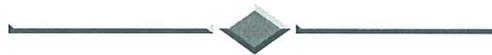
FOR THE *REGULAR MEETING OF RED DEER CITY COUNCIL*

TO BE HELD IN

THE COUNCIL CHAMBERS, CITY HALL

*MONDAY, July 13, 2009*

COMMENCING AT 3:00 P.M.



(1) **REPORTS**

1. Legislative and Administrative Services Manager – *Re: Bill 23: Municipal Government Amendment Act* ..1
2. Financial Services Manager – *Re: Red Deer & District SPCA Loan* ..6
3. Legislative and Administrative Services Manager – *Re: Special Joint Red Deer County and City of Red Deer Meeting – Monday July 27, 2009* ..9

(2) **BYLAWS**

1. **3400/A-2009** – Amendment to Bylaw 3400/2007 authorizing The City of Red Deer to lend an amount of one million dollars (\$1,000,000) to the Red Deer and District SPCA (1<sup>st</sup> Reading) ..6  
..11



DATE: July 8, 2009  
TO: City Council  
FROM: Legislative & Administrative Services Manager  
SUBJECT: Bill 23: Municipal Government Amendment Act

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### Background

Bill 23 (passed by the provincial government on June 4, 2009) introduces changes to improve Alberta's assessment complaints and appeals process to create a more understandable, effective and accessible system for everyone involved. Compliance to legislation must be achieved in 2010.

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### Issues

1. Regulations are not yet finalized. It is difficult to identify impacts and develop strategies when the process is still undefined.
2. Consultation: when creating Bill 23 tax agents, landowners and the Cities of Edmonton and Calgary were included in the consultation process. Mid-size and smaller municipalities, including The City of Red Deer, were not actively consulted. This is of significant concern, not only was The City denied the opportunity to provide opinions and feedback, but also limited in capacity and time to implement the changes.

3. CARB salary / honorariums: presiding officer and two municipal delegates. While the province will be appointing the presiding officer to the CARB and regulating fees for that member, it is an expense that must be paid by the City. It is a recommended practice to pay board members equally. Per diem fees for this second board could be in excess of \$10,000 and will have impact on The City of Red Deer's operating expenses.
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6. Staffing Complement: The existing schedule for appeals spans 6 months from January – June. The new legislation gives the Boards until December 31 to hear and decide all appeals. While this means that LAS will be able to distribute the work flow more equally through the year - the creation of CARB, additional disclosure rules and enhanced written decisions will require increased administration and board support. It is anticipated that one full time person may be required to work with LARBs, CARBs and other City appeal processes.
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Bill 23 places a burden on Assessment to provide more information during the disclosure process. This may result in a need for more staff and resources prior to appeal hearings. Moreover, assessment needs to be prepared in the event that staff may be occupied full time in legal proceedings and therefore not able to attend to their normal duties. As the regulations are not yet finalized, the impacts to Assessment & Taxation are not readily available and The City of Red Deer will need further time to assess those impacts.

8. **Communication Plan:** a comprehensive communication plan is needed to communicate the effect of Bill 23 to the taxpayer. Representatives from Municipal Affairs are not aware of a provincial communication strategy to address Bill 23 but have committed to advise us if/when a communication strategy is developed. The more informed the public is about the process and regulations the less pressure will be put on The City of Red Deer. Impacted departments will need to consult with Communications to create an awareness and communication plan.
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### **Discussion**

**Regional Board:** The province strongly supports municipalities creating regional boards to hear assessment appeals. By administering a regional board the City could potentially recapture some costs related to Bill 23. Further, there are a number of advantages for the City in favour of a regional board:

- a. The province is proposing to pay the salary / honorarium for the provincially appointed CARB member of a regional board.
- b. The fee(s) that would be paid to the City by partnering municipalities will assist the City to fund needed staff.
- c. Taking the initiative to create a regional board has the potential to establish Red Deer as a centre of expertise for assessment appeals within the region. The City has the opportunity to demonstrate excellent leadership and stand out among municipalities.
- d. Establishment of a regional board will enhance relationships with municipalities in the area and provide the City with greater influence at the provincial level on matters relating to assessment appeals.
- e. The City would be providing a model for future regional services that could be adopted.

**Recommendations**

1. That Council endorse this as information to be shared with AUMA and Alberta Municipal Affairs;
2. That Council endorse The City of Red Deer pursuing partnership opportunities across Central Alberta to determine interest in creating a regional approach for appeals;
3. That Council directs administration of The City of Red Deer to review impacts and provide a strategy to Council to move forward; and
4. That Council directs administration of The City of Red Deer to develop a strategy to influence future development of Regulations related to Bill 23.



Elaine Vincent  
Legislative & Administrative Services Manager

*Comments:*

The Advocacy Committee of the City of Red Deer has contributed to the development of the response.

We support their considerations.

"Morris Flewwelling"  
Mayor

"Craig Curtis"  
City Manager

**DATE:** July 8, 2009  
**TO:** City Council  
**FROM:** Legislative & Administrative Services Manager  
**SUBJECT:** Bill 23: Municipal Government Amendment Act

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### **Issues**

1. Regulations are not yet finalized. It is difficult to identify impacts and develop strategies when the process is still undefined.
2. Consultation: when creating Bill 23 tax agents, landowners and the Cities of Edmonton and Calgary were included in the consultation process. Mid-size and smaller municipalities, including The City of Red Deer, were not actively consulted. This is of significant concern, not only was The City denied the opportunity to provide opinions and feedback, but also limited in capacity and time to implement the changes. It is very important that The City continues to pursue advocacy in its priorities.
3. CARB salary / honorariums: presiding officer and two municipal delegates. While the province will be appointing the presiding officer to the CARB and regulating

fees for that member, it is an expense that must be paid by the City. It is a recommended practice to pay board members equally. Per diem fees for this second board could be in excess of \$10,000 and will have impact on The City of Red Deer's operating expenses.

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Elaine Vincent  
Legislative & Administrative Services Manager

**DATE:** July 8, 2009  
**TO:** City Council  
**FROM:** Legislative & Administrative Services Manager  
**SUBJECT:** Bill 23: Municipal Government Amendment Act

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Elaine Vincent  
Legislative & Administrative Services Manager

OFFICE OF THE MAYOR

July 28, 2009

By Ordinary Mail

  
Hon. Ray Danyluk  
#104 Legislative Building  
10800 - 97 Avenue  
Edmonton, AB T5K 2B6

  
Hon. Mary Anne Jablonski  
#200, 4814 Ross Street  
Red Deer, AB T4N 1X4

  
Mr. Cal Dallas  
#503, 4901 - 48 Street  
Red Deer, AB T4N 6M3

  
Hon. Luke Ouellette  
#18, 4804 - 42 Ave  
Innisfail, AB T4G 1T4

Dear Ministers Danyluk , Jablonski, Ouellette & Mr. Dallas:

**Re: Bill 23 – Municipal Government Amendment Act, 2009**

I am pleased to have this opportunity to provide you with a report that was presented to Red Deer City Council on Monday, July 13, 2009. The report outlines the City of Red Deer's position on Bill 23. We have provided a copy of the report and resolution to the AUMA in a separate letter.

The following resolution was passed at the Monday July 13, 2009 Council Meeting by Red Deer City Council:

*“Resolved* that Council of the City of Red Deer after considering the report from the Legislative and Administrative Services Manager, dated July 8, 2009 Re: Bill 23: Municipal Government Amendment Act, hereby approves the following:

1. Endorses the report and directs Administration to share the information with the Alberta Urban Municipalities Association and Alberta Municipal Affairs;
2. Endorses the City of Red Deer pursuing partnership opportunities across Central Alberta to determine interest in creating a regional approach for appeals;
3. Directs Administration of the City of Red Deer to review impacts and provide a strategy to Council to move forward;

July 28, 2009

Page 2

4. Directs Administration of the City of Red Deer to develop a strategy to influence future development of Regulations related to Bill 23."

Thank you for the opportunity to share this report with you.

Sincerely,

A handwritten signature in cursive script that reads "Morris".

Morris Flewwelling

Mayor

Enclosure

cc: Councillors, The City of Red Deer  
City Manager, The City of Red Deer  
City Clerk, The City of Red Deer  
Director of Community Services, The City of Red Deer  
Director of Development Services, The City of Red Deer  
Director of Corporate Services, The City of Red Deer  
R. Lloyd Bertschi, President, AUMA



DATE: July 8, 2009  
TO: City Council  
FROM: Legislative & Administrative Services Manager  
SUBJECT: Bill 23: Municipal Government Amendment Act

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Elaine Vincent  
Legislative & Administrative Services Manager



COPY  
FILE COPY

OFFICE OF THE MAYOR

July 14, 2009

**By Ordinary Mail**

R. Lloyd Bertschi, President  
Alberta Urban Municipalities Association  
10507 Saskatchewan Drive, NW  
Edmonton, AB T6E 4S1

Dear Mr. Bertschi:

**Re: Bill 23: *Municipal Government Amendment Act***

I am pleased to have the opportunity to provide you with the Background Report that was presented to City of Red Deer Council at the Monday, July 13, 2009 City of Red Deer Council meeting. Along with the Background Report I am enclosing a copy of Council's decision regarding Bill 23: *Municipal Government Amendment Act*. I am providing the Background Report to give AUMA a better understanding of our Municipalities' view on Bill 23: *Municipal Government Amendment Act*.

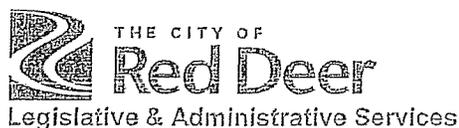
Thank you for the opportunity to share this report with you.

Sincerely,

Morris Flewwelling  
Mayor

Enclosure

cc: Councillors  
City Manager  
City Clerk  
Director of Community Services  
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#### Issues

1. Regulations are not yet finalized. It is difficult to identify impacts and develop strategies when the process is still undefined.
2. Consultation: when creating Bill 23 tax agents, landowners and the Cities of Edmonton and Calgary were included in the consultation process. Mid-size and smaller municipalities, including The City of Red Deer, were not actively consulted. This is of significant concern, not only was The City denied the opportunity to provide opinions and feedback, but also limited in capacity and time to implement the changes.

3. CARB salary / honorariums: presiding officer and two municipal delegates. While the province will be appointing the presiding officer to the CARB and regulating fees for that member, it is an expense that must be paid by the City. It is a recommended practice to pay board members equally. Per diem fees for this second board could be in excess of \$10,000 and will have impact on The City of Red Deer's operating expenses.
4. Legal Counsel: the characteristics of appeals coming before the CARB will become more complex. The transition to a one-level appeal system could result in a higher number of appeals filed to QB – necessitating increased need for legal counsel by LAS and Assessment. Additional disclosure rules and comparables required not only means additional time is needed from assessment staff in the preparation of documentation, evidence and time spent in hearings but also that legal advice in the area of assessment will increase dramatically. The CARB and the LARB cannot share legal counsel with Assessment. The City of Red Deer will need to seek advice outside the City's current contracted service.
5. Training: this is a key mandatory component to initiate Bill 23. Although the training is paid for by the province The City of Red Deer will be responsible for board member expenses and time to ensure the members are ready for 2010 appeals. The City will need to cover expenses for training (3 days for LARB / 5 for CARB / 2 for Clerk).
6. Staffing Complement: The existing schedule for appeals spans 6 months from January – June. The new legislation gives the Boards until December 31 to hear and decide all appeals. While this means that LAS will be able to distribute the work flow more equally through the year - the creation of CARB, additional disclosure rules and enhanced written decisions will require increased administration and board support. It is anticipated that one full time person may be required to work with LARBs, CARBs and other City appeal processes.
7. Specific duties of administrative support for the appeal process would include:
  - Receiving appeals & receipting of money
  - File creation – entry into appeal tracking database & into DM
  - Forwarding valid appeals & disclosure to Assessment
  - Liaising with Complainants regarding appeal process
  - Scheduling of both CARB and LARB
  - Preparation of agenda – compiling of materials & distribution
  - Drafting decisions
  - Correspondence to Complainants re: scheduling & decisions
  - Refunding of money (when appeal withdrawn)

Bill 23 places a burden on Assessment to provide more information during the disclosure process. This may result in a need for more staff and resources prior to appeal hearings. Moreover, assessment needs to be prepared in the event that staff may be occupied full time in legal proceedings and therefore not able to attend to their normal duties. As the regulations are not yet finalized, the impacts to Assessment & Taxation are not readily available and The City of Red Deer will need further time to assess those impacts.

8. **Communication Plan:** a comprehensive communication plan is needed to communicate the effect of Bill 23 to the taxpayer. Representatives from Municipal Affairs are not aware of a provincial communication strategy to address Bill 23 but have committed to advise us if/when a communication strategy is developed. The more informed the public is about the process and regulations the less pressure will be put on The City of Red Deer. Impacted departments will need to consult with Communications to create an awareness and communication plan.
9. **Lack of Access to Decisions:** to date, all decisions made by the MGB were posted and available to assessors, agents, taxpayers, etc. Under the new legislation, there is no obligation to publish decisions made by CARBs or LARBs. While each appeal is heard on its own merit, prior decisions have been a useful tool and gauge in assessing how assessments have been applied and how/when appeal board rulings have been upheld or denied. This may create an unjust situation in favour of Tax Agents (Complainants) who are able to easily share decisions amongst industry partners or often within the same office.

### Discussion

**Regional Board:** The province strongly supports municipalities creating regional boards to hear assessment appeals. By administering a regional board the City could potentially recapture some costs related to Bill 23. Further, there are a number of advantages for the City in favour of a regional board:

- a. The province is proposing to pay the salary / honorarium for the provincially appointed CARB member of a regional board.
- b. The fee(s) that would be paid to the City by partnering municipalities will assist the City to fund needed staff.
- c. Taking the initiative to create a regional board has the potential to establish Red Deer as a centre of expertise for assessment appeals within the region. The City has the opportunity to demonstrate excellent leadership and stand out among municipalities.
- d. Establishment of a regional board will enhance relationships with municipalities in the area and provide the City with greater influence at the provincial level on matters relating to assessment appeals.
- e. The City would be providing a model for future regional services that could be adopted.

**Recommendations**

1. That Council endorse this as information to be shared with AUMA and Alberta Municipal Affairs;
2. That Council endorse The City of Red Deer pursuing partnership opportunities across Central Alberta to determine interest in creating a regional approach for appeals;
3. That Council directs administration of The City of Red Deer to review impacts and provide a strategy to Council to move forward; and
4. That Council directs administration of The City of Red Deer to develop a strategy to influence future development of Regulations related to Bill 23.

A handwritten signature in cursive script, appearing to read "Elaine Vincent".

Elaine Vincent  
Legislative & Administrative Services Manager

## July 13, 2009 - City of Red Deer Council Decision

*“Resolved* that Council of the City of Red Deer after considering the report from the Legislative and Administrative Services Manager, dated July 8, 2009 Re: Bill 23: Municipal Government Amendment Act, hereby approves the following:

1. Endorses the report and directs Administration to share the information with the Alberta Urban Municipalities Association and Alberta Municipal Affairs;
2. Endorses the City of Red Deer pursuing partnership opportunities across Central Alberta to determine interest in creating a regional approach for appeals;
3. Directs Administration of the City of Red Deer to review impacts and provide a strategy to Council to move forward;
4. Directs Administration of the City of Red Deer to develop a strategy to influence future development of Regulations related to Bill 23.”

**DATE:** July 14, 2009  
**TO:** Kim Woods, Council Services Coordinator  
**FROM:** Elaine Vincent, Legislative & Administrative Services Manager  
**SUBJECT:** Bill 23: Municipal Government Amendment Act

---

**ORIGINAL**

*Reference Report:*

Legislative & Administrative Services Manager, dated July 8, 2009

*Resolution:*

*“Resolved* that Council of the City of Red Deer after considering the report from the Legislative and Administrative Services Manager, dated July 8, 2009 Re: Bill 23: Municipal Government Amendment Act, hereby approves the following:

1. Endorses the report and directs Administration to share the information with the Alberta Urban Municipalities Association and Alberta Municipal Affairs;
2. Endorses the City of Red Deer pursuing partnership opportunities across Central Alberta to determine interest in creating a regional approach for appeals;
3. Directs Administration of the City of Red Deer to review impacts and provide a strategy to Council to move forward;
4. Directs Administration of the City of Red Deer to develop a strategy to influence future development of Regulations related to Bill 23.”

MOTION CARRIED

*Report Back to Council:* No



Elaine Vincent  
Manager

cc: Deputy City Clerk  
Assessment & Tax Manager



## MEMO

**Date:** July 8, 2009  
**To:** Elaine Vincent, LAS Manager  
**From:** Dean Krejci, Financial Services Manager  
**Re:** Red Deer & District SPCA Loan

---

### **Legislative History:**

On October 9, 2007, Council approved a loan to The Red Deer & District SPCA for an amount of \$1,000,000. These funds were for the interim financing for the construction of a new SPCA facility. Below is the resolution passed by The City Council:

“Resolved that Council of The City of Red Deer having considered the correspondence from the Red Deer and District SPCA, dated September 11, 2007, re: Bridge Financing Request, hereby directs Administration to prepare a bylaw that contemplates a loan to The Red Deer and District SPCA for up to one million dollars based on the following conditions:

1. The money being used toward building a new facility to house The Red Deer and District SPCA operations.
2. The loan be repaid semi-annually over a 5 year period at a 5% interest rate.
3. The source of funding to be the Capital Project Reserve.
4. An agreement satisfactory to The City Solicitor.”

The bylaw was advertised and passed third reading on December 3<sup>rd</sup>, 2007, as required by the MGA.

### **Background:**

In spring 2009, SPCA approached The City to amend its loan agreement with The City for the construction of its new facility. To date the SPCA has not drawn funds from the loan.

The SPCA is requesting a 25 year amortization of the loan with 4.745% interest rate.

Financial Implications:

The current borrowing rate from the ACFA as at July 1, 2009 is 4.745% for a 25 year amortization. However, these funds, if invested would yield an average rate of return of 5.10% interest. Therefore, The City proposes a 25 year amortization with 5.058% interest rate.

Recommendations:

1. That amendment be made to the bylaw No. 3400/2007 regarding the interest rate from 5% to 5.058%;
2. The loan amortization period be changed from 5 years to 25 years, and
3. That repayment of the loan should commence six months subsequent to receiving the loan by the recipient.



Dean Krejci, Financial Services Manager.

*Comments:*

We support the recommendation of administration.

"Morris Flewwelling"  
Mayor

"Craig Curtis"  
City Manager

**FILE COPY**

**CITY OF RED DEER  
Borrowing Bylaw Amendment 3400/A-2009**

Red Deer City Council proposes to pass an amendment to Borrowing Bylaw 3400/2007. Borrowing Bylaw 3400/2007 contemplates a loan to the Red Deer and District SPCA of up to one million dollars to finance the construction of a new SPCA facility. Bylaw Amendment 3400/A-2009 will adjust the conditions of the loan to the following:

1. The interest rate will be adjusted from 5% to 5.058%
2. The loan amortization period will be changed from 5 years to 25 years, and

The proposed bylaw may be inspected at Legislative & Administrative Services, 2<sup>nd</sup> Floor of City Hall during regular office hours. The electors may submit a petition calling for a vote of the electors to determine whether the proposed bylaw amendment should be passed. The petition must meet the formal requirements of sections 221-226 of the Municipal Government Act and be filed with the Legislative & Administrative Services Manager within 15 days after the last date the proposed bylaw is advertised. The deadline for submission of a petition is **Monday August 10, 2009 at 12:00 pm**. Any petition will be public information. If you have any questions regarding the petition process or the use of the petition please contact the Legislative & Administrative Services Manager at 403-342-8132.

**LOAN AGREEMENT**

**FILE COPY**

DATED February \_\_\_\_, 2008.

Between:

**THE CITY OF RED DEER**  
(the "Lender")

-and-

**RED DEER & DISTRICT S.P.C.A.**  
**(SOCIETY FOR THE PREVENTION OF CRUELTY TO ANIMALS)**  
(the "Borrower")

**Background**

A. The Borrower is the registered owner of the following lands located at 5608 – 50 Street in the City of Red Deer, Alberta and legally described as:

Part of Lot 43  
Block 13  
Plan 782-2628  
Excepting thereout all mines and minerals  
(the "Property").

B. The Borrower operates an animal shelter and wishes to construct a new animal shelter and facility to house its operations. While the Borrower will be able to fund the whole project from its own resources over time, it has asked the Lender to lend funds to it in order to allow the Borrower to commence construction before raising all of the funds necessary.

C. The Lender has the statutory capacity under the provisions of sections 264 and 265 of the Municipal Government Act of Alberta, RSA 2000, Chapter M-26 to make a loan to a non-profit organization where it is satisfied that the funds will be used for a purpose that is beneficial to the community, and subject to the passage of a bylaw authorizing the loan.

D. Council for the City of Red Deer has determined that the construction of a new animal shelter is a purpose that is beneficial to the community and at its meeting of November 5, 2007 Council passed a bylaw authorizing a loan to the Borrower on certain terms. A copy of that bylaw is attached as Schedule "A" to this agreement.

NOW THEREFORE THE PARTIES AGREE AS FOLLOWS:

**Loan**

1. The Lender agrees to lend to the Borrower a total sum of up to \$1,000,000.00 (the "Principal Amount"), subject to the terms set forth herein, which funds shall be advanced to the order of the Borrower on demand or so soon thereafter as security

documentation has been completed and put in place to the reasonable satisfaction of the Lender.

### **Repayment and Term**

2. The Loan shall be for a term of 5 years (the "Term") and the Borrower agrees to repay the Principal Amount of the loan to the Lender in full, together with interest thereon and all other amounts owing hereunder, within 5 years of the date of the initial advance.

### **Interest Rate**

3. The Borrower covenants to pay interest to the Lender calculated on the Principal Amount of the Loan from the date of advance until the date repaid, both before and after maturity and default, at the rate of **Five Percent (5%) per annum**. Interest shall be calculated semi-annually, not in advance, on all advances from the date of the advance. Overdue interest shall bear interest at the same rate.

### **Payment of Principal and Interest**

4. The Borrower shall pay principal and interest to the Lender semi-annually, in an amount not less than \$114,258.76 with the first of such payments being due six months from the date of issuance of the occupancy permit, or from the date that full funding of \$1,000,000 is issued, or upon written request from the SPCA, whichever date shall occur first.
5. In addition to the foregoing, should the SPCA request draw funding, the SPCA agrees to make semi-annual payments of interest during the draw period in addition to the payments in item 4.
6. The SPCA shall be entitled to repay the amount of the loan and accrued interest or portions thereof at any time without prior notice or penalty.
7. Payments shall be made at the following address or at such other address as the Lender may advise from time to time:

City of Red Deer  
4914-48 Avenue  
Red Deer, AB  
T4N 3T4

### **Use of Funds**

8. Funds advance hereunder shall be used in connection with the construction of the proposed new shelter. The Borrower agrees that it shall not commence construction of the new facilities without complying with all of the applicable requirements associated with new developments, including:
  - a) obtaining building insurance acceptable to the City;
  - b) ensuring that no builder's liens are filed, and;
  - c) obtaining all necessary building permits

**Security**

9. The Borrower shall provide the following security for the Loan (the "Security"):
- (a) a Promissory Note in the amount of \$1,000,000.00 in favour of the Lender;
  - (b) a Collateral Mortgage in the amount of \$1,000,000.00 to be registered as a first charge against the Property. The mortgage document shall contain a "Due on Sale" clause.
10. The Borrower shall provide, in a form acceptable to the Lender's solicitors:
- (a) a Statutory Declaration from the Borrower or an officer of the Borrower as to residency, title, use of premises, actions or claims and such other matters as the Lender's counsel may require;
  - (b) Opinion of the Borrower's counsel on the Security and supporting documents and title to the property.

**Ownership of the Property**

11. The Borrower shall remain the sole registered and beneficial owner of the Property until the Loan has been repaid in full, unless otherwise approved by the Lender.

**Duty to Inform Lender**

12. The Borrower agrees to keep the Lender properly and fully informed of the status of its plans for the development of the Property.

**Duty to Provide Annual Financial Statements**

13. The Borrower shall provide copies of its annual audited financial statements to the Lender within 30 days of their preparation during the period of this loan and until such time as the loan principal and interest have been repaid in full.

**Default**

14. The full amount of the indebtedness and liability of the Borrower then outstanding, together with accrued interest and any other charges then owing by the Borrower to the Lender shall, at the option of the Lender, forthwith be accelerated and be due and payable upon the occurrence of any event of default, which events shall include the following:
- (a) the Borrower fails to repay the loan or interest when due;
  - (b) there is a breach by the Borrower of any other term or condition contained in this agreement (or in any other agreement to which the Borrower and the Lender are parties) and the Borrower has not corrected such breach within 15 days of notice having been provided to the Borrower;
  - (c) any bankruptcy, re-organization, compromise, arrangement, insolvency or liquidation proceedings or other analogous proceedings are instituted by or against the Borrower;

(d) a receiver is appointed over any property of the Borrower or any judgement or order or any process of any court becomes enforceable against the Borrower or any of its property or any creditor takes possession of any property of the Borrower;

15. Upon the occurrence of any event of default, the Lender may exercise any of their rights under any of the security documents given

**Notice**

16. Any notice or request to be given by either party to the other shall be in writing personally delivered or sent by prepaid registered mail addressed to such party at the following address:

As to the Lender to:

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

In the case of the Borrower to:

**(need address for Borrower)**

or at such other address as either of the parties may from time to time advise the other by notice in writing.

**Further Assurances and Cooperation by Borrower**

17. The Borrower shall execute such further documents, assurances and agreements as may be reasonably requested by the Lender, acting reasonably, to give full meaning to the intent and purpose of this agreement.

**Costs**

18. The Borrower shall pay to the Lender, on demand, the full amount of any costs to which the Lender may be put in enforcing their rights under this agreement, including costs on a solicitor and client basis.

**Rights Cumulative**

19. The rights and remedies of the Lender pursuant to this Agreement and the securities granted hereunder are cumulative and not alternative, and not in substitution for any other rights, remedies or powers of the Lender.

**No Collateral Warranties**

20. There are no other terms, conditions, representations or collateral agreements relating to the Property or the Right of First Refusal Lands other than those contained in this agreement.

**Assignment by Borrower**

21. The Borrower shall not assign or encumber its rights and obligations under the Loan or this agreement.

**General**

- 22.1 This agreement shall be construed in accordance with the laws of Alberta.
- 22.2 Time is of the essence of this agreement and every part hereof, and the option herein granted.
- 22.3 Notwithstanding anything herein, the Borrowers may grant indulgences and a failure on the part of the Borrowers to insist on prompt performance by the Lender of a particular obligation shall not be deemed to be a waiver of the right of the Borrowers to insist on timely performance of any subsequent obligation.
- 22.4 If a Court decides that any provision of this Agreement is invalid, that provision shall be deemed to be struck out but the remaining provisions shall remain in effect.
- 22.5 This Agreement is binding upon the parties, their successors and permitted assigns.

IN WITNESS WHEREOF the parties hereto have executed this agreement effective the day and year first above written.

**CITY OF RED DEER**

Per: \_\_\_\_\_  
City Clerk (c/s)

**RED DEER & DISTRICT S.P.C.A.  
(SOCIETY FOR THE PREVENTION OF CRUELTY TO ANIMALS)**

Per: \_\_\_\_\_

Per: \_\_\_\_\_  
(c/s)

DATE: \_\_\_\_\_ 2008

BETWEEN:

**THE CITY OF RED DEER**  
(the "Lender")

- and -

**RED DEER & DISTRICT S.P.C.A.**  
**(SOCIETY FOR THE PREVENTION OF**  
**CRUELTY TO ANIMALS)**

(the "Borrower")

=====

**LOAN AGREEMENT**

=====

**CHAPMAN RIEBEEK**

Barristers and Solicitors  
#300, 4808 Ross Street  
RED DEER, Alberta  
T4N 1X5  
Phone: (403) 346-6603  
Fax: (403) 340-1280

**DONALD J. SIMPSON**

File: 33,130 DJS

**DEMAND PROMISSORY NOTE**

FOR VALUE RECEIVED, **RED DEER & DISTRICT S.P.C.A. (SOCIETY FOR THE PREVENTION OF CRUELTY TO ANIMALS)** promises to pay to **the CITY OF RED DEER** (the "Lender"), at City Hall, P.O. 4914-48 Avenue, Red Deer, AB, T4N 3T4

the sum of **ONE MILLION DOLLARS (\$1,000,000.00)**

TOGETHER WITH interest thereon at the rate of FIVE PER CENT (5%) per annum, calculated semi-annually not in advance,

ON DEMAND.

DATED at the City of Red Deer, Alberta, this \_\_\_\_\_ day of February, 2008.

**RED DEER & DISTRICT S.P.C.A.  
(SOCIETY FOR THE PREVENTION OF CRUELTY TO ANIMALS)**

Per: \_\_\_\_\_

Per: \_\_\_\_\_  
(c/s)

→ MGA 265 → Must have terms of loan  
 → did we advertise Yes Nov 9, Nov 16 → Council Dec 3<sup>rd</sup>  
 → 3340 vs 3400 see Sanya  
 BYLAW NO. 3400/2007  
 Nov. 5/07 minutes

The Red Deer District SPCA is being provided interim financing for the construction of a new facility. Council deemed such a loan to be for a purpose that will benefit the municipality.

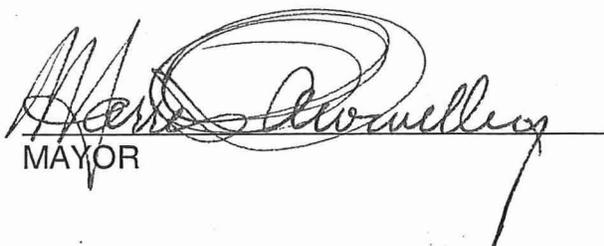
Section 265 of the Municipal Government Act authorizes a municipality to lend money to a non-profit organization provided that the loan is authorized by bylaw.

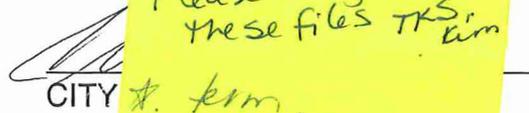
**NOW THEREFORE COUNCIL OF THE CITY OF RED DEER, ALBERTA, ENACTS AS FOLLOWS:**

1. Council hereby authorizes a loan to The Red Deer District SPCA to be used for interim financing for the construction of a new facility on the following terms:
  - a. Purpose of loan: Construction of new Red Deer District SPCA facility
  - b. Principal amount: \$ Up to 1,000,000.00 ✓ 2(a)
  - c. Interest rate: As set out in loan agreement
  - d. Term of loan: 5 years
  - e. Repayment: To be paid semi-annually until loan is repaid
2. The source of the funds to be loaned is the Capital Projects Reserve.
3. City administration is authorized to enter into a loan agreement with The Red Deer District SPCA on the terms set out in this bylaw and in a form satisfactory to the City Solicitor.

BACKUP INFORMATION  
 NOT SUBMITTED TO COUNCIL

READ A FIRST TIME IN OPEN COUNCIL this 5<sup>th</sup> day of November 2007  
 READ A SECOND TIME IN OPEN COUNCIL this 3<sup>rd</sup> day of December 2007  
 READ A THIRD TIME IN OPEN COUNCIL this 3<sup>rd</sup> 2007  
 AND SIGNED BY THE MAYOR AND CITY CLERK th 2007

  
 MAYOR

  
 CITY

NOV 5 2043-04  
 DEC 3 2043-01  
 Please bring up these files TKS, km

**Kim Woods**

---

**From:** Elaine Vincent  
**Sent:** May 29, 2009 12:59 PM  
**To:** Kim Woods  
**Subject:** FW: SPCA - Loan Agreement

**Attachments:** 1. Loan Agmt.doc; 2. PROMISSORY NOTE.doc; 3. Mtge.doc

Electronic versions of the proposed loans to the SPCA

*Elaine Vincent*  
Manager, Legislative and Administrative Services  
The City of Red Deer  
Phone: 403-342-8134  
Fax: 403-346-6195  
elaine.vincent@reddeer.ca

---

**From:** Jeremy Graves  
**Sent:** Tuesday, May 05, 2009 2:32 PM  
**To:** Elaine Vincent  
**Subject:** SPCA - Loan Agreement

Hi Elaine,  
I have attached the SPCA loan and mortgage agreement drafted by Don Simpson in February of 2008. Don confirmed recently (Mar 31/09) that the document is still current, with only minor changes needed.

Give me a call, if you have any questions.



1. Loan Agmt.doc  
(61 KB)

*Jeremy Graves* BMgt



2. PROMISSORY  
NOTE.doc (31 KB)...

Financ al Analyst  
City of Red Deer



3. Mtge.doc (55 KB)

( 03) 342-8227

AKwasi  
Kwarteng <sup>Fin</sup> <sub>Sec</sub>

Elaine:  
Here's the  
SPCA info.  
Kim

BACKUP INFORMATION  
NOT SUBMITTED TO COUNCIL

BACKUP INFORMATION  
NOT SUBMITTED TO COUNCIL

- write up provided  
to Elaine  
From: *Lum Woods*

## Background for SPCA Loan/ Bylaw 3400/2007

### History:

It first came before Council on October 9, 2007 and the following excerpt from the minutes was recorded:

### CORRESPONDENCE

Prior to considering the correspondence from the Red Deer and District SPCA, Councillor Mulder declared a conflict of interest as she is Co-Chair of the SPCA's fundraising campaign. Councillor Mulder left the meeting at 4:36 p.m.

Council then considered the correspondence from the Red Deer and District SPCA, dated September 11, 2007, **Re: Bridge Financing Request**. Mr. David Will, SPCA Fundraising Campaign Chair, and Monte Greenshields, Executive Director of the Red Deer and District SPCA, were in attendance and spoke to the item. Discussion of the request from the SPCA was suspended until after the supper break.

Council recessed for supper at this time, at 4:56 p.m. and reconvened at 6:04 p.m.

Councillor Mulder returned to the meeting at this time.

At the October 9, 2007 Council Meeting the following Resolution was passed:

## CORRESPONDENCE

Prior to continuing discussions regarding the **Red Deer & District SPCA Request for Bridge Financing**, Councillor Mulder again left the meeting at 6:48 p.m. due to her conflict of interest.

Following discussion, the motion as shown below was introduced and passed.

Moved by Councillor Veer, seconded by Councillor Jefferies

*“Resolved* that Council of the City of Red Deer having considered the correspondence from the Red Deer and District SPCA, dated September 11, 2007, re: Bridge Financing Request, hereby directs Administration to prepare a bylaw that contemplates a loan to the Red Deer and District SPCA for up to one million dollars based on the following conditions:

1. The money being used toward building a new facility to house the Red Deer and District SPCA operations.
2. The loan be repaid semi-annually over a five year period at a 5% interest rate.
3. The source of funding to be the Capital Project Reserve.
4. An agreement satisfactory to the City Solicitor. “

IN FAVOUR: Councillors Dawson, Hughes, Jefferies, Pimm, Veer, Watkinson-Zimmer, Wong and Mayor Flewwelling

ABSENT: Councillor Mulder

MOTION CARRIED

Presented at the October 9, 2007 Council Meeting was an information package (attached) of the bridge financing repayment schedule and related terms. This was not officially passed by resolution or bylaw.

Advertising took place on Bylaw #3340/2007 :  
November 9, 2007  
November 16, 2007

Brought back to Council on December 3, 2007 for second and third readings.

It was amended on December 3, 2007 by the following resolution and received second and third readings:

#### UNFINISHED BUSINESS

Councillor Mulder declared a conflict of interest as she is involved with the fund raising campaign for the SPCA and left Council Chambers at this time, 3:08 p.m.

Council considered a report from the Legislative & Administrative Services Manager, dated November 26, 2007, **Re: Red Deer & District SPCA Loan – Borrowing Bylaw 3340/2007**. Following discussion, the motion as shown below was introduced and passed prior to the bylaw readings.

Moved by Councillor Jefferies, seconded by Councillor Pimm

*“Resolved* that Council of the City of Red Deer having considered the report from Legislative Services & Administrative Manager dated November 26, 2007, hereby amends Borrowing Bylaw 3340/2007 by deleting Bylaw No. 3340/2007 and replacing it with Bylaw No. 3400/2007.”

IN FAVOUR: Councillors Buchanan, Jefferies, Parks, Pimm,  
Veer, Watkinson-Zimmer, Wong and Mayor  
Flewwelling

ABSENT: Councillor Mulder

MOTION CARRIED

Council then considered the bylaw readings at this time.

## **BYLAWS**

**3340/2007**

Moved by Councillor Wong, seconded by Councillor Parks

**SECOND READING:** That Bylaw 3340/2007 be read a second time.  
(Borrowing Bylaw – To Loan to the Red  
Deer & District SPCA up to \$1,000,000  
for Interim Financing for the  
Construction of a New SPCA facility)

**IN FAVOUR:** Councillors Buchanan, Jefferies, Parks, Pimm,  
Veer, Watkinson-Zimmer, Wong and Mayor  
Flewwelling

**ABSENT:** Councillor Mulder

**MOTION CARRIED**

Moved by Councillor Wong, seconded by Councillor Parks

**THIRD READING:** That Bylaw 3340/2007 be read a third time.

**IN FAVOUR:** Councillors Buchanan, Jefferies, Parks, Pimm,  
Veer, Watkinson-Zimmer, Wong and Mayor  
Flewwelling

**ABSENT:** Councillor Mulder

**MOTION CARRIED**

Councillor Mulder returned to Council Chambers at 3:10 p.m.

## M I N U T E S

of the REGULAR MEETING of RED DEER CITY COUNCIL  
held on MONDAY, OCTOBER 9, 2007  
in the Council Chambers of City Hall,  
commenced at 3:01 p.m.

**Present:**

Mayor Morris Flewwelling

Councillor Jeffrey Dawson

Councillor Bev Hughes

Councillor Cindy Jefferies

Councillor Lynne Mulder

Councillor Larry Pimm

Councillor Tara Veer

Councillor Watkinson-Zimmer

Councillor Frank Wong

City Manager, Craig Curtis

Director of Community Services, Colleen Jensen

Director of Corporate Services, Stew Churlish

Director of Development Services, Paul Goranson

City Clerk, Kelly Kloss

Deputy City Clerk, Nona Housenga

City Solicitor, Nick Riebeek

Engineering Services Manager, Tom Warder

Inspections & Licensing Manager, Paul Meyette

Parking Liaison, Fred Dieno

Development & Licensing Supervisor, Joyce Boon

Human Resources Manager, Marge Wray

Recreation, Parks & Culture Manager, Greg Scott

Culture Superintendent, Kristina Getz

Planning & Technical Services Supervisor, Dave Matthews

Social Planning Manager, Scott Cameron

RCMP Superintendent, Brian Simpson

Financial Services Manager, Lorraine Poth

Controller – Finance & Budget, Dean Krejci

City Planner, Tony Lindhout

City Planner, Emily Damberger

City Planner, Haley Horvath

## MINUTES

Moved by Councillor Mulder, seconded by Councillor Jefferies

*“Resolved* that the Minutes of the Monday, September 24, 2007 Regular Council Meeting be confirmed as transcribed.”

IN FAVOUR: Councillors Dawson, Hughes, Jefferies, Mulder, Pimm, Veer, Watkinson-Zimmer, Wong and Mayor Flewwelling

MOTION CARRIED

## POINT OF INTEREST

On a **Point of Interest**, Councillor Cindy Jefferies, along with Councillor Larry Pimm, represented members of Council at the 50<sup>th</sup> Anniversary Celebration of the Alberta Sports Hall of Fame.

## REPORTS

Council considered a report from the Culture Superintendent, dated September 26, 2007, **Re: Rotary Citizen of the Year Clock Project**. Following discussion, the motion as shown below was introduced and passed.

Moved by Councillor Veer, seconded by Councillor Jefferies

*“Resolved* that Council of the City of Red Deer having considered t report from the Culture Superintendent, dated September 26, 2007, re: Rotary Citizen of the Year Clock Project, hereby approves the Rotary Citizen of the Year Clock Project for installation on the north east corner of Ross (50<sup>th</sup>) Street and Gaetz (49<sup>th</sup>) Avenue south subject to the following conditions:

1. That the Rotary Citizen of the Year Committee will ensure the detail design plan addresses concerns related to adequate foundation for the

- size and weight of the clock, and possible effects of construction/installation on area utilities.
2. That the Rotary Citizen of the Year Committee will conduct a consultation with affected business owner(s) and will provide The City with a letter of support from the primary owner/operator of the Old Courthouse.
  3. That the Rotary Citizen of the Year Committee provide their engineer to assist with writing specifications for the tender package or negotiated agreement.
  4. That the installation of the foundation, related street work and project management costs be funded from The City's Downtown Revitalization Fund (approximately \$20,000).
  5. That funding required for the annual electricity and insurance costs be added to the 2008 base budget in the amount of up to \$500, acknowledging that this is in addition to the \$1000 ongoing maintenance already covered by Recreation, Parks and Culture. In the future, it must also be acknowledged that further maintenance cost will be the responsibility of The City.
  6. That The City enter in to a written agreement with the Rotary Club outlining all responsibilities, funding commitments, and warranties to ensure all parties understand clearly the respective roles in carrying forward this project."

IN FAVOUR:           Councillors Dawson, Hughes, Jefferies, Mulder, Pimm,  
                              Watkinson-Zimmer, Veer, Wong and Mayor  
                              Flewwelling

MOTION CARRIED

Council considered a report from the City Manager, dated October 3, 2007, Kili Project Solutions and Group2 Architecture Engineering Ltd, dated September 24, 2007 **Re: Red Deer City Hall Expansion Project – Method of Project Delivery.** Following discussion the motion as shown below was introduced and passed.

Moved by Councillor Watkinson-Zimmer, seconded by Councillor Jefferies

*“Resolved* that Council of the City of Red Deer having considered the report from the City Manager, dated October 3, 2007, re: City Hall – Expansion Project – Method of Project Delivery, hereby approves incorporating a Construction Management Project Delivery Model in the Concept Design Phase for the City Hall Expansion Project.”

IN FAVOUR:           Councillors Dawson, Hughes, Jefferies, Mulder, Pimm,  
                                  Veer, Watkinson-Zimmer, Wong and Mayor  
                                  Flewwelling

MOTION CARRIED

Council considered a report from Parkland Community Planning Services, dated September 28, 2007 **Re: Land Use Bylaw Amendment 3357/Z-2007 – Exception to Allow a Temporary Care Facility Within a Duplex (Safe House, Youth 5 Day Detoxification Program at 271 Overdown Drive and a Parent Centre – Supervised Visits at 269 Overdown Drive.** The duplex is zoned Residential Semi-Detached Dwelling (R1A) district for up to a temporary 2 year period until such time as an alternate location is found. Ms. Bonnie Taks from McMan Youth Family and Community Services Association, was in attendance and spoke to the item. Following discussion, it was agreed to consider the bylaw reading at this time.

**BYLAWS****3357/Z-2007**

Moved by Councillor Dawson, seconded by Councillor Jefferies

**FIRST READING:** That Bylaw 3357/Z-2007 be read a first time.  
(Land Use Bylaw Amendment / Exception to allow a Temporary Care Facility Within a Duplex [Safe House, Youth 5 Day Detoxification Program at 271 Overdown Drive and a Parent Centre – Supervised Visits at 269 Overdown Drive], McMan Youth Family and Community Services Association)

Prior to voting on first reading, the following amendment to Land Use Bylaw 3357/Z-2007 was introduced.

Moved by Councillor Wong, seconded by Councillor Pimm

*“Resolved* that Council of the City of Red Deer hereby agrees to amend Land Use Bylaw Amendment 3357/Z-2007, by deleting the words “up to a two year” in sub-sub-sections (r) and (s) and substitute in its place the words “up to a one year”.

**IN FAVOUR:** Councillors Pimm and Wong**OPPOSED:** Councillors Dawson, Hughes, Jefferies, Mulder, Veer, Watkinson-Zimmer and Mayor Flewwelling**MOTION TO AMEND DEFEATED**

Voting then proceeded on first reading of Land Use Bylaw Amendment 3357/Z-2007

IN FAVOUR: Councillors Dawson, Hughes, Jefferies, Mulder, Pimm,  
Veer, Watkinson-Zimmer, Wong and Mayor  
Flewwelling

MOTION CARRIED

### CORRESPONDENCE

Prior to considering the correspondence from the Red Deer and District SPCA, Councillor Mulder declared a conflict of interest as she is Co-Chair of the SPCA's fundraising campaign. Councillor Mulder left the meeting at 4:36 p.m.

Council then considered the correspondence from the Red Deer and District SPCA, dated September 11, 2007, **Re: Bridge Financing Request**. Mr. David Will, SPCA Fundraising Campaign Chair, and Monte Greenshields, Executive Director of the Red Deer and District SPCA, were in attendance and spoke to the item. Discussion of the request from the SPCA was suspended until after the supper break.

Council recessed for supper at this time, at 4:56 p.m. and reconvened at 6:04 p.m.

Councillor Mulder returned to the meeting at this time.

### PUBLIC HEARING

A Public Hearing was held with respect to **Land Use Bylaw Amendment 3357/X-2007 - Westlake Place of Worship Site, Trademark Properties Inc.** This bylaw amendment provides for the rezoning of 0.4 hectares (0.99 acres) of the existing Place of Worship Site within the West Park Extension (Westlake) neighbourhood from PS Public Service District to R1 Low Density Residential District. This will create 6 detached dwelling residential lots. Ms. Christine Goetz was present and spoke to the item. As no one else was present to speak for or against the Land Use Bylaw Amendment, Mayor Flewwelling declared the Public Hearing closed.

Council agreed to consider the bylaw readings at this time.

**BYLAWS****3357/X-2007**

Moved by Councillor Veer, seconded by Councillor Pimm

**SECOND READING:** That Bylaw 3357/X-2007 be read a second time.  
(Land Use Bylaw Amendment / Rezoning of Place of  
Worship Site from PS Public Service District to R1  
Low Density Residential District / West Park  
Extension [Westlake] Neighbourhood / Trademark  
Properties Inc.)

Prior to voting on second reading, Mr. Steve Banack of Al-Terra Engineering, and Ms Christine Goetz spoke to the item.

Voting then proceeded on second reading of the bylaw:

**IN FAVOUR:** Councillors Dawson, Hughes, Jefferies, Mulder, Pimm,  
Veer, Watkinson-Zimmer, Wong and Mayor  
Flewwelling

**MOTION CARRIED**

Prior to considering third reading of the bylaw, the following tabling motion was introduced and passed.

Moved by Councillor Pimm, seconded by Councillor Hughes

*“Resolved* that Council of the City of Red Deer hereby tables consideration of third reading of Land Use Bylaw Amendment 3357/X-2007 to the November 5, 2007 Council meeting to determine if local residents would support a local improvement bylaw to purchase all or a portion of the site for uses as a park.”

IN FAVOUR: Councillors Dawson, Hughes, Jefferies, Pimm, Veer,  
Watkinson-Zimmer, and Wong

OPPOSED: Councillor Mulder and Mayor Flewwelling

MOTION TO TABLE CARRIED

## CORRESPONDENCE

Prior to continuing discussions regarding the **Red Deer & District SPCA Request for Bridge Financing**, Councillor Mulder again left the meeting at 6:48 p.m. due to her conflict of interest.

Following discussion, the motion as shown below was introduced and passed.

Moved by Councillor Veer, seconded by Councillor Jefferies

*“Resolved* that Council of the City of Red Deer having considered the correspondence from the Red Deer and District SPCA, dated September 11, 2007, re: Bridge Financing Request, hereby directs Administration to prepare a bylaw that contemplates a loan to the Red Deer and District SPCA for up to one million dollars based on the following conditions:

1. The money being used toward building a new facility to house the Red Deer and District SPCA operations.
2. The loan be repaid semi-annually over a five year period at a 5%

interest rate.

3. The source of funding to be the Capital Project Reserve.
4. An agreement satisfactory to the City Solicitor. “

IN FAVOUR: Councillors Dawson, Hughes, Jefferies, Pimm, Veer,  
Watkinson-Zimmer, Wong and Mayor Flewwelling

ABSENT: Councillor Mulder

MOTION CARRIED

Councillor Mulder returned to the meeting at this time, 7:25 p.m.

## REPORTS

Council considered a report from the Parking Liaison, dated September 28, 2007, **Re: Pilot Program – Toys for Tickets**. Following discussion, the motion as shown below was introduced and passed.

Moved by Councillor Pimm, seconded by Councillor Watkinson-Zimmer

*“Resolved* that Council of the City of Red Deer having considered the report from the Inspections & Licensing Parking Liaison, dated September 28, 2007, re: Pilot Program – Toys For Tickets, hereby supports the pilot project to assist the 2007 Red Deer Christmas Bureau to collect toys on December 5<sup>th</sup> and 6<sup>th</sup> in lieu of payment for parking tickets that were issued November 1 – December 5, 2007.”

IN FAVOUR: Councillors Dawson, Hughes, Jefferies, Mulder, Pimm,  
Veer, Watkinson-Zimmer, Wong and Mayor  
Flewwelling

MOTION CARRIED

Prior to considering the report from Parkland Community Planning Services, regarding Land Use Bylaw Amendment 3357/Y-2007, Councillor Pimm declared a conflict of interest as a relative lives on the street where the property to be rezoned is located. Councillor Pimm left the meeting at 7:30 p.m.

Council then considered a report from Parkland Community Planning Services, dated October 1, 2007, **Re: Land Use Bylaw Amendment 3357/Y-2007, Rezoning of 5850 – 71 Street, Lot 6B, Blk. G, Plan 886 TR, Denise Campbell.** The lot is to be rezoned from R1 Residential (Low Density) District to R1A Residential (Semi-Detached) District in order to construct a two story duplex with attached front garages. Following discussion, Council agreed to consider the bylaw reading at this time.

## **BYLAWS**

**3357/Y-2007**

Moved by Councillor Mulder, seconded by Councillor Wong

**FIRST READING:** That Bylaw 3357/Y-2007 be read a first time.  
(Land Use Bylaw Amendment / Rezoning of  
Property located at 5850 – 71 Street from R1  
Residential (Low Density) District to R1A Residential  
(Semi-Detached Dwelling) District / Denise  
Campbell)

**IN FAVOUR:** Councillors Dawson, Hughes, Jefferies, Mulder, Veer,  
Watkinson-Zimmer, Wong and Mayor Flewwelling

**ABSENT:** Councillor Pimm

**MOTION CARRIED**

Councillor Pimm returned to the meeting at 7:37 p.m.

**REPORTS**

Council considered a report from the Bylaw Research Coordinator and the Engineering Services Manager, dated October 1, 2007, **Re: Traffic Bylaw 3186/97 – Bylaw Amendment 3186/A-2007**. Traffic Bylaw Amendment 3186/A-2007 provides for speed limit revisions and truck routes in Schedules “B” and “F”. Following discussions, Council agreed to consider the bylaw readings at this time.

**BYLAWS****3186/A-2007**

Moved by Councillor Hughes, seconded by Councillor Jefferies

**FIRST READING:** That Bylaw 3186/A-2007 be read a first time.  
(Traffic Bylaw Amendment / Changes to Schedules  
“B” and “F” - Speed Limit Revisions and Truck Route  
Revisions)

**IN FAVOUR:** Councillors Dawson, Hughes, Jefferies, Mulder, Pimm,  
Veer, Watkinson-Zimmer, Wong and Mayor  
Flewwelling

**MOTION CARRIED**

Moved by Councillor Hughes, seconded by Councillor Jefferies

**SECOND READING:** That Bylaw 3186/A-2007 be read a second time.

**IN FAVOUR:** Councillors Dawson, Hughes, Jefferies, Mulder, Pimm,  
Veer, Watkinson-Zimmer, Wong and Mayor  
Flewwelling

**MOTION CARRIED**

Moved by Councillor Hughes, seconded by Councillor Jefferies

*“Resolved* that with the unanimous consent of Council members present, Bylaw 3186/A-2007 be presented for third reading.”

IN FAVOUR: Councillors Dawson, Hughes, Jefferies, Mulder, Pimm,  
Veer, Watkinson-Zimmer, Wong and Mayor  
Flewwelling

MOTION CARRIED

Moved by Councillor Hughes, seconded by Councillor Jefferies

**THIRD READING:** That Bylaw 3186/A-2007 be read a third time.

IN FAVOUR: Councillors Dawson, Hughes, Jefferies, Mulder, Pimm,  
Veer, Watkinson-Zimmer, Wong and Mayor  
Flewwelling

MOTION CARRIED

## ADMINISTRATIVE INQUIRIES

Council considered a report from the Production Systems Supervisor and Deputy City Clerk, dated September 28, 2007, **Re: Response to Councillor Pimm’s Administrative Inquiry - Practicality and Costs Related to Making Council Meetings Available to Red Deer Citizens by Way of the Internet.** The report was presented for information.

## PRESENTATION

Councillor Wong, on behalf of Red Deer City Council, made a presentation to Stephanie Raddatz of Shaw Cable. Stephanie will be moving to Edmonton to work with Shaw Cable and was thanked for her work her in Red Deer

As this was the last Council Meeting before the October 15, 2007 Election, Council members gave closing term remarks.

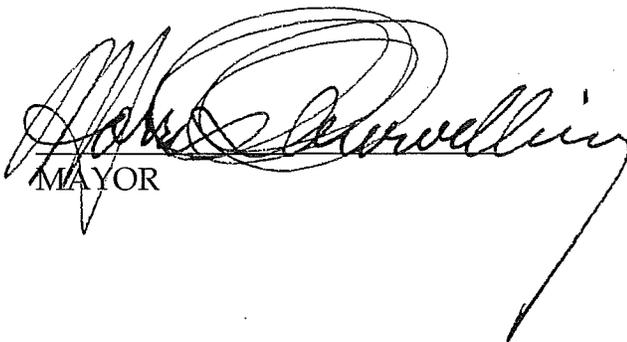
## ADJOURNMENT

Moved by Councillor Pimm, seconded by Councillor Veer

*“Resolved* that the Monday, October 9, 2007 regular meeting of Red Deer City Council be adjourned at 7:49 p.m.”

IN FAVOUR: Councillors Dawson, Hughes, Jefferies, Mulder, Pimm, Veer, Watkinson-Zimmer, Wong and Mayor Flewwelling

MOTION CARRIED

  
MAYOR

  
CITY CLERK



**FILE**

Legislative & Administrative Services

**DATE:** October 30, 2007  
**TO:** Councillor Buchanan  
Councillor Parks  
**FROM:** Legislative & Administrative Services Manager  
**SUBJECT:** Red Deer & District SPCA  
Bridge Financing Request

---

For your information attached is the background information regarding the SPCA's request for bridge financing that originally appeared on the October 9, 2007 Council meeting agenda. This material is not included on the November 5, 2007 Council Meeting agenda.

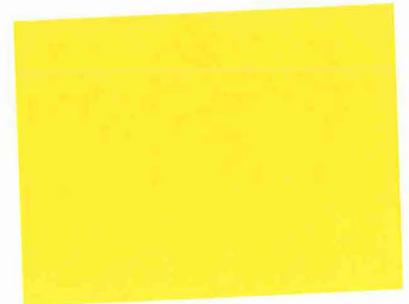
As you will see the comments of the Mayor and City Manager reflect that Council not support the request for financing. During debate at the October 9, 2007 Council meeting, the Mayor decided to support the recommendation for loan financing.

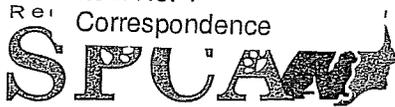


Kelly Kloss  
Manager

/attach.

c Memo only to: Mayor  
Councillors  
City Manager





4505 77<sup>th</sup> Street  
Red Deer, Alberta  
T4P 2J1



Phone (403) 342-7722  
Fax (403) 341-3147  
www.reddeerspca.com

September 11, 2007

City of Red Deer  
Administrative and Legislative Services  
4914 – 48 Avenue  
P O Box 5008  
Red Deer, AB, Canada T4N 3T4

Attention: Mr. Kelly Kloss

Dear Kelly:

RE: Red Deer & District SPCA  
Bridge Financing Request – Pre-Reading Information for Councillors

Kelly, please find enclosed the following information to be circulated to Councillors prior to our presentation to City of Red Deer Council:

1. January 24, 2007 – Letter of Intent – Ms. Colleen Jensen
2. June 18, 2007 – Bridge Financing Application – Ms. Lorraine Poth
3. July 24, 2007 – Application Follow-up – Ms. Lorraine Poth
4. July 24, 2007 – Information Update – Ms. Lisa Francis

Please let us know when we will be scheduled to present to Council. If you have any questions or need additional information from us, please call.

All Councillors have been invited to tour our current facility prior to the presentation. At this point three have toured, three are scheduled, one declined and we are waiting for one response. For the most part, City Council's involvement in our operations and building project has been excellent, both through personal and professional support. It is reassuring to know, that in a city the size and caliber of Red Deer, that City Council understands and values Red Deer & District SPCA's contribution to the community.

Thank you for your support of Red Deer & District SPCA and our capital building campaign.

Yours truly,



Julie Crawford  
Development Director  
Red Deer & District SPCA

Cc: Ms. Lynne Mulder  
Campaign Co-Chair

Mr. David Will  
Campaign Co-Chair



Red Deer & District  
 SPCA  
 P O Box 931, Red Deer, Alberta, T4N 5H3  
 Phone (403) 342-7722  
 Fax (403) 341-3147  
 www.reddeerspca.com



January 24th, 2007

Colleen Jensen, Acting City Manager  
 City of Red Deer  
 P O Box 5008  
 4914 48 Avenue  
 Red Deer, AB T4N 3T4

Dear Colleen:

RE: Red Deer & District SPCA Capital Building Project  
 Request for Bridge Financing - \$1. Million Interest Free Over Five Years

The Board of Directors of Red Deer & District SPCA have made their most important decision ever – to build a very much needed new humane education and animal adoption centre for our community.

Red Deer & District SPCA realizes more than 90% of its operating budget through self-generated revenues, bequests and community donations. We are often considered "only an animal shelter" but actually offer much more than this to our community. We are involved in over 40 different services, education programs and community partnerships, including alliances with Central Alberta Women's Emergency Shelter, Women's Outreach, Public and Catholic School systems, Alberta Animal Services, Red Deer and Olds Colleges, and many more. I have attached a brief summary for your reference.

Red Deer & District SPCA, a federally and provincially registered charity, provides a very important service to City of Red Deer and the surrounding Central Alberta community. Each year we shelter approximately 1200 stray, abandoned or unwanted animals. Our inadequate facility has restricted any growth in animal capacity for more than nine years. We have been flat-lined since 1998. An unfortunate fact is, due to a lack of space and resources we turn away more than twice as many animals as we are able to shelter (2672 turn-aways in 2006). Many of these animals end up back on the streets of Red Deer.

Only a few months after launching the major gifts segment of our capital campaign (the quiet campaign) we are very proud to announce we have already achieved nearly 23% of our \$2.5 Million target – most of it realized through three major gifts of \$250K, \$166K and \$100K. We are very optimistic that approval of a provincial Community Facility Enhancement Program (CFEP) grant is forthcoming and will move us to ~48% of goal. Mr. David Will and Ms. Lynne Mulder have offered their commitment and support to this important community project by volunteering to co-chair our campaign.

It is no news to the City of our bustling economy and hence, rapidly escalating building costs. We have purchased our land and have plans in place for our new facility. Our hope is that City of Red Deer will provide the bridge financing to enable us to break ground early in 2007. Statistics show that each month we wait, costs escalate between one and three percent. At 18% cost escalation per year, or greater, our goal is a fast moving and difficult target.

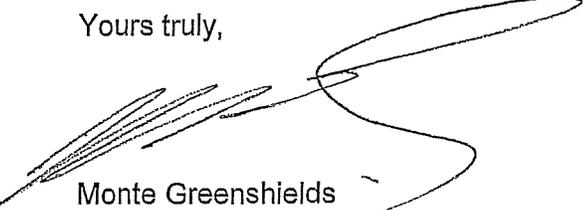
We would like to secure the City of Red Deer's support through a commitment for bridge financing of \$1 Million interest free, over a five year pay-back period. We are confident we will have the funds and sustainable income to repay the interest-free loan through capital building project pledges, fees for service, grant awards, self-generated revenues, bequests and community donations.

Our City of Red Deer is a progressive and affluent community that we can be very proud of. We ask for your investment; assisting Red Deer & District SPCA achieve our goal for this wonderful city – a new humane education and animal adoption centre we can also be proud of. Please help us keep these unwanted (and voiceless) members of our community off our streets and out of our alleys and playgrounds, and help us provide them with at least a minimal level of care and protection.

Colleen, I would appreciate the opportunity to meet with you to discuss this opportunity in more detail. We have any necessary supporting information and materials available for your review. I invite you to visit our existing shelter at your earliest convenience to help reinforce the urgency of our project.

Thank you for your consideration and support.

Yours truly,



Monte Greenshields  
Executive Director  
Red Deer & District SPCA

cc Dr. Kristi Volk, RD&D SPCA President  
Ms. Lynne Mulder, Campaign Co-Chair  
Mr. David Will, Campaign Co-Chair ✓



Bridge Financing Application

to

City of Red Deer

BUSINESS PLAN



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## INTRODUCTION

### Our Request

*To secure bridge financing of \$1.0 Million over a five-year payback period from City of Red Deer for interim financing of Red Deer & District SPCA's capital building project.*

---

The Board of Directors of Red Deer & District SPCA have made their most important decision ever – to build a very-much-needed new humane education and animal adoption centre for our community.

Red Deer & District SPCA realizes more than 90% of its operating budget through self-generated revenues, bequests and community donations. We are often considered "only an animal shelter" but actually offer much more than this to our community. We are involved in over 40 different services, education programs and community partnerships, including alliances with Central Alberta Women's Emergency Shelter, Women's Outreach, Alberta Animal Services, Alberta SPCA, Red Deer and Olds Colleges, and many more.

Red Deer & District SPCA, a federally and provincially registered charity, provides a very important service to City of Red Deer and the surrounding Central Alberta community. Each year we shelter approximately 1,200 stray, abandoned or unwanted animals. Our inadequate facility has restricted any growth in animal capacity for more than nine years. We have been operating at maximum capacity since 1998. An unfortunate fact is, due to a lack of space and resources, we turn away more than twice as many animals as we are able to shelter (2672 turn-aways in 2006). Many of these animals end up back on the streets of Red Deer.

Since launching the major gifts segment of our capital campaign (the quiet campaign) in October 2006 we are very proud to announce we have already achieved \$967,000, nearly 33% of our \$3 Million target – most of it realized through three major gifts of \$500K, \$166K and \$150K. We are very optimistic that approval of a provincial MCFP grant is forthcoming. Mr. David Will and Ms. Lynne Mulder have offered their commitment and support to this important community project by volunteering to co-chair our campaign.

It is no news to the City of our bustling economy and hence, rapidly escalating building costs. We have purchased our land and have preliminary plans and approvals in place for our new facility. Our request is that City of Red Deer will provide the bridge financing to enable us to break ground in 2007. Statistics show that each month we wait, costs escalate between one and three percent. At 18% cost escalation per year, or greater, our goal is a fast moving and difficult target.

We ask for City of Red Deer's support through a commitment for bridge financing of \$1.0 Million interest free, over a five-year payback period. With our successful campaign strategy, we are confident we will have the funds and sustainable income to repay the loan through self-generated revenues, bequests, community donations, fees-for-service, and the capital building project pledges that are being promised in our capital building campaign.

City of Red Deer is a progressive and affluent community that we can be very proud of. Your assistance and support is required for Red Deer & District SPCA to achieve its goal for this wonderful city – a new humane education and animal adoption centre we can be proud of.

Red Deer & District SPCA provides an essential service to our community. We require the necessary funding to do so.

We appreciate City of Red Deer's history of providing bridge financing to community organizations and thank you for your consideration and support of our project.

## Our Repayment Strategy

<b>Campaign goal including furniture, fixtures, equipment and escalating building costs</b>	<b>\$3,000,000.</b>
Major gifts secured to date	967,000.
Provincial MCFP grant	1,000,000.
City of Red Deer bridge financing	1,000,000.
Balance of capital campaign	33,000.
<b>TOTAL</b>	<b>\$3,000,000.</b>

<b>Bridge financing CORD</b>	<b>\$1,000,000.</b>
Current individual major gifts under active solicitation (35% of \$1.5M)	518,000.
Less "Balance of Capital Campaign" included above	-33,000.
Current corporate gifts under active solicitation (50% of \$200K)	100,000.
Foundation applications submitted (50% of \$100K)	50,000.
Public Community Campaign	200,000.
In-Kind services & supplies	208,000.
<b>TOTAL</b>	<b>\$1,043,000.</b>

## Repayment Plan

5-year repayment schedule will begin one year after receipt of the funds and be semi-annually as follows (based on receiving funds August 1, 2007):

Date	Payment	Balance
August 1, 2007		\$1,000,000
August 1, 2008	\$ 100,000	900,000
February 1, 2009	100,000	800,000
August 1, 2009	100,000	700,000
February 1, 2010	100,000	600,000
August 1, 2010	100,000	500,000
February 1, 2011	100,000	400,000
August 1, 2011	100,000	300,000
February 1, 2012	100,000	200,000
August 1, 2012	100,000	100,000
February 1, 2013	100,000	0

The \$3M goal should be considered a planning figure. This number will need to be reviewed periodically and adjusted if necessary depending on escalating building costs, potential savings through building expertise of our campaign team, and the initial success of the cultivation and solicitation efforts with our major gift prospects.

Red Deer & District SPCA has been in business locally for more than 30 years and as a charitable organization has a reputation of meeting all financial commitments.

Red Deer & District SPCA's capital building campaign has only been underway for a few months and already the community support is evident through the major gifts already received (33%). We have a number of volunteers currently making multiple major gift (>\$10,000) "asks" within their peer groups and are confident we will achieve our goal.

We have purchased our land (2.36 acres) and have realized significant equity growth over the past two years, estimating our land equity to be at ~\$650K, based on current industrial market prices.

Our two major gift contributors have been in ongoing discussion and are anxious to move the building project along quickly so as to have construction well underway before Winter 2007. Our co-chair has contracted a project manager to finalize preliminary building drawings (as an in-kind donation) and to initiate the permit application process. A major donor has pledged an additional "match" pledge of \$250K to demonstrate commitment and to act as an incentive to other individuals, corporations and foundations considering gifts.

Red Deer & District SPCA has a Major Community Facility Program grant application under review with the provincial government for \$1M.

Current tax structures have been created/modified to encourage charitable giving within home communities (i.e. flow through shares, increased allowable charitable donation deduction percentage, etc.). By informing and educating our neighbors we will reap the rewards of being able to keep tax dollars at home.

We have an enthusiastic and successful certified financial planner in our volunteer ranks and are excited about initiating our planned giving program that will result in a number of formalized estate pledges. To further demonstrate sustainability, our 5-year budget forecast includes new revenues generated from business initiatives (i.e. pet boarding, grooming, training, animal education, etc.) enabled by our new facility.

Red Deer & District SPCA is confident we will be able to meet our financial commitments to City of Red Deer.

## EXECUTIVE SUMMARY

2005 marked the year the most important decision ever was made by Red Deer & District SPCA Board of Directors – the decision to begin a capital building campaign to raise funds to replace the existing Central Alberta facility.

As it was very apparent that our organization could not continue to operate much longer under deteriorating conditions and increasing demands, the Board contracted Ketchum Canada Inc. (KCI) to conduct a project feasibility study among community leaders. Conclusions from the study indicated strong community support for a new facility, with cautious optimism for the ability to raise the funds in an affluent community. Recommendations from the study indicated a need to increase the awareness of Red Deer & District SPCA and our contribution to the community prior to launching a public campaign.

Red Deer & District SPCA offers and/or participates in over 40 different programs, services and partnerships in the Central Alberta area. We are the only humane education and animal protection centre in an area of over 100,000 square kilometers, serving a population of approximately 350,000 residents (human, that is). For the last nine years we have sheltered nearly 1200 animals annually – our maximum capacity. Unfortunately, two times that capacity is turned away annually.

The existing shelter has been on site over 30 years and was a used service trailer when donated to Red Deer & District SPCA. Overcrowding and inadequate ventilation result in unhealthy living and working environments and contribute to higher euthanization percentages.

We have not kept pace with our community's needs for the past nine years and cannot meet tomorrow's growing demands with our current facility.

Experts tell us our 3,000 square foot building is beyond repair and renovation. It is "used up". We must construct a new facility.

Red Deer & District SPCA has purchased 2.36 acres from City of Red Deer. Our new facility will be a 9,000 square feet (plus a 3,000 square feet mezzanine) basic and functional building. It will meet veterinary, hygienic and related animal treatment standards and house the essential equipment to provide animal care. It will also have adequate drainage, isolation and air exchange equipment to prevent the spread of disease among our guests, resulting in improved living conditions for our guests and an improved working environment for our staff and volunteers.

More space equals

- √ healthier work environment
- √ higher adoption ratio
- √ less disease
- √ fewer euthanizations

Over 90% of our operating budget comes from community donations, bequests & self-generated revenues.

We have contracted KCI as our campaign advisors. Mr. David Will and Ms. Lynne Mulder have joined our team as co-campaign chairs. Dr. Kristi Volk (President) and Mr. Geritt Patton (Building Committee Chair and Liaison to the Board) are strong community volunteers committed to the success of the campaign.

Red Deer & District SPCA provides an essential service to our community. We require the necessary funding to do so.

We have the land. We have the commitment. We have the people. Help us make the \$3 million campaign goal a reality!

## PROJECT DETAILS

### Organization Description

#### Our Mission

The Red Deer and District SPCA, is a registered charitable organization, dedicated to the promotion of companion animal welfare and dignity and their protection from suffering by encouraging a caring, responsible society.

We affirm and promote the inherent worth and dignity of every living being, and justice, equity and compassion in human-animal relations.

In support of our Mission and Purpose, we accept important mandates in the areas of animal care and welfare, shelter operation, education and community service.

In fulfilling our Mission, we define our objectives as being:

- to provide a range of services necessary to meet the needs of companion animals and to fulfill our mandate as the principal animal welfare center for Central Alberta.
- to develop and maintain educational programs for employees, volunteers and members of the community in animal-welfare related issues, and to fulfill our mandate as the principle humane education center for Central Alberta.
- to promote a friendly, supportive environment within the Society resulting in a sense of belonging and professional satisfaction as well as excellence in all our programs and endeavors.

We strive to provide leadership and support in the development of innovative animal care services and programs in conjunction with our affiliates in the Alberta SPCA and the Canadian Association of Animal Welfare Administrators, with members of the veterinary profession and with other groups linked by the common goal of outstanding animal care and welfare.

*Adopted by the Board of the Red Deer & District SPCA December, 1998*

## Our History

Red Deer & District SPCA became a registered charity in 1976 and was known as the Parkland Humane Society. Our existing shelter is a donated used service trailer that was renovated and built on to over the years. It is no longer functional and maintenance costs are high and no longer practical.

Over the years our services have evolved. We are much more than just an animal shelter. Our progressive education programs have influenced over 7,200 adults and children in the past two years, promoting a responsible and educated society that has empathy, respect and compassion for all living things, a must for today where bullying and violence are so rampant. We also partner with a number of community organizations to provide emergency services, and hence security and peace of mind, to individuals and families in transition, distress and/or difficult situations.

The age of the facility and community growth have led to overcrowding. The original structure was adapted to house a small staff, 20 dogs and 60 cats. Often we have >25 dogs and up to 80 cats, not to mention the number of animals we have to turn away and/or refer to other agencies. Inadequate ventilation contributes to the rampant spread of disease, a health problem for both animals and humans. Healthy animals that could be readily adopted when they arrive often end up being sick within days of being here, delaying their adoption, occupying much need space, requiring costly veterinary care and medication, and sadly, leading to euthanization. And this is preventable!

A new building is more than a "nice-to-have" in our community. It is a MUST.

## Our Business

Red Deer & District SPCA is dedicated to the promotion of companion animal welfare and dignity, and their protection from suffering by encouraging an educated, caring and responsible society.

Red Deer & District is a registered federal & provincial charity. Over 90% of our operating budget comes from community donations, bequests & self-generated revenues. All fees collected go directly to the operation of our education and adoption programs and animal care.

Positive public perception of our organization and understanding of the role we play in the community are critical for the success of our business. It is essential that the public view our organization as being efficiently operated and providing a valuable service to the community.

As indicated in Ketchum Canada Inc's 2005 Feasibility Study, RDSPCA is viewed in a positive light *by those who know* the organization. However, it is imperative that our organization continue to energetically build our profile in the community-at-large and especially in the business community.

Marketing our business will primarily be done through the execution of our communication strategy and plan. This means moving forward with two parallel communication initiatives and two key messages. One...to strengthen awareness of the role and contribution of Red Deer & District SPCA in our community; and two...to advertise and promote our capital building campaign and the urgent need for a new humane education and animal care facility in Central Alberta. We have strong support from all three mediums (radio, television and newspaper) in the City of Red Deer. Management from Z99/KG Country, CH Red Deer, and The Advocate have all expressed an interest and willingness to support and enhance the profile of our organization in the community.

Our existing shelter markets our need stronger than any words. Anyone who visits truly witnesses first hand what we do for the community and how, with a new facility, that service will be greatly enhanced.

## Our Programs

Our key community programs are:

### *Community Partnerships*

- provide leadership training through volunteer programs >200 volunteers and a multitude of community social programs (>6240 volunteer hours logged in the past fiscal year)
- >250 community members in the past fiscal year, demonstrating strong community support
- participate in the City of Red Deer's Disaster Plan (provided services at three recent disasters – Pine Lake Tornado; Highway Closure/Ammonia Spill April 2003; and 2005 Flood); ready to respond to future disasters, as required
- partner with Alberta Animal Services and City of Red Deer in free spay neuter program (funded through proceeds of dog licenses sales)
- through our Pets & Women Safe (PAWS) and Sir Galahad programs, provide foster care for 80 pets of families who are victims of domestic violence (Central Alberta Women's Emergency Shelter, Central Alberta Women's Emergency Outreach and Crisis Centre) in 2005 and 2006
- provide temporary pet foster care for those without permanent shelter or who are hospitalized
- partner with St. John Ambulance through the Therapy Pet Program to provide companionship to individuals living in care
- teach value and respect for life in a throwaway society through Pennies for Paws (competitive school program yielded ~\$16,000 in pennies in 2005)
- promote pet adoptions through in-store space at PetSmart and East Hill Dog & Cat Hospital
- address cat overpopulation issues through task force involvement (Co-Existing with Cats, Medicine River Wildlife Centre)
- provide opportunity for individuals to pay fines through Community Measures Program
- partner with Lindsay Thurber High School, Red Deer College, and Olds College, providing work experience and practicum opportunities in social work and veterinary health
- contribute to community day camps, teaching children about animals and responsible pet care
- through Guardian Angel Program, provide an effective, inexpensive, tax deductible way to advertise business while providing care for the shelter animals

### *Humane Education*

- address and educate about the little known "LINK" between animal abuse, child abuse and human violence (Domestic Violence Initiating Committee)
- teach Dog Bite Prevention classes to children and adults, reducing the numbers of dog bites, and hence animal euthanizations
- offer eight different classes for children, teaching how to research and understand the needs of different pets, being a responsible pet owner and the importance of all life – resulting in more awareness, social responsibility and better citizenship

### *Animal Shelter, Care and Adoption*

- admit 1056 animals in 2006; 2672 animals turned away in 2006 because of lack of room and/or resources
- adopt or return to owner 70% of animals, euthanize 30% (most of which are because of disease)
- deliver all adopted unaltered animals to the chosen veterinary clinic to ensure spay or neuter
- assist with the costs of altering, vaccinating and identifying pets
- sell dog licenses and cat identification tags; microchip all adopted animals
- provide a pet referral board for owners who can no longer keep their pets
- maintain and share lists of agencies, veterinarians, groomers, kennels, animal trainers and other community resources
- operate the Animal Food Bank, in conjunction with the Red Deer Food Bank, which 780 families accessed in 2004, feeding 1117 dogs, 1400 cats and 15 other animals
- offer private and general pet cremations to the public

## Project Needs and Benefits

Red Deer will continue to experience strong growth according to the population projections recently completed by Parkland Community Planning Services (PCPS). In the period from 2006 to 2031, City of Red Deer is expected to grow at an average rate of 2.43 per cent annually (details charted below).

Red Deer's historic growth rate has been over 3 per cent per year for the 30-year period from 1973 - 2003. The slower growth rate used in the population projection for the next few decades is reflective of an aging population and lower birth rate. Red Deer's 1976 population, when Red Deer & District SPCA was initiated, was 31,554, increasing ~166% by 2005.

By comparison, the province of Alberta is projected to grow at a rate of 1.43 per cent annually. (Source: *Population projections for Alberta and its Health Regions 2003 - 2030*)

Year	Population, Red Deer*	Percentage of Increase
1976	31,554	
2006	82,971	4.92%
2007	86,726	4.53%
2008	90,553	4.41%
2009	94,357	4.20%
2010	97,836	3.69%
2011	100,941	3.17%
<b>TOTAL INCREASE (2006 to 2011)</b>	<b>17,970</b>	<b>21.6%</b>

\* 2006 is actual number taken from census surveys. 2007 and forward years are baseline projections.  
Source: *Parkland Community Planning Services (2006)*

There were 3,159 new residents who made Red Deer their home in 2006, an increase of 4.92 per cent over 2005. The increase brings Red Deer's total population to 82,971 people. Projections to 2011 show an increase of another 21.6%.

Source: *City of Red Deer*

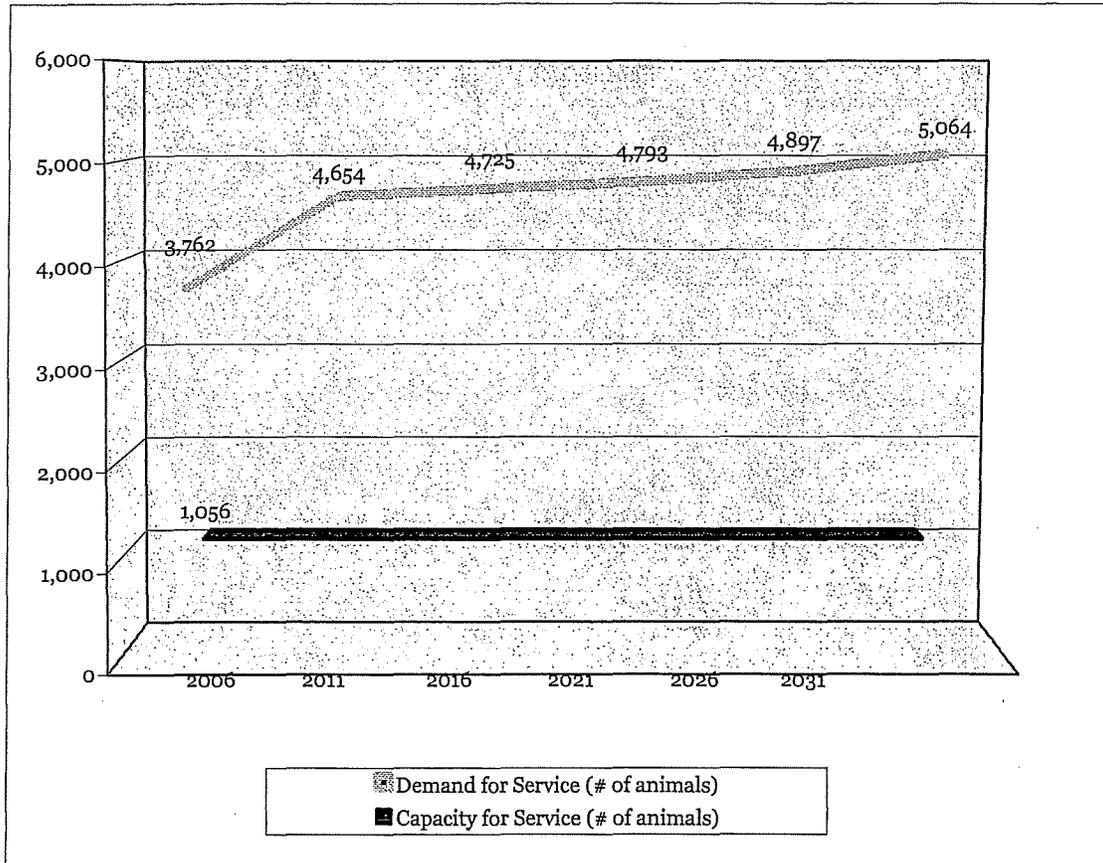
Statistics indicate Red Deer's growth is far exceeding the projections.

With human population growth comes growth in pet (animal) population numbers as well. Calgary Humane Society reports that nearly 2/3 of all households have one or more pets.

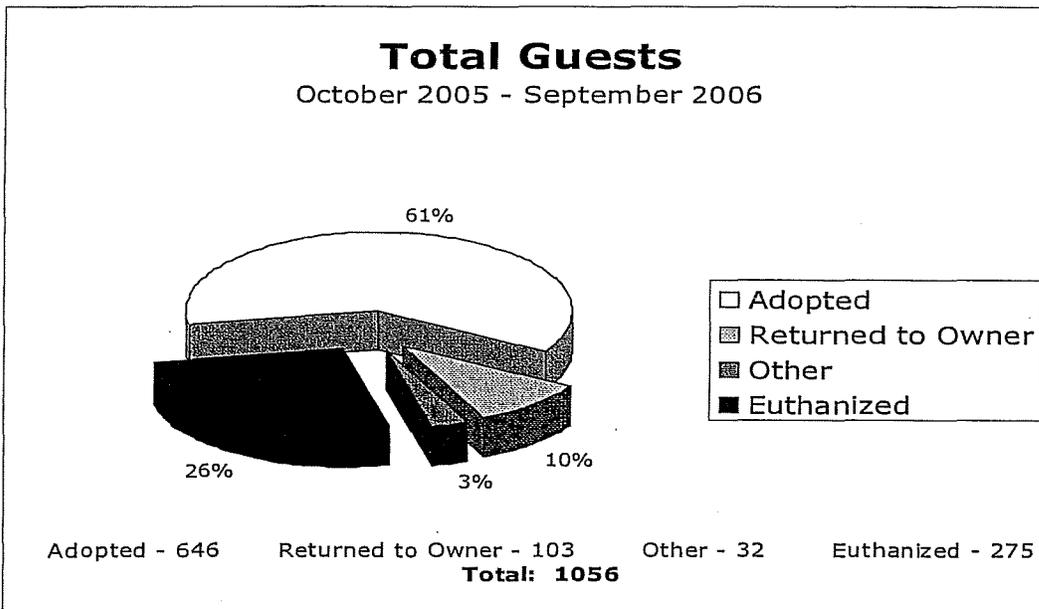
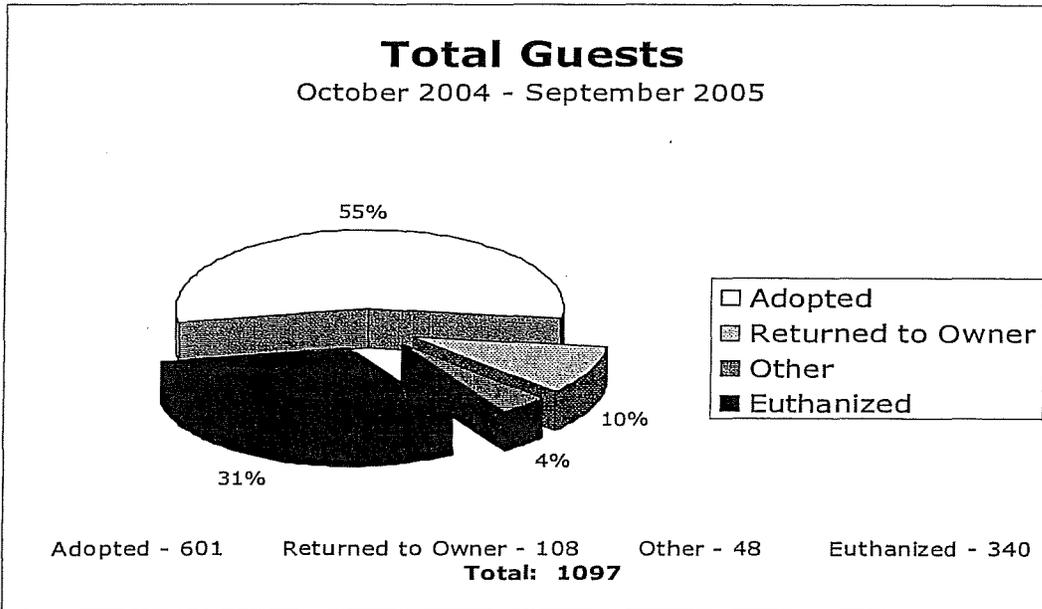
NUMBER OF ANIMALS ADMITTED DURING 2004 to 2006

City of Red Deer	1468	County of Ponoka	147	MD of Wainwright	8
City of Calgary	6	County of Wetaskiwin	22	MD of Clearwater	100
City of Edmonton	7	County of Stettler	61	MD of Brazeau	10
Town of Spruce Grove	1	County of Paintearth	7	Special Area #2	9
City of Medicine Hat	2	County of Camrose	2	Special Area #4	14
County of Red Deer	872	County of Vulcan	1	Out of Province	7
County of Lacombe	383	MD of Rocky View	1		
County of Leduc	3	MD of Kneehill	18		
County of Mountain View	70	County of Grande Prairie	9		
<b>TOTAL</b>					<b>3,218</b>

**Red Deer & District SPCA  
Projected Demand for Services**



Statistics and Trends



## Project Plan and Schedule

Our capital building campaign launched in October 2006 and the success of our campaign will be contingent upon securing sufficient major gifts and inclusive of gift-in-kind and deep discounts negotiated in the final construction bid process.

Key success factors for RDSPCA's Capital Campaign include affluent and influential leadership, favorable public image, a strong case for support, and thorough prospect identification, review, and evaluation.

No other single factor will influence the degree of success of our campaign as much as leadership. Individuals who hold the positions of leadership in this campaign have a strong commitment to RDSPCA; have a broad base of connections from which to draw additional volunteers and donors; are prepared to use their influence on behalf of the campaign; and are willing to pledge their time, energy, and financial support to the campaign.

The enthusiasm, commitment, and a sense of ownership of our campaign leaders, David Will, Lynne Mulder, Kristi Volk and Geritt Patton have set an energized and winning tone for all other volunteers to follow.

While volunteers remain the driving force behind our campaign, it is important to remember the crucial role that will be played by staff employed by the RDSPCA. Our staff is dedicated and committed to having their new humane education and animal care centre come to fruition. As true ambassadors they build our profile and demonstrate our essential community value.

Our two major gift contributors have been in ongoing discussion and are anxious to move the building project along quickly so as to have construction well underway before Winter 2007. Our co-chair has contracted a project manager to finalize preliminary building drawings (as an in-kind donation) and to initiate the permit application process.

June 2007 – August 2007	Finalize preliminary plans, apply for required permits
September 2007	Put preliminary plans to tender, for design build proposals
January 2008	Assign building contract
March 2008	Begin construction
September 2008	Complete construction and grand opening

Construction target dates are dependent upon appropriate funding being in place for each phase.

## 5 Year Historical Budget – Operations (Actual)

Description	2001-02	2002-03	2003-04	2004-05	2005-06
<u>Revenues</u>					
Donations	88,208	133,227	115,107	167,955	268,120
Fundraising	67,460	85,926	68,516	95,342	58,055
Grants - City of Red Deer	12,396	12,403	12,400	18,102	29,994
- County of Red Deer	994	1,496	1,500	2,500	2,500
- United Way	0	4,540	7,498	10,000	10,000
- Other	11,336	20,791	860	3,140	15,000
Shelter	75,718	79,870	83,267	94,760	113,759
SNIFF program	2,100	0	0	0	0
Interest	2,152	1,561	1,710	1,593	1,913
Amortization of deferred revenue	0	2,802	3,917	1,247	0
Amortization of deferred contributions	<u>8,452</u>	<u>7,900</u>	<u>3,853</u>	<u>4,561</u>	<u>4,561</u>
	<b>268,816</b>	<b>350,516</b>	<b>298,628</b>	<b>399,200</b>	<b>503,902</b>
<u>Expenditures</u>					
Advertising and promotion	4,435	6,564	3,489	7,254	6,978
Amortization	54,279	16,021	10,359	11,746	12,389
Automotive	7,607	10,759	9,022	10,954	10,936
Bad debts	2,896	0	325	576	1,088
Building campaign costs	0	2,802	3,917	1,247	92,346
Feasibility study	0	0	0	27,615	0
Feed and litter	11,817	10,138	10,024	10,653	11,316
Human education	299	983	1,175	2,608	911
Insurance	3,579	3,382	5,065	5,095	5,246
Interest and bank charges	2,352	1,680	1,719	1,796	3,008
Lease fees	0	0	0	0	2,700
Office	8,616	10,687	15,990	19,754	13,595
Professional fees	4,074	3,229	3,459	3,661	6,963
Repairs and maintenance	2,340	4,703	10,053	3,517	11,223
Supplies	3,207	2,477	2,352	4,575	3,560
Telephone	5,178	7,004	6,075	7,007	4,825
Training	3,261	4,740	1,634	2,189	3,584
Utilities	4,712	11,545	10,242	11,839	15,277
Veterinary	6,305	7,763	7,805	12,735	23,823
Wages and benefits	<u>181,166</u>	<u>186,899</u>	<u>216,955</u>	<u>236,971</u>	<u>244,341</u>
	<b>306,123</b>	<b>291,376</b>	<b>319,660</b>	<b>381,792</b>	<b>474,109</b>
<u>Net Profit/Loss</u>	<b>-37,307</b>	<b>59,140</b>	<b>-21,032</b>	<b>17,408</b>	<b>29,793</b>

### 5 Year Budget Forecast – Operations

<b>REVENUE</b>	<b>Budget 08-09</b>	<b>Budget 09-10</b>	<b>Budget 10-11</b>	<b>Budget 11-12</b>	<b>Budget 12-13</b>
Donations	\$315,100	\$324,775	\$333,743	\$342,500	\$351,695
Fundraising	\$177,800	\$188,930	\$201,090	\$214,380	\$228,908
Grants	\$65,000	\$68,250	\$70,350	\$71,695	\$73,074
Fees for Service	\$72,000	\$73,450	\$74,936	\$76,184	\$77,808
Shelter	\$310,500	\$346,045	\$359,347	\$370,709	\$381,915
Interest	\$2,100	\$2,152	\$2,152	\$2,152	\$2,152
Amortization of deferred revenue					
Amortization of deferred contributions					
Other					
<b>TOTAL REVENUE</b>	<b>\$942,500</b>	<b>\$1,003,602</b>	<b>\$1,041,620</b>	<b>\$1,077,624</b>	<b>\$1,115,554</b>
<b>EXPENSES</b>					
Advertising & Promotion	\$14,500	\$15,225	\$15,986	\$16,785	\$17,624
Amortization					
Automotive	\$14,050	\$14,737	\$15,475	\$16,269	\$17,122
Bad Debts					
Feed & Litter	\$22,000	\$22,180	\$22,362	\$22,548	\$22,736
Humane Education	\$10,000	\$10,000	\$10,300	\$10,609	\$10,927
Insurance	\$12,000	\$12,360	\$12,730	\$13,112	\$13,506
Interest & Bank Charges	\$3,200	\$3,280	\$3,345	\$3,412	\$3,480
Office	\$27,300	\$25,454	\$26,217	\$27,004	\$27,814
Professional Fees	\$24,500	\$25,235	\$25,992	\$26,771	\$27,574
Repairs & Maintenance	\$36,000	\$21,180	\$21,365	\$22,006	\$22,666
Supplies	\$10,500	\$10,835	\$11,181	\$11,538	\$11,907
Telephone & IT	\$16,500	\$16,995	\$17,479	\$17,977	\$18,489
Training	\$2,000	\$12,350	\$12,711	\$13,084	\$13,469
Utilities	\$43,000	\$44,290	\$45,618	\$46,987	\$48,396
Veterinary	\$35,000	\$35,870	\$36,766	\$37,869	\$39,005
Wages & Benefits	\$656,860	\$675,180	\$694,016	\$713,381	\$733,291
<b>TOTAL EXPENSES</b>	<b>\$937,410</b>	<b>\$945,172</b>	<b>\$971,549</b>	<b>\$999,357</b>	<b>\$1,028,013</b>
<i>Excess/deficiency</i>	<b>\$5,090</b>	<b>\$58,430</b>	<b>\$70,071</b>	<b>\$78,266</b>	<b>\$87,541</b>

## Regional Cooperation

Red Deer & District SPCA primarily provides services to 11 provincial constituencies. All 11 MLA's have been kept informed of our need and the progress of our capital building campaign, and hence have indicated their support.

We offer animal welfare and protection services to both urban and rural communities, some animals coming to us from as far away as British Columbia, Saskatchewan and Manitoba. If there is room at the "inn" the animal-in-need is admitted. Our animal services, community partnerships and humane education programs reach across nearly 100,000 square kilometers in Central Alberta.

Our United Way designations come to us from across the entire Central Alberta region, clearly indicating community support for our society. Red Deer & District SPCA receives more individual designations than any other United Way benefactor.

Red Deer & District SPCA receives a fee for service (\$20,000) from City of Red Deer and is in negotiations to have that fee increased. Red Deer County offers financial support of \$2,500.

Our 200 active memberships blanket across Central Alberta as do the sources of all our pledges, donations, and bequests. We perform ~600 private and public cremation services annually, again from all communities in our service area.

Red Deer & District SPCA is the only animal welfare and humane education centre in Central Alberta. We support the people and animals of our community well – and they in turn support us.

## Public Access

Red Deer & District SPCA is centrally located and easily accessible in the City. City of Red Deer is also centrally located within the broad district we provide a service to. Our new facility will be a family destination, where parents use our facilities to model compassion and respect for all life, teaching their children to share the earth responsibly. A new facility will be more appealing to the public and a healthier place to visit...as well as a healthier place for staff to work and animals to live.

The new facility will help us be better equipped to continue with our volunteer opportunities for the community measures program, people with developmental and/or rehabilitation disabilities, and for many who have a passion to improve the quality of life for unwanted animals (i.e. dog walkers, cat huggers, etc.). Because of the number of disabled volunteers who help with our operation on a daily basis, disability access in the design has been paramount.

Today Red Deer & District SPCA is recognized as a valuable community resource for practicum assignments for work experience and in the fields of social work and veterinary services. Our new facility will enable a much healthier and efficient work and learning environment.

Our 5-year strategic plan identifies opportunities to develop and operate additional revenue generating business initiatives (i.e. grooming, training, boarding, etc.) that increase awareness of Red Deer & District SPCA's value as a contributing community business partner as well as attract members of the community seeking out our services.

## Community Support

Red Deer & District SPCA provides a vital and essential service within our community. All programs we deliver directly benefit all sectors of the community. United Way of Central Alberta receives more individual designations for SPCA than any other organization – a clear demonstration of community support and value. Without Red Deer & District SPCA all levels of government would be responsible to provide this service, at a substantial and on-going cost. The value and importance of our education and animal welfare programs must not be underestimated.

Red Deer & District SPCA realizes more than 90% of its operating budget through self-generated revenues, bequests and community donations. Not a day goes by that someone or some group makes a donation, either in cash or in-kind. Though we are often considered "only an animal shelter" we actually offer much more to our community. We are involved in over 40 different services, education programs and community partnerships, including alliances with Central Alberta Women's Emergency Shelter, Women's Outreach, Alberta Animal Services, Alberta SPCA, Red Deer and Olds Colleges, and many more.

Red Deer & District SPCA provides a very important service to City of Red Deer and the surrounding Central Alberta community. Each year we shelter approximately 1,200 stray, abandoned or unwanted animals. Our inadequate facility has restricted any growth in animal capacity for more than nine years and we have been operating at maximum capacity since 1998. Due to a lack of space and resources, we turn away more than twice as many animals as we are able to shelter (2672 turn-aways in 2006).

Red Deer & District SPCA was awarded the 2006 and 2007 Red Deer Express "Best of Red Deer Silver Award" for the Reader's Choice "Favorite Charity". Please refer to Appendix F.

Red Deer & District SPCA is the only companion animal care and advocacy centre in Central Alberta and works in partnership with:

- Canadian Federation of Humane Societies
- Alberta SPCA
- Alberta Animal Services
- Local Veterinary Services
- Misty Creek Rescue
- Co-Existing With Cats
- Kerry Wood Nature Centre
- Medicine River Wildlife Centre

## PROJECT COST

Red Deer & District SPCA owns our building site. 2.36 acres were purchased from City of Red Deer in 2004.

<b>Current estimated project cost</b>		<b>\$3,000,000</b>
Group 2 Architecture Engineering	September 2002	\$2,159,300
Group 2 Architecture Engineering	February 2006	\$2,986,400
D.J. Will	June 2006	\$2,774,530
Escalation of Red Deer building costs estimated at 2% per month or 24% annually		
Furniture, fixtures and equipment (estimate at 10% of construction cost)		\$250,000

Refer to Appendix B for actual copies of cost estimates.

## PROJECT FUNDING

<b>Goal including furniture, fixtures, equipment</b>	<b>\$3,000,000.</b>
Major gifts secured to date	967,000.
Current individual major gifts (35% of \$1.5M under active solicitation)	518,000.
Current corporate gifts (50% of \$200K under active solicitation)	100,000.
Foundation applications (50% of \$100K under active submission)	50,000.
Public Community Campaign	200,000.
In kind services and goods	208,000.
Provincial MCFP grant	1,000,000.
<b>TOTAL</b>	<b>\$3,043,000.</b>

Red Deer & District SPCA has applied for and is optimistic we will receive up to \$1,000,000 from Province of Alberta through the Major Community Facility Program.

The \$3M goal should be considered a planning figure. This number will need to be reviewed periodically and adjusted if necessary depending on escalating building costs, potential savings through building expertise of our campaign team, and the initial success of the cultivation and solicitation efforts with our major gift prospects.

Red Deer & District SPCA has been in business locally for more than 30 years and as a charitable organization has a reputation of meeting all financial commitments.

Red Deer & District SPCA's capital building campaign has only been underway for a few months and already the community support is evident through the major gifts already received (27%). We have a number of volunteers currently making multiple major gift (>\$10,000) "asks" within their peer groups and are confident we will achieve our goal.

We have purchased our land (2.36 acres) and have realized significant equity growth over the past two years, estimating our land equity to be at ~\$650K, based on current industrial market prices.

A major donor has pledged an additional "match" pledge of \$250K (total individual gift \$500K) to demonstrate commitment and to act as an incentive to other individuals, corporations and foundations considering gifts.

Current tax structures have been created/modified to encourage charitable giving within home communities (i.e. flow through shares, increased allowable charitable donation deduction percentage, etc.). By informing and educating our neighbors we will reap the rewards of being able to keep tax dollars at home.

We have an enthusiastic and successful certified financial planner in our volunteer ranks and are excited about initiating our planned giving program that will result in a number of formalized estate pledges. To further demonstrate sustainability, our 5-year budget forecast includes new revenues generated from business initiatives (i.e. pet boarding, grooming, training, animal education, etc.) enabled by our new facility.

All campaign funding received is invested in secure, guaranteed investment certificates and earning maximum interest until we are ready to start construction.

Red Deer & District SPCA is confident we will be able to meet our financial commitments.

## CONCLUSION

Our dream is to put ourselves out of business.

We envision a community (and a world) where animal shelters are no longer needed because there are no longer stray, abandoned and unwanted animals. Animal populations are responsibly controlled through spay and neuter programs and pets are respected and protected family members.

In reality we are a long way from achieving this dream as a society but through education and public responsibility we will build a society that believes all people and animals have a right to dignity and a respect of life.

Our community desperately needs a new animal advocacy and care facility. In order to achieve our dreams and our goals we rely solely on the generosity of our community.

Companion animals play a vital role in your society and deserve to be treated with dignity and respect. Our plans will allow us to expand and improve the services we provide to these animals and their companion humans.

We will invest every dollar of support with the same integrity, due diligence and hard work it took to earn and we thank you, as community investors, for making the dream and plans for this very important community project a reality!

Red Deer & District SPCA provides an essential service to our community. We require the necessary funding to do so.



4505 77<sup>th</sup> Street  
 Red Deer, Alberta  
 T4P 2J1

140



Phone (403) 342-7722  
 Fax (403) 341-3147  
 www.reddeerspca.com

July 24, 2007

City of Red Deer, Financial Services  
 4914 – 48 Avenue  
 P O Box 5008  
 Red Deer, AB, Canada T4N 3T4

Attention: Ms. Lorraine Poth

Dear Lorraine:

RE: Red Deer & District SPCA  
 Bridge Financing Request – Information Update

Welcome back from vacation. Thank you for reviewing our draft Bridge Financing Application. As our capital building campaign moves along I would like to keep you informed of significant events influencing the success of our campaign. In June a major supporter pledged and committed to \$100,000.00 annually for a five-year period for our on-going operations budget. This same community leader has also recently donated \$500,000 to our capital building campaign, bringing our current campaign total to ~\$990,000. Recent discussions with Alberta Gaming & Lotteries indicate we should have notice of our pending Major Community Facilities Funding (MCFP) within the next few weeks.

SPCA's and Humane Centres across Alberta have found themselves in the same position as Red Deer & District SPCA – desperately needing new facilities. The following cities have recently made contributions to their respective animal welfare centres:

Edmonton	\$1,250,000.00	(7% of project total)
Calgary	\$1,100,000.00 in-kind*	(10% of project total)
Cochrane	\$ 700,000.00 **	(35% of project total)

\* Land for building site

\*\* Land for building site (\$400,000), and cash gift (\$300,000)

I talked with Lisa Francis this afternoon. Monte and I would like to arrange a brief meeting with you and Lisa for Friday morning, July 27 to review your feedback on our application so we can make the necessary adjustments, and schedule and prepare for our presentation to Red Deer City Council. Monte leaves on vacation for two weeks Friday afternoon.

Again, thank you for you ongoing support.

Yours truly,

Julie Crawford  
 Development Director  
 Red Deer & District SPCA  
 Office: 403 342 7722 Ext 207  
 Cell: 403 396 8983





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T4P 2J1



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July 24, 2007

City of Red Deer, Financial Services  
4914 – 48 Avenue  
P O Box 5008  
Red Deer, AB, Canada T4N 3T4

Attention: Ms. Lisa Francis

Dear Lisa:

RE: Red Deer & District SPCA  
Bridge Financing Request – Information Update

Lisa, thank you for reviewing our interim financing application and providing us with feedback July 27. As per our discussion, please find attached, as requested:

1. Revised Project Budget
2. Project Balance Sheet – Actual
3. Campaign Gift List
4. Five Year Business Plan – Budget Notes
5. Supporting Financial Information
  - a. Donor Tracking Record
  - b. Building Account GL Expense Report (Current Fiscal Year)
  - c. CIBC GIC Statement A/C 00064-1141777
  - d. CIBC Building Statement A/C 12-11714
  - e. CIBC Operating Statement A/C 74-86219
  - f. Wolverton Securities Statement A/C 414-0558-7
  - g. Letter of Commitment – W. Wessel

We have requested letters of support from our local and allied animal care businesses and will forward them to you as they come in. Please call if you have questions or require additional information. We look forward to hearing from you.

We have also submitted our updated budget and supporting information for our Major Community Facilities Program application with the Alberta Government and are optimistic that our funding will be approved soon. As we mentioned to you and Lorraine Friday, confirmation of City of Red Deer's support will improve our position with MCFP, even if it is contingent upon provincial support.

We will keep you updated as our process moves along. Please note our campaign proceeds have now surpassed \$1 Million! Congratulations campaign team!

Yours truly,

Julie Crawford  
Development Director  
Red Deer & District SPCA

Cc: Ms. Lynne Mulder  
Campaign Co-Chair

Mr. David Will  
Campaign Co-Chair

Red Deer &amp; District SPCA

**CITY OF RED DEER INTERIM FINANCING**

Repayment Schedule (Calculated at 5.028% Interest)

(Based on receiving funding October 1, 2007)

Date	Payment	Principle	Interest	Balance
01-Oct-07				\$1,000,000.00
01-Oct-08	\$114,341.44	\$89,201.44	\$25,140.00	\$910,798.56
01-Apr-09	\$114,341.44	\$91,443.96	\$22,897.48	\$819,354.60
01-Oct-09	\$114,341.44	\$93,742.87	\$20,598.57	\$725,611.73
01-Apr-10	\$114,341.44	\$96,099.56	\$18,241.88	\$629,512.17
01-Oct-10	\$114,341.44	\$98,515.50	\$15,825.94	\$530,996.67
01-Apr-11	\$114,341.44	\$100,992.18	\$13,349.26	\$430,004.49
01-Oct-11	\$114,341.44	\$103,531.13	\$10,810.31	\$326,473.36
01-Apr-12	\$114,341.44	\$106,133.90	\$8,207.54	\$220,339.46
01-Oct-12	\$114,341.44	\$108,802.11	\$5,539.33	\$111,537.35
01-Apr-13	\$114,341.44	\$111,537.35	\$2,804.09	\$0.00
<b>TOTALS</b>	<b>\$1,143,414.40</b>	<b>\$1,000,000.00</b>	<b>\$143,414.40</b>	

Red Deer & District SPCA  
**CAPITAL BUILDING PROJECT**  
**REVISED PROJECT BUDGET**

31-Jul-07

**REVENUES:**

Major gifts secured to date	\$1,013,000
Current major gift under solicitation	\$473,939
Current corporate gifts under solicitation	\$100,000
Foundation applications under active solicitation	\$50,000
Public community campaign	\$200,000
In kind services and goods	\$208,000
Provincial MCFP Grant (up to 1/3 of project cost)	\$1,314,155
<b>Subtotal</b>	<b>\$3,359,094</b>
Interim Bridge Financing (City of Red Deer)*	\$1,000,000
<b>TOTAL</b>	<b>\$4,359,094</b>

**EXPENSES:**

Construction Cost - D Will - June 2006 estimate	\$2,071,510
Land Cost (today's estimated value \$650K)	\$50,000
Furniture, Fixtures and Equipment (15%)	\$310,000
Landscaping Costs (10%)	\$207,000
Other Costs**	\$50,000
Capital Campaign and Fundraising costs (8%)	\$218,120
<b>Subtotal</b>	<b>\$2,906,630</b>
2007 Escalation costs at 2% per month x 15 months	\$871,989
<b>Subtotal</b>	<b>\$3,778,619</b>
GST @ 3%	\$113,359
<b>TOTAL</b>	<b>\$3,891,978</b>

\* To be repaid through proceeds of continuation of capital building campaign and on going fund raising programs (i.e. planned giving, monthly giving, etc.)

\*\* Other Costs include tender costs, installation of owner supplied items, moving costs, permit fees, survey costs, legal and accounting fees, etc.

Red Deer & District SPCA  
**CAPITAL BUILDING PROJECT**  
**BALANCE SHEET - BUILDING FUND - ACTUAL**

Cash/Pledges to date	\$1,013,000	
Less Building/Campaign Expenses to June 30/07	-\$174,137	
<b>TOTAL</b>	<b>\$838,863</b>	<b>\$838,863</b>
<b>DEPOSITS/CASH ON HAND</b>		
CIBC - GIC	\$152,098	
CIBC - GIC	\$252,971	
CIBC - Chequing - Building Account	\$17,187	
CIBC - Chequing - Operating Account (to be transferred)	\$15,000	
Wolverton Securities	\$151,949	
Letter of Commitment	\$250,000	
<b>TOTAL DEPOSITS/CASH ON HAND</b>	<b>\$839,205</b>	<b>\$839,205</b>
<b>EXPENSES:</b>		
2003 (from audited financial statements)	\$2,802	
2004 (from audited financial statements)	\$3,917	
2005 (from audited financial statements)	\$1,247	
2006 (from audited financial statements)	\$92,346	
2007 Actual to date	\$45,225	
Land Payment 2005	\$9,300	
Land Payment 2006	\$9,300	
Land Payment 2007	\$10,000	
<b>TOTAL EXPENSES</b>	<b>\$174,137</b>	



Capital Building Campaign  
GIFT LIST  
Red Deer & District SPCA  
**Thank you!**

Name	Gift
Wessel, Warren	\$500,000.00
Will, David	\$150,000.00
Weiers, Deb	\$100,000.00
Donald, Jack & Joan	\$50,000.00
Weiers, Mary	\$30,000.00
Weiers, Dale	\$30,000.00
MacBean, Jessie (Estate of)	\$15,000.00
Underhill, Sharon & Murray	\$15,000.00
Lacey, Peter & Kathy	\$11,000.00
McPherson, Jim	\$10,500.00
McFee, Dorothy	\$10,000.00
Simpson, Barry & Cheryl	\$10,000.00
Goodacre, Andrew	\$10,000.00
Anonymous Donors	\$9,200.00
Other Smaller Gifts	\$62,300.00
<b>TOTAL</b>	<b>\$1,013,000.00</b>

Red Deer & District SPCA  
 Five Year Business Plan  
**OPERATING BUDGET - NOTES**

## REVENUES

### Donation of operating revenue

Signed Memorandum of Agreement in place with Mr. Warren Wessel. Donation of \$100,000.00 per year for five years.

In house spay/neuter program of \$90,000, Amount based on (less than) retail value of 600 alterations per year averaged at \$150.00 per alteration = \$90,000.00

Retail kenneling charges based on average of six canine kennels operating at 80% capacity 365 days per year @ \$20.00 per day = \$35,000.00

New facility retail outlet capacity expected revenue >\$12,000.00 (minimum \$20.00 per adoption at current facility adoption volume)

Increase in number of pet adoptions

20% increase in cost for cremation services (first in many years)

### Education

There is revenue showing for the second year of operations 2009-10 for summer day camps. Estimated that we could handle an average of 20 children for six weeks over the summer - \$200.00 per week per child = \$24,000.00. Not placed in the first year's budget as it is an unknown when we might be able to move in and the summer would be high season.

### Grooming

This item is based on a conservative fee of \$40.00 with an average of three public clients per day for five days. (PetSmart currently charges \$45.00) This would generate \$42,000.00 of revenue. The grooming would be done by the proposed increase in our staff compliment.

### Gala

A program gala is planned to celebrate our new operations and to thank our committed donors. This will be an annual event. Other societies events in the city prove this a lucrative venture – Hospice netting >\$100K annually.

### Guardian Angel Program

\$25,000.00 per year minimum through increased promotion. Publicity materials currently being finalized.

### Grant Proceeds

Red Deer & District SPCA Development office will be applying for numerous operating, special program funding, including Wild Rose Foundation, Latham Foundation, Allard Foundation, Red Deer & District Community Foundation, Community Incentive Programs, Kresge Foundation, Calgary Foundation. Other granting opportunities and major gift solicitation. Development office will also increase monthly giving and has instituted a planned giving program.

### City of Red Deer (CORD) – Fee for Service

In very rough numbers, it costs Red Deer & District SPCA ~\$350.00 to admit and keep each pet (number of intakes/annual budget), CORD pays us ~\$36.00 for the pets we take in from the city. CORD represents ~48% of our intake. A new agreement document is being drafted for discussion purposes only. New fee proposal will be reflective of services to community, what is agreed to with other service providers and what is equitable.

Red Deer and Lacombe Counties

Proposals being presented to both counties for operating and capital support

## EXPENSES

Increase in staff numbers and wages

Veterinarian new .5 FTE position. Animal care benefits obvious. Revenue generation through pet alterations. Costs not recognized in previous budgets.

Current facility coverage is for 21 shifts per week in animal care, not including Animal Care Manager. New budget shows:

Animal Care Lead	40 hrs p/w = 1 FTE (2080HRS)
Animal Care Attendants	4 X 7 shifts p/w = 5.5 FTE
Adoption	35 hrs p/w = 1. FTE
Total 30 shifts per week in Animal care not including Animal Care Manager	

Other personnel increases are anticipated but are also the costs most manageable (not fixed).

**RED DEER & DISTRICT SPCA CAPITAL BUILDING PROJECT**

<b>DONOR TRACKING RECORD</b>		<b>30-Jul-07</b>		
A = Action Required				
<b>DATE</b>	<b>AMOUNT</b>	<b>LAST NAME</b>	<b>FIRST NAME</b>	<b>COMPANY NAME</b>
11-Sep-06	\$500.00	Truant	Alfio & Phyllis	Red Deer Bottling
18-Oct-06	[REDACTED]	Anonymous		
21-Oct-06	[REDACTED]	Anonymous		
17-Oct-06	[REDACTED]	Anonymous		
16-Oct-06	[REDACTED]	Anonymous		
05-Oct-06	[REDACTED]	Anonymous		
01-Mar-07	\$200.00	Anonymous		
02-Mar-06	\$400.00	Sharp	Glenn & Sharon	
10-Dec-04	\$100.00	Christman	Geri	
07-Nov-06	\$75.00	Crawford	Julie	CHOS Consulting
16-Dec-04	\$100.00	Savoury	Tina	
24-Aug-05	\$25.00	Cann	Bonnie	
24-Jan-06	\$25.00	Cann	Bonnie	
01-Feb-06	\$100.00	Hayford Industries Inc.		Hayford Industries Inc.
02-Feb-06	\$100.00	Baines	Muriel	
02-Feb-06	\$100.00	Tester	Laura	
03-Feb-06	\$100.00	Greenshields	Vernon & Linda	
03-Feb-06	\$100.00	Webb	Frank & Joy	
13-Feb-06	\$20.00	McDonald	Walter & Claudine	
13-Feb-06	\$100.00	Zombori	Shirley	
26-Apr-06	\$200.00	Chow	April	
27-Apr-06	\$35.00	Sifert	Norene	
26-Jul-06	\$25.00	Cann	Bonnie	
12-Aug-06	\$40.00	Tire ETC Staff		
07-Sep-06	\$100.00	Boettger	Catherine D.	
27-Sep-06	\$50.00	Beurskens	Joseph	
28-Sep-06	\$100.00	Streu	H.	
30-Oct-06	[REDACTED]	Anonymous		
30-Nov-06	\$200.00	Anonymous		
01-Jan-07	\$500.00	Anonymous		
31-Oct-06	\$300.00	Anonymous		

30-Oct-06		Anonymous		
30-Jan-07		Anonymous		
06-Nov-06	\$500.00	Cornett	Mary Joan	
26-Oct-06	\$100.00	Hengen	Linda	
04-Dec-06	\$200.00	Anonymous		
03-Dec-06		McFee	Dorothy	
03-Dec-06	\$250.00	McFee	Dorothy	
06-Dec-06		Underhill	Sharon & Murray	
06-Dec-08	\$150.00	Daines	Jack & Audrey	Daines Auction
14-Dec-06	\$20.00	Matiison	Tina	
18-Dec-06		Clark	O Allan	Retired
30-Nov-06	\$250.00	CEP Local 777		Tyler Yates
21-Dec-06	\$500.00	Reid	Stuart	KCI
22-Dec-06	\$850.00	Camdon Const	Karen Bourgoin	Camdon Construction
28-Dec-06	\$100.00	Richards	Bob	Centrifuge
29-Dec-06	\$50.00	Johnston	Larry, Molly & Snowflake	
08-Jan-07	\$25.00	Phillips	Lynn	
12-Jan-07		Conn	Wendy	
24-Jan-07		McPherson	Jim	McPherson L'Hirondelle
23-Jan-07	\$500.00	Standing	Todd	Origins of the Sylvanic
22-Jan-07		Wessel	Warren	Black Rose Inc.
28-Dec-06		Will	David	D J Will Holdings Ltd.
31-Jan-07	\$20.00	Crawford	Julie	CHOS Consulting
05-Feb-07		O'Dell	Don	Canadian Western Bank
09-Feb-07		Crawford	Julie	CHOS Consulting
08-Feb-07	\$500.00	Advance Mortgage		Jackie Clarke
14-Feb-07		Border Paving	Kate	Walls
21-Feb-07		RBC Foundation	Russ	Beaton
02-Mar-07	\$50.00	Patton	Sue	
12-Mar-07	\$600.00	Cummings	Paul	Copies Now
02-Apr-07		Arbeau-Wood/ Wood	Heidi & Lance	
10-Apr-07		McFee	Dorothy	
18-Apr-07		Will	David	D J Will Holdings Ltd.
27-Apr-07		Donald	Jack & Joan	Parkland Properties
26-Apr-07		Smith	Marion & John S.	
01-May-07	\$30.00	Crawford	Julie	Red Deer & District SPCA
04-May-07	\$100.00	Miller	Karen	
06-May-07		Grandfield	Robert and Margaret	



Red Deer & District		
		
<b>Building Account</b> General Ledger Report from 10/01/2006 to 06/30/2007		
Account #	Account Name	Balance
5410	Consulting Fees - Julie Crawford	\$24,685.49
5410	Consulting Fees - Julie Crawford	-\$362.50
5415	Consulting Fees - KCI	\$25,742.14
5415	Consulting Fees - KCI	-\$530.00
5420	Architecture Costs	\$0.00
5425	Travel & Accomodation	\$411.00
5430	Administrative	\$571.75
5433	Advertising/Campaign Costs	\$464.24
5435	Mileage	\$702.88
5440	Office Supplies	\$1,044.21
5445	Computer and Software	\$185.24
5450	Telephone Charges	\$1,158.76
5455	Depreciation	\$0.00
5460	Printing	\$690.75
5465	Promo/Meals	\$442.35
5470	Postage/Courier	\$18.85
	<b>TOTAL:</b>	<b>\$55,225.16</b>
	Generated On: 07/26/2007	

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 il Ledger Report 10/01/2006 to 06/30/2007  
 by: Date

Comment	Source #	JE#	Debits	Credits	Balance
<b>Consulting Fees - Julie Crawford</b>					0.00 Dr
/2006 Crawford, Julie	2006-0121Bldg	J79	2,912.50	-	2,912.50 Dr
/2006 Crawford, Julie	2006-0122 Bld	J81	1,312.50	-	4,225.00 Dr
/2006 Crawford, Julie	2006-0124	J995	2,225.00	-	6,450.00 Dr
/2006 Reclass Acc Liab - Julie Crawford	Reclass	J677	-	362.50	6,087.50 Dr
/2006 GST Adjustment Oct 06 Building	GST Oct 06 B	J1002	193.50	-	6,281.00 Dr
/2006 Crawford, Julie	2006-0125	J417	2,050.00	-	8,331.00 Dr
/2006 GSTS Adjustment Dec 06 Building	GST Dec 06 B	J1004	61.50	-	8,392.50 Dr
/2007 Crawford, Julie	2007-0101	J336	1,187.50	-	9,580.00 Dr
/2007 Crawford, Julie	2007-0102	J682	1,600.00	-	11,180.00 Dr
/2007 GST Adjustment Jan 07 Building	GST Jan 07 B	J1005	83.63	-	11,263.63 Dr
/2007 Crawford, Julie	2007-0103	J866	2,250.00	-	13,513.63 Dr
/2007 Crawford, Julie	2007-0104	J863	400.00	-	13,913.63 Dr
/2007 GST Adjustment Feb 07 Building	GST Feb 07 B	J1006	79.50	-	13,993.13 Dr
/2007 Crawford, Julie	2007-0105	J1013	1,762.38	-	15,755.51 Dr
/2007 Crawford, Julie	2007-106	J1014	617.48	-	16,372.99 Dr
/2007 Crawford, Julie	2007-0107	J1203	1,209.22	-	17,582.21 Dr
/2007 Crawford, Julie	2007-0109	J1484	2,289.81	-	19,872.02 Dr
/2007 Crawford, Julie	2007-0110	J1721	1,556.55	-	21,428.57 Dr
/2007 Crawford, Julie	2007-0112	J1877	2,894.42	-	24,322.99 Dr
			24,685.49	362.50	
<b>Consulting Fees - KCI</b>					0.00 Dr
2006 Ketchum Canada Inc.	06-16374	J132	5,500.00	-	5,500.00 Dr
2006 Reclass Accr Liab - Ketchum - Travel	Reclass	J678	-	530.00	4,970.00 Dr
2006 GST Adjustment Oct 06 Building	GST Oct 06 B	J1002	165.00	-	5,135.00 Dr
2006 Ketchum Canada Inc.	06-06314	J303	4,000.00	-	9,135.00 Dr
2006 GST Adjustment Nov 06 Building	GST Nov 06 B	J1003	120.00	-	9,255.00 Dr
2006 Ketchum Canada Inc.	16531	J680	3,000.00	-	12,255.00 Dr
2006 Ketchum Canada Inc.	16570	J681	500.00	-	12,755.00 Dr
2006 GSTS Adjustment Dec 06 Building	GST Dec 06 B	J1004	105.00	-	12,860.00 Dr
2007 Ketchum Canada Inc.	16586	J741	3,000.00	-	15,860.00 Dr
2007 GST Adjustment Jan 07 Building	GST Jan 07 B	J1005	90.00	-	15,950.00 Dr
2007 Ketchum Canada Inc.	16649	J1015	3,087.38	-	19,037.38 Dr
2007 Ketchum Canada Inc.	16743	J1266	3,087.38	-	22,124.76 Dr
2007 Ketchum Canada Inc.	16821	J1662	3,087.38	-	25,212.14 Dr
			25,742.14	530.00	
<b>Architecture Costs</b>					0.00 Dr
<b>Travel and Accomo</b>					0.00 Dr
2006 Crawford, Julie	2006-0122EBld	J82	75.00	-	75.00 Dr
2006 Crawford, Julie	2006-0124E	J211	71.51	-	146.51 Dr
2006 ED Exp 12/6, Greenshields, Monte	618	J335	54.00	-	200.51 Dr
2007 Crawford, Julie	2007-103E	J864	33.00	-	233.51 Dr
2007 Mar 07 Exp, Greenshields, Monte	71	J1016	147.49	-	381.00 Dr
2007 Dec-Mar07Exp, Greenshields, Monte	764	J1024	30.00	-	411.00 Dr
			411.00	0.00	
<b>Administrative</b>					0.00 Dr
2006 Crawford, Julie	2006-0122EBld	J82	79.00	-	79.00 Dr
2007 Crawford, Julie	2007-0101EB	J337	30.00	-	109.00 Dr
2007 Ian Bettenson	2/12/07	J883	120.00	-	229.00 Dr
2007 Crawford, Julie	2007-103E	J864	30.00	-	259.00 Dr
2007 Mar 07 Exp, Greenshields, Monte	71	J1016	250.54	-	509.54 Dr
2007 Bldg Apr-May7, Greenshields, Monte	93	J1659	62.21	-	571.75 Dr
			571.75	0.00	
<b>Advertising/Campaign Costs</b>					0.00 Dr
2007 City Screen Productions Inc.	35431	J1206	168.16	-	168.16 Dr
2007 Red Deer Advocate	2931136	J1487	285.80	-	453.96 Dr
2007 Arbeau-Wood, Heidi	Apr24/07 Exp	J1488	10.28	-	464.24 Dr
			464.24	0.00	
<b>Mileage</b>					0.00 Dr
2006 Crawford, Julie	2006-121E BI	J83	33.00	-	33.00 Dr

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 neral Ledger Report 10/01/2006 to 06/30/2007  
 rted by: Date

date	Comment	Source #	JE#	Debits	Credits	Balance
1/10/2007	Crawford, Julie	2007-0101EB	J337	33.00	-	66.00 Dr
3/16/2007	Crawford, Julie	2007-0105E	J1225	33.00	-	99.00 Dr
4/16/2007	Apr12/7 Exp, Arbeau-Wood, Heidi	80	J1483	3.30	-	102.30 Dr
4/24/2007	Arbeau-Wood, Heidi	Apr24/07 Exp	J1488	12.82	-	115.12 Dr
4/26/2007	Crawford, Julie	2007-0109E	J1486	33.00	-	148.12 Dr
4/30/2007	Greenshields, Monte	BldgApr07	J1667	191.40	-	339.52 Dr
5/14/2007	Apr-May 07, Arbeau-Wood, Heidi	092	J1658	11.55	-	351.07 Dr
5/14/2007	Bldg Apr-May7, Greenshields, Monte	93	J1659	144.90	-	495.97 Dr
5/14/2007	Crawford, Julie	2007-0110E	J1722	49.50	-	545.47 Dr
6/08/2007	Jun 07 Exp, Arbeau-Wood, Heidi	99	J1876	3.96	-	549.43 Dr
6/08/2007	Crawford, Julie	2007-0112E	J1878	153.45	-	702.88 Dr
				702.88	0.00	
						0.00 Dr
0	Office Supplies					0.00 Dr
0/17/2006	Crawford, Julie	2006-121E BI	J83	201.60	-	201.60 Dr
0/31/2006	Red Deer Advocate	2921375	J127	140.80	-	342.40 Dr
0/31/2006	GST Adjustment Oct 06 Building	GST Oct 06 B	J1002	4.23	-	346.63 Dr
2/21/2006	Crawford, Julie	2006-0125E	J418	150.86	-	497.49 Dr
2/31/2006	GSTS Adjustment Dec 06 Building	GST Dec 06 B	J1004	4.53	-	502.02 Dr
1/15/2007	Just Ink Services	20595	J679	74.95	-	576.97 Dr
1/26/2007	Crawford, Julie	2007-0102E	J683	27.50	-	604.47 Dr
1/30/2007	Copies Now	4189	J742	46.25	-	650.72 Dr
1/31/2007	GST Adjustment Jan 07 Building	GST Jan 07 B	J1005	4.47	-	655.19 Dr
2/15/2007	Crawford, Julie	2007-103E	J864	29.76	-	684.95 Dr
2/16/2007	Just Ink Services	21206	J885	69.00	-	753.95 Dr
2/28/2007	GST Adjustment Feb 07	GST Feb 07	J1000	2.07	-	756.02 Dr
4/30/2007	Greenshields, Monte	BldgApr07	J1667	47.73	-	803.75 Dr
5/14/2007	Apr-May 07, Arbeau-Wood, Heidi	092	J1658	41.35	-	845.10 Dr
5/14/2007	May 4/07 PC, Petty Cash / Karri-Ann ...	96	J1666	22.99	-	868.09 Dr
5/14/2007	Crawford, Julie	2007-0110E	J1722	26.18	-	894.27 Dr
5/24/2007	Tel-Com Tec	3249A	J1880	74.97	-	969.24 Dr
5/08/2007	Jun 07 Exp, Arbeau-Wood, Heidi	99	J1876	20.14	-	989.38 Dr
5/08/2007	Crawford, Julie	2007-0112E	J1878	42.17	-	1,031.55 Dr
5/11/2007	Staples	71463690	J2075	12.66	-	1,044.21 Dr
				1,044.21	0.00	
						0.00 Dr
5	Computer and Software					0.00 Dr
5/13/2007	Dell Canada Inc.	157562406	J1444	41.17	-	41.17 Dr
5/30/2007	Apr07 Exp, Greenshields, Monte	915	J1657	144.07	-	185.24 Dr
				185.24	0.00	
						0.00 Dr
)	Telephone Charges					0.00 Dr
1/11/2006	Telus Mobility	Oct 06	J85	80.72	-	80.72 Dr
1/17/2006	Crawford, Julie	2006-121E BI	J83	30.00	-	110.72 Dr
1/31/2006	GST Adjustment Oct 06 Building	GST Oct 06 B	J1002	2.40	-	113.12 Dr
1/11/2006	Telus Mobility	Nov 06	J214	142.66	-	255.78 Dr
1/30/2006	GST Adjustment Nov 06 Building	GST Nov 06 B	J1003	4.23	-	260.01 Dr
1/11/2006	Telus Mobility	Dec 06	J302	119.07	-	379.08 Dr
1/31/2006	GSTS Adjustment Dec 06 Building	GST Dec 06 B	J1004	3.48	-	382.56 Dr
1/11/2007	Telus Mobility	Jan 07	J684	137.77	-	520.33 Dr
1/31/2007	GST Adjustment Jan 07 Building	GST Jan 07 B	J1005	4.06	-	524.39 Dr
1/11/2007	Telus Mobility	Feb 07	J868	71.65	-	596.04 Dr
2/28/2007	GST Adjustment Feb 07 Building	GST Feb 07 B	J1006	2.15	-	598.19 Dr
3/05/2007	Mar 07 Exp, Greenshields, Monte	71	J1016	48.50	-	646.69 Dr
3/11/2007	Telus Mobility	Mar 07	J1204	40.61	-	687.30 Dr
3/16/2007	Crawford, Julie	2007-0105E	J1225	30.00	-	717.30 Dr
3/11/2007	Telus Mobility	Apr 07	J1485	77.14	-	794.44 Dr
3/26/2007	Crawford, Julie	2007-0109E	J1486	40.00	-	834.44 Dr
3/14/2007	Crawford, Julie	2007-0110E	J1722	40.00	-	874.44 Dr
3/23/2007	Telus Mobility	May 07	J1720	153.29	-	1,027.73 Dr
3/08/2007	Crawford, Julie	2007-0112E	J1878	50.00	-	1,077.73 Dr
3/11/2007	Telus Mobility	Jun-07	J2071	81.03	-	1,158.76 Dr
				1,158.76	0.00	
						0.00 Dr
						0.00 Dr
Depreciation						0.00 Dr
Printing						0.00 Dr

Deer Spca  
 ral Ledger Report 10/01/2006 to 06/30/2007  
 d by: Date

Month	Comment	Source #	JE#	Debits	Credits	Balance
10/2007	Digitex	S30814	J1271	83.85	-	83.85 Dr
09/2007	Digitex	S31593	J1660	307.58	-	391.43 Dr
07/2007	Just Ink Services	22570	J1664	299.32	-	690.75 Dr
				690.75	0.00	
<b>Promo/Meals</b>						0.00 Dr
03/2007	Mar 21/07, Arbeau-Wood, Heidi	72.	J1199	28.74	-	28.74 Dr
03/2007	Flater, Karri-Ann	Apr3/7 Exp	J1269	12.61	-	41.35 Dr
03/2007	Greenshields, Monte	BldgApr07	J1667	180.93	-	222.28 Dr
04/2007	Apr-May 07, Arbeau-Wood, Heidi	092	J1658	68.74	-	291.02 Dr
04/2007	Crawford, Julie	2007-0110E	J1722	151.33	-	442.35 Dr
				442.35	0.00	
<b>Postage/Courier</b>						0.00 Dr
01/2007	Purolator Courier Ltd.	71057772	J2147	18.85	-	18.85 Dr
				18.85	0.00	



## Non-registered investment details on June 30, 2007

RED DEER & DISTRICT S.P.C.A.  
GENERAL ACCOUNT  
This account is with CIBC.

You have GICs maturing in the  
next 120 days. Please see the  
shaded items below for details.



### Investments you held in this account at the end of this statement period

Investment	Principal amount (\$)	Interest rate (%)	Issue date	Maturity date	Projected maturity value (\$)	Current value (\$)
<b>Savings</b>						
Fixed Rate GIC TBGIC-00027	72,365.98	3.5500	Jun 25, 2007	Sep 24, 2007	73,006.47	72,408.21
Flexible GIC FLGIC-00035	150,000.00	3.7000	Feb 13, 2007	Feb 13, 2008	155,550.00	152,098.36
Flexible GIC FLGIC-00043	250,000.00	3.7500	Mar 7, 2007	Mar 10, 2008	259,452.05	252,971.31
<b>Total</b>	<b>\$472,365.98</b>					<b>\$477,477.88</b>

For important information about this account and CIBC, please see the end of this statement.

For inquiries about your maturing GICs, or if you wish to provide alternative renewal instructions, please call your CIBC Personal Banker or 1 800 465-3863.

PARKLAND HUMANE SPCA  
IN TRUST  
This account is with CIBC

### Investments you held in this account at the end of this statement period

Investment	Principal amount (\$)	Interest rate (%)	Issue date	Maturity date	Projected maturity value (\$)	Current value (\$)
Income Long Term GIC LT-00027	15,000.00	2.6000	Jan 16, 2006	Jan 18, 2010	15,000.00	15,000.00
<b>Total</b>	<b>\$15,000.00</b>					<b>\$15,000.00</b>

For important information about this account and CIBC, please see the end of this statement.



**Account Details**

July 27, 2007 at 11:13am Eastern time

Account Type: Other  
 Transit Number:  
 Account Number:  
 Balance <sup>1</sup>: \$17,187.14  
 Available Funds <sup>2</sup>: \$16,187.14

Account Details — Jun. 01, 2007 to Jul. 31, 2007

Date	Transactions	Debit	Credit
Jul. 24, 2007	DEPOSIT		\$1,000.00
Jul. 24, 2007	DEPOSIT		\$151,949.16
Jul. 24, 2007	DEBIT MEMO	\$151,949.16	
Jul. 18, 2007	DEPOSIT		\$100.00
Jul. 18, 2007	CHEQUE 000000000089	\$19.42	
Jul. 13, 2007	DEPOSIT		\$900.00
Jul. 10, 2007	DEPOSIT		\$60.00
Jul. 06, 2007	DEPOSIT		\$10,000.00
Jul. 06, 2007	CHEQUE 000000000088	\$83.46	
Jun. 29, 2007	DEPOSIT ITEM FEE 4 AT .16	\$0.64	
Jun. 29, 2007	ADDITIONAL OPTION FEE	\$2.00	
Jun. 29, 2007	PACKAGE FEE	\$4.00	
Jun. 22, 2007	DEPOSIT		\$1,500.00
Jun. 21, 2007	CHEQUE 000000000099	\$24.70	
Jun. 19, 2007	CHEQUE 000000000100	\$3,226.87	
Jun. 18, 2007	DEPOSIT		\$850.00
Jun. 13, 2007	RETURNED CHEQUE SERVICE CHARGE RETN CHQ DEPT	\$5.00	
Jun. 13, 2007	RETURNED CHEQUE RETN CHQ DEPT	\$900.00	
Jun. 11, 2007	CHEQUE 000000000086	\$157.89	
Jun. 08, 2007	DEPOSIT		\$900.00
Jun. 04, 2007	CHEQUE 000000000087	\$1,870.26	
Jun. 01, 2007	DEPOSIT		\$800.00

**Note:**  
 Transactions from today are reflected in your balance, but may not be displayed on this page if you recently updated your bankbook, if a paper statement was recently issued, or if a transaction is backdated. These transactions will appear in your history the following business day.

For questions and/or disputes about service fees or Non-Sufficient Fund (NSF) charges, please call Telephone Banking at 1-800-465-2422. You can also view a list of [service charges and account fees](#).

<sup>1</sup> Balance column shows the amount of money in your account, including any funds on hold.

<sup>2</sup> Available Funds is your Balance minus any funds on hold plus any overdraft limit, representing money available for immediate use in your account.

\*Foreign Currency Conversion Fee - If you withdraw foreign currency from a bank machine located outside of Canada, you are charged the same conversion rate CIBC is required to pay, plus an administration fee of 2.5% of the converted amount (this is in addition to any transaction fee applicable to the withdrawal and the network fee).



Account Details

July 31, 2007 at 11:51am Eastern time

Account Type: Chequing  
 Transit Number:  
 Account Number:  
 Balance 1: \$69,829.71  
 Available Funds 2: \$69,829.71

Account Details — Jun. 01, 2007 to Jul. 31, 2007

Date	Transactions	Debit	Credit
Jul. 31, 2007	Electronic Funds Transfer Credit Memo		\$483.00
Jul. 31, 2007	Electronic Funds Transfer Credit Memo		\$290.00
Jul. 31, 2007	Electronic Funds Transfer Credit Memo		\$88.00
Jul. 30, 2007	CREDIT MEMO 4762985 VISA GBL VI 4762985		\$46.00
Jul. 30, 2007	CREDIT MEMO 4762985 IDP GBL IDP4762985		\$55.00
Jul. 30, 2007	CHEQUE 000000000919	\$36.00	
Jul. 30, 2007	CHEQUE 000000001139	\$2,631.99	
Jul. 27, 2007	CREDIT MEMO 4762985 IDP GBL IDP4762985		\$85.00
Jul. 27, 2007	CREDIT MEMO 4762985 VISA GBL VI 4762985		\$175.00
Jul. 26, 2007	CRÉDIT MEMO MC98178680013 BUSINESS PAD		\$105.00
Jul. 26, 2007	CREDIT MEMO 4762985 IDP GBL IDP4762985		\$195.00
Jul. 25, 2007	CREDIT MEMO 4762985 VISA GBL VI 4762985		\$50.00
Jul. 25, 2007	CREDIT MEMO 4762985 IDP GBL IDP4762985		\$248.00
Jul. 24, 2007	CREDIT MEMO 4762985 IDP GBL IDP4762985		\$108.00
Jul. 24, 2007	CREDIT MEMO 4762985 IDP GBL IDP4762985		\$170.00
Jul. 24, 2007	CREDIT MEMO 4762985 IDP GBL IDP4762985		\$198.00
Jul. 24, 2007	DEPOSIT		\$18,040.49
Jul. 24, 2007	CHEQUE 000000001086	\$400.00	
Jul. 23, 2007	CREDIT MEMO 4762985 IDP GBL IDP4762985		\$10.00
Jul. 20, 2007	CREDIT MEMO 4762985 IDP GBL IDP4762985		\$208.00
Jul. 20, 2007	CHEQUE 000000001022	\$26.75	
Jul. 20, 2007	CHEQUE 000000001068	\$139.92	
Jul. 20, 2007	CHEQUE 000000001091	\$1,911.06	
Jul. 19, 2007	CREDIT MEMO 4762985 IDP GBL IDP4762985		\$130.00
Jul. 19, 2007	CHEQUE 000000001076	\$97.30	
Jul. 19, 2007	CHEQUE 000000001069	\$524.95	
Jul. 19, 2007	CHEQUE 000000001090	\$1,853.00	
Jul. 18, 2007	CREDIT MEMO MC98178680013 BUSINESS PAD		\$250.00
Jul. 18, 2007	CREDIT MEMO 4762985 IDP GBL IDP4762985		\$271.00
Jul. 18, 2007	DEPOSIT		\$932.06
Jul. 18, 2007	CHEQUE 000000001073	\$155.08	
Jul. 18, 2007	CHEQUE 000000001082	\$400.00	
Jul. 17, 2007	CREDIT MEMO 4762985 IDP GBL IDP4762985		\$145.00
Jul. 17, 2007	CREDIT MEMO 4762985 IDP GBL IDP4762985		\$224.00
Jul. 17, 2007	CHEQUE 000000001070	\$174.43	
Jul. 17, 2007	CHEQUE 000000000998	\$6,731.54	
Jul. 16, 2007	CREDIT MEMO 4762985 IDP GBL IDP4762985		\$127.00
Jul. 16, 2007	CHEQUE 000000001077	\$43.23	

*15,000 to Building etc*

Statement for the period ending June 30, 2007

## ACCOUNT HOLDINGS

	Quantity	Average Cost	Current Price	Market Value
Cash				
Cash	328.87		1.000	328.87
Market Value of Cash				\$ 328.87
FIXED INCOME				
RYL BK B/A 22JAN2008	155,449 seg	96.595	97.4108	151,424.11
Market Value of FIXED INCOME				\$ 151,424.11

As a reminder, please inform your Investment Advisor if there are any changes to your account profile. Further to this, please inform your Wolverton Investment Advisor if your status as an insider or significant shareholder has changed.

## Terms, Conditions &amp; Other Information

- Securities transactions, as shown on this statement may be disclosed to CCRA on a yearly basis. The income or capital gain from these transactions must be reported on your annual income tax return. Please keep this statement for income tax purposes, as no other form will be provided in respect of these transactions.
- We assume this statement to be correct unless our accounting department is notified in writing within 20 days.
- Every transaction, whether or not initiated by you, indicated or referred to in this statement, shall be deemed conclusive and treated as authorized and correct and as ratified and confirmed by you, unless our accounting department shall have received from you written notice to the contrary within 20 days after delivery of this statement.
- Stock exchange regulations require settlement of cash or securities owed by you on transactions by the "settlement date" specified on the confirmation you have received.
- Credit balances are payable on request upon receipt by us of securities in good delivery order.
- It is understood and agreed that all securities carried in your account or deposited to secure the same may be carried in our general loans and may be loaned or pledged by us either separately or together with other securities, either for the amount due therein or for a greater sum, and may be bought or sold at private or public sale when such sale or purchase is deemed necessary by us for our protection, all without notice to you.
- Our Statement of Financial Condition as of our most recent financial year-end and a list of our Directors and Senior Officers is available upon request. Our clients in British Columbia are entitled to certain additional information about us, including information about commissions and fees that we charge, and about any administrative proceedings that may relate to the firm or our staff.
- Customers' accounts are protected by the Canadian Investor Protection Fund within specified limits. A brochure describing the nature and limits of coverage is available upon request.
- Any free credit balances represent funds payable on demand which, although properly recorded in our books, are not segregated and may be used in the conduct of our business.
- National Instrument 54-101: You have provided us with instructions regarding shareholder communications. Please be advised that these instructions may be varied at any time by providing us with written notice.

LETTER of COMMITMENT

between

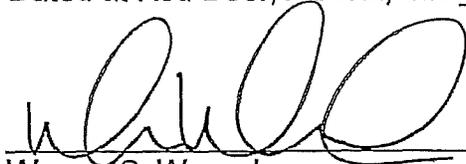
Warren Wessel  
#116 5301 43 Street  
Red Deer, Alberta, Canada  
T4N 1C8  
Phone: (403) 356-9443

and

Red Deer & District SPCA  
4505 – 77 Street  
Red Deer, Alberta, Canada  
T4P 2J1  
Phone: (403) 342-7722

This letter is proof of commitment of Warren Wessel for a pledge in the amount of two hundred and fifty thousand dollars (\$250,000), to be used as matching funds with granting foundations and potential Red Deer & District SPCA capital building project investors.

Dated at Red Deer, Alberta, this 12 day of June, 2007



Warren S. Wessel



Capital Building Campaign  
GIFT LIST  
Red Deer & District SPCA  
**Thank you!**

Name	Gift
Wessel, Warren	\$500,000.00
Will, David	\$150,000.00
Weiers, Deb	\$100,000.00
Donald, Jack & Joan	\$50,000.00
Weiers, Mary	\$30,000.00
Weiers, Dale	\$30,000.00
MacBean, Jessie (Estate of)	\$15,000.00
Underhill, Sharon & Murray	\$15,000.00
Lacey, Peter & Kathy	\$11,000.00
McPherson, Jim	\$10,500.00
McFee, Dorothy	\$10,000.00
Simpson, Barry & Cheryl	\$10,000.00
Goodacre, Andrew	\$10,000.00
Anonymous Donors	\$9,200.00
Other Smaller Gifts	\$69,800.00
<b>TOTAL</b>	<b>\$1,020,500.00</b>



**Red Deer & District SPCA has been sheltering lost and discarded companion animals for over 30 years.**

**Our building is essential to what we do. But it was make-shift when acquired three decades ago to serve a regional population almost half of what it is today.**

**We have not kept pace with our community's needs for the past nine years and cannot meet tomorrow's growing demands.**

**Funds raised through the *Building Pawsitive Futures* campaign will enable us to construct a practical, functional, sustainable building so we can care for and protect animals now and in the future.**

**OUR COMMUNITY'S NEED IS GROWING RAPIDLY**

We care for more than 1,100 companion animals each year — **63% more than 10 years ago**. At any time, we have more than 80 cat and 20 dog "guests." That total would be even higher if not for the fact that we have been forced to turn away hundreds of animals annually over the past eight years because we do not have room to take them in.

Red Deer and district is growing at an unprecedented pace and the next three decades is predicted to see an increase of more than 50,000 residents. **More people means more pets — and more need for our SPCA.**

At the same time, the services needed by our community have evolved. A traditional "animal shelter" is no longer adequate. **We must reduce the number of animals needing our SPCA's help by improving human-animal relationships.** Our progressive education and community programs have been delivered to more than 6,200 adults and children over the past two years, but must reach more families and children. We must promote a responsible and educated society that has respect and compassion for all living things. **We are so much more than just an animal shelter.**



**OUR BUILDING IS, QUITE SIMPLY, USED UP**

There is only so much you can do with a 3,000 sq. ft. used service trailer — and with creativity and commitment, we've done it.

**But the building has become a health problem for both animals and people.** Healthy animals that could be readily adopted when they arrive often end up sick within days of being here, delaying their adoption, occupying much-needed space, requiring costly veterinary care and medication or, sadly, leading to euthanization.

**Experts tell us the building is beyond repair and renovation. We must construct a new facility.**



## A NEW PURPOSE-BUILT FACILITY THAT WORKS FOR ANIMALS

We are committed to spending our supporters' hard-earned dollars wisely, which is why our goal first and foremost is to construct a functional, modest building that will enable us to provide high-quality care and protection for a growing number of animals. It is imperative that our new 12,000 sq. ft. facility:

- has **space for twice as many animals**, to meet current demand and be ready for the future
- meets **veterinary, hygienic and related animal-treatment standards**, including essential equipment
- provides **kennels appropriate to the animals' needs and comfort**
- has an air exchange system that will **prevent contagious diseases from spreading** (as they do in the current building)
- has **surfaces that can be sterilized** to prevent the spread of disease
- has **adequate drainage** for large volumes of water
- **operates efficiently and uses resources wisely**



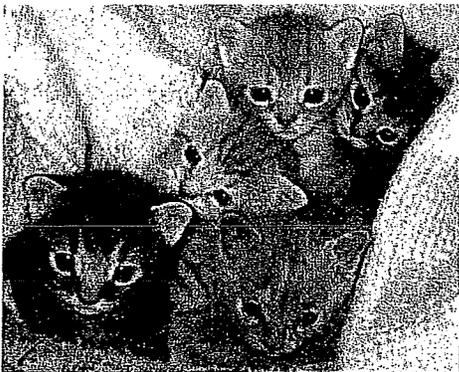
## COMMUNITY INVESTMENT IS CRUCIAL

Your support will enable our SPCA to provide education and safe, healthy care for thousands of animals — "pawsitively" changing lives forever.

**We have the land. We have the commitment. We have the people.**

**We need you. Your support will make our \$2.5 million campaign goal a reality.**

Fiscal management is our priority and we have developed a comprehensive business plan that takes into account the added responsibilities of a new, larger building.



**We all share  
the responsibility for the  
care and protection  
of animals.**

**Community support is  
Building Pawsitive Futures  
for animals and people.**



Capital Building Campaign  
**PLEDGE FORM**  
 Red Deer & District SPCA

**Yes! I wish to support Red Deer & District SPCA's Capital Building Campaign**

Name: \_\_\_\_\_ Phone (H): \_\_\_\_\_ (B): \_\_\_\_\_

Address: \_\_\_\_\_  
 (please indicate Home or Business)

City, Province: \_\_\_\_\_ Postal Code: \_\_\_\_\_ E-mail: \_\_\_\_\_

**I wish to make a total contribution of \$ \_\_\_\_\_**

We may publish the names of our donors in recognition of their support. Please indicate name(s) to be used for recognition purposes: \_\_\_\_\_

I wish my contribution to remain anonymous

**I would like to make my contribution in the form of:**

- A monthly donation of \$ \_\_\_\_\_ for  3 years **OR**  \_\_\_\_\_ years  
 An annual donation of \$ \_\_\_\_\_ for  3 years **OR**  \_\_\_\_\_ years  
 A one-time donation of \$ \_\_\_\_\_  by cheque  by credit card (please fill out below)

**My preferred method of payment is:**

- By cheque* (one-time or a series of post-dated)  
 Beginning \_\_\_\_/\_\_\_\_/\_\_\_\_ (dd/mm/yy)
- By pre-authorized debit from my account* (my void cheque is attached)  
 My contribution will be every \_\_\_\_ of the month, beginning \_\_\_\_/\_\_\_\_/\_\_\_\_ (dd/mm/yy)
- By credit card*  
 Visa  MasterCard  
 Card Number: \_\_\_\_\_ Expiry: \_\_\_\_/\_\_\_\_  
 Beginning \_\_\_\_/\_\_\_\_/\_\_\_\_ (dd/mm/yy)

I wish to receive additional information regarding:

- planned giving  
 giving shares of appreciated securities

An official tax receipt will be issued – Charitable Registration #12986 7826 RR0001

\_\_\_\_\_  
 Signature

\_\_\_\_\_  
 Date

Red Deer & District SPCA  
 4505 - 77 St.  
 Red Deer, AB T4P 2J1

Phone: (403) 342-7722  
 Fax: (403) 341-3147  
 E-mail: development@reddeerspca.com

6/5/2007





Capital Building Project  
**DONOR RECOGNITION  
 PHILOSOPHY & GUIDELINES**  
 Red Deer & District SPCA

### PHILOSOPHY:

The Red Deer & District SPCA recognizes that your generosity as community investors is critical in achieving our building fund goals as well as our long-term financial stability; and greatly appreciates and values all contributions. We believe that all gifts are meaningful, represent worth relative to means, and that only a donor can define generosity. We also believe that a monetary gift is never more important than the individual relationship. We are committed to recognizing all contributions and contributors in a manner appropriate to the gift as well as to the gifter, ensuring all recognition is warm, equitable, consistent and timely.

### OBJECTIVES:

- √ To provide appropriate, timely and donor-centered recognition for all charitable donations.
- √ To elevate donors' sights and serve as a cultivation tool for larger and/or future donations.
- √ To build positive and long-term, collaborative relationships with both corporate and individual donors, giving thoughtful attention to donor interests.
- √ To provide public evidence of philanthropic activity that suggests the Society is privileged to have external support and encourage others to invest in our community.
- √ To ensure all contributions are in compliance with Canada Customs and Revenue Agency (CCRA) requirements.

### RESPONSIBILITIES:

- √ To define donor levels and applicable recognition.
- √ To recognize every donor in a manner appropriate to their gift.
- √ To respect and observe a donor's wish for anonymity.
- √ To use all funds with fiscal responsibility, as directed, and in a timely manner.
- √ To communicate project progress regularly in media applicable to the donor.
- √ To involve donors in the results of their giving.
- √ To recognize our volunteers through the volunteer program, as the "giving of time" is also crucial to the success of the project.
- √ To recognize "operations supporting" donors through the operations plan.

**METHODS OF RECOGNITION:**

- √ Naming of facilities and programs
- √ Sponsorships (i.e. rooms, kennels, stones, bricks, etc.)
- √ Donor walls
- √ Media (TV, newspapers, radio)
- √ Direct mailing to donors (i.e. thank you letters, certificates, etc.)
- √ Gifts
- √ Invitations to special events
- √ SPCA Newsletter
- √ SPCA Website
- √ SPCA Annual General Meeting

**Gift Agreements:**

For gifts of more than \$50,000 the Donor and Red Deer & District SPCA will sign a mutually agreed-upon Gift Agreement. The purpose of a Gift Agreement is to establish a mutual understanding of the purpose of the gift, the management of the Donor's funds, the terms of the pledge and the SPCA's responsibility to report the results of the Donor's gift (e.g., construction of a new space, service provided, etc.). It forms the basis of an ongoing relationship between Red Deer & District SPCA and each Campaign Donor.

The Director of Development will co-ordinate the development of Gift Agreements.

**Pledge Forms:**

For gifts of less than \$50,000 the Donor will sign a Pledge Form. The purpose of a Pledge Form is to outline all terms of the pledge (i.e. donor contact information, amount and terms of the donation, special instructions, etc.).

Specific donation recognition details are available upon request.



Capital Building Project  
**DONOR RECOGNITION &  
 ACKNOWLEDGEMENT CHART**  
 Red Deer & District SPCA

**Pawsitive Futures** (Platinum Level Major Gifts - \$50,000 and up)

Phone call from Executive Director **OR** Development Director  
 Phone call from Campaign Chairs (if not Anonymous Donor)  
 Letter from Executive Director **AND** Development Director  
 Letter from Campaign Chairs  
 Handwritten note from President  
 On-going communication and project updates as applicable  
 Appropriate and meaningful recognition in the facility, including donor wall  
 Invitations to major events

**Humane Heroes** (Gold Level Major Gifts - \$10,000 to \$49,999)

Phone call from Executive Director **OR** Development Director  
 Letter from Executive Director **AND** Development Director  
 Letter from Campaign Chairs  
 Handwritten note from President  
 On going communication and project updates as applicable  
 Appropriate and meaningful recognition in the facility, including donor wall  
 Invitations to major events

**Fur-Ever Friends** (Silver Level Gifts - \$5,000 to \$9,999)

Letter from Executive Director **AND** Development Director  
 Letter from Campaign Chairs  
 On-going communication and project updates as applicable  
 Appropriate and meaningful recognition in the facility, including donor wall

**Partners for Pets** (Bronze Level Gifts - \$1,000 to \$4,999)

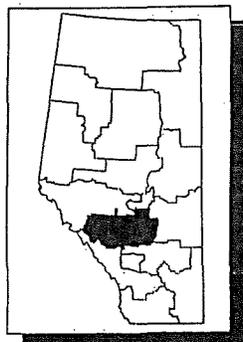
Letter from Executive Director **OR** Development Director  
 On-going communication and project updates as applicable  
 Appropriate and meaningful recognition in the facility

**From the Heart** (Pewter Level Gifts – up to \$1000)

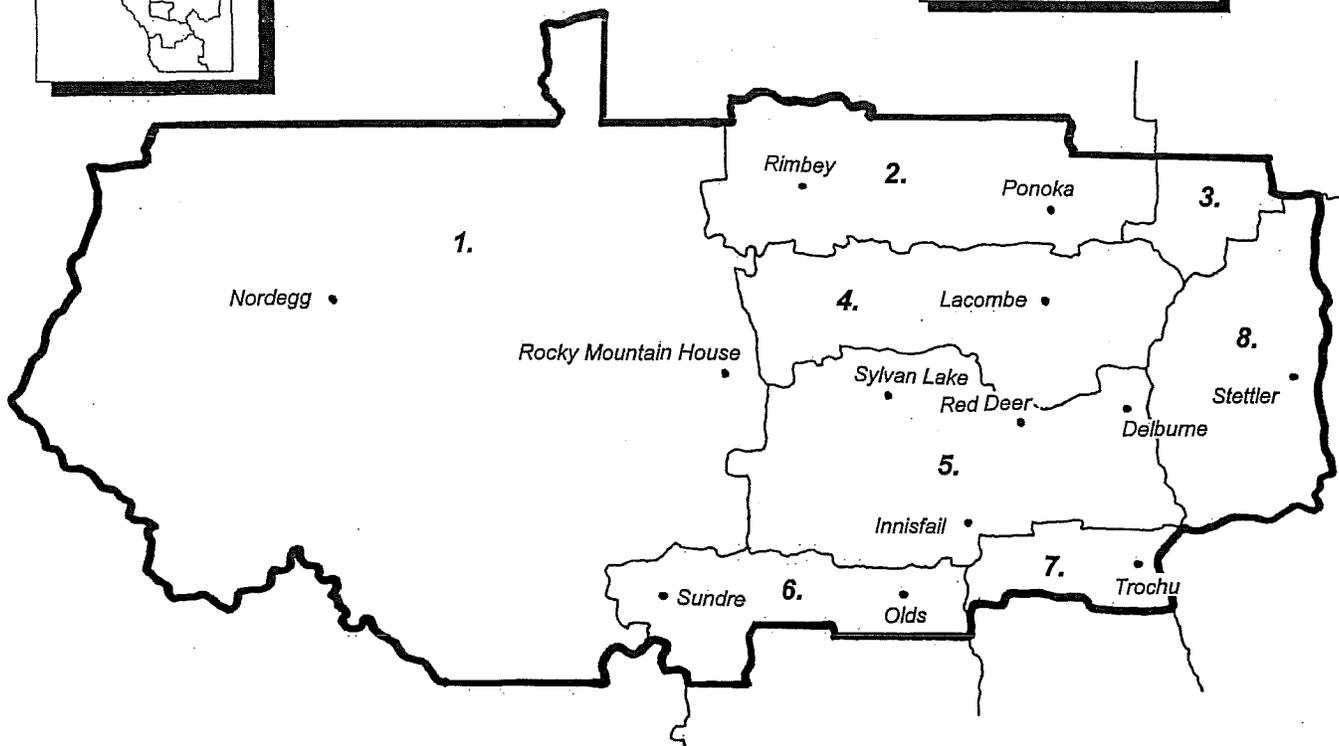
Letter from Development Director  
 On-going communication and project updates as applicable  
 Appropriate recognition in the facility



Approximate Area of Responsibility



1. M.D. of Clearwater
2. County of Ponoka
3. County of Camrose
4. Lacombe County
5. County of Red Deer
6. County of Mountain View
7. M.D. of Kneehill
8. County of Stettler



NUMBER OF ANIMALS ADMITTED, 2003 – 2006:

City of Red Deer	1,468	County of Ponoka	137	MD of Wainwright	8
City of Calgary	6	County of Wetaskiwin	22	MD of Clearwater	100
City of Edmonton	7	County of Stettler	61	MD of Brazeau	10
City of Spruce Grove	1	County of Paintearth	7	Special Area #2	9
City of Medicine Hat	2	County of Camrose	2	Special Area #4	14
County of Red Deer	872	County of Vulcan	1	Out of Province	7
County of Lacombe	383	County of Grande Prairie	9		
County of Leduc	3	MD of Rocky View	1		
County of Mountain View	70	MD of Kneehill	18		
<b>TOTAL</b>					<b>3,218</b>





Capital Building Project  
**FACT SHEET - SUMMARY**  
 Red Deer & District SPCA

For over thirty years, Red Deer & District SPCA has promoted the welfare and dignity of companion animals, and has fought for their protection from suffering by encouraging a caring and responsible society. We affirm the inherent worth and dignity of every living being, and strive for justice, equity and compassion in all human-animal relations. Through our programs and services, we promote humane education to foster harmonious relationships between animals and humans.

**Society:**

- Registered charity, \$22,500 annually from City & County, no other government funding
- Operating budget (2006-07) \$494K; funds from gifts, memberships and internally generated revenues (i.e. City dog tag sales, adoptions and cremations)
- Staff - 12 full time; Volunteers – over 200 active; Membership: 295

**Current Facility:**

- Primary companion animal care and advocacy centre in Central Alberta servicing approximately 100,000 square kilometers, 350,000 population – west of Rocky Mountain House, north to Wetaskiwin, east to Stettler and south to Olds
- Incoming animals – ~1100 annually (maximum capacity reached for past eight years – 719 dogs and 1952 cats turned away from the shelter in the past 12 months – 2671 total turned away)
- Max-adopt philosophy; 2006 – 69% adopted or returned to owner, 31% euthanized
- 2854 square feet converted from a used service trailer 31 years ago
- Structural deficiencies, improper ventilation and heating, aged and deteriorating building
- Overcrowding, health and disease concerns for visitors, staff, volunteers and animals
- Humane education centre partnering with women's shelter, children/youth at risk, and other social agencies. As the local pet food bank, provide product to an average of 20 users per month.

**New Facility:**

- 2.35 acres purchased from City of Red Deer
- 9000 square feet (plus a 3000 square feet mezzanine), basic building with space to appropriately and comfortably house twice as many animals
- Meets veterinary, hygienic and related animal treatment standards, including essential equipment
- Adequate drainage, isolation and air exchange equipment to prevent the spread of disease
- Improved working environment for staff and volunteers

**Capital Campaign:**

- Campaign aggressively for one year, all funding directed to the new building will be used for the new building
- Design/build what we can with what we raise, with consideration for future development
- Ketchum Canada Inc. (KCI) contracted as fund raising advisors

**In Closing:**

Our community *desperately* needs a new animal advocacy and care facility. Companion animals play a vital role in your society and deserve to be treated with dignity and respect. Our plans will allow us to expand and improve the services we provide to these animals and their companion humans.

We promise to invest every dollar you provide with the same integrity, due diligence and hard work it took you to earn it and we thank you, as community investors, for making the dream and plans for this very important community project a reality!



Red Deer & District SPCA  
SERVICES, PROGRAMS & EDUCATION

**ANIMALS SERVICES:**

Shelter and Care of Companion Animals

- √ provide shelter, protection and immediate care for unwanted/stranded/stray or surrendered guest animals before being placed for adoption

Lost/Found and Return-to-Owner

- √ register and maintain a database of animals lost and found in the community, enabling us to re-unite more than 200 family pets with owners
- √ in 2005 we received over 1200 calls for lost or found pets

Adoption

- √ provide adoption services for stray, abandoned and/or discarded companion animals

Animal Transportation for Spay and Neuter

- √ ensure all animals adopted from the shelter are spayed or neutered, by delivering all unaltered animals to the chosen veterinary clinic for the adoptive family

Spay/Neuter Interest Free Funds (S.N.I.F.F.)

- √ assists with the costs of altering, vaccinating and identifying pets – by referral only

Animal Licenses and Microchip Identification

- √ promotes, educates and creates awareness of existing bylaws by selling dog licenses and cat identification tags
- √ microchip identification of all shelter animals resulting in lost animals being returned to their owners

Pet Referral Board

- √ offer and maintain a referral board where pet information is posted to assist with finding new homes for family pets when their current owners can no longer keep them

Community Information & Referral

- √ maintain and communicate comprehensive lists of agencies, veterinarians, groomers, kennels, animal trainers and other community resources

Pet Food Bank

- √ provide dog and cat food, cat litter and pet treats for animals whose owners-in-crisis cannot meet their basic needs

Cremation

- √ offer private and general cremations to the public

## COMMUNITY PARTNERSHIPS:

### Volunteer Program

- √ provides individuals opportunity to utilize skills in areas of fundraising, promotion, education, shelter activities, new building committee, board of directors etc. that in turn benefit our society
- √ currently more than 200 active volunteers from all facets of the community – community leaders, business people, veterinarians, schools programs, etc.
- √ more than 6240 volunteer hours logged in the past fiscal year

### Memberships:

- √ more than 250 community members in the past fiscal year, demonstrating strong community support

### Disaster Planning

- √ participate in the City of Red Deer's Disaster Plan to provide for "ALL" family members in the event of a disaster
- √ provided services at three recent disasters – Pine Lake Tornado; Highway Closure/Ammonia Spill April 2003; and 2005 Flood

### Free Spay Neuter Program

- √ a community partnership with City of Red Deer, Red Deer & District SPCA and Alberta Animal Services to help curb the growing concern of pet overpopulation by offering free spay/neuter for dogs (funded through proceeds from City of Red Deer dog licenses).

### Pets And Women Safe program (PAWS)

- √ provide foster care for the pets of families who are victims of domestic violence (Central Alberta Women's Emergency Shelter, Central Alberta Women's Emergency Outreach and Crisis Centre)
- √ more than 50% of individuals will not leave a dangerous situation because of fear for the family pet

### Sir Galahad

- √ assures children who enter the Central Alberta Women's Emergency Shelter (PAWS program) that the staff at the SPCA cares about them and about their pet.

### Foster Care for Pets

- √ foster care for the pets of individuals and families without permanent shelter (Central Alberta People's Place), and for individuals who are hospitalized and without family/friends (Red Deer Regional Hospital Emergency Room)

### Therapy Pet Program

- √ partners with St. John Ambulance to provide companionship (both human and animal) to individuals living in care

### Pennies for Paws

- √ teaches that all things have value and addresses society's "throwaway" attitude
- √ competitive school program yielded ~\$16,000 in pennies in 2005 for animal care

#### PetSmart Charities Adoption Program

- √ partners with PetSmart to help extend our community reach, increase awareness of the pet overpopulation issue and promote pet adoptions by receiving in-store space, funding and support from PetSmart and PetSmart Charities – to help save pets' lives.

#### Task Force

- √ educate on cat overpopulation issues; and to seek ideas/means to establish spay/neuter clinics, with a goal of reducing the numbers of homeless felines
- √ memberships from Co-Existing with Cats Society, Red Deer & District SPCA and Medicine River Wildlife Centre

#### Community Measures Program

- √ provide opportunity for individuals to pay fines through community work

#### Work Experience and Practicums

- √ provide opportunity to gain life skill knowledge in a chosen workplace that will assist with decision-making as it relates to career choices
- √ practicum opportunity to meet program requirements in social work, veterinary health and business
- √ partnerships with Lindsay Thurber High School, Red Deer College, and Olds College

#### Day Camps

- √ opportunity for children to learn animal language and how to approach animals, how to choose a pet, and about responsible pet care

#### Guardian Angel (Personal and Business) –

- √ provides the opportunity for individuals, families, classrooms, schools, etc. to become “Guardian Angels” by assisting with the costs involved in caring for animals
- √ an effective, inexpensive, tax deductible way to advertise your business while providing care for the shelter animals

#### Veterinary Support from Local Clinics

- √ through their commitment to animal welfare, many Red Deer and area veterinarians donate or provide services and supplies at discount rates

#### East Hill Dog & Cat Hospital

- √ hosts an on-site adoption room for cats and kittens needing homes

## HUMANE EDUCATION:

### The "LINK"

- √ addresses and educates about the little known "LINK" between animal abuse, child abuse and human violence
- √ We are a member of the Domestic Violence Steering Committee.

### Dog Bite Prevention

- √ teaches children and adults safety around animals, aimed to reduce the numbers of dog bites, and hence animal euthanizations

### Choosing a Pet

- √ teaches children how to research and understand the needs of different pets, resulting in better matches, and less surrenders and/or abandonments

### Pet Responsibility and Care

- √ instills in children that animals have feelings and needs; and what it is to be a responsible pet owner

### Pet Overpopulation

- √ creates awareness of the need to spay or neuter animals, reducing the numbers abandoned or surrendered to animal shelters

### Sharing the Earth

- √ encourages children to recognize that all life is valuable and the importance of the role of "sharing the earth"

### Respect for Life

- √ raises awareness and knowledge of issues related to animals, based on the belief in the value of respect for all life

### Throwaways

- √ teaches children about relationships and personal attitudes regarding the value of animals and life in today's "throwaway" society

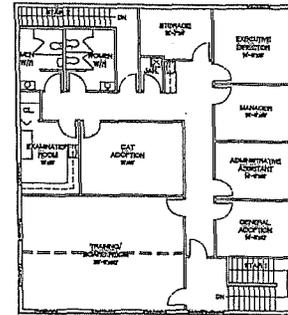
### Pet Safety

- √ teaches children how to be responsible pet owners and how to keep their pets safe in all kinds of environments

### The Shelter

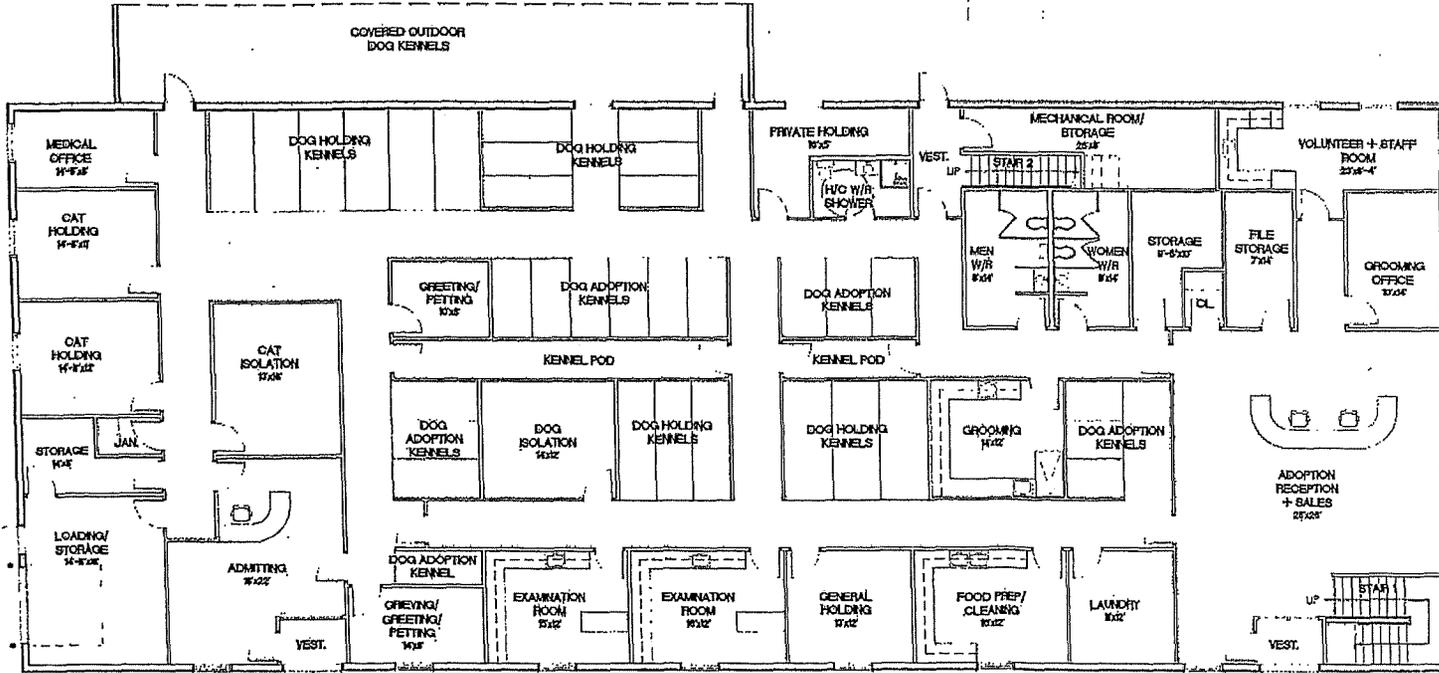
- √ creates an awareness of the day-to-day activities for the animals and staff, and the roles of Red Deer & District SPCA in our community

CONCEPTUAL FLOOR PLAN



Second Floor Plan

EXISTING  
 CREMATORIUM



Main Floor Plan

**FACTS ABOUT YOUR  
 RED DEER & DISTRICT SPCA**

*Animal Facts 2005:*

- Annually admitted: 1100
- Return to owner: 108
- Adopted to new families: 601
- Other (DOA, rescues, etc.): 48
- Euthanized: 340
- Turned away lack of room: 2672
- Maximum capacity for last 8 years

*Building Facts:*

- existing building > 30 years old
- used service trailer when put in place
- inadequate ventilation and drainage
- overcrowding of animals and staff
- experts say beyond repair or renovation

*Service Area Facts:*

- 10 provincial constituencies
- >100,000 square kilometers
- >350,000 population
- Population increase 63% since 1997
- north to Wetaskiwin, south to Olds, east to Stettler and west to the Rocky Mountains
- only animal welfare and humane education center in Central Alberta

*Business Facts:*

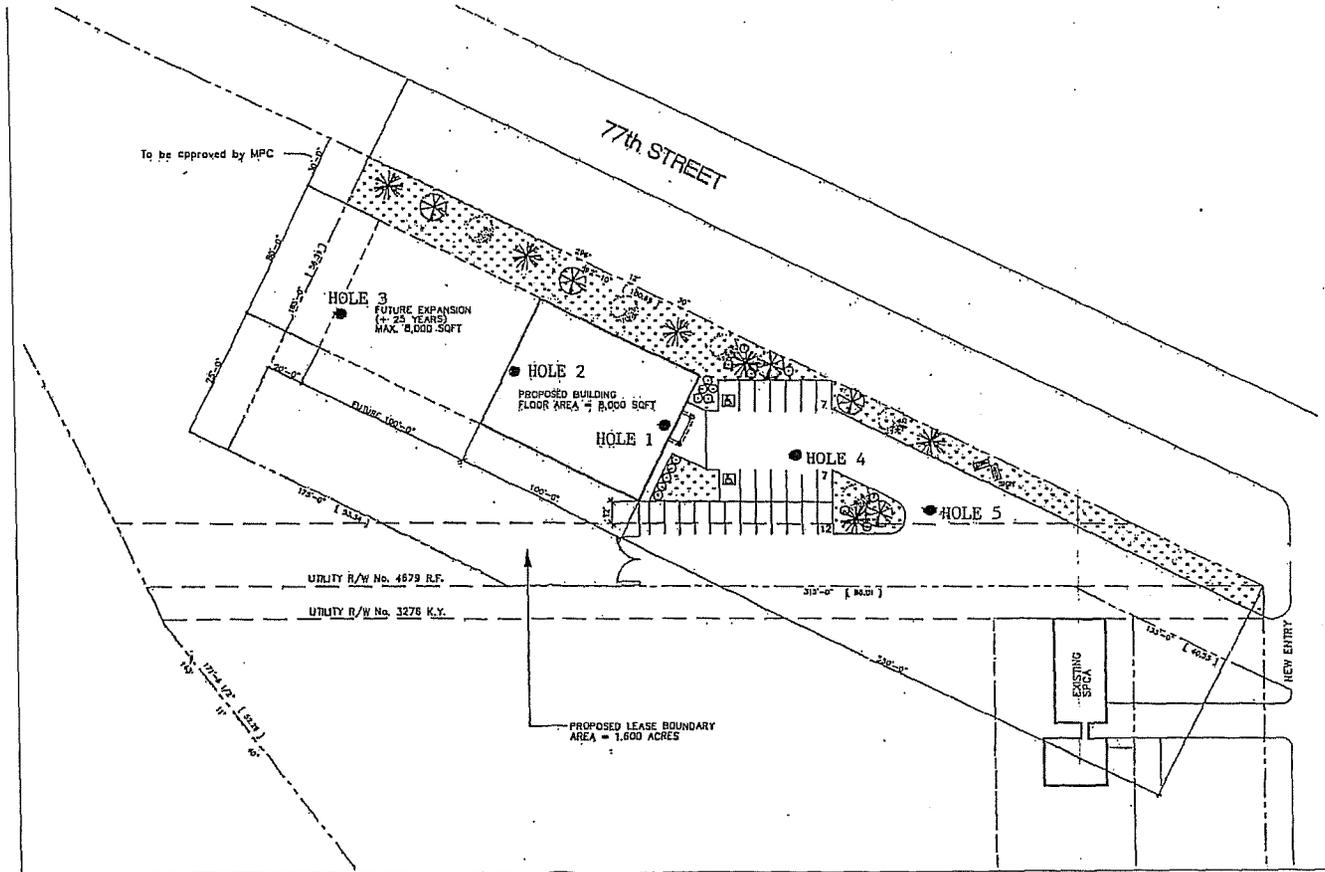
- own our building site - 2.35 acres
- operations over 90% funded through self-generated revenues and donations
- employ 13 people

*Services, Programs & Education:*

- much more than just an animal shelter
- >200 active volunteers
- 17 education programs delivered to >6200 children and adults in the past two years
- 15 community partnerships
- 10 community services related to animal care



# PROPOSED SITE PLAN



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Red Deer & District SPCA  
Capital Building Project  
**BRIDGE FINANCING LOAN REQUEST  
QUESTIONS & ANSWERS**  
Red Deer City Council

1. What is your project?
  - to build a basic and functional humane education and animal adoption centre
  
2. Why do you need a new facility?
  - society's expectations of animal welfare have evolved and our community's need has changed over the course of 30 years
  - Society demands we do more than treat the symptoms, but address the cause, therefore our need for a humane education centre is paramount
  - existing facility was a used and donated service trailer 32 years ago that has been renovated and repaired
  - poor ventilation contributes to rampant spread of disease among guest animals
  - unhealthy environment for animals, staff and volunteers
  
3. What is your capital campaign budget?
  - originally 2 years ago, \$2.5 Million
  - realistically today, with escalating building costs and furniture, fixtures and equipment, \$3.0 Million
  
4. How much have you raised?
  - \$1,023,600.63 (as of September 13, 2007)
  - \$1,000,000 Government of Alberta – Major Communities Facilities Grant (MCFP) -pending
  
5. How long have you been campaigning?
  - 1 year, since October 2006
  
6. How much money are you requesting from City of Red Deer?
  - to alleviate escalating building costs, an interim loan of \$1 Million as bridge financing so we can build in Spring 2008 and open in Spring 2009
  
7. How will you pay the loan back?
  - semi-annual payments over a five-year period
  - by continuing with our capital building campaign (major gifts, public campaign, foundations, and corporations)
  
8. Why should City of Red Deer loan you the money?
  - Red Deer & District SPCA provides an essential community service including
    - helped 48 families at risk in 2006 through Pets and Women Safe (PAWS)
    - 122 humane education presentations to 4135 people from 2005 – 2007
    - for-credit work for Lindsay Thurber High School, Red Deer College, and Olds College
    - maintain animal food bank (accessed by >40 families helped)
    - assist ~1100 abandoned/lost community animals annually
    - active member of Red Deer's Disaster Planning



9. How could CORD justify this loan to your tax-paying competitors?
- at this time we have no tax paying competitors in Red Deer
  - we have strong working alliances with Alberta Animal Services and Riverside Kennels
  - 4-Paws Doggy Day Care, Doggy Dos, PetSmart, Petland, Global Pets and Tailblazers as well as all local veterinary clinics are sponsors and contributors to our operations
  - more business in our affluent and growing community than existing services can accommodate (\$3 Billion spent annually on pet food & veterinary services for Canadian companion animals IPSOS Reid 2001)
10. What have other cities done for their local SPCA's/Humane Societies?
- |            |                         |                        |
|------------|-------------------------|------------------------|
| ▪ Edmonton | \$1,250,000.00          | (7% of project total)  |
| ▪ Calgary  | \$1,100,000.00 in-kind* | (10% of project total) |
| ▪ Cochrane | \$ 700,000.00 **        | (35% of project total) |
- \* Land for building site  
\*\* Land for building site (\$400,000), and cash gift (\$300,000)
11. What area do you serve?
- animals are admitted from all areas of the province but primarily from 100,000 square kilometers north to Wetaskiwin, east to Settler, west to Nordegg and south to Olds/Didsbury
  - serve a two-legged population of ~400,000
12. What other stakeholders are you requesting funding from?
- Government of Alberta – Major Communities Facilities Grant (MCFP) - \$1,000,000
  - County of Red Deer – TBD – November 2007
  - County of Lacombe - \$20,000
13. What if you do not receive provincial government funding?
- we are confident we will receive the funding as the province has a history of approving funding for humane animal centres and organizations
  - the review of our MCFP grant is complete and decision pending the outcome of Council's decision
14. What is your annual operating budget?
- ~\$400,000
15. How much funding do you get from the Canadian and Alberta SPCA's?
- Zero
  - All SPCA organization's operate independently from each other, though most practice standards and policies approved by Canadian Federation of Humane Societies
16. How much funding do you get from other sources?
- >90% of operating budget comes from donations and self-generated revenues
  - \$20,000 fee for service – City of Red Deer
  - \$2,500 annually – County of Red Deer
  - \$10,000 United Way of Central Alberta (have consistently received one of the highest levels of donor designated funds - our community's best indicators of value and contribution)
17. Where will you build?
- at our existing location, 4505 77 Street, Red Deer
18. Do you own the land?
- yes, 2.36 acres (final payment to CORD – November 2007 - \$24,200)
  - property value, as prime industrial, currently estimated between \$700,000 and \$1,000,000
19. How big is your current facility? New facility?

- current facility – 2800 square feet
  - new facility – 9000 square feet with 3000 mezzanine, with accommodation for expansion up and/or out
20. How will you sustain the budget required for a building three times what you have today?
- \$500,000 operating funds pledged (over five years) by a community leader
  - new facility will be energy efficient, more functional and require significantly less maintenance
  - ongoing donations, fundraising events, etc.
  - revenue generated in-house veterinarian services
  - increased adoption revenues gained by improved health and adoptability of guest animals
  - expanded planned giving programs
  - new facility capable of boarding, grooming, training, retail – or landlord for same
21. How many animals do you shelter?
- 1468 animals admitted from City of Red Deer from 2003 to 2006; or 46% of all animals admitted
  - 1100 – 1200 guest animals annually (at maximum capacity for at least the past 10 years)
  - 2 animals turned away for every guest admitted (2672 turnaways in 2006 due to lack of room and/or resources)
  - projecting turnaways at the same percentage – more than 1000 for City of Red Deer turned away annually. Where do these animals end up?
22. How many employees do you have? How many volunteers?
- 16 employees – 8 full time and 8 part time
  - more than 200 active volunteers
23. How will you proceed if City of Red Deer does not give you the loan?
- we cannot imagine a city of the size and affluence of Red Deer closing its humane animal centre because the facility is condemned
  - we will not fail
24. If you were City of Red Deer Council, would you grant this loan for \$1,000,000?
- Absolutely!



September 12<sup>th</sup>, 2007

Dear City Councilors:

Please accept this letter of support for Red Deer & District SPCA's (RD&DSPA) proposal for their new facility.

Building a vibrant place to call home requires complex solutions and collaboration on the part of everyone. Everyone is affected by the health of the community and everyone can benefit from a strong network of neighbours and support systems. Red Deer & District SPCA is part of that solution and is definitely part of the collaborations in the community. Our SPCA is the only companion animal welfare and education centre in Central Alberta. Its long list of community partnerships include Central Alberta Women's Shelter and Central Alberta Women's Outreach with its Pets And Women Safe Program (PAWS); David Thompson Health Region, Peoples Place and Canadian Mental Health Association for its pet foster care program. They are also a proactive member of the Domestic Relationship Violence Initiative Committee – putting an end to domestic violence by providing lectures and training on the LINK between animal abuse, child abuse and domestic violence.

Red Deer & District SPCA has "for credit" work/study agreements with Red Deer College, Olds College, Lindsay Thurber High School and Academy Canada; each offering training in the student's line of study or expressed area of interest. RD&DSPCA's humane education department provides in-class training from K-12 and works with both the Public and Catholic school systems.

When disaster strikes RD&DSPCA is there – providing care and aid for our companion animals so other emergency workers can provide undivided attention to our citizens. This care was evident during the Pine Lake Tornado, the toxic waste spill and, the flooding of the Red Deer River in 2005.

Annually, Red Deer & District SPCA's Pet Food Bank provides food for over 500 pets, helping those who cannot afford to sustain their families and their pets.

Lastly, Red Deer & District SPCA is a valued member of our United Way Family of Agencies. Most of you are aware of the rigorous scrutiny agencies face to received United Way funds, what better endorsement can I provide? RD&DSPCA has also consistently been the top recipient of our United Way's donor designated funds – donations where donors themselves choose the charity they wish their support to go to. What stronger a community vote can be cast?

Please, invest with impact; support Red Deer & District SPCA.

Sincerely,

  
 Heather Gardiner  
 Executive Director  
 United Way of Central Alberta



DATE: October 1, 2007

TO: Kelly Kloss, Manager  
Legislative and Administrative Services

FROM: Lorraine Poth, Manager  
Financial Services

SUBJECT: SPCA Bridge Financing Application

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The Red Deer & District SPCA is asking The City of Red Deer for Bridge Financing in the form of a \$1.0 million, 5% interest loan, with a five year payback period. They are requesting this Bridge Financing to enable them to break ground in 2007 and avoid escalating construction costs.

In reviewing the Bridge Financing Application from the Red Deer & District SPCA, Financial Services has the following observations and comments:

#### Project Cost

In 2002 the cost of construction was estimated at \$2.16 million. In February of 2006, cost of construction was estimated to be \$2.99 million. In June of 2006, these costs were estimated at a slightly lower amount of \$2.77 million.

Information obtained from the Red Deer & District SPCA indicated initial funding of the capital project from 3 sources:

Donations secured to date	\$1.013 million
Provincial MCFP Grant ( Municipal Community Facility Program Grant)	\$1.3 million
City of Red Deer bridge financing	\$1.0 million

If we were to apply the cost increases provided by the Alberta Government for building projects (20% for 2006/07 and 18% for 2007/08) the estimated construction costs would increase to approximately \$4.2 million by 2008. To fund this increase in costs, additional donor dollars would be required to repay the loan from The City or, as mentioned in the proposal, significant gifts-in-kind and deep discounts on construction would need to be obtained.

### Revenue Sources

The proposal indicates that the loan payments would be \$114,341.44, paid semi-annually through to April 2013. These payments would be funded by additional donations to be solicited over the next 5 years. The five-year forecasted budget indicates surpluses ranging from \$5,090 in the 2008/09 fiscal year to \$87,541 in the 2012/13 fiscal year. These surpluses are dependent on significant increases in revenue from the new services that are proposed in the SPCA's application. If either the increased revenue levels are not achieved or if operating costs increase, it may be necessary for the organization to retain the additional donations intended for loan repayment in order to balance their budget.

### MCFP Grant

While an application for \$ 1.3 million has been made for the MCFP grant, there has been no announcement or indication that the SPCA will receive the grant and if so, what amount they would receive. If the grant is not received or is less than anticipated, funding the capital project will become even more dependent on donations. Indications are that the grant may be dependent on confirmation of The City of Red Deer's loan of \$1 million.

### Competition with Private Business

Some of the new revenue sources, such as pet grooming kenneling, and summer day camps for children indicated in the proposal will compete directly with private-for-profit business.

### Debt Limit

Loans made by The City can impact our debt limit. Should we need to borrow to provide the loan to the SPCA, the current debt limit would be exceeded by approximately \$1.2 million. Section 268 of the Municipal Government Act prohibits municipalities from lending money under section 264, if making the loan will cause the municipality to exceed its debt limit, unless the loan is approved by the Minister.

While not all of the funds may be borrowed in 2007 and the debt limit rises as The City grows, the project costs are also be subject to inflationary pressures. At some point, The City may be forced to delay/eliminate capital projects or request permission from the Municipal Government for permission to exceed the prescribed debt limit.

**Other Municipalities:**

The SPCA is seen as a valuable service to the community. As identified in the SPCA application, other municipalities have made contributions to their local SPCA organizations. Edmonton donated \$1.25 million, Calgary donated \$1.1 million in land for a building site and Cochrane donated \$400k for the building site as well as \$300k cash gift for a total of \$700k.

**Recommendation**

Financial Services recommends that The City not provide a loan to the Red Deer & District SPCA due to the uncertainty of the ability of the Red Deer & District SPCA to repay the loan from donations.



Lorraine Poth

### 3. Community Loan Requests

The City receives many requests for program and facility development. It has been the Community Services Division procedure to review these requests based on the Community Services Open Space and Facility Action Plan, as well as the multi-use value these amenities provide the residents of our community.

Regarding the S.P.C.A. building project, the Division acknowledges the valuable programs it will provide. In our review, however, it must be noted that an S.P.C.A. facility is not referenced in the Community Services Open Space and Facility Action Plan. The business is specifically focused on animal care and the related education and does not provide the overall citizen health and wellness value that other facilities do and would not be considered a Community Services facility.

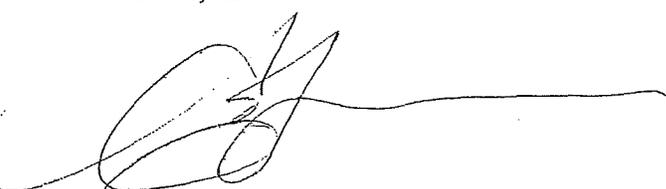
It has also been City practice to limit our loans to organizations that operate City owned facilities. (e.g. River Bend , Central Alberta Theatre, etc.) The rationale is that The City can justify the loan, as we are investing in the maintenance and enhancement of our own asset.

### 4. Business Plan Financial Review

Current City practice is to have the Financial Services Department review the business plan and comment on the financial viability of the organization, which would include loan repayment capacity. Based on this process, Community Services will not provide comment on the financial viability of the proposal.

### Recommendation

That Council for The City of Red Deer consider the financial impacts of bridge financing to the SPCA, and follow the direction of the Financial Services Department.



Colleen Jensen  
Community Services Director

CJ/GS: slm

C. Lorraine Poth, Financial Services Manager  
Dean Krejci, Corp. Controller – Finance & Budget  
Paul Meyette, Inspections & Licensing Manager



Date: September 21, 2007

To: Kelly Kloss  
Legislative & Administrative Manager

From: Paul Meyette  
Inspections and Licensing Manager

Re: **Bridge Financing Request for SPCA**

The Manager of Legislative and Administrative Services has asked that our department provides some background as to the relationship between the SPCA and the City of Red Deer.

#### **A. Background Information**

As you will note on the SPCA financial statement, annual funding is provided by The City of Red Deer to the SPCA. For many years, the financial support was in the form of a grant of approximately \$12000; in addition a service fee of \$7.50 for every license sold by the SPCA was retained by the SPCA. In 2005, the grant was converted to a fee for service contract of \$20000.; the service fee of \$7.50 for every license sold by the SPCA continued to be retained by the SPCA; an additional education grant of approximately \$5000. which is based upon \$1.00 of every license sold in the City of Red Deer was also added to the funding provided to the SPCA. The total amount of funding in 2005-2006 was \$29,994.

In return for funding the SPCA jointly administers the free low income spay neuter program with Alberta Animal Services, provides education on the Humane treatment of animals in schools, provides community education and operates a shelter and adoption service.

The City of Red Deer is the largest municipal funding source for the SPCA. The only other municipality which funds the SPCA is the Red Deer County which provides funding of \$2500. annually.

#### **B. Scope of Service**

The SPCA offers a regional service and serves all of central Alberta. This is reflected in the statistics submitted in their report. The number of animals admitted in the period 2004-2006 was 3218. Of this number 1468 were from the



## COMMUNITY SERVICES

**Date:** October 1, 2007

**To:** Kelly Kloss,  
Legislative & Administrative Services Manager

**From:** Colleen Jensen,  
Community Services Director.

**CC.**

**Subject: Request for Comments:  
Red Deer and District S.P.C.A Request for Bridge Financing**

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### Background

The Red Deer and District SPCA is proposing to build a much needed new facility to house their operations. The Community Services Division congratulates the Red Deer & District S.P.C.A. on taking on the challenge of this exciting building project, and also acknowledges the valuable animal care services they deliver. As a part of the funding plan for the project, the SPCA is requesting that The City consider the provision of bridge financing in order that they can proceed with the project in a timely manner.

### Discussion

Through a review of the SPCA Request for Bridge Financing and their related building project development plan, the Division provides the following comments. These comments are based on the past experience and approaches that Community Services has taken with other community organizations.

#### 1. **City Capital Budget**

Currently The City is facing difficult decisions with respect to the allocation of capital dollars in relation to infrastructure. Careful consideration would have to be given as to the priority of this project in relation to all requirements of The City. Significant borrowing is necessary for the current capital development plan, which does not include the SPCA at this time.

#### 2. **Interest Free Loan for the Bridge Financing**

In the past The City has loaned money to some specific not-for-profit community organizations, and to the best of my knowledge there has always been an interest rate attached. It is The City's practice to receive an interest return on money loaned, which covers opportunity costs for the cost of lending. Supporting the allocation of an interest free loan to the S.P.C.A. would be precedent setting, and a deviation away from past practices.

City of Red Deer, 872 were from the County of Red Deer, 383 were from the County of Lacombe and 147 from the County of Ponoka.

**C. Previous Decisions of City Council**

Council sold 2.35 acres of land to the SPCA in 2002 to allow for the expansion of the SPCA. Their current request is to allow construction on the land which was purchased by the City.



---

Paul Meyette  
Inspections and Licensing Manager

*Comments:*

We consider this to be an excellent project however there are some major concerns raised by Administration with respect to the loan request.

We support the comments of the Director of Community Services and the Financial Services Manager for the following reasons:

- 1) We have to borrow the money which may affect our debt limit.
- 2) There is concern with regard to the repayment schedule once a building is completed.
- 3) This will set a precedent for other community organizations to come forward with similar requests.

"Morris Flewwelling"  
Mayor

"Craig Curtis"  
City Manager



**COUNCIL MEETING OF OCTOBER 9<sup>TH</sup>, 2007**

**ATTACHMENT**

**DOCUMENT STATUS:        PUBLIC**

**REFERS TO:                APPENDIX "A" TO "F"  
BRIDGE FINANCING REQUEST  
RED DEER & DISTRICT SPCA**

## **Appendix A**

### **Red Deer & District SPCA *Capital Building Project***

## **5 Year Budget Forecast**

### **Operations**

### **(Detailed)**

From the Office of David J Will

Proposed New SPCA Facility  
Phase 1  
Red Deer, Alberta

June 28, 2006

Mr. Monte Greenshields  
Red Deer & District SPCA  
4505-77<sup>th</sup> Street  
Red Deer, AB T4P 3P7

Dear Mr. Greenshields:

The original proposed facility designed by Group2 and estimated by Hanscomb Limited of Edmonton was as follows:

Phase 1	
Base building & site development:	2,099,600.00
Arcitecutural, Professional fees:	209,960.00
Phase 2	
Second Phase development	422,700.00
Architectural and professional fees:	42,270.00

This did not include any soft costs or GST.

Yours truly,

David J Will

PROPOSED NEW SPCA FACILITY  
 PHASES I & II  
 RED DEER, ALBERTA

Report Date : September 2002  
 (Updated September 16, 2002)

5. CONSTRUCTION COST ESTIMATE SUMMARY

COST SUMMARY:

Description		Phase I	Phase II	Total
- New Construction		1,178,300	259,300	1,437,600
- Site Work		146,800	9,500	156,300
- Ancillary Work		58,800	2,800	61,600
<b>Total- Including Site</b>		<b>1,383,900</b>	<b>271,600</b>	<b>1,655,500</b>
- General Requirements & Fee	10.0%	140,600	27,600	168,200
<b>Total- Excluding Contingencies</b>		<b>1,524,500</b>	<b>299,200</b>	<b>1,823,700</b>
- Design and Pricing Allowance	10.0%	152,400	29,900	182,300
- Escalation Allowance	4.5%	75,500	14,800	90,300
- Construction Allowance	3.0%	52,600	10,400	63,000
<b>Total- Including Contingencies</b>		<b>1,805,000</b>	<b>354,300</b>	<b>2,159,300</b>
- Goods & Services Tax	-	Excluded	Excluded	Excluded
<b>Total Construction Estimate (excluding GST)</b>		<b>1,805,000</b>	<b>354,300</b>	<b>2,159,300</b>

5. CONSTRUCTION COST ESTIMATE SUMMARY

COST SUMMARY:

Description		Phase I	Phase II	Total
- New Construction		1,611,900	361,500	1,973,400
- Site Work		187,400	11,200	198,600
- Ancillary Work		70,000	3,600	73,600
<b>Total- Including Site</b>		<b>1,869,300</b>	<b>376,300</b>	<b>2,245,600</b>
- General Requirements & Fee	12.0%	230,300	46,400	276,700
<b>Total- Excluding Contingencies</b>		<b>2,099,600</b>	<b>422,700</b>	<b>2,522,300</b>
- Design and Pricing Allowance	10.0%	210,000	42,300	252,300
- Escalation Allowance	4.5%	103,900	20,900	124,800
- Construction Allowance	3.0%	72,400	14,600	87,000
<b>Total- Including Contingencies</b>		<b>2,485,900</b>	<b>500,500</b>	<b>2,986,400</b>
- Goods & Services Tax	-	Excluded	Excluded	Excluded
<b>Total Construction Estimate (excluding GST)</b>		<b>2,485,900</b>	<b>500,500</b>	<b>2,986,400</b>

## **Appendix B**

**Red Deer & District SPCA  
*Capital Building Project***

### **Feasibility Study**

by

**Ketchum Canada Inc.**

**Red Deer & District SPCA**

CENTRE REVENUE	Budget 05-06	Actual 05-06	Budget 06-07	Budget 07-08	Ops 08-09 New Fac.	Budget 09-10	Budget 10 - 11	Budget 11 - 12	Budget 12 - 13
Veterinary Services (Spay/Neuter in house)					\$ 90,000.00	\$ 91,800	\$ 93,636	\$ 95,509	\$ 97,419
Adoptions-Dogs	\$ 15,000	\$ 16,372.00	\$ 15,300.00	\$ 15,606	\$ 30,000.00	\$ 30,600	\$ 31,212	\$ 31,836	\$ 32,473
Adoptions-Others	14,000	8,713.00	10,000.00	10,200	15,000.00	15,300	15,606	15,918	16,236
Adoptions-Petsmart	12,000	16,490.00	16,000.00	16,320	17,500.00	17,850	18,207	18,571	18,943
Admittances-Dog	1,650	3,975.00	2,500.00	2,588	7,000.00	7,245	7,499	7,761	8,033
Admittances-Other	1,400	1,310.00	1,450.00	1,501	2,000.00	2,070	2,142	2,217	2,295
R T O	2,000	2,130.00	2,800.00	2,800	3,500.00	3,850	4,235	4,447	4,536
Kenneling Revenue (Dogs)					35,000.00	36,750	38,588	40,517	42,543
Grooming Revenue					31,000.00	32,550	34,178	35,886	37,681
Sales	3,000	1,205.00	3,000.00	3,000	12,000.00	13,200	14,520	15,246	15,551
Crematorium-Vets	27,000	38,100.00	32,000.00	32,000	50,000.00	52,500	55,125	56,228	57,352
Crematorium-privates	10,000	8,949.00	10,000.00	10,000					
Miscellaneous Revenue	1,000	1,152.00	1,020.00	1,040	1,500.00	1,530	1,561	1,592	1,624
City Licenses	13,000	12,224.00	15,000.00	15,750	16,000.00	16,800	17,640	18,522	19,448
Education Workshops (ie summer camp)						24,000	25,200	26,460	27,783
Microchip Revenue	6,900	2,990.00	7,050.00	7,191					
	<b>106,950</b>	<b>\$ 113,610.00</b>	<b>\$ 116,120.00</b>	<b>117,996</b>	<b>\$ 310,500.00</b>	<b>\$ 346,045.00</b>	<b>\$ 359,347.63</b>	<b>\$ 370,709.99</b>	<b>\$ 381,915.43</b>

**DONATIONS/MEMBERSHIPS**

Memorial Donations	8,200	\$ 9,331.00	\$ 11,000.00	11,550	\$ 12,000.00	\$ 13,200	14,520	15,246	16,008
Donations	45,000	\$ 63,752.00	\$ 60,000.00	63,000	\$ 70,000.00	\$ 73,500	77,175	81,034	85,085
Donations - Anonymus	45,000	\$ 45,000.00	\$ 35,000.00	45,000					
Donation - Mogi Bear Fund (in/out)		\$ 3,498.00	\$ 10,000.00		\$ 100,000.00	\$ 100,000.00	100,000	100,000	100,000
Donations-Designated	1,000	\$ 5,898.00	\$ 8,000.00	8,400	\$ 9,000.00	\$ 9,450	9,923	10,419	10,940
Cash Cans	11,000	\$ 13,182.00	\$ 13,000.00	13,650	\$ 14,000.00	\$ 14,700	15,435	16,207	17,017
Designations (United Way)	12,000	\$ 18,447.00	\$ 12,000.00	12,600	\$ 18,000.00	\$ 18,900	19,845	20,837	21,879
Guardian Angel Program	13,000	\$ 12,541.00	\$ 13,000.00	13,650	\$ 25,000.00	\$ 27,500	28,875	30,319	31,835
Donations in Kind-Automotive	3,600	\$ 3,600.00	\$ 3,600.00	3,600	\$ 3,600.00	\$ 3,600	3,600	3,600	3,600
Donations in Kind - Feed/litter	5,220	\$ 10,758.00	\$ 10,000.00	10,000	\$ 10,000.00	\$ 10,000	10,000	10,000	10,000
Memberships	6,500	\$ 4,375.00	\$ 8,000.00	8,400	\$ 8,500.00	\$ 8,925	9,371	9,840	10,332
	<b>150,520</b>	<b>\$ 190,382.00</b>	<b>\$ 183,600.00</b>	<b>189,850</b>	<b>\$ 270,100.00</b>	<b>\$ 279,775.00</b>	<b>288,744</b>	<b>297,501</b>	<b>306,696</b>

**BEQUESTS (PLANNED GIVING)**

	<b>75,000</b>	<b>\$ 75,550.00</b>	<b>\$ 85,000.00</b>	<b>5,000</b>	<b>\$ 45,000.00</b>				
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**Fees for Service**

City of Red Deer	20,000	\$ 20,000.00	\$ 20,000.00	20,000	\$ 60,000.00	\$ 61,200	62,424	63,672	64,946
City of Red Deer - Humane Education		\$ 9,994.00	\$ 5,000.00		\$ 5,000.00	\$ 5,250	5,513	5,513	5,513
County of Red Deer	2,500	\$ 2,500.00	\$ 2,500.00	2,500	\$ 3,500.00	\$ 3,500	3,500	3,500	3,675
County of Lacombe	2,500	\$ -	\$ 2,500.00	2,500	\$ 3,500.00	\$ 3,500	3,500	3,500	3,675
Grants									
United Way	15,000	\$ 10,000.00	\$ 15,000.00	15,000	\$ 15,000.00	\$ 15,750	16,538	16,538	16,538
Grants - Other	30,000	\$ 15,000.00	\$ 10,000.00	15,000	\$ 50,000.00	\$ 52,500	53,812.500	55,157.813	56,536.758
	<b>70,000</b>	<b>\$ 57,494.00</b>	<b>\$ 55,000.00</b>	<b>55,000</b>	<b>\$ 137,000.00</b>	<b>\$ 141,700.00</b>	<b>\$ 145,286.50</b>	<b>\$ 147,880.29</b>	<b>\$ 150,882.69</b>

**FUNDRAISING**

Fundraising - Gala Fur Ball (NET)					\$ 65,000.00	\$ 71,500	78,650	86,515	95,167
Fundraising - Pics with Santa	1,100	\$ 1,097.00	\$ 1,200.00	1,320	\$ 2,500.00	\$ 2,750	3,025	3,328	3,660
Fundraising - Casinos	-	\$ -	\$ -	15,000	\$ 25,000.00	\$ 25,000	25,000	25,000	25,000
Fundraising - Bark at the bend	15,000	\$ 11,612.00	\$ 15,750.00	16,538	\$ 17,000.00	\$ 17,850	18,743	19,680	20,664
Fundraising - Garage Sale	12,000	\$ 13,582.00	\$ 13,200.00	14,520	\$ 16,000.00	\$ 16,800	17,640	18,522	19,448
Fundraising - Bingos	30,000	\$ 20,400.00	\$ 16,000.00	16,000	\$ 25,000.00	\$ 25,000	25,000	25,000	25,000
Fundraising - Pet Gift Baskets	1,650	\$ 2,071.00	\$ 1,800.00	1,980	\$ 2,200.00	\$ 2,420	2,662	2,928	3,221
Fundraising - Critters for Hope	3,000	\$ 2,325.00	\$ 3,300.00	3,630	\$ 4,500.00	\$ 4,950	5,445	5,990	6,588
Fundraising - Sir Galahad	3,000	\$ 2,337.00	\$ 3,000.00	3,000	\$ 3,000.00	\$ 3,300	3,630	3,993	4,392
Fundraising - Third Party	3,000	\$ 671.00	\$ 8,000.00	3,000	\$ 10,000.00	\$ 11,000	12,100	13,310	14,641
Fundraising - Pennies for Paws	3,500	\$ 3,610.00	\$ 3,850.00	4,235	\$ 4,600.00	\$ 5,060	5,566	6,123	6,735
Fundraising - Other	2,200	\$ 2,686.00	\$ 2,400.00	2,640	\$ 3,000.00	\$ 3,300	3,630	3,993	4,392
	<b>74,450</b>	<b>\$ 60,391.00</b>	<b>\$ 68,500.00</b>	<b>81,863</b>	<b>\$ 177,800.00</b>	<b>\$ 188,930.00</b>	<b>\$ 201,090.50</b>	<b>\$ 214,380.43</b>	<b>\$ 228,908.39</b>

**OTHER INCOME**

Other Income	400	\$ -	\$ -	-	\$ -	-	-	-	-
Interest Income	1,500	\$ 1,915.00	\$ 2,100.00	2,100	\$ 2,100.00	2,152.50	2,153	2,153	2,153
	<b>1,900</b>	<b>\$ 1,915.00</b>	<b>\$ 2,100.00</b>	<b>2,100</b>	<b>\$ 2,100.00</b>	<b>\$ 2,152.50</b>	<b>2,153</b>	<b>2,153</b>	<b>2,153</b>

**TOTAL REVENUE**

	<b>478,820</b>	<b>\$ 499,342.00</b>	<b>\$ 510,320.00</b>	<b>451,808</b>	<b>\$ 942,500.00</b>	<b>\$ 1,003,602.50</b>	<b>1,041,621</b>	<b>1,077,624</b>	<b>1,115,555</b>
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**EXPENDITURES**

Advertising	1,050	\$ 3,244.00	\$ 1,100.00	1,155	\$ 3,000.00	\$ 3,150	3,308	3,473	3,647
Promotion	2,100	\$ 1,000.00	\$ 5,500.00	5,775	\$ 6,000.00	\$ 6,300	6,615	6,946	7,293
Volunteer Appreciation	2,100	\$ 1,819.00	\$ 2,200.00	2,310	\$ 3,500.00	\$ 3,675	3,859	4,052	4,254
Volunteer Training	1,050	\$ 55.00	\$ 1,100.00	1,155	\$ 2,000.00	\$ 2,100	2,205	2,315	2,431
Staff Appreciation	1,250	\$ 860.00	\$ 1,300.00	1,365	\$ 2,000.00	\$ 2,100	2,205	2,315	2,431
	<b>7,550</b>	<b>\$ 6,978.00</b>	<b>\$ 11,200.00</b>	<b>11,760</b>	<b>\$ 16,500.00</b>	<b>\$ 17,325.00</b>	<b>18,191</b>	<b>19,101</b>	<b>20,056</b>

Bank Charges	450	\$ 347.00	\$ 450.00	459	\$ 1,200.00	1,230.00	1,255	1,280	1,305
	-	\$ 1,206.00	\$ -	-	\$ -	-	-	-	-
Credit Card Fees	1,325	\$ 1,454.00	\$ 1,350.00	1,377	\$ 2,000.00	2,050.00	2,091	2,133	2,175
	<b>1,775</b>	<b>\$ 3,007.00</b>	<b>\$ 1,800.00</b>	<b>1,836</b>	<b>\$ 3,200.00</b>	<b>\$ 3,280.00</b>	<b>3,346</b>	<b>3,413</b>	<b>3,481</b>

Office Supplies	7,500	\$ 5,968.00	\$ 6,500.00	6,695	\$ 12,000.00	\$ 12,360	12,731	13,113	13,506
Photocopier Charges	1,550	\$ 1,261.00	\$ 1,600.00	1,648	\$ 3,600.00	\$ 3,708	3,819	3,934	4,052
Postage, Courier	2,000	\$ 1,360.00	\$ 2,050.00	2,112	\$ 5,000.00	\$ 5,150	5,305	5,464	5,628
Software upgrades & misc purchase	2,000	\$ 189.00	\$ 1,200.00	1,236	\$ 5,500.00	\$ 3,000	3,090	3,183	3,278
Newsletter Costs	650	\$ 872.00	\$ 700.00	721	\$ 1,200.00	\$ 1,236	1,273	1,311	1,351
	<b>13,700</b>	<b>\$ 9,650.00</b>	<b>\$ 12,050.00</b>	<b>12,412</b>	<b>\$ 27,300.00</b>	<b>\$ 25,454.00</b>	<b>26,218</b>	<b>27,004</b>	<b>27,814</b>

Board Expenses	775	\$ 132.00	\$ 800.00	824	\$ 1,500.00	\$ 1,545	1,591	1,639	1,688
Insurance	5,100	\$ 5,246.00	\$ 5,250.00	5,406	\$ 12,000.00	\$ 12,360	12,731	13,113	13,506
License, Dues & Fees	1,550	\$ 1,866.00	\$ 1,850.00	1,906	\$ 4,000.00	\$ 4,120	4,244	4,371	4,502
Humane Education	1,550	\$ 1,637.00	\$ 3,500.00	3,605	\$ 10,000.00	\$ 10,000	10,300	10,609	10,927
Professional Fees/Accounting	3,300	\$ 6,963.00	\$ 12,500.00	12,875	\$ 16,000.00	\$ 16,480	16,974	17,484	18,008
Unforeseen Miscellaneous	3,400	\$ 2,650.00	\$ 3,000.00	3,090	\$ 3,000.00	\$ 3,090	3,183	3,278	3,377
	15,675	\$ 18,494.00	\$ 26,900.00	27,707	\$ 46,500.00	\$ 47,595.00	49,023	50,494	52,008

				2008 Budget			2009 Budget	2009 Budget	2009 Budget
Repairs - Facility	6,500	\$ 6,172.00	\$ 6,700.00	6,901	\$ 30,000.00	\$ 15,000	15,000	15,450	15,914
Maintenance	2,500	\$ 5,051.00	\$ 5,000.00	5,150	\$ 6,000.00	\$ 6,180	6,365	6,556	6,753
	9,000	\$ 11,223.00	\$ 11,700.00	12,051	\$ 36,000.00	\$ 21,180.00	21,365	22,006	22,667

Supplies-Cleaning	2,060	\$ 2,285.00	\$ 2,300.00	2,369	\$ 7,500.00	\$ 7,725	7,957	8,195	8,441
Employee Attire	500	\$ 750.00	\$ 750.00	500	\$ 1,000.00	\$ 1,050	1,103	1,158	1,216
Supplies-Other	1,000	\$ 325.00	\$ 1,000.00	1,030	\$ 2,000.00	\$ 2,060	2,122	2,185	2,251
	3,560	\$ 3,360.00	\$ 4,050.00	3,899	\$ 10,500.00	\$ 10,835.00	11,181	11,539	11,908

Trailer Lease-Donated	-	\$ 2,700.00	\$ 2,700.00	-			-	-	-
			\$ -						

IT Maintenance					\$ 5,000.00	\$ 5,150	5,278,750	5,410,719	5,545,987
Telephone-Fax	650	\$ 600.00	\$ 700.00	721	\$ 750.00	\$ 773	796	820	844
Telus - Internet	1,550	\$ 609.00	\$ 1,600.00	1,648	\$ 1,750.00	\$ 1,803	1,857	1,912	1,970
Telephone	4,450	\$ 3,474.00	\$ 4,600.00	4,738	\$ 9,000.00	\$ 9,270	9,548	9,835	10,130
	6,650	\$ 4,683.00	\$ 6,900.00	7,107	\$ 16,500.00	\$ 11,845.00	12,200	12,566	12,943
			\$ -						

Utilities-Electric	4,000	\$ 4,320.00	\$ 4,500.00	4,635	\$ 14,000.00	\$ 14,420	14,853	15,298	15,757
Utilities-Gas	7,500	\$ 6,688.00	\$ 8,800.00	9,064	\$ 24,000.00	\$ 24,720	25,462	26,225	27,012
Utilities-Water,Waste	1,900	\$ 2,270.00	\$ 2,300.00	2,369	\$ 5,000.00	\$ 5,150	5,305	5,464	5,628
	13,400	\$ 15,278.00	\$ 15,600.00	16,068	\$ 43,000.00	\$ 44,290.00	45,619	46,987	48,397

Feed/Litter Purchased	5,500	\$ 3,258.00	\$ 5,550.00	5,633	\$ 12,000.00	\$ 12,180	12,363	12,548	12,736
Feed/Litter Donated	5,220	\$ 8,058.00	\$ 7,300.00	7,300	\$ 10,000.00	\$ 10,000	10,000	10,000	10,000
	10,720	\$ 11,316.00	\$ 12,850.00	12,933	\$ 22,000.00	\$ 22,180.00	22,363	22,548	22,736
			\$ -						

TOTAL WAGES & BENEFITS	246,505	\$ 247,926.00	\$ 342,922.00	305,369	\$ 666,860.00	\$ 685,430.80	\$ 704,522.85	\$ 724,150.89	\$ 744,330.08
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Crematorium Expenses incl nat gas					\$ 3,090.00	\$ 3,090	3,183	3,278	3,377
Centre Medical Supplies & Pharmaceuticals	-	\$ -	\$ 500.00		\$ 12,000.00	\$ 12,360	12,731	13,113	13,506
Veterinary Fees - Services & supplies	4,150	\$ 3,422.00	\$ 10,000.00	10,300	\$ 6,000.00	\$ 6,180	6,365	6,556	6,753
Veterinary Fees - Petsmart	7,000	\$ 10,028.00	\$ 7,200.00	7,416	\$ 8,000.00	\$ 8,240	8,487	8,742	9,004
Veterinary Fees - Supplies	5,150	\$ 6,876.00	\$ 5,300.00	5,459	\$ -	\$ -	-	-	-
Veterinary Fees - Mogi Bear		\$ 3,497.00	\$ 10,000.00		\$ 6,000.00	\$ 6,000	6,000	6,180	6,365
	16,300	\$ 23,823.00	\$ 33,000.00	23,175	\$ 35,000.00	\$ 35,870.00	\$ 36,766.10	\$ 37,869.08	\$ 39,005.16
			\$ -						

Automotive-Fuel & Oil	2,500	\$ 3,148.00	\$ 2,750.00	3,025	\$ 3,300.00	\$ 3,630	3,993	4,392	4,832
Automotive-Lease Donation	3,600	\$ 3,600.00	\$ 3,600.00	3,600	\$ 3,600.00	\$ 3,600	3,600	3,600	3,600
Automotive-Repairs	3,000	\$ 1,706.00	\$ 3,150.00	3,308	\$ 3,700.00	\$ 3,885	4,079	4,283	4,497
Automotive - Mileage	3,300	\$ 2,481.00	\$ 3,450.00	3,623	\$ 3,450.00	\$ 3,623	3,804	3,994	4,193
	12,400	\$ 10,935.00	\$ 12,950.00	13,555	\$ 14,050.00	\$ 14,737.50	15,476	16,269	17,122

TOTAL EXPENSES	357,235	\$ 369,373.00	\$ 494,622.00	447,871	\$ 937,410.00	\$ 940,022.30	\$ 966,270.34	\$ 993,946.95	\$ 1,022,467.85
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OPERATING SURPLUS(DEFICIT)	\$ 121,585	\$ 129,969.00	\$ 15,698.00	\$ 3,937	\$ 5,090.00	\$ 63,580.20	\$ 75,351	\$ 83,677	\$ 93,087
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OPERATING SURPLUS(DEFICIT)	\$ 121,585	\$ 129,969.00	\$ 15,698.00	\$ 3,937	\$ 5,090.00	\$ 63,580.20	\$ 75,351	\$ 83,677	\$ 93,087
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Add:									
Transfer from Internal	-		\$ 7,002.00	-					
Transfer from Endowment	-		\$ -	15,000	\$ -				

Subtotal	\$ 121,585	\$ 129,969.00	\$ 22,700.00	\$ 18,937	\$ 5,090.00	\$ 63,580.20	\$ 75,351	\$ 83,677	\$ 93,087
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Less:									
Capital Asset Purchases	5,500	\$ 1,405.00	\$ 19,200.00	1,000	\$ 7,700.00	\$ 18,085.00	18,489	20,914	21,359
Capital Campaign Costs	107,285	\$ 92,346.00	\$ -		\$ -				
Land Purchase	9,300	\$ 9,300.00	\$ 20,000.00	24,200					
Surplus repayment/foundation investment									
Internal Restrictions	-		\$ -	-	\$ -				
	\$ 122,085.00	\$ 103,051.00	\$ 39,200.00	\$ -	\$ 7,700.00	\$ 18,085.00	\$ 18,489.25	\$ 20,913.71	\$ 21,359.40

NET CHANGE	\$ -500	\$ 26,918.00	\$ (16,500.00)	\$ -6,263	\$ (2,610.00)	\$ 45,495.20	\$ 56,861.28	\$ 62,763.48	\$ 71,727.74
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Opening Unrestricted Surplus	92,960	\$ 92,960.00	\$ 119,878.00	\$ 103,378	\$ 119,878.00	\$ 117,268	\$ 162,763	\$ 219,624	\$ 282,388
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Closing Unrestricted Surplus	\$ 92,460	\$ 119,878.00	\$ 103,378.00	\$ 97,115	\$ 117,268.00	\$ 162,763	\$ 219,624	\$ 282,388	\$ 354,116
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SCHEDULE OF CAPITAL INVESTMENT

Development software	\$ -	\$ -	\$ 6,500.00						
Capital Equipment						10000	10000	12000	12000
Computer Equipment & Install (Evergreen)	1,500	\$ -	\$ 4,700.00	\$ 1,000	\$ 4,700.00	\$ 4,935.00	\$ 5,181.75	\$ 5,440.84	\$ 5,712.88
Incinerator (evergreen)+A42	4,000	\$ -	\$ 8,000.00		\$ 3,000.00	\$ 3,150.00	\$ 3,307.50	\$ 3,472.88	\$ 3,646.52
	\$ 5,500	\$ -	\$ 19,200.00	\$ 1,000	\$ 7,700.00	\$ 18,085.00	\$ 18,489.25	\$ 20,913.71	\$ 21,359.40

## **Appendix C**

**Red Deer & District SPCA  
*Capital Building Project***

### **Project Cost Estimates**

**Group 2 Architecture Engineering**

**and**

**D. J. Will Developments**

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# EXECUTIVE SUMMARY

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KCI was retained by the Red Deer & District SPCA ("SPCA") to undertake a Planning Study to assess receptivity to the plan to raise \$3 million for a new facility.

KCI conducted 48 one-to-one interviews with a variety of stakeholders in the community to determine the general receptivity to the project and the related plan to launch a campaign. They were asked for their input on six factors considered to be critical to fundraising success.

## KEY FINDINGS

### *Image*

It is encouraging that participants hold the Red Deer & District SPCA in high regard. They commented that it is a valuable community resource and that it has a positive reputation among those who know of its services. However, many participants felt that the SPCA has a low profile in the community. They urged the organization to increase awareness of the scope of its services and its impact on animals, families and the community at large.

### *Campaign Plans*

Participants supported the concept of building a new facility for the SPCA. Many who have visited the current site commented on its poor state and the urgent need for better amenities for animals, visitors and staff. While supportive, participants raised concerns about the rationale for building new rather than renovating. As well, they sought a long-term plan for the facility's sustainability.

### *Attainability of the Goal*

Participants were generally positive regarding the attainability of the goal, citing the support the citizens of Red Deer have given in the past to other community initiatives. However, they expressed more concern about the availability of major gifts to the SPCA campaign. They commented that government support and a broadened understanding of the SPCA and its impact would help to leverage gifts from the community.

### *Potential Financial Support*

Giving intentions from participants were not strong. While one potential top ten gift was self-identified, many felt the SPCA campaign is not a high priority for them at this time. The SPCA

must allocate time to building relationships and raising giving sights in order to realize significant fundraising success.

### *Campaign Leadership*

Participants felt the SPCA will need to recruit influential community leaders who can champion the cause and open doors to major investments. However, they warned that many prominent citizens are already engaged in other fundraising appeals. Participants themselves were generally reluctant to consider a leadership role in the campaign.

### *Campaign Timing*

While participants generally supported the proposed campaign timing, they strongly urged the SPCA to have the proper preparations in place before approaching the community for funds. In particular, a compelling case, a strong leadership team and campaign expertise were mentioned as critical elements.

## RECOMMENDATIONS AND ACTION STEPS

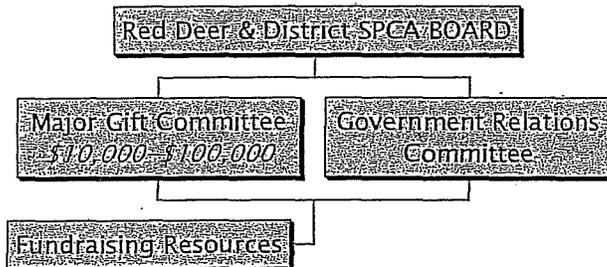
Although the gifts self-identified in the Study were relatively modest, Counsel feels the Red Deer & District SPCA can proceed with campaign preparations in a highly strategic manner. Counsel recommends that the SPCA establish a preliminary, working goal of \$3 million, which is contingent upon securing a seven-figure Lead Gift that can be used to leverage additional support from the community. Over the next several months, the SPCA should identify and conduct highly customized cultivation of a prospect with the capacity and interest to become the lead donor. The Executive Director, and key volunteers with a strong connection to the prospect, should then approach the prospect for a significant campaign contribution.

The Lead Gift will help to create profile and momentum for the SPCA's campaign. Counsel feels the campaign will be structured around the prominent Lead Gift, a cluster of major gifts (\$25,000+) and a host of gifts at the community campaign level. For the Lead and major gifts, the SPCA must follow a rigorous and disciplined major gift methodology including the following:

***Craft a compelling case for support:*** The SPCA must create a visionary and detailed case for support that includes a rationale for building rather than renovating, the cost structure for the facility and long-term sustainability. The case should also illustrate why the SPCA is an important community asset by including the organization's many accomplishments and testimonials from key stakeholders.

**Develop a communications strategy:** A communications strategy will enable the SPCA to build its profile and increase awareness of its mandate and plans for the future. A broad strategy should aim to increase awareness among the public, paving the way for the community campaign. A more targeted strategy should deliver key message about the SPCA's plans to key prospective donors and volunteers.

**Cultivate and enlist volunteer leadership:** The proposed campaign structure outlined below will enable the SPCA to focus on major gifts and a contribution from the municipal and/or provincial government. For both the Major Gift Committee and the Government Relations Committee, the SPCA should identify key community leaders who will utilize their connections and influence for the purposes of the campaign.



**Implement a prospect management plan:** For all major gift prospects, the SPCA must implement customized cultivation plans. Members of the Major Gifts Committee should play a key role in identifying and building relationships with key prospects.

**Liaise with government representatives:** Government Relations Committee members should liaise with municipal and provincial representatives to identify and secure available sources of funding. Government support of the SPCA's plans will help to leverage additional gifts from the private sector.

**Dedicate the requisite resources to the campaign:** The Executive Director should devote his time to major gift activity, most notably securing the Lead Gift over the next several months. Counsel recommends hiring a Development Associate who can help with administrative duties, support the Executive Director in his role and manage the community campaign.

Counsel recommends the following campaign timeline:

**June 2005 – December 2005:**

---

- Engage Development Associate
- Identify Lead Gift prospect
- Develop and implement customized cultivation for prospective lead donor
- Refine the Case for Support
- Develop and implement targeted communications strategy
- Convene Government Relations Committee
- Identify and cultivate Major Gift Committee members
- Solicit Lead Gift prospect if appropriate

**December 2005:**

- Conduct benchmark review
- Confirm campaign goal and strategy

**January to May 2006:**

- Develop and implement broad communications strategy
- Convene Major Gift Committee
- Identify and cultivate major gift prospects
- Continue targeted communications

**June 2006 and ongoing:**

- Solicit major gift prospects in priority sequence
- Continue communications efforts
- Implement stewardship plans
- Plan for community campaign

# PROJECT OVERVIEW

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## MANDATE

In March 2005, KCI was retained by the Red Deer & District SPCA to test the receptivity to a proposed \$3 million campaign to build a new Animal Shelter, Care & Community Education Centre.

## METHODOLOGY

KCI staff collaborated with representatives of the Red Deer & District SPCA to compile a list of potential interviewees whose insight and support was deemed critical to the success of the proposed fundraising program. The list reflected two key constituencies: 1) internal stakeholders, including senior administration and members of the Board, and 2) external stakeholders, including community leaders and representatives of businesses, foundations and associations.

It is encouraging that 48 individuals agreed to participate in the Study. In a series of confidential, one-to-one interviews held between March and May 2005, participants were asked to comment on issues relating to elements of a successful fundraising initiative, including the following:

- Perception of the Red Deer & District SPCA's image and profile
- Response to the plans to create a new Animal Shelter, Care & Community Education Centre
- Thoughts on the availability of major gifts and the attainability of the \$3 million campaign goal
- Potential giving intentions to a proposed campaign
- Inclination to volunteer for the proposed campaign
- Perception of the proposed campaign timing

Participants' input on these topics was recorded, and their comments were compiled to identify common themes that emerged during the interviews. These themes then served as the basis for the series of recommendations included in this report.

## KCI TEAM

The following members of the KCI team worked on this Study:

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Kathy Greenwood  
Vice President

- Study supervision
- Analysis, development of recommendations, and report review

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Paul LaGrange  
Vice President

- Study design

---

Patti Barrett  
Consultant

- Review of Preliminary Statement of Need and interviewee list
- Study interviews
- Analysis, development of recommendations, and report preparation and review

---

Shannon Rafferty  
Research Consultant

- Review of prospective interviewee list

---

Ashwini James  
Consultant, Studies &  
Appraisals

- Review of Preliminary Statement of Need
  - Analysis, development of recommendations, and report preparation and review
- 

We gratefully acknowledge **Monte Greenshields**, Executive Director and **Clare Harley-Wetzel**, previous Executive Director, for the assistance and insight they offered throughout the Study process.

# STUDY FINDINGS

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Drawing on KCI's experience working with charitable organizations of all sizes across the not-for-profit sector, the following factors have been identified as being critical to achieving fundraising success:

**A Strong Public Profile** – Organizations with a positive public profile and reputation will be top of mind among prospective donors and volunteers.

**A Compelling Case** - Organizations seeking support must communicate urgency for their plans, find specific and appealing opportunities to participate, and tie their plans to the mission and vision of the organization.

**An Ambitious but Attainable Goal** - It is important that a campaign's financial objective be considered ambitious but attainable by those who will be asked to support the campaign financially and in a volunteer capacity.

**Demonstrated Support** - In KCI's experience, significant pacesetting investments are invariably required to achieve success in major appeals. In addition to their contribution to the campaign's financial objective, these major gifts help to raise the giving sights of other potential donors.

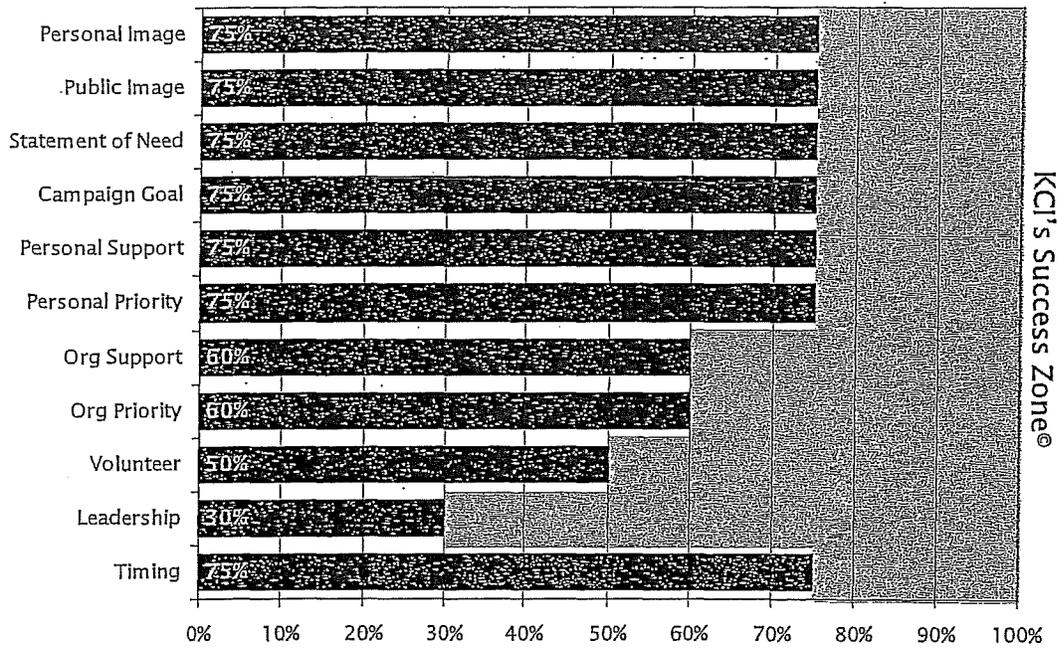
**Committed and Influential Leadership** - Major fundraising initiatives must have access to high-level volunteer leadership to achieve success. Ideally, volunteers should flow from the organization's governing and fundraising bodies, and they should be community leaders who can champion the organization to prospective donors.

**Readiness to Conduct a Campaign** - Organizations must consider how external factors such as economic conditions and other philanthropic campaigns might affect their fundraising efforts and the timing of their campaign, and how their internal structures, such as fundraising infrastructure and 'family' support, are positioned to undertake a major fundraising initiative.

The following sections detail how Study participants view the Red Deer & District SPCA's position relative to these key success factors. The findings are intended to be more qualitative than quantitative in nature, and articulate the tone, impression and sense of the participants. Interviews draw on a cross-section of constituencies and, when evaluated with other information on hand and considered with KCI's 21 years of experience working within the not-for-profit sector, provide a suitable basis for the observations and recommendations made in this report.

**CAMPAIGN BENCHMARKS – KCI SUCCESS ZONE®**

Drawing on our experience conducting Planning Studies for hundreds of organizations and institutions across the not-for-profit and public sector, KCI has developed a series of benchmarks based on levels reached in Planning Studies for successful campaigns. These figures represent the desired level of combined support from the top two categories (“Excellent”+“Good”, “Endorse”+“Accept”, etc.) in each category. Below is an example:



Although the number of interviews and the composition of the participant sample for most Studies does not allow for a precise statistical measurement of findings, KCI’s “Success Zone” does provide a useful comparative framework to assess the Study findings for the Red Deer & District SPCA.

# IMAGE

Participants were asked to comment on their perception of the Red Deer & District SPCA. They were also asked about their perception of the SPCA's public profile and reputation.

## KEY FINDINGS

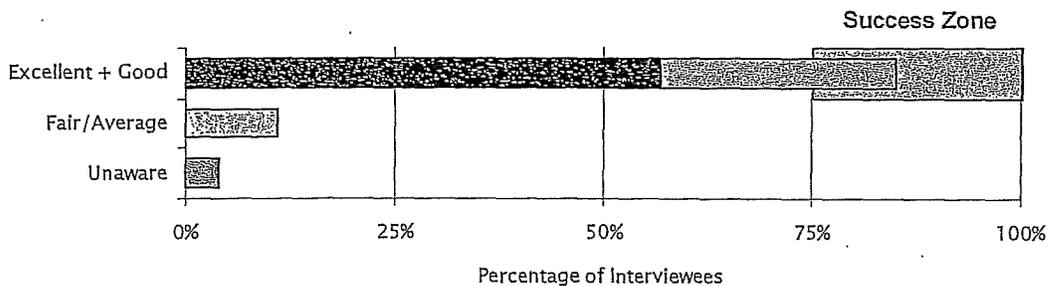
It is encouraging that participants hold the Red Deer & District SPCA in high regard and felt the organization has a strong and positive reputation in the community. Participants commented that the SPCA is an important asset to the community since it provides a necessary service that is of great value to animals, families and the community in general. They felt that the SPCA is top of mind with regard to animal welfare and that the dedicated staff and volunteers strengthen the organization.

Nevertheless, participants felt that the SPCA lacks awareness in the community regarding their mandate and scope of services. While the general public may be aware of the name 'SPCA', participants felt there are many misperceptions about what exactly the Red Deer & District SPCA does. Even those participants who had some familiarity with the organization knew few specific details about the SPCA, its mandate and its accomplishments. Participants stressed that the SPCA must develop greater awareness and understanding among current stakeholders, supporters and the broader public.

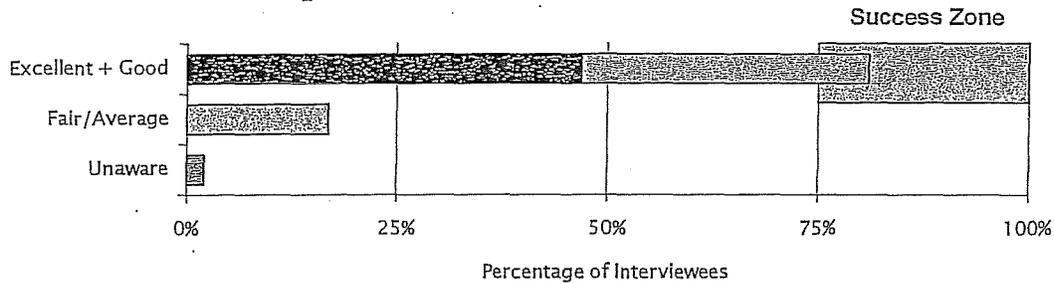
A similar theme that emerged during Study consultations was the need for the Red Deer & District SPCA to differentiate itself from other animal welfare and control organizations and agencies.

## STATISTICAL SNAPSHOT

### Personal Perception of the SPCA



### Perceived Public Perception of the SPCA



### PARTICIPANTS' COMMENTS

**Many felt the SPCA is highly regarded in the community and provides a valuable and necessary service:**

*"Clare has kept the profile up, and Monte will continue to keep the profile up."*

*"It provides advocacy for pets. There is no other choice – it's the only organization that offers this service."*

*"I am not a pet lover but I understand the value of the SPCA."*

*"It provides a valuable service to the City and outlying areas."*

*"From United Way designations, the SPCA is one of the more popular organizations, so they are getting the word out."*

*"We have come a long way in changing perceptions and being part of the community."*

*"I can't recall anyone saying a bad word about the SPCA."*

*"A well functioning SPCA is a much needed organization in a community."*

*"It is an essential part of the community. If we are to be a civilized community, we must take care of the animals."*

*"People who have animals love them."*

**It was noted that the staff and volunteers are what make the SPCA successful:**

*"The SPCA's strength is their people and their commitment."*

*"I have a high regard for Clare and Monte."*

*"It's a small staff and we couldn't do it without the support of volunteers."*

*"The Board and staff have done a good job of turning it into a humane society."*

*"They work with a huge volunteer network."*

*"The people there (staff and volunteers) are genuinely interested in animal welfare."*

**There is concern that there is a lack of recognition in the community:**

*"The SPCA struggles with improving its image and visibility in the community because of limited resources."*

*"It's not as highly regarded as it should be."*

*"They need to change the name to Humane Society to prevent confusion with the Alberta SPCA."*

*"Their location doesn't help their profile."*

*"Unless you've had to use them, you wouldn't know of them."*

*"I think they probably struggle to maintain an identity in the community."*

**Many felt there are misperceptions about the SPCA's mandate:**

*"They are looked at as a place where a bunch of animals get euthanized."*

*"Many people think they do animal control."*

*"Many see it as a place to drop off an animal they no longer want."*

*"There is no differentiation between the SPCAs. People don't know what this specific SPCA does."*

*"There is an appeal of animal health and safety to the public; however, there is also a negative – they're only animals and there are 'people issues' to deal with."*

**Participants urged the SPCA to strengthen its profile and increase awareness:**

*"They need to get the name out in the community and build community support."*

*"They really have to step up the education in the community – clarify that they are not just picking up stray cats and dogs."*

*"Marketing is something we've never done. We need to get out there."*

*"They have to heighten the awareness of what the SPCA does, like helping families and pets in crises."*

## CAMPAIGN PLANS

To test the perceived need and urgency for the appeal, each participant was provided with a copy of the Preliminary Statement of Need (Appendix A) summarizing the plan to raise funds for the construction of a new facility. Participants were asked to comment on the strengths and weaknesses of the proposed plans and if they endorse the plan to launch a campaign.

### KEY FINDINGS

There was recognition that a new and expanded facility is critical for the Red Deer & District SPCA. Participants assumed that population growth in the area points to an increased need for the SPCA's programs and services. Participants also commended the SPCA on preparing a thorough plan for this next phase of development.

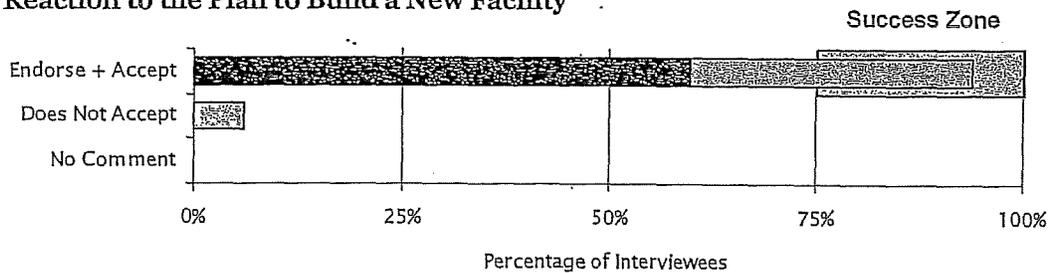
Although most participants were supportive of the plan to build a new facility, they felt that the Red Deer & District SPCA's case could be strengthened by:

- providing details on the research that was done to determine that building a new facility, versus renovations, is the best alternative
- including a sound plan for long-term sustainability and covering increased operating costs
- clarifying role of the City and other animal welfare agencies relation to the SPCA and its plans

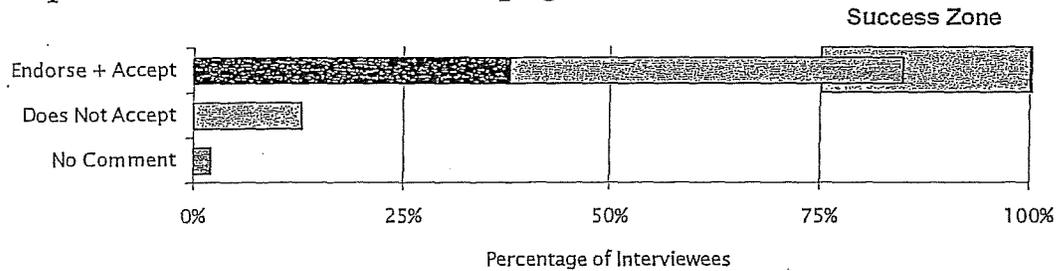
It is important to note that a few participants commented that this plan has been 'on the books' for many years and that it should proceed in a timely fashion.

### STATISTICAL SNAPSHOT

#### Reaction to the Plan to Build a New Facility



### Response to the Plan to Launch a Campaign



### PARTICIPANTS' COMMENTS

#### The need for a new facility was recognized:

*"This is a huge priority; we have to do something. Renovating isn't the answer."*

*"They are definitely in need of a new building; there are basic health and safety issues for the staff, visitors and the public."*

*"The City is growing and so is the size of the animal population."*

*"They seem short of the needed space to accomplish their goals and objectives."*

*"There are no options if they want to continue to exist."*

*"We're seeing more distress in animals from there."*

*"I toured the facility and it became obvious in a real hurry that they really need to expand."*

*"I've heard about this for many years. I was surprised when I got this call – I thought it was already underway."*

#### Some commented on the preparations undertaken by the SPCA:

*"They've done a lot of work in preparation."*

*"These are wonderful and thorough plans."*

*"Clearly a lot of thinking has gone into this."*

**There were some concerns regarding the scope and rationale for the new facility:**

*"Something is needed, but I am not sure if it is a new building or major renovations."*

*"What is the cost comparison between renovations and a new facility?"*

*"Is it necessary? Who am I to say?"*

*"The new building is needed, but it might be better to break it down into smaller chunks, like \$1 million a year. Do a bit, then move on."*

*"Do they need to put up a \$3 million building? It seems a bit grandiose."*

*"A lot of vets might not be happy with some of the plans, like doing their own sterilizations."*

**Participants stressed the importance of having a solid plan in place to manage increased operating costs:**

*"They need to be prepared for increased operating costs."*

*"People want to believe it can sustain itself once it's built."*

*"Before going out in the community, they must have a plan in place to show how they will manage ongoing operations."*

*"They must also keep the building going – maintenance is a huge undertaking and they must plan for it now."*

**Clarification around priorities and responsibilities is required:**

*"Some might feel animal control is a City responsibility."*

*"The City should be ashamed of this building."*

*"Before it becomes a priority in the community it needs to become a priority of the Society."*

*"The challenge will be convincing people there is a need – that the City, the government, shouldn't be taking care of it."*

## ATTAINABILITY OF THE GOAL

Participants were given a Chart of Giving Standards (Appendix B), which based on KCI's experience, outlines the levels and numbers of investments necessary for the Red Deer & District SPCA to achieve a campaign goal of \$3 million. Participants were asked about the attainability of the goal and the SPCA's ability to secure various gifts, including major and leadership level investments ranging from \$100,000 to \$500,000.

### KEY FINDINGS

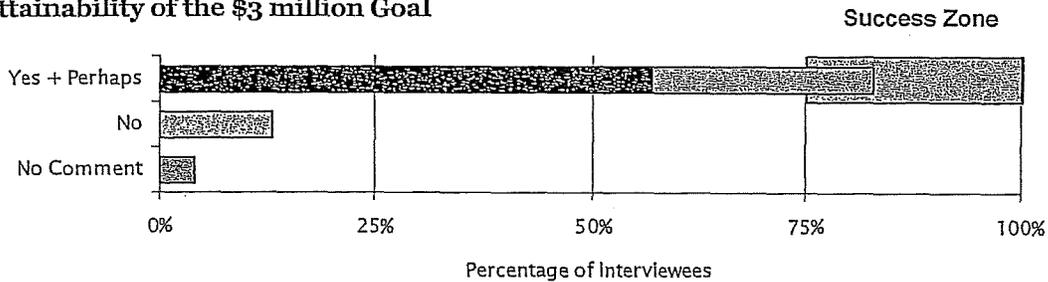
Participants were generally positive about the attainability of the \$3 million goal. They commented that Red Deer as a community will be open to an appeal of this type and has consistently demonstrated its support of other community initiatives in the past.

However, many expressed concerns about the SPCA's ability to secure major gifts (\$50,000+). They felt that there are many other philanthropic priorities, for example in health care and education, which may take precedence for those with the affluence to give at leadership levels.

Participants urged that there are two key factors that will enable the SPCA's proposed campaign to realize success: significant municipal government support must be secured; and a public awareness campaign must be launched to strengthen the SPCA's profile and render it top of mind among potential major donors in particular.

### STATISTICAL SNAPSHOT

#### Attainability of the \$3 million Goal



**PARTICIPANTS' COMMENTS****Most expressed confidence in the \$3 million goal while acknowledging it is ambitious:**

*"Anything is attainable in Red Deer."*

*"\$3 million is possible here – it's very community-minded."*

*"\$3 million could be done over two to three years."*

*"There is the capacity in the community to do this."*

*"If the corporate sector (oil and gas) gets behind it, then it's possible."*

*"It's not a stretch."*

*"My gut feeling is it's a bit high, but it's possible."*

*"\$3 million is high but we can't scale it back."*

**Some expressed more caution regarding the financial objective:**

*"The money is there but it is not easy to get."*

*"I don't think the community will support the \$3 million goal."*

*"Individuals and businesses support the 'popular' non-profits, not the SPCA."*

*"Some people think that \$3 million is a lot to spend on animals."*

*"There is a remote chance of raising \$3 million."*

*"Many people will give small amounts, but that won't total \$3 million."*

**Concerns were expressed about securing the lead and top ten gifts:**

*"I don't know the SPCA's friends to know who might give the lead gift."*

*"How does the SPCA make the transition from small gifts to large gifts?"*

*"There are no head offices in town."*

*"They need some kind of hook so that they can develop a corporate connection to make a gift."*

*"These gifts are out there, but whether or not they go to the SPCA is the question."*

*"I have a hard time believing corporations will support it to that extent."*

*"Those who could give at that level probably won't give to the SPCA."*

**Many expressed caution about other philanthropic priorities:**

*"When you look at the goals of other campaigns, \$3 million is probably doable; but the other campaigns have a much broader appeal."*

*"There have been larger campaigns, but their appeal factor has been much more significant, for example, the library, the hospice and the hospital."*

*"It's a lot of money for an SPCA building. People see it differently than a college or a hospital. It doesn't have the same urgency."*

*"Education and health care take priority – the SPCA might not make it."*

**Some felt that municipal support and increased awareness of the SPCA are critical:**

*"If government gives half of the funds, then it is possible."*

*"The government should support it – the SPCA is a key part of society."*

*"The goal is possible if they get City on board."*

*"People have to know who the SPCA is before they support it."*

*"They are going to have to increase awareness of what they do first."*

## POTENTIAL FINANCIAL SUPPORT

All participants were asked how they would personally rank the pending campaign relative to their personal or organizational philanthropic priorities, and if they or their organization would consider making a gift to campaign.

### KEY FINDINGS

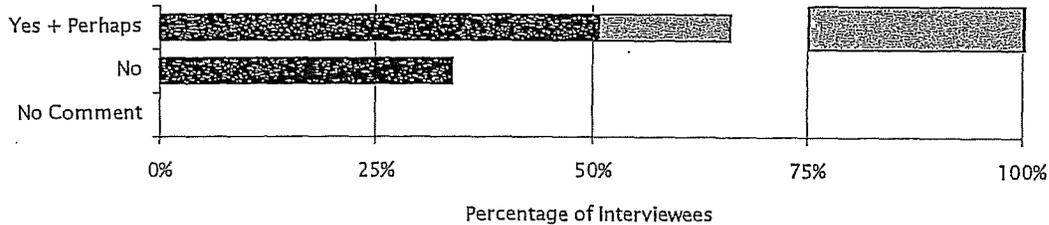
The Study results for potential personal support of the campaign fall short of KCI's benchmarks. Many participants indicated they have other initiatives, most notably in education and healthcare, which are a higher priority for them at this time. It is encouraging, however, that a core of participants indicated strong interest in supporting the campaign, albeit at lower levels of the Chart of Giving Standards.

The results for potential organizational support are somewhat more positive: the results for participants considering a potential gift reach the KCI benchmark. However, almost half accorded their support of an SPCA campaign a low priority. That being said, it is encouraging that one potential top ten gift was identified during the Study.

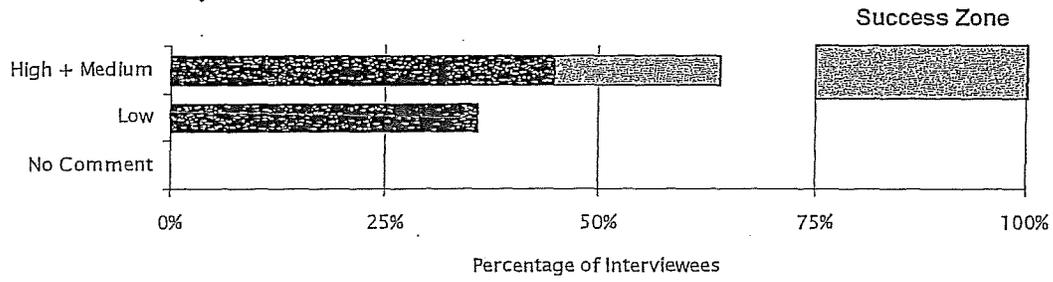
It is important to note that a number of participants indicated that, while a monetary contribution may not be forthcoming, they would consider an in-kind contribution to the campaign in the form of reduced rates, event support or promotion.

### STATISTICAL SNAPSHOT

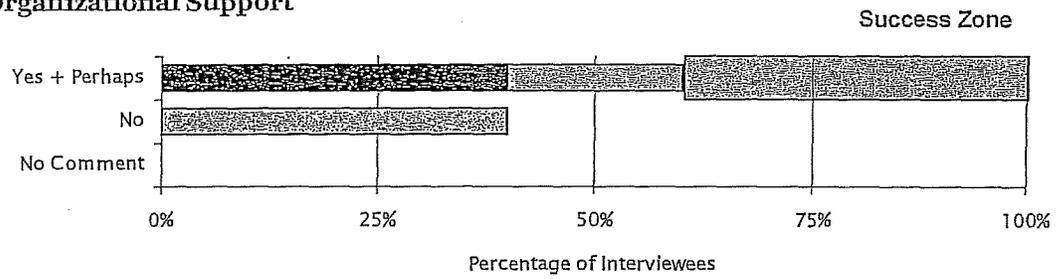
#### Personal Support



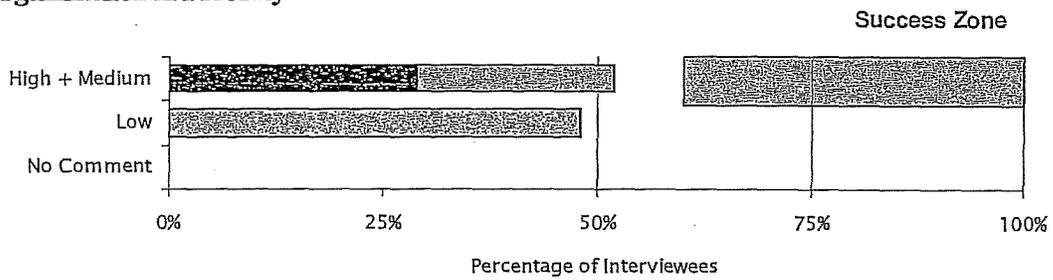
**Personal Priority**



**Organizational Support**



**Organizational Priority**



## POTENTIAL GIFTS SELF-IDENTIFIED DURING THE STUDY

### *Lead Gift*

\$500,000

- No self-identified gifts

### *Top Ten Gifts*

\$250,000+

- No self-identified gifts

\$150,000+

- No self-identified gifts

\$100,000+

- 1 organization

### *Remaining Gifts*

\$50,000+

- No self-identified gifts

\$25,000+

- No self-identified gifts

\$10,000+

- No self-identified gifts

\$5,000+

- 2 organizations

\$2,500+

- 6 individuals

- 1 organization

## PARTICIPANTS' COMMENTS

**A number of participants indicated interest in supporting the campaign, albeit at an unidentified or modest level:**

*"Oh yes, I would support it – we already give to the SPCA."*

*"We are dog lovers, so my wife and I would probably give."*

*"I will continue to give annually and to the campaign."*

*"Yes, I will give through my business over a period of time. I would give personally, but not as much."*

*"We are currently lifetime members and we would give to the campaign but at a low level."*

*"We have a multi-year commitment to Red Deer College. The end of this might dovetail into the SPCA."*

*"The partners decide together, so there's a 50/50 chance we would support it."*

*"I don't have the capability to donate a lot right now."*

*"I would give but it would be a small donation."*

**Some did not indicate interest or were undecided at the time:**

*"We mainly give to educational and youth."*

*"The SPCA has been a priority, but I'll have to wait and see to decide on future giving."*

*"Our mandate is sports and youth."*

*"It's not something near the top of our list – we look at education and human health activities."*

*"We make less and less funding decisions at a branch level – more and more decisions are being made on a regional basis. We are looking at larger donations to fewer organizations."*

*"It's not the top of mind for us because we can't have pets."*

*"I don't have a connection."*

*"We have a pet, but it's not the focus of our lives."*

**A few noted they would support the campaign in some fashions:**

*"We would support the campaign indirectly."*

*"We would give a reduced rate."*

*"We will give via events, as opposed to a direct financial contribution."*

*"The City partners with animal control; they could also help with rezoning, site servicing, land use, etc. – but not direct fundraising."*

*"We would provide gifts-in-kind to promote the organization and the campaign."*

*"We give free exams, some euthanasia, we use them for cremations and so on – this would continue."*

*"We have moved away from capital projects over the last few years, but will support with program funding."*

## VOLUNTEER LEADERSHIP

Study participants were asked whether they believe the Red Deer & District SPCA Board of Directors has the capacity to secure significant contributions and recruit strong campaign leaders and volunteers. They were also asked if they would consider taking a leadership role (i.e. Campaign Chair or Cabinet) or another role (i.e. take responsibility for a few cultivation and/or solicitation calls) in the proposed campaign.

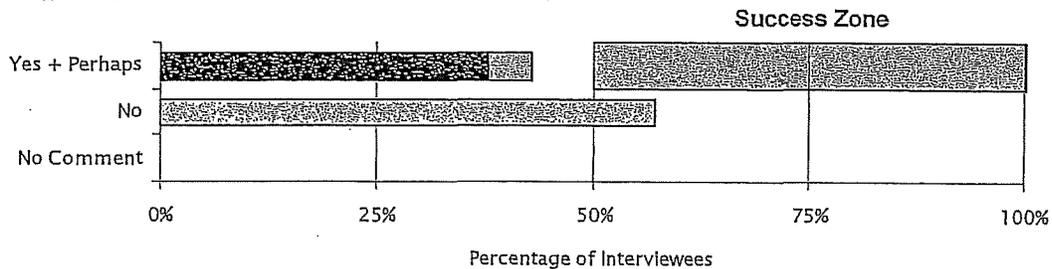
### KEY FINDINGS

While participants noted the commitment of the SPCA Board of Directors, they were unsure if the Board has the necessary fundraising acumen or influence for a campaign of this magnitude. They urged the SPCA to recruit additional volunteer leaders who can open doors to significant gifts. However, they also cautioned that recruitment might prove to be a challenge since many community and corporate leaders are already engaged in other campaigns and fundraising appeals.

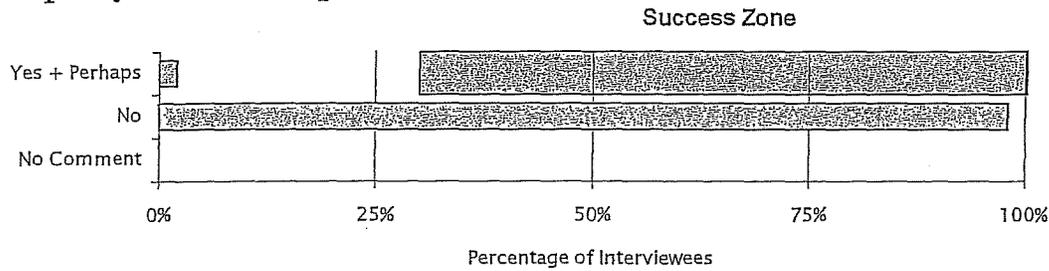
Very few participants expressed an interest in a leadership position in the proposed campaign, most often citing other priorities and a lack of a strong affinity with the SPCA's mandate. Similarly, the Study results for interest in another type of volunteer role fall short of the KCI benchmark. However, some participants indicated they would consider a volunteer role in some capacity for the SPCA.

### STATISTICAL SNAPSHOT

#### Receptivity to a Volunteer Role in Some Capacity



### Receptivity to a Leadership Role



### PARTICIPANTS' COMMENTS

**While noting their commitment, participants were unsure about the Board's capacity to lead the campaign:**

*"I don't know them, but they seem to be on top of what they are doing. They seem very committed."*

*"There are probably no corporate heavy hitters, but they would be a good support group."*

*"Currently we do fundraising on a small scale – there is not skill set to do much more."*

*"There seems to be a lot of change in leadership – they need long term continuity to make this happen."*

*"I don't know anyone on the Board."*

*"The Board does not have a high profile in the community."*

*"They need a fundraising group above and beyond the Board."*

**Participants offered suggestions for the characteristics of campaign leadership:**

*"They must be passionate about animals."*

*"They need someone with credibility in the community."*

*"They need somebody prominent who can help them open doors."*

*"I see the same people at events – they need to find different ones with a soft spot for animals."*

*"They need that key leader – I don't know who that would be."*

*"We need to have someone with the drive to raise money."*

**A number of participants expressed interest in a volunteer role in some capacity:**

*"If I have the time, I would get involved in a capital campaign."*

*"Because of time limitations, I couldn't take on an active role; but I am prepared to do what I can."*

*"I would use my connections."*

*"I would volunteer in an advisory, supportive role."*

*"I would volunteer at the community level."*

**Some commented on the potential competition for volunteer leadership:**

*"The challenge will be getting enough committed volunteers for the length of time needed."*

*"There are tremendous leaders in terms of raising capital – but I don't know of anyone related to the SPCA."*

*"I don't know anyone who would take it on."*

*"There is a lot of volunteer burnout – people are being more selective where they volunteer."*

*"I know potential volunteers, but I don't know if they have an interest."*

*"Volunteers are maxed."*

# CAMPAIGN TIMING

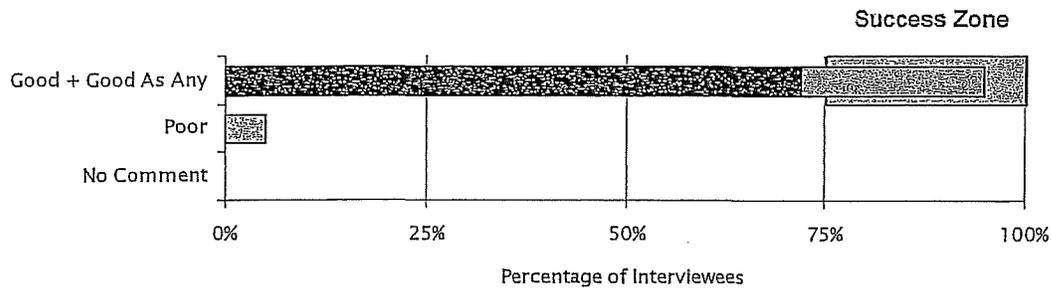
Participants were asked for their insights on the Red Deer & District SPCA’s readiness for a campaign and the potential impact of factors in the external environment, including the economy and other campaigns and fundraising appeals.

## KEY FINDINGS

Participants were generally positive about the proposed campaign timing, citing how the City of Red Deer has shown its support of campaigns in the past. However, participants often discussed the busy philanthropic sector in the area and how there are many campaigns and appeals vying for a donor’s commitment. For this reason in particular, participants urged the SPCA to have all the requisite preparations in place prior to launching a campaign. Most notably, they felt a compelling case, a strong leadership team and expertise in campaign management will be critical.

## SUCCESS ZONE SNAPSHOT

### Reaction to the Proposed Campaign Timing



## PARTICIPANTS' COMMENTS

**Many felt the external environment is generally supportive of an SPCA campaign:**

- “The economy and the community can support this campaign.”*
- “If it can happen, it can happen here in Red Deer.”*
- “Business is booming.”*
- “The community never ceases to amaze me.”*
- “The agriculture industry is suffering but oil and gas are doing extraordinarily well. Tourism is doing well.”*
- “This corridor between Edmonton and Calgary is the richest in Canada.”*

*"The low unemployment rate means more people are working, which should increase giving at lower levels."*

**A number of participants felt that other campaigns and issues may take precedence over an SPCA campaign:**

*"There is highly competitive fundraising out there. They must avoid major fundraising events like the hospice, the Rotary and the Festival of Trees."*

*"People are getting tapped by everyone and are getting tired."*

*"There's so much out there, so many requests for donations."*

*"Fundraising dinners go all year."*

*"There are a number of people trying to raise money – silent auctions, golf tournaments, etc."*

*"There are lots of other projects in the \$1 million to 5 million range."*

*"Farming is not strong and this may be where the animal focus reaches."*

**Participants noted the importance of having the proper preparations in place:**

*"They need to get all the elements in place first, like their case and their leadership."*

*"It will be difficult and will take a lot of hard work, but with a good strategy and talented people involved, it can be done."*

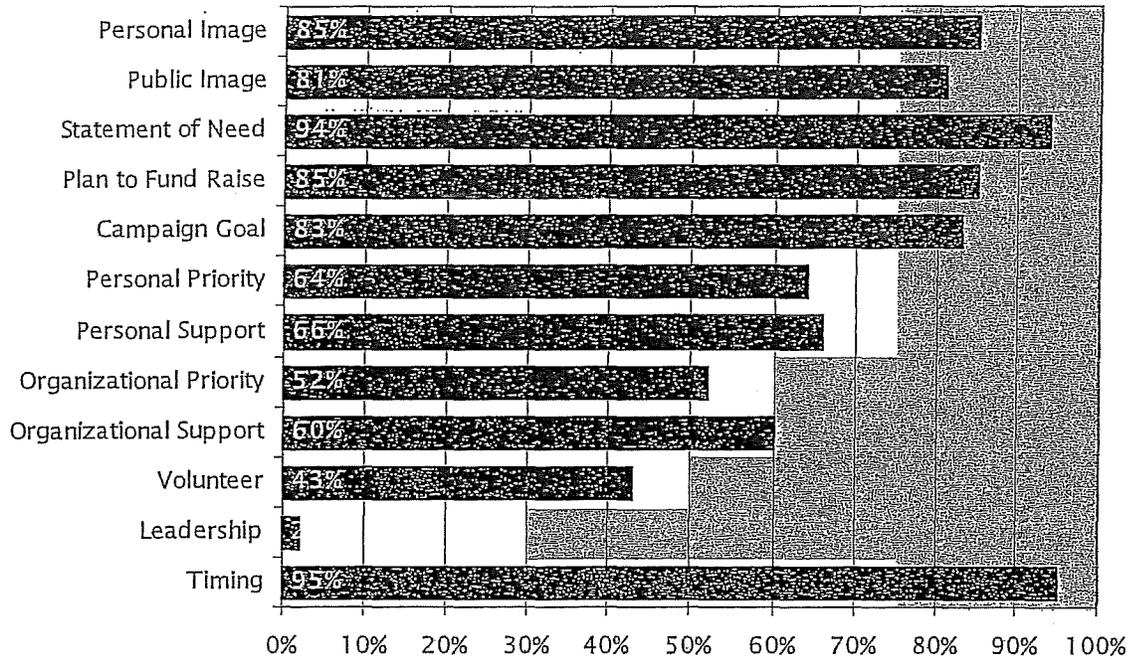
*"Because of the time required and the commitment, they may need to hire someone to support the fundraising."*

*"They will need professional help for a campaign of this size."*

*"Capital campaign experience is limited. It will be critical to get that knowledge – either hire staff or contract a firm."*

# ANALYSIS OF FINDINGS

## SUCCESS ZONE OVERVIEW



## ANALYSIS OF FINDINGS

### Image

Study findings on the SPCA's image suggest that considerable effort will need to be expended in the coming months building the profile of the organization in the general public and among potential prospects. In particular, the SPCA must increase awareness of its mandate and significant accomplishments. The positive reputation of its staff and volunteers should be leveraged in this regard.

### Campaign Plans

There was strong support for the SPCA's plan to create a new facility and to launch a campaign to support this effort. However, findings point to the need for the SPCA to build its profile to increase the level of understanding, awareness and interest of potential donors and a wider public.

Because the SPCA will be entering a very busy philanthropic sector, engaging the public and prospective donors may prove challenging. Spending the requisite time of identifying major supporters and engaging their interest and support should be a key campaign strategy.

### ***Attainability of the Goal***

Participants were generally confident about the attainability of the goal, often indicating that Red Deer has shown its commitment to supporting community initiatives in the past. However, participants were skeptical about the availability of major gifts to an SPCA campaign. These findings speak to the need for thorough prospect identification and customized cultivation of potential leadership gifts. The SPCA must also clarify government support of the plans.

### ***Potential Financial Support***

While support for the SPCA's plan is very strong conceptually, it is clear that participants' giving priorities are clearly focused on other areas, most notably healthcare and education. The results for potential philanthropic support for an SPCA campaign suggest that the SPCA will need to invest considerable time and effort over the next several months to broaden its base of potential donors and to continue to cultivate existing supporters to bring them closer to the organization and to raise their giving sights.

### ***Volunteer Leadership***

The Study findings indicate that volunteer leadership recruitment will be a critical step for the SPCA. Study participants felt that campaign success will be contingent upon engaging influential community leaders; however, participants were reluctant to consider leadership or volunteer positions at this time. A volunteer recruitment strategy will be particularly important in Red Deer's busy philanthropic sector.

### ***Campaign Timing***

Participants generally supported the proposed campaign timing, with the strong caveat that the SPCA have the requisite preparations in place. This concern expressed by participants would suggest that the SPCA must undertake several pre-campaign initiatives before commencing a public campaign. Specifically, time must be spent on strategic communications and profile building. Both these initiatives will tie directly to another preparatory step identified in the Study – the need to build public and donor awareness for the SPCA and the distinct and important role it will serve in the community.

# RECOMMENDATIONS & ACTION STEPS

## OVERVIEW

The following recommendations are based on evaluation of information garnered from Planning Study interviews, KCI's 21 years of experience with Studies and campaigns and our perception of current trends and giving patterns across the country.

Throughout Counsel's analysis of the above factors, it became evident that while participants support the concept of building a new facility they are not currently in a position to support the campaign financially at the levels required for a \$3 million campaign. While a number indicated interest in supporting the campaign, the self-identified gifts are relatively modest. The Study findings notwithstanding, Counsel feels the Red Deer & District SPCA should develop a strategic approach to raising funds for the new facility. By focusing on securing a prominent Lead Gift, as well as key preparations such as communications and case development, Counsel believes the SPCA can launch a capital campaign.

## CAMPAIGN STRATEGY AND GOAL RECOMMENDATION

Early recommendation of financial goals in campaigns is very challenging for many reasons. For example, high-end prospects interviewed in Studies often decline to indicate giving intentions pending strategic cultivation on the part of the organization and its leadership team.

This is particularly true in the case of the Red Deer & District SPCA since many participants were reticent regarding specific giving intentions, citing the need to see a thorough campaign case for support. As well, a number of participants had strong interest in the campaign but indicated relatively modest giving intentions (i.e. \$5,000 and below).

Counsel recommends that the Red Deer & District SPCA establish a preliminary, working goal of \$3 million. This goal is entirely contingent upon securing a seven-figure Lead Gift that can be used to leverage additional support from the community. If a Lead Gift is not secured, a significantly lower financial goal must be considered.

The recommended strategy will require an intensive focus on cultivating and soliciting a Lead Gift over the next several months. In tandem, the SPCA must create a solid platform for securing additional major gifts and conducting the community campaign by undertaking the following activities:

- **Craft a compelling case for support:** Although participants generally supported the concept of a new facility, they sought more detailed information on the rationale for building rather than renovating, the cost structure for the facility and long-term sustainability.
- **Develop a communications strategy:** A key finding emerging from the Study is the need to strengthen the profile of the SPCA in the wider community. A communications strategy will be an important tool to deliver key messages about the organization and to clarify the SPCA's role, mandate, accomplishments and plans for the future.
- **Cultivate and enlist volunteer leadership:** Having the right people on cultivation and solicitation calls to top prospects will help to influence support and raise giving sights. A group of community leaders who will champion the SPCA and its plans will be a key factor to campaign success. The SPCA must also have the active participation of the Executive Director on strategic calls.
- **Build relationships with key stakeholders:** The SPCA has made strides in developing its relationships with various stakeholders in the community. To realize a significant campaign goal, however, the organization will need to deepen those relationships to raise giving sights of potential donors and bring greater credibility to the organization.
- **Liaise with government representatives:** The SPCA should designate key representatives who can secure support from provincial and federal government sources. This support will bolster the campaign goal and will demonstrate to the wider community that this is an important initiative.
- **Dedicate the requisite resources to the campaign:** Having the right resources in place will help to drive the campaign forward. The SPCA must ensure that both major gift activities and the community campaign are well supported.

## SECURING A LEAD GIFT

A key focus over the next several months will be to cultivate and secure a seven-figure Lead Gift for the campaign. This investment will provide a springboard for the campaign by helping to leverage additional gifts from the community. It will be critical for the SPCA to follow a strategic major gift process, whereby customized cultivation and the right solicitation team are put in place.

### THE MAJOR GIFT PROCESS

The following outlines the steps the Red Deer & District SPCA should take in securing a lead donor:

- Once a lead prospect has been identified as having both capacity and affinity to the SPCA's plans, he/she should be evaluated through peer review. This process is undertaken to determine realistic capacity, probable interests, an appropriate cultivation strategy and the best solicitor(s) for the approach. Counsel recommends that internal SPCA representatives, most notably the Executive Director, should take a lead role in this regard. In addition, any external individuals with a close relationship to the prospect should be engaged.
- Once the prospect has been assigned an ask amount, the SPCA must build or develop its relationship with its prospective donor. The primary goal of customized cultivation is to enhance the level of understanding and commitment of a prospect and to determine his or her motivation to give at a higher level. The SPCA should begin by conducting personal, one-to-one meetings with the prospect, introducing the plans and the potential role he or she can play.
- The single most important guideline for successful solicitation is that the call be made *in person* by a peer of the prospect, wherever possible, who is able to secure support at the highest level. The SPCA should determine who this individual or group of individuals might be.

### DONOR ACKNOWLEDGEMENT AND RECOGNITION

A significant lead investment will be critical to the SPCA's campaign; it will be the linchpin that provides momentum and credibility to the initiative. While the Lead Gift will serve an important role in helping to leverage additional gifts from the community, the SPCA must be mindful of the donor's wishes in terms of acknowledgement and recognition. Even if the donor wishes to remain anonymous, the investment itself, if properly publicized, will inspire others to give.

### CONSIDERING A MATCHING OPPORTUNITY

Depending on the wishes and interests of the prospective lead donor, the SPCA should consider a matching opportunity. If this is the case, when cultivating the potential donor, the SPCA should work closely with him or her to develop a way to position their gift. Positioning the Lead Gift is a good opportunity to provide an incentive for others in the community to invest in the Red Deer & District SPCA. There are primarily two ways in which the Lead Gift can be structured:

- Each dollar raised toward the Lead Gift amount will be matched 100%, or
- A certain portion of the Lead Gift will be matched

This type of challenge provides a very inspiring opportunity for other prospective investors: knowing their gift will be matched increases both the "size" and meaning of the gift.

### SECURING OTHER MAJOR GIFTS

Once the Lead Gift is secured, the SPCA should focus on securing additional major gifts for the campaign. Counsel believes that the campaign will largely be comprised of the Lead Gift, a cluster of major gifts and a host of gifts at the community campaign level (i.e. under \$5,000). For all major gift activity, the SPCA should follow the rigorous methodology described above.

## *CRAFTING A CASE FOR SUPPORT*

Creating a compelling Case for Support is essential for fundraising success. This document sets out the rationale for the fundraising campaign and strategically positions both the organization and its plans in the minds of prospective donors and volunteers. It becomes a source for consistent messaging to be used in a variety of campaign communications including news releases, speeches, newsletters and proposals.

Given that the SPCA must build its profile in the wider community, a compelling Case for Support will be especially crucial as it will be the primary means by which some potential donors will learn about the organization.

### **CASE ELEMENTS**

The following are some of the key elements that should be included in the Case for Support:

#### ***Project Costs***

Detailed project costs and budgets are critical elements of a strong Case for Support, as these show potential donors that an organization has taken the necessary time to plan its initiative and investigate alternatives. During the Study, many participants raised questions about the \$3 million cost and what it encompassed (construction, equipment, operations, etc.). The Red Deer & District SPCA must have transparency when presenting the cost of the project. Participants should understand each component the \$3 million figure will cover.

#### ***Positioning the SPCA***

Many Study participants asked questions about the role and mandate of the Red Deer & District SPCA. In particular, they sought clarity on the organization's role in relation to other animal welfare initiatives in Alberta and across the country. It will be critical for the Case for Support to outline the distinct role the Red Deer & District SPCA plays and to highlight its many accomplishments.

In particular, the Case should outline the organization's breadth of programs, ranging from Human Education to the Emergency Room program to partnerships with local women's shelters. Including specific and emotionally compelling examples of recent success stories will help bolster the case, from small micro examples – such as helping a dog find a loving home – to the larger

macro examples – like the number of individuals who have received training through the Humane Education program.

### *Business Case Elements*

Donors are becoming increasingly sophisticated in evaluating projects for their support. While it is important to present compelling stories and highlight the benefits that an initiative will bring to individuals and the community, it is also important for organizations seeking support to establish their credibility by demonstrating that they have fully investigated other possible scenarios before embarking on the proposed plans.

A major issue that emerged during the course of Study interviews was concern regarding the long-term sustainability of a new facility. The SPCA must show that it has carefully planned for its future operating costs and that it will be able to generate sufficient revenue to fund its operations in the long-term.

As well, Study participants sought a clear rationale for building a new facility as opposed to renovating. The Case must outline the reasons why this particular course of action was chosen and the benefits that will accrue for animals, families and the community at large. Ultimately, the Case must demonstrate why the SPCA's plans are important and the impact they will have on a variety of stakeholders.

## *DEVELOPING A COMMUNICATIONS STRATEGY*

Although participants had a high personal opinion of the Red Deer & District SPCA, their general perception was that the organization is not well known or understood by the general public. A primary objective over the next several months will be for the SPCA to raise awareness of the organization in both the community and among prospective donors. By doing so, the SPCA will be able to build its profile, help to raise giving sights and engage new donors in its mission.

### KEY MESSAGES

As noted above, participants generally felt that even among those who were aware of the Red Deer & District SPCA, there was not a clear understanding of what the organization does and its distinct role among animal welfare organizations. A key message in the communications strategy must be the unique role the Red Deer & District SPCA plays in the region. Examples of significant accomplishments should be included, such as animals who have been assisted through the Animal Food Bank and the number of women and children whose pets have been cared for during difficult times.

A second key message of the communications strategy must be the impact the Animal Shelter, Care & Community Education Centre will have on the region. Potential donors will want to know that they are investing in a key community resource that will have far reaching and long-term benefits. The communications strategy must outline the various benefits that will accrue to animals, caregivers and the community at large.

### DEVELOPING A TWO-PRONGED STRATEGY

Counsel recommends that the SPCA consider implementing a two-pronged communications strategy: one focused on raising awareness of the organization in the community and the other designed to reach specific campaign prospects.

#### ***Broad Based Strategy***

Although the success of the proposed campaign will depend largely on securing leadership support from a small number of donors who are passionate about the SPCA and the work it does in the community, the organization will need to broaden its donor base to achieve the campaign goal. A broad-based communications strategy will help to raise awareness levels throughout the community, making it easier to engage prospects who have had no previous involvement with the SPCA and building a foundation for the public launch of the campaign.

The SPCA should utilize a variety of public relations vehicles to deliver key messages about the organization's brand and position.

- News releases highlighting significant events and successes
- Working with local media to have "good news" articles about the SPCA published on a regular basis
- Further developing the organization's website to incorporate more information on the SPCA's plans
- Forming partnerships with local media to develop an advertising campaign for the campaign

### ***Targeted Strategy***

In addition to reaching the general public, the SPCA should develop a communications strategy targeting prospective donors to the organization. This will convey the same key messages regarding the SPCA and its role in the community, but will tie these more directly to campaign activity and will be customized for specific prospects. Some of the more commonly used vehicles include:

- Informative and compelling collateral materials that can be used during special events and other cultivation activities
- Newsletters that inform donors and high-level volunteers of the SPCA's plans and strategic direction
- Customized stewardship reports that will keep major investors informed of the SPCA's plans for the future and the critical role they can play in fulfilling them

While these communications vehicles will be critical tools, they must supplement *personal* meetings with high level volunteer and donor prospects.

### **ENDORSEMENT BY LOCAL OPINION LEADERS**

Since the Red Deer & District SPCA is building its profile in the wider community, it will be important for the organization to demonstrate that it has the support of opinion leaders in the community to establish credibility with prospective donors.

The SPCA may want to enlist well-known public figures, especially those from the animal welfare field and those who have been engaged in the SPCA's services and programs, to endorse both the organization and its plans to develop a new facility.

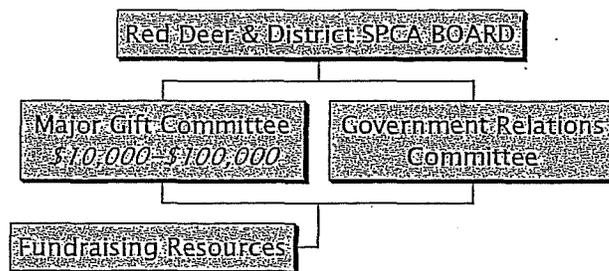
## ENLISTING VOLUNTEER LEADERSHIP

Enlisting high-level volunteer leadership is crucial to fundraising success. Having a team of influential volunteers spearheading a campaign can help an organization to reach prospective donors it would not otherwise be able to engage, and the commitments that these volunteers make to the campaign—both financial and time—can significantly raise the giving sights of potential donors.

The modest levels of financial support identified in the Study indicate that enlisting an exceptional team of volunteers will be particularly important for the Red Deer & District SPCA. In order to secure the leadership level donations that will be required to reach the goal, the SPCA must have volunteers with the influence, affluence and campaign experience to engage and successfully solicit a wide variety of individuals, corporations and foundations.

### DEVELOPING A CAMPAIGN STRUCTURE

The recommended strategy for the SPCA primarily involves a significant Lead Gift, a cluster of major gifts (\$10,000 to \$100,000) and a host of community gifts. Since this strategy does not follow a typical campaign chart of giving standards, Counsel does not recommend proceeding with a traditional campaign structure. Rather, the Red Deer & District SPCA should utilize a structure that will enable an initial focus on major gifts, eventually rolling out to a wide community campaign. KCI recommends a campaign structure as outlined below:



**Major Gift Committee:** KCI recommends that the SPCA convene a Major Gift Committee that will be responsible for identifying potential major gift candidates and participating in select cultivation and solicitation activities. Committee members should have a clear outline of their responsibilities, e.g. a specific amount of calls they will be required to make.

When identifying candidates, the SPCA should look for influential business and community leaders with a broad network. Individuals should be willing to actively endorse the SPCA's vision

for the future and its case for support. They should capitalize on strong links with potential prospects and commit personal and/or organizational financial support proportionate to their means.

***Government Relations Committee:*** The SPCA should convene a Government Relations Committee, drawing its membership from the Board of Directors and other stakeholders capable of influencing various levels of government. The primary responsibility of the Committee will be to open doors to provincial and federal politicians representing the region with the objective of securing available funds (e.g. the Community Facility Enhancement Program through the Alberta Lottery Fund).

### IMPLEMENTING A VOLUNTEER RECRUITMENT AND RETENTION STRATEGY

In Counsel's experience, volunteers are becoming more discerning about their involvement in fundraising, largely due to multiple requests. As such, a comprehensive volunteer management strategy is critical for any major fundraising initiative. The Red Deer & District SPCA should implement a volunteer strategy in order to ensure volunteers are well supported and have a clear understanding of the expectations that will be made of them. A few key elements include:

- Customized cultivation to engage an individual's interest and eventually his/her involvement in fundraising activities
- Clear outlines of responsibilities and timelines
- Details of responsibilities for all volunteers to maximize time and expertise
- Training in major gift fundraising as necessary
- Support from SPCA administration and fundraising staff

## *BUILDING RELATIONSHIPS*

The Red Deer & District SPCA will need to focus activities over the next several months on building and deepening relationships with various stakeholders in preparation for the major fundraising initiative to follow.

### **CULTIVATING PROSPECTIVE DONORS**

As described previously in this report, a primary objective for the SPCA will be to secure a Lead Gift to the campaign. In addition, the SPCA should develop a plan to secure a cluster of major gifts (\$10,000 to \$100,000) from key prospects. The first steps in this process will be to identify major gift prospects and to build close relationships with them. Intensive and customized cultivation efforts should result in a pool of prospects with the capacity and affinity to give at major gift levels to the pending campaign.

The SPCA must identify and evaluate potential donors to ensure the cultivation and solicitation process is strategic and well planned. In order to expand its pool of prospects for the planned campaign, the SPCA should immediately begin preparations to convene prospect identification sessions with those close to the organization, both to identify potential prospects and to develop a customized cultivation plan for each.

The importance of allocating appropriate time and resources to cultivation cannot be understated: in Counsel's experience, it can take upwards of a year of relationship building before a major prospect is ready to be solicited. Some of the activities that the SPCA might consider include:

#### ***Study Follow-Up – Letters***

A fundamental cultivation step is to prepare follow-up letters for Study participants as appropriate, thanking them for their insights into the SPCA's plans. As a cultivation tool, the SPCA should also prepare similar but slightly modified letters for those individuals unable to participate in the Study.

#### ***Study Follow-Up – Personal Visits***

Personal meetings should take place with key Study participants who are potential major donors and/or volunteer candidates. In these meetings, representatives of the SPCA will be able to gauge participants' interest in the organization's plans and their inclination to support the initiative.

### *One-to-One Meetings with Top Prospects*

In addition to select Study participants, the SPCA should conduct personal meetings with all top prospective volunteer leaders and donors. Carefully selected representatives, particularly the Board Chair and Executive Director, should engage prospects in discussions in order to:

- Nurture their relationship with the SPCA
- Present the SPCA's vision and strategic direction
- Listen to the prospect's interests and needs
- Determine the prospect's inclination to support a campaign

When approaching prospects, the SPCA must ensure that prospect-specific volunteer teams are fully briefed on the key messages to communicate and can present the organization's vision in an informed and compelling manner.

### *Speaking Engagements and Special Events*

Speaking engagements and special events for select groups should be organized for prospective major donors. These events will be particularly important for the SPCA in light of the limited awareness the organization has in the community. Informal breakfasts and luncheons involving presentations from senior leadership in the organization are often successful in engaging donors in campaign activities.

### *Stewardship*

A formal stewardship plan will be critical for the major gift activity of the campaign. It will help to deepen a donor's relationship to the SPCA and pave the way for future contributions. The SPCA should develop a plan that consists of personal and donor-centred activities, such as personal meetings and invitations to events, as well as written communications including newsletters and stewardship reports.

## **THE COMMUNITY CAMPAIGN**

Once substantial funding has been secured from the lead donor, other major gift donors and government programs, where possible, the Red Deer & District SPCA can focus on launching a broad-based community campaign. Many Study participants indicated the community would be receptive to the campaign and would contribute modest gift amounts to the cause.

The stage for the community campaign will be set by the broad communications strategy. The wider community will be aware of the Red Deer & District SPCA, its role and its plans for a new

facility. The community campaign will consist primarily of direct mail letters to annual donors to the SPCA and others in the community.

## *DEDICATING RESOURCES TO THE PLAN*

The activities outlined in this report will require significant coordination and rigour. Every approach to prospective donors must be properly researched and supported, and adequate follow-up with appropriate volunteer teams must ensue. In addition, as these plans will involve a time commitment from the Executive Director, the SPCA must ensure that his time is used effectively and in a strategic manner. The Red Deer & District SPCA must dedicate the appropriate time, financial and human resources to this initiative to ensure its success.

### RECOMMENDED RESOURCES

Counsel recommends that the SPCA build its fundraising capacity in order to support both major gift and community campaign activity. The SPCA should consider the following:

***Executive Director:*** The SPCAs Executive Director should play a key role in major gift activity. In particular, he should be a key representative in securing the Lead Gift and cultivating other major investments. This will require the Executive Director to spend a significant proportion of time on cultivation and solicitation activities.

***Development Associate:*** KCI recommends that the SPCA consider hiring a Development Associate that will support campaign activities. It will be critical to have an individual who can help with administrative duties, support the Executive Director in his role and ensure that campaign timelines and milestones are met. Essentially, this individual will be key in ensuring the necessary pieces are in place and that the campaign is moving forward. This individual could also manage the community campaign.

#### ***Engaging Professional Counsel***

To assist in the planning and management of the prospective campaign, the SPCA may wish to consider engaging professional counsel, who can:

- develop a phased, strategic campaign plan
- provide strategic advice on major gift activities
- plan and implement an effective cultivation program
- undertake intensive prospect research to ensure that every solicitation is supported by the most current and accurate information available
- identify, recruit, train, organize, and motivate the best volunteers to ensure effective use of volunteer time and effort

- design and implement proper critical paths, budgets and administrative/financial systems, and processes for the campaign

One of the greatest benefits of having professional counsel is the transfer of expertise from counsel to staff. KCI would be pleased to work with the Red Deer & District SPCA to determine the most appropriate and beneficial use of professional counsel.

## *ESTABLISHING A CAMPAIGN TIMELINE*

Study participants commented that the Red Deer & District SPCA should proceed to launch a campaign, citing no direct competition to the proposed campaign in the region's philanthropic sector and Red Deer's robust economy. Counsel feels that while this is an advantage for the SPCA, it will be more important to ensure the requisite resources are in place. Having a solid platform from which to launch a campaign, including influential volunteer leadership, a strong case for support and customized cultivation plans, will be critical to realizing campaign success.

### PROPOSED TIMING

Counsel recommends the following timeline for the SPCA's campaign preparations:

#### **June 2005 – December 2005:**

- Engage Development Associate
- Identify Lead Gift prospect
- Develop and implement customized cultivation for prospective lead donor
- Refine the Case for Support
- Develop and implement targeted communications strategy
- Convene Government Relations Committee
- Identify and cultivate Major Gift Committee members
- Solicit Lead Gift prospect if appropriate

#### **December 2005:**

- Conduct benchmark review
- Confirm campaign goal and strategy

#### **January to May 2006:**

- Develop and implement broad communications strategy
- Convene Major Gift Committee
- Identify and cultivate major gift prospects
- Continue targeted communications

**June 2006 and ongoing:**

- Solicit major gift prospects in priority sequence
- Continue communications efforts
- Implement stewardship plans
- Plan for community campaign

## Appendix D

### Red Deer & District SPCA *Capital Building Project*

## Community Support Letters

City of Red Deer  
County of Red Deer  
County of Lacombe  
Town of Lacombe  
Town of Sylvan Lake  
Town of Innisfail  
Town of Olds  
Town of Blackfalds  
Town of Penhold  
Town of Rocky Mountain House



OFFICE OF THE MAYOR

August 8, 2006

Community Facility Enhancement Program  
50 Corriveau Avenue  
St. Albert, AB T8N 3T5

Dear Program Administrator:

**Re: CFEP Grant Application  
New Animal Shelter – Red Deer & District SPCA**

---

Please find attached a Community Facility Enhancement Program grant application from the Red Deer & District SPCA for the purpose of assisting in the construction of a new facility. The City of Red Deer strongly supports this request.

The SPCA's existing shelter is old, crowded, maximized to its greatest potential and quite frankly, an inadequate and unhealthy environment for the people and animals using the building. In the near future, the Red Deer & District SPCA will be constructing a new community facility to house and protect the growing number of abandoned, discarded and stray animals in the City of Red Deer and surrounding district. Out of the new facility, the Red Deer & District SPCA will also continue to provide ongoing educational programs to schools and the community on the care and protection of animals.

Being fully aware and appreciative of the value of what this organization provides for our community, I strongly recommend approval of their grant application. On behalf of the Red Deer & District SPCA, I thank you for your consideration of this Community Facility Enhancement Program grant application. The application and detail is attached.

Yours truly,

A handwritten signature in cursive script, appearing to read 'Morris Flewwelling'.

Morris Flewwelling  
Mayor

c. Norbert Van Wyk, City Manager  
Colleen Jensen, Director of Community Services  
Trevor Poih, Recreation, Parks & Culture Accountant  
Red Deer & District SPCA

August 14, 2006

Community Facility Enhancement Program  
50 Corriveau Avenue  
ST. ALBERT, AB  
T8N 3T5

To whom it may concern:

**Re: Red Deer & District SPCA Grant Application**

Red Deer County supports the Community Facility Enhancement Program grant application for funding to enable the Red Deer & District SPCA to build a new improved facility.

We appreciate the SPCA's commitment to the community and it's contribution to promoting a responsible and educated society. Red Deer County has witnessed first hand the incredible commitment this organization has when it responded to the Pine Lake Tornado emergency as well as prepared to respond to the needs of residents during the 2005 Flood. In both cases they were ready with volunteers, food and equipment.

Students in Red Deer County Schools also benefited from the educational programs that the SPCA takes directly to the school to promote empathy, respect and compassion for all living things.

We wish them much success in their campaign. This letter of support does not bind the municipality to future funding of this facility.

Yours truly

RED DEER COUNTY



Earl Kinsella  
Reeve

dcb



*"Where People Are The Key"*

---

August 21, 2006

Monte Greenshields, Executive Director  
Red Deer & District SPCA  
Box 931  
Red Deer, Alberta T4N 5H3

Dear Mr. Greenshields:

**RE: Grant Application – Animal and Humane Education Centre**

We are pleased to confirm the support of Lacombe County for the Red Deer & District SPCA application for funding to the Community Facility Enhancement Program, for assistance in the construction of a animal and humane education centre.

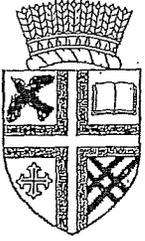
The services of the Red Deer & District SPCA are utilized by Lacombe County and we appreciate that they are available to us.

We wish you success with your application.

Yours truly,



TERRY HAGER, CLGM  
County Commissioner  
Lacombe County



## Office of the Mayor

August 15, 2006

Community Facility Enhancement Program  
50 Corriveau Avenue  
St. Albert, Alberta  
T8N 3T5

Dear Application Review Committee:

In the near future, Red Deer & District SPCA will be constructing a very important community facility to house and protect the growing number of abandoned, discarded and stray animals in the City of Red Deer and surrounding district. Their existing shelter is old, crowded, maximized to its greatest potential and quite frankly, an inadequate and unhealthy environment for the people and animals that need to be there.

Red Deer & District SPCA has indicated they will be applying for provincial funding through the Community Facility Enhancement Program (CFEP) and have asked that I, as Mayor of Lacombe, provide a letter of opinion and support for their capital building project.

This organization provides a very important community service that is primarily funded with dollars generated internally. They have begun an aggressive fundraising campaign, and I am confident through their efforts and the support of our community, they will be successful.

Recognizing that sheltering the increasing population of distressed animals is not the only solution, Red Deer & District SPCA has also launched a strategic and progressive humane education program within local schools and the community to educate our society on the care and protection of animals, the criticality of spaying or neutering, and most of all - the value of all living things. They also partner with a number of local organizations to provide support and animal protection during difficult and/or dangerous family transitions.

Being fully aware and appreciative of what this organization, its staff and volunteers bring to our community, I strongly recommend approval of their grant application.

Please feel free to contact me at (403) 782-6666 if you have any questions.

Yours truly,

Mayor Judy Gordon  
Town of Lacombe

Town of Lacombe

5432 56<sup>th</sup> Avenue  
Lacombe, Alberta T4L 1E9

Phone: (403) 782-6666

Fax: (403) 782-5655

mail@town.lacombe.ab.ca

www.town.lacombe.ab.ca

jgordon@town.lacombe.ab.ca



**TOWN OF SYLVAN LAKE**  
*A Town For All Seasons*

September 12, 2006

Community Facility Enhancement Program  
50 Corriveau Avenue  
St. Albert, AB T8N 3T5

Dear Program Administrator:

**Re: Red Deer & District SPCA Grant Application**

The Town of Sylvan Lake lends its support to the Community Facility Enhancement grant application for assisting in funding the Red Deer & District SPCA in the construction of a new facility.

The current facility is old and unsalvageable. The shelter is operating at maximum capacity and a larger centre would enable the Society to assist more animals and to expand their education program. This would also provide a healthier environment, not only for the animals, but for the staff and volunteers.

This organization plays an important role in the community and I would urge you to recommend approval of their grant application.

Yours truly,

Frank Peck,  
Deputy Mayor  
Town of Sylvan Lake

/ml

cc: Red Deer & District SPCA

TOWN  
OF  
INNISFAIL



4943 - 53 STREET  
INNISFAIL, ALBERTA T4G 1A1  
TELEPHONE: (403) 227-3376  
FAX: 227-4045  
e-mail: townhall@telusplanet.net  
website: www.townofinnisfail.com

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October 2, 2006

Community Facility Enhancement Program  
50 Corriveau Avenue  
St. Albert, Alberta  
T8N 3T5

Dear Application Review Committee:

The Red Deer & District SPCA has plans to construct a community facility to house and protect stray animals in Red Deer and surrounding district.

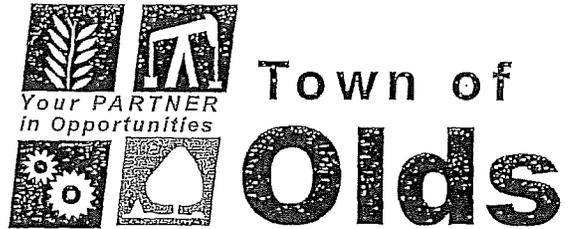
Red Deer & District SPCA has indicated they will be applying for provincial funding through the Community Facility Enhancement Program (CFEP) and have asked that I, as Mayor of the Town of Innisfail, provide a letter of opinion and support for their capital building project.

The Red Deer & District SPCA provides a very important community service. They have begun a fund raising campaign, and I am confident that they will receive support from the community. The Red Deer & District SPCA has numerous programs that are beneficial to distressed animals. I am aware of what this organization, its staff and volunteers bring to our community. I recommend approval of their grant application.

Please feel free to contact me should you have any questions.

Yours truly,

Ken Graham  
Mayor



September 15, 2006

Monte Greenshields  
Executive Director  
Red Deer & District SPCA  
P.O. Box 931  
Red Deer, Alberta  
T4N 5H3

Dear SPCA Board of Directors

**Re: Request for Letter of Opinion and Community Support**

At our meeting of September 11, 2006, Olds Town Council passed a motion in support the Red Deer & District SPCA building project.

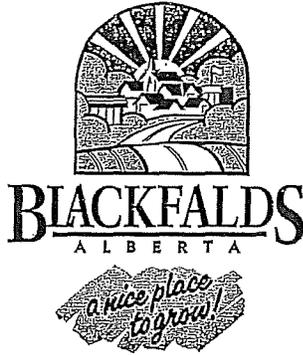
Olds Town Council wishes the Red Deer SPCA every success in their building project.

Yours In Service

A handwritten signature in cursive script, appearing to read "Judy Dahl".

Judy Dahl, Mayor  
Town of Olds  
'Your Partner in Opportunities'

cc: Elected Officials Town of Olds



## **TOWN OF BLACKFALDS**

Box 220, 5016 Waghorn Street  
Blackfalds, Alberta  
T0M 0J0

Phone: (403) 885-4677  
Fax: (403) 885-4610  
www.blackfalds.com  
email: info@blackfalds.com

September 13, 2006

Community Facility Enhancement Program  
50 Corriveau Avenue  
St. Albert, AB T8N 3T5

Dear Application Review Committee,

In the near future, Red Deer & District SPCA will be constructing a very important community facility to house and protect the growing number of abandoned, discarded and stray animals in the City of Red Deer and surrounding district. Their existing shelter is old, crowded and maximized to its greatest potential and quite frankly, an inadequate and unhealthy environment for the people and animals that are housed there.

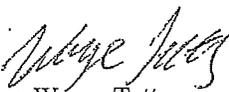
Red Deer & District SPCA has indicated they will be applying for provincial funding through the Community Facility Enhancement Program and have asked that I, as Mayor of Blackfalds, provide a letter of opinion and support for their capital building project.

This organization provides a very important community service that is primarily funded with dollars generated internally. They have begun an aggressive fundraising campaign, and I am confident through their efforts and the support of our community, they will be successful.

Recognizing that sheltering the increasing population of distressed animals is not the only solution, Red Deer & District SPCA has also launched a strategic and progressive humane education program within local schools and the community to educate our society on the care and protection of animals, the criticality of spaying or neutering, and most of all, the value of all living things. They also partner with a number of local organizations to provide support and animal protection during difficult and/or dangerous family transitions.

Being fully aware and appreciate of what this organization, its staff and volunteers bring to our community, I strongly recommend approval of their grant application.

Yours truly,

  
Mayor Wayne Tutty  
His Worship



Office of the Mayor



1001 Minto Street P.O. Box 10 Penhold, AB T0M 1R0

Telephone: 403.886.4567 Fax: 403.886.4039 email: townofpenhold@shaw.ca

SEP 18 2006

SEP 18 2006

Community Facility Enhancement Program  
50 Corriveau Avenue,  
St. Albert, Alberta  
T8N 3T5

September 14, 2006

Dear Application Review Committee:

In the near future, Red Deer & District SPCA will be constructing a very important community facility to house and protect the growing number of abandoned, discarded and stray animals in the City of Red Deer and surrounding district. Their existing shelter is old, crowded and maximized to it greatest potential. This facility is very inadequate and the environment is unhealthy for the people and animals that need to be there.

Red Deer & District SPCA has indicated they will be applying for provincial funding through the Community Facility Enhancement program (CFEP) and have asked that I, as Mayor of the Town of Penhold, provide a letter of opinion and support for their capital building project.

This organization provides a very important community service. They have begun an aggressive fund raising campaign, and I am confident through their efforts and the support of our community, they will be successful.

Red Deer & District SPCA has also launched a strategic and progressive humane education program within local schools and the community to educate our society on the care and protection of animals, the criticality of spaying or neutering, and most of all- the value of all living things. They also partner with a number of local organizations to provide support and animal protection during difficult and/or dangerous family transitions.

Being fully aware and appreciative of what this organization, its staff and volunteers bring to our community, I strongly recommend approval of their grant application.

Please feel free to contact me at the Town of Penhold, 1-403-886-4567, should you have any questions.

Yours truly,

*Julia A. King*

Julia King  
Mayor  
Town of Penhold

cc. Richard Binnendyk, Penhold CAO  
Red Deer & District SPCA



## TOWN OF ROCKY MOUNTAIN HOUSE

P.O. BOX 1509 5116 50 AVENUE ROCKY MOUNTAIN HOUSE AB T4T 1B2

September 6, 2006

Julie Crawford, Development Director  
Red Deer and District SPCA  
4505 77<sup>th</sup> Street  
Red Deer, AB T4P 2J1

Dear Ms. Crawford,

*Re: Grant Application – Animal and Humane Education Centre:*

The Town of Rocky Mountain House Council fully supports the Red Deer and District SPCA's initiative to construct a new facility. Please be advised that the Town of Rocky Mountain House Council passed the following resolution at its regular meeting of September 5, 2006;

*"that Council send a letter of support for the Red Deer and District SPCA Community Facility Enhancement (CFEP) grant application to construct a new facility."*

Town Council wishes your organization every success with your endeavors to complete this worthwhile project. The services of the Red Deer and District SPCA are utilized by the citizens of the Town of Rocky Mountain House and we appreciate that they are available to our community.

Sincerely,

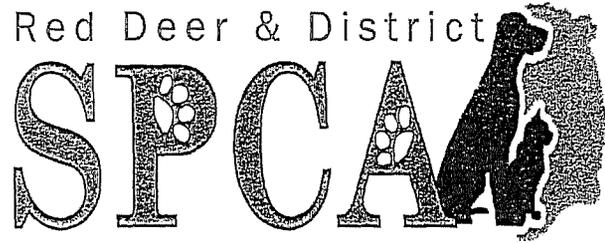
per Jim Bague, Mayor  
Town of Rocky Mountain House



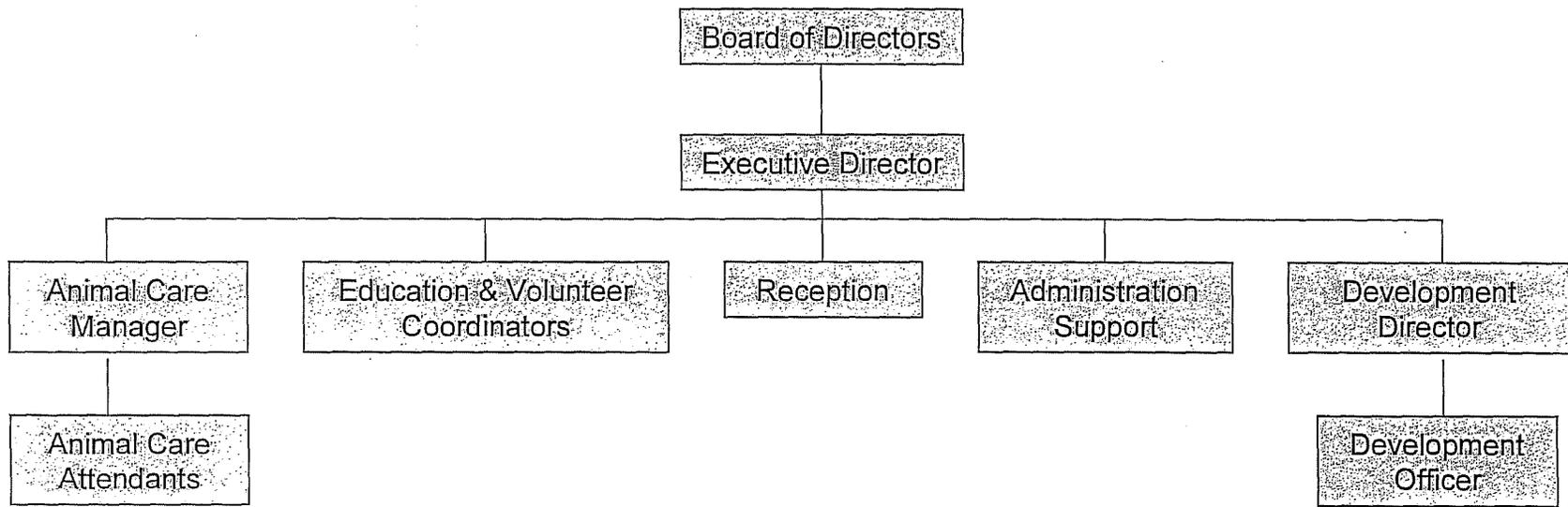
## Appendix E

### Red Deer & District SPCA *Capital Building Project*

## Organizational Chart



## Organizational Chart



**Appendix F**

**Red Deer & District SPCA  
*Capital Building Project***

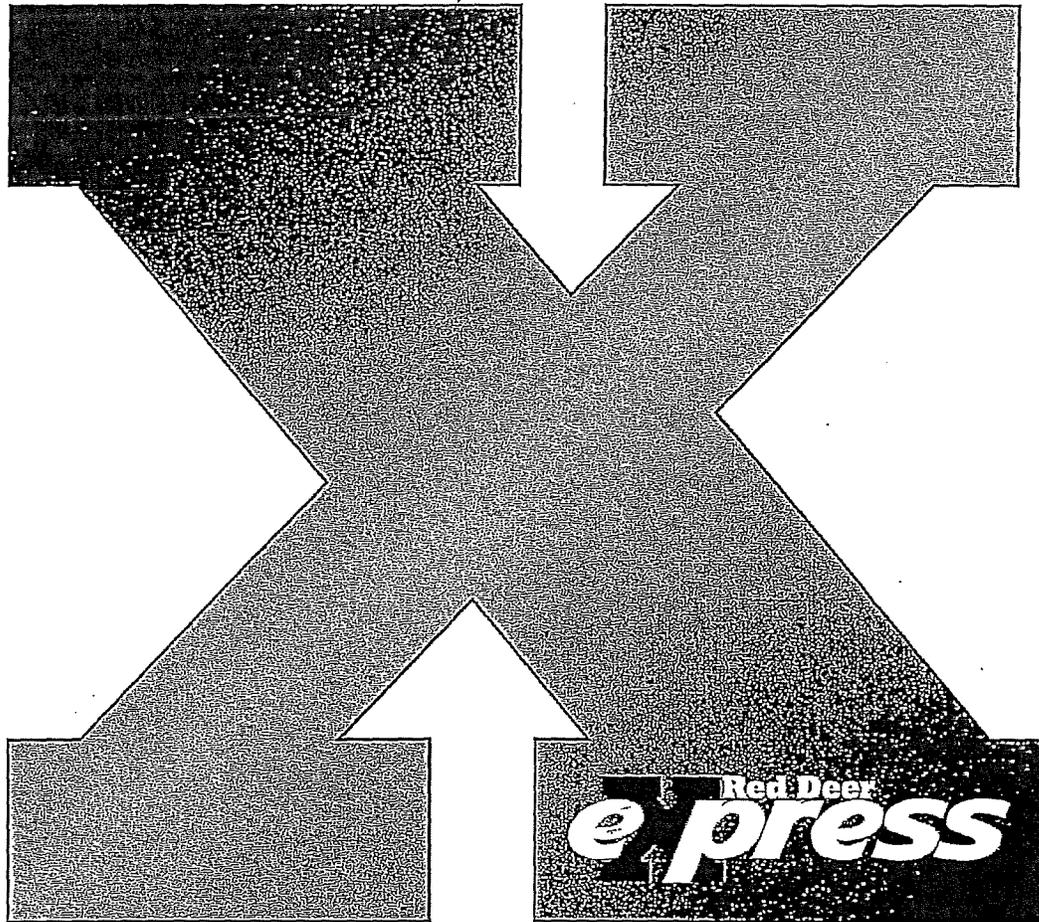
**Reader's Choice Award**

**2006 & 2007**

**Best of Red Deer**

**Best of Red Deer**

**SILVER WINNER**



**SPCA  
LOCAL CHARITY**

**2006 Readers'  
Choice Awards**



**Legislative & Administrative Services**

**DATE:** November 26, 2007  
**TO:** City Council  
**FROM:** Kelly Kloss, Legislative & Administrative Services Manager  
**SUBJECT:** Red Deer & District SPCA Loan  
Borrowing Bylaw 3340/2007

---

*History*

At the Monday, November 5, 2007 meeting of Council, Council gave first reading to Borrowing bylaw 3340/2007 for a loan to the Red Deer & District SPCA for up to \$1,000,000 as interim financing for the construction of a new SPCA facility.

*Public Consultation Process*

The above referenced bylaw was advertised to allow public input and is being presented to Council for consideration of second and third readings on December 3, 2007.

*Discussion*

If the bylaw is given third reading on December 3, 2007, there will be a 30 day waiting period. At the end of that period, on January 2, 2008, the bylaw will then be valid.

The following is an excerpt from the MGA - Part 8 (Financial Administration) regarding challenging the validity of a bylaw:

Section 273 (2) – 'a borrowing bylaw is a valid bylaw if:

- a) no application has been made to the Court of Queen's Bench to have the bylaw declared invalid within 30 days after the bylaw has been passed, or
- b) an application has been made to the Court of Queen's Bench to have the bylaw declared invalid within 30 days after the bylaw has been passed and on the final disposition of the application and any appeal, the application is dismissed.'

City Council  
November 26, 2007  
Borrowing Bylaw 3340/2007

It was noted that the wrong bylaw number was assigned to this bylaw. The correct bylaw number should have been 3400/2007.

*Recommendation*

That Council consider:

- 1) Passing a resolution to amend Borrowing Bylaw 3340/2007 to indicate the correct bylaw number and then,
- 2) Give second and third readings of the amended bylaw.

Kelly Kloss  
Manager



## M I N U T E S

of the **REGULAR MEETING of RED DEER CITY COUNCIL**  
held on **MONDAY, DECEMBER 3, 2007**  
in the **Council Chambers of City Hall,**  
commenced at **3:05 p.m.**

**Present:**

Mayor Morris Flewwelling

Councillor Buck Buchanan

Councillor Cindy Jefferies

Councillor Lynne Mulder

Councillor Gail Parks

Councillor Larry Pimm

Councillor Tara Veer

Councillor Lorna Watkinson-Zimmer

Councillor Frank Wong

City Manager, Craig Curtis

Director of Community Services, Colleen Jensen

Director of Corporate Services, Stew Churlish

Director of Development Services, Paul Goranson

City Clerk, Kelly Kloss

Deputy City Clerk, Nona Housenga

City Solicitor, Nick Riebeek

Engineering Services Manager, Tom Warder

Land Coordinator, Russell Crook

City Planner, Tony Lindhout

City Planner, Emily Damberger

Corporate Controller – Finance & Budget, Dean Krejci

Deputy Fire Chief - Prevention & Education, John Wyatt

**MINUTES**

Moved by Councillor Mulder, seconded by Councillor Veer

*“Resolved* that the Minutes of the Monday, November 19, 2007 Regular Meeting be confirmed with the following amendment:

Page 2, change the name of “Sylva” to “Sylvie”

IN FAVOUR: Councillors Buchanan, Jefferies, Mulder, Parks, Pimm,  
Veer, Watkinson-Zimmer, Wong and Mayor Flewwelling

MOTION CARRIED

**POINT OF INTEREST**

On a **Point of Interest**, Mayor Flewwelling informed Council of the following:

- a. International Day of Disabled Persons – December 3, 2007
- b. November was Family Violence Prevention Month in Alberta
- c. November 19-23, 2007 was Anti-Bullying Week

**UNFINISHED BUSINESS**

Councillor Mulder declared a conflict of interest as she is involved with the fund raising campaign for the SPCA and left Council Chambers at this time, 3:08 p.m.

Council considered a report from the Legislative & Administrative Services Manager, dated November 26, 2007, **Re: Red Deer & District SPCA Loan – Borrowing Bylaw 3340/2007**. Following discussion, the motion as shown below was introduced and passed prior to the bylaw readings.

Moved by Councillor Jefferies, seconded by Councillor Pimm

*“Resolved* that Council of the City of Red Deer having considered the report from Legislative Services & Administrative Manager dated November 26, 2007, hereby amends Borrowing Bylaw 3340/2007 by deleting Bylaw No. 3340/2007 and replacing it with Bylaw No. 3400/2007.”

IN FAVOUR: Councillors Buchanan, Jefferies, Parks, Pimm, Veer,  
Watkinson-Zimmer, Wong and Mayor Flewwelling

ABSENT: Councillor Mulder

MOTION CARRIED

Council then considered the bylaw readings at this time.

### BYLAWS

**3340/2007**

Moved by Councillor Wong, seconded by Councillor Parks

**SECOND READING:** That Bylaw 3340/2007 be read a second time.  
(Borrowing Bylaw – To Loan to the Red Deer &  
District SPCA up to \$1,000,000 for Interim  
Financing for the Construction of a New SPCA  
facility)

IN FAVOUR: Councillors Buchanan, Jefferies, Parks, Pimm, Veer,  
Watkinson-Zimmer, Wong and Mayor Flewwelling

ABSENT: Councillor Mulder

MOTION CARRIED

Moved by Councillor Wong, seconded by Councillor Parks

**THIRD READING:** That Bylaw 3340/2007 be read a third time.

IN FAVOUR: Councillors Buchanan, Jefferies, Parks, Pimm, Veer,  
Watkinson-Zimmer, Wong and Mayor Flewwelling

ABSENT: Councillor Mulder

MOTION CARRIED

Councillor Mulder returned to Council Chambers at 3:10 p.m.

## REPORTS

Council considered a report from the Fire Chief/Manager Emergency Services, dated November 26, 2007, **Re: Updating of Mutual Aid Agreement with Red Deer County.** Following discussion, the motion as shown below was introduced and passed.

Moved by Councillor Pimm, seconded by Councillor Watkinson-Zimmer

*“Resolved* that Council of The City of Red Deer Council having considered the report from the Fire Chief/Manager Emergency Services Department dated November 26, 2007 - Re: Updating of Mutual Aid Agreement with the Red Deer County hereby approves the emergency response Mutual Assistance Agreement between The City of Red Deer and Red Deer County as presented at the Monday, December 3, 2007 Council Meeting.”

IN FAVOUR: Councillors Buchanan, Jefferies, Mulder, Parks, Pimm, Veer, Watkinson-Zimmer, Wong and Mayor Flewwelling

MOTION CARRIED

Council considered a report from the Engineering Services Manager, dated November 26, 2007, **Re: Proposed Sidewalk Improvements / 60<sup>th</sup> Street (Gaetz Avenue to 54 Avenue).** Following discussion, the motion as shown below was introduced and passed.

Moved by Councillor Watkinson-Zimmer, seconded by Councillor Parks

*“Resolved* that Council of the City of Red Deer having considered the report from the Engineering Services Manager dated November 26, 2007 – Re: Proposed Sidewalk Improvements - 60 Street (Gaetz Avenue to 54 Avenue) hereby recommends that construction of a sidewalk on the north side of 60 Street between 51 Avenue and Gaetz Avenue not proceed.”

IN FAVOUR: Councillors Buchanan, Jefferies, Mulder, Parks, Pimm, Veer,  
Watkinson-Zimmer, Wong and Mayor Flewwelling

MOTION CARRIED

Council considered a report from Parkland Community Planning Services, dated November 26, 2007, **Re: Land Use Bylaw Amendment 3357/AA-2007 – Garage Sales, Open House, House for Sale, Show Homes and other related signage.** Following discussion, Council considered the bylaw reading at this time.

## BYLAWS

### 3357/AA-2007

Moved by Councillor Jefferies, seconded by Councillor Watkinson-Zimmer

**FIRST READING:** That Bylaw 3357/AA-2007 be read a first time.  
(Land Use Bylaw Amendment / Garage Sales,  
Open House, House for Sale, Show Homes and  
Other Related Signage)

IN FAVOUR: Councillors Buchanan, Jefferies, Mulder, Parks, Pimm,  
Veer, Watkinson-Zimmer, Wong and Mayor Flewwelling

MOTION CARRIED

Council recessed for supper at this time, at 3:37 p.m. and reconvened at 6:00 p.m.

## PUBLIC HEARINGS

Public Hearings were held with respect to **Land Use Bylaw Amendment 3357/BB-2007 Rezoning of Lot 2B, Block 2, Plan 1405 TR – 6815 - 59 Avenue – Dale Devereaux**. This bylaw amendment provides for the rezoning of the property located at 6815- 59 Avenue from R1A Residential (Semi-Detached Dwelling) District to R2 Residential (Medium Density) District in order to construct a 5-plex. As no one was present to speak for or against the Land Use Bylaw Amendment, Mayor Flewwelling declared the Public Hearing closed.

Following discussion, Council considered the bylaw readings at this time.

## **BYLAWS**

**3357/BB-2007**

Moved by Councillor Veer, seconded by Councillor Buchanan

**SECOND READING:** That Bylaw 3357/BB-2007 be read a second time.  
(Land Use Bylaw Amendment / Rezoning of 6815 – 59 Avenue from R1A Residential (Semi-Detached Dwelling) District to R2 Residential (Medium Density) District to construct a 5-Plex / Dale Devereaux)

**IN FAVOUR:** Councillors Buchanan, Jefferies, Mulder, Parks, Pimm, Veer, Watkinson-Zimmer, Wong and Mayor Flewwelling

**MOTION CARRIED**

Moved by Councillor Veer, seconded by Councillor Buchanan

**THIRD READING:** That Bylaw 3357/BB-2007 be read a third time.

**IN FAVOUR:** Councillors Buchanan, Jefferies, Mulder, Parks, Pimm, Veer, Watkinson-Zimmer, Wong and Mayor Flewwelling

**MOTION CARRIED**

**PUBLIC HEARINGS**

Public Hearings were held with respect to **Offer to Purchase part of 44A Street in Grandview and Road Closure Bylaw 3396/2007 and Land Use Bylaw Amendment 3357/W-2007 – Rezoning of Closed Lane at 44A Street at 43<sup>rd</sup> Avenue from Road to R1 Low Density Residential District / Grandview.** Road Closure Bylaw 3396/2007 provides for the closure of part of 44A Street at 43<sup>rd</sup> Avenue to allow public access and the ability for the purchasers to expand their property. Land Use Bylaw Amendment 3357/W-2007 provides for the rezoning of the lane closure from Road to R1 Low Density Residential District. Mr. Rod Trentham was in attendance and spoke to the Road Closure Bylaw. As no one else was present to speak for or against the Road Closure Bylaw or Land Use Bylaw Amendment, Mayor Flewwelling declared the Public Hearings closed.

Following discussion, Council considered the bylaw readings at this time.

**BYLAWS****3396/2007**

Moved by Councillor Parks, seconded by Councillor Wong

**SECOND READING:** That Bylaw 3396-2007 be read a second time.  
(Road Closure Bylaw / Closure of a Portion of  
44A Street West of 43<sup>rd</sup> Avenue / Grandview)

**IN FAVOUR:** Councillors Buchanan, Jefferies, Mulder, Parks, Pimm, Veer,  
Watkinson-Zimmer, and Mayor Flewwelling

**OPPOSED:** Councillor Wong

**MOTION CARRIED**

Moved by Councillor Parks, seconded by Councillor Wong

**THIRD READING:** That Bylaw 3396-2007 be read a third time.

**IN FAVOUR:** Councillors Buchanan, Jefferies, Mulder, Parks, Pimm, Veer,  
Watkinson-Zimmer, and Mayor Flewwelling

**OPPOSED:** Councillor Wong

**MOTION CARRIED**

**3357/W-2007**

Moved by Councillor Pimm, seconded by Councillor Buchanan

**SECOND READING:** That Bylaw 3357/W-2007 be read a second  
time.  
(Land Use Bylaw Amendment / Rezoning of  
Closed Portion of Lane at 44 A Street and 43<sup>rd</sup>  
Avenue from Road to R1 Low Density  
Residential District / Grandview)

**IN FAVOUR:** Councillors Buchanan, Jefferies, Mulder, Parks, Pimm, Veer,  
Watkinson-Zimmer, and Mayor Flewwelling

**OPPOSED:** Councillor Wong

**MOTION CARRIED**

Moved by Councillor Pimm, seconded by Councillor Buchanan

**THIRD READING:** That Bylaw 3357/W-2007 be read a third time.

**IN FAVOUR:** Councillors Buchanan, Jefferies, Mulder, Parks, Pimm, Veer,  
Watkinson-Zimmer, and Mayor Flewwelling

**OPPOSED:** Councillor Wong

**MOTION CARRIED**

**ADJOURNMENT**

Moved by Councillor Veer, seconded by Councillor Buchanan

*“Resolved* that the Monday, December 3, 2007 regular meeting of Red Deer City Council be adjourned at 6:45 p.m.”

IN FAVOUR: Councillors Buchanan, Jefferies, Mulder, Parks, Pimm,  
Veer, Watkinson-Zimmer, Wong and Mayor  
Flewwelling

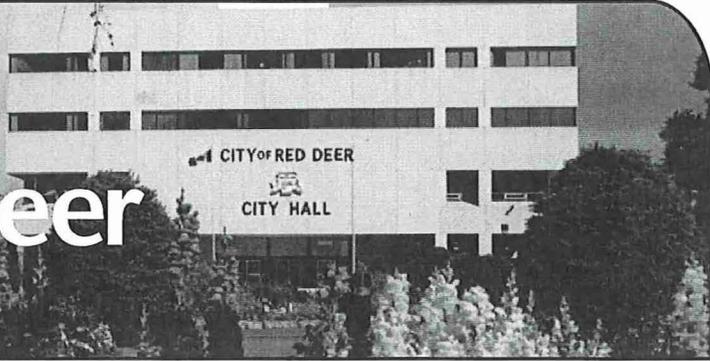
MOTION CARRIED

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MAYOR

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CITY CLERK



www.reddeer.ca

**CITY OF RED DEER  
Borrowing Bylaw**

Red Deer City Council proposes to pass **Borrowing Bylaw 3340/2007**, which provides for a loan to the Red Deer and District SPCA, for up to \$1,000,000, to finance the construction of a new SPCA facility. The public may inspect the proposed bylaw at Legislative & Administrative Services, 2<sup>nd</sup> Floor of City Hall during regular office hours.

The electors may submit a petition calling for a vote of the electors to determine whether the proposed bylaw should be passed. The petition must meet the formal requirements of sections 221-226 of the Municipal Government Act and be filed with the Legislative & Administrative Services Manager within 15 days after the last date the proposed bylaw is advertised. The last date of advertisement for this bylaw is **November 16, 2007**. Any petition will be public information. If you have any questions regarding the petition process or the use of the petition please contact the Legislative & Administrative Services Manager at 342-8132.



**Stay off thin ice**

If someone breaks through thin ice:

1. CALL FOR HELP. Have someone phone for an ambulance, and then have this person check back in with you.
2. If you are on the ice, **LIE DOWN**. Make sure you are safe first, before trying to help.
3. **TALK TO THE PERSON** in the water. Tell them to kick hard and to reach up on the ice as far as they can. Let them know that help is coming and that they are going to be okay.
4. If it is safe to do so, **CRAWL TOWARD** the victim with a hockey stick, scarf or tree branch for them to grab onto.
5. When within range, reach out and pull the person onto thicker ice. By crawling backwards. Have them keep kicking. **CRAWL BACK** off the ice.

**Testing the ice**

Make a fist with both hands. Put one hand on top of the other. This is how thick the ice should be before you and your friends walk on it.

In order for ice to be safe for public skating or walking on, it should be at least 15 cm thick.



**look n book**

online registration  
& facility information  
www.reddeer.ca/looknbook

**Municipal Planning  
Commission Approvals**

On November 13, 2007, the Municipal Planning Commission issued approval of the following applications:

**Discretionary Use:**

Johnstone Park

1. Al-Terra Engineering Ltd. – discretionary use of a 148 unit multiple family development to be located at 31 Jamieson Avenue.

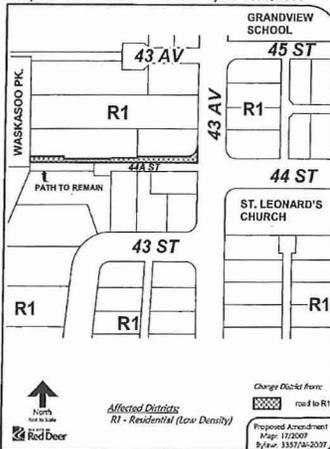
You may appeal Discretionary approvals to the Red Deer Subdivision & Development Appeal Board, Legislative & Administrative Services, City Hall, prior to 4:30 p.m. December 3, 2007. You may not appeal a Permitted Use unless it involves a relaxation, variation or misinterpretation of the Land Use Bylaw. Appeal forms (outlining appeal fees) are available at Legislative & Administrative Services. For further information, please phone 342-8132.

**ROAD CLOSURE & LAND USE  
BYLAW AMENDMENT**

**Grandview Neighbourhood**

Red Deer City Council proposes to pass Road Closure Bylaw 3396/2007 to close the following roadway described as "Firstly – Plan 5852KS - All those portions of 44A Street and Corner Cut-off which lies within the limits of Plan \_\_\_\_\_", "Secondly – Plan 5877HW - All that portion of Unnamed Roadway (44A Street) adjoining the south boundary of Lot 1, Block 5A, said Plan and which lies within the limits of Plan \_\_\_\_\_", "Thirdly – Plan 6243HW - All that portion of Unnamed Roadway (44A Street) adjoining the south boundary of Lot 4, Block 2A, said Plan and which lies within the limits of Plan \_\_\_\_\_". This will still provide public access through the undeveloped west portion of the laneway.

Proposed Amendment to Land Use Bylaw 3357/2006



Council also proposes to pass Land Use Bylaw Amendment 3357/W-2007, which provides for the rezoning of the closed roads noted above to P1 Parks and Recreation District. The proposed bylaws may be inspected by the public at Legislative & Administrative Services, 2<sup>nd</sup> Floor of City Hall, during regular office hours. For more details contact the city planners at Parkland Community Planning Services at 343-3394.

City Council will hear from any person claiming to be affected by the proposed bylaw at a Public Hearing on Monday, December 3, 2007 at 6:00 p.m. in Council Chambers, 2<sup>nd</sup> floor of City Hall. If you want your letter or petition included on the Council agenda you must submit it to the Manager, Legislative & Administrative Services by Tuesday, November 27, 2007. Otherwise, you may submit your letter or petition at the Council meeting or you can simply tell Council your views at the Public Hearing. Council's Procedure Bylaw indicates that each presentation is limited to 10 minutes. Any submission will be public information. If you have any questions regarding the use of this information please contact the Manager, Legislative & Administrative Services at 342-8132.

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Tree Festival  
Partial Road Closure**

The 5<sup>th</sup> Annual Biggest Christmas Tree Festival will be held in City Hall Park on Wednesday November 21<sup>st</sup> from 6:00pm to 7:30pm. To facilitate the festival, Ross Street from 48<sup>th</sup> Avenue to 49<sup>th</sup> Avenue will only have two (2) lanes open for traffic. The southbound lane will be closed at 5:00pm and will re-open at 8:30pm.

Motorists are advised to use caution and expect delays. For further information please contact Public Works at 342-8238.

**Development Officer  
Approvals**

On November 14, 2007, the Development Officer issued approval for the following application:

**Oriole Park**

1. N. Desbiens – a 5.75 metre rear yard to a proposed single family dwelling and attached garage to be located at 42 Overland Place.

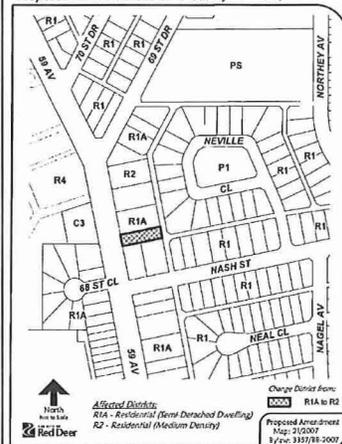
You may appeal this decision to the Red Deer Subdivision & Development Appeal Board, Legislative & Administrative Services, City Hall, prior to 4:30 p.m. November 30, 2007. Appeal forms (outlining appeal fees) are available at Legislative & Administrative Services. For further information please phone 342-8192.

**NORMANDEAU  
NEIGHBOURHOOD**

**Land Use Bylaw Amendment**

City Council proposes to pass Land Use Bylaw Amendment 3357/BB-2007, which provides for the rezoning of the property located at 6815 – 59 Avenue, Lot 2B, Block 2, Plan 1405 TR, from R1A Residential (Semi-Detached Dwelling) District to R2 Residential (Medium Density) District in order to construct a 5-plex. The proposed bylaw may be inspected by the public at Legislative & Administrative Services, 2<sup>nd</sup> Floor of City Hall during regular office hours or for more details, contact the city planners at Parkland Community Planning Services 343-3394.

Proposed Amendment to Land Use Bylaw 3357/2006



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**2007 Maskepetoon  
Park Master Plan  
PUBLIC OPEN HOUSE**

The City of Red Deer has initiated the 2007 Maskepetoon Park Master Plan. Located within the Waskasoo Park system, Maskepetoon Park is an ecologically significant, valuable area that contains many unique natural features. Unfortunately, these features are being damaged by increased, yet unmanaged, human activity.

The intent of the 2007 Maskepetoon Park Master Plan is to preserve the area's ecological sensitivity while providing the public with opportunities to view, experience and learn about the park's natural assets.

Preliminary concepts have been developed for potential park features such as trails, viewpoints, boardwalks and interpretive locations and themes. The public is invited to review proposed development features and to provide input to the design team.

**Wednesday, November 28<sup>th</sup>**  
6:00 pm – 8:30 pm  
École Oriole Park Elementary (School) - Library  
5 Oldbury Street

For more information, please contact:  
Randy Heaps, CSLA  
ISL Engineering and Land Services  
Phone: (780) 438-9000  
Dave Matthews  
City of Red Deer  
Phone: (403) 342-5195

NOV  
9, 2007



# THE CITY OF Red Deer

CITY OF RED DEER  
CITY HALL

www.reddeer.ca

## CITY OF RED DEER Borrowing Bylaw

Red Deer City Council proposes to pass **Borrowing Bylaw 3340/2007**, which provides for a loan to the Red Deer and District SPCA, for up to \$1,000,000, to finance the construction of a new SPCA facility. The public may inspect the proposed bylaw at Legislative & Administrative Services, 2<sup>nd</sup> Floor of City Hall during regular office hours.

The electors may submit a petition calling for a vote of the electors to determine whether the proposed bylaw should be passed. The petition must meet the formal requirements of sections 221-226 of the Municipal Government Act and be filed with the Legislative & Administrative Services Manager within 15 days after the last date the proposed bylaw is advertised. The last date of advertisement for this bylaw is **November 16, 2007**. Any petition will be public information. If you have any questions regarding the petition process or the use of the petition please contact the Legislative & Administrative Services Manager at 342-8132.



## Stay off thin ice

If someone breaks through thin ice:

1. CALL FOR HELP. Have someone phone for an ambulance, and then have this person check back in with you.
2. If you are on the ice too, LIE DOWN. Make sure you are safe first, before trying to help.
3. TALK TO THE PERSON in the water. Tell them to kick hard and to reach up on the ice as far as they can. Let them know that help is coming and that they are going to be okay.
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## look n book

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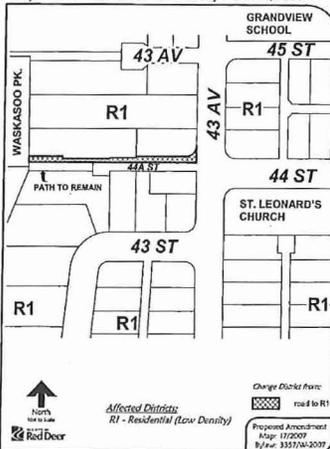
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Proposed Amendment to Land Use Bylaw 3357/2006



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NOV 16,  
2007

**DATE:** October 30, 2007

**TO:** Kelly Kloss, Legislative & Administrative Services

**FROM:** Dean Krejci, Financial Services – Budget & Finance

**SUBJECT:** Red Deer & District SPCA Loan  
Borrowing Bylaw No. 3340/2007

---

### Legislative History

At the Council Meeting on October 9, 2007, City Council approved the issuance of a loan to the Red Deer & District SPCA for up to \$1,000,000. These funds are for interim financing for the construction of a new SPCA facility. The resolution passed by Council is shown below:

*“Resolved* that Council of the City of Red Deer having considered the correspondence from the Red Deer and District SPCA, dated September 11, 2007, re: Bridge Financing Request, hereby directs Administration to prepare a bylaw that contemplates a loan to the Red Deer and District SPCA for up to one million dollars based on the following conditions:

1. The money being used toward building a new facility to house the Red Deer and District SPCA operations.
2. The loan be repaid semi-annually over a five year period at a 5% I interest rate.
3. The source of funding to be the Capital Project Reserve.
4. An agreement satisfactory to the City Solicitor. “

### Background

Section 265 of the Municipal Government Act (MGA), states that a municipality may only lend money if the loan is authorized by bylaw. The MGA further states that the bylaw that authorizes the loan must be advertised. To meet these requirements, Council will need to do first reading of the bylaw. It will then be advertised for two consecutive weeks; a waiting period of 15 days will be permitted to allow for petition and then the bylaw can be brought back to Council for second and third readings.

During the course of approving the bylaw, administration will negotiate a loan agreement with the SPCA.

**Recommendation**

It is recommended that Council proceed with first reading of the borrowing bylaw for the SPCA.

Dean Krejci  
Financial Services – Budget & Finance

Legislative &amp; Administrative Services

**FILE**

**DATE:** November 6, 2007

**TO:** Dean Krejci, Financial Services – Budget & Finance

**FROM:** Kelly Kloss, Legislative & Administrative Services Manager

**SUBJECT:** Red Deer & District SPCA Loan  
Borrowing Bylaw 3340/2007

---

**Reference Report:**

Financial Services, dated October 30, 2007

**Bylaw Readings:**

Borrowing Bylaw 3340/2007 was given first reading. A copy of the bylaw is attached.

**Report Back to Council:** Yes - December 3, 2007 Council Meeting**Comments/Further Action:**

Borrowing Bylaw 3340/2007 will be advertised to allow public input and then be presented to Council for second and third readings on December 3, 2007 at 6:00 P.M. during Council's regular meeting. If the bylaw receives third reading on December 3, 2007 there will be a 30 day waiting period. At the end of that period, on January 2, 2008 the bylaw will then be valid.

The following is an excerpt from the MGA - Part 8 (Financial Administration) regarding challenging the validity of a bylaw:

Section 273 (2) – 'a borrowing bylaw is a valid bylaw if:

- a) no application has been made to the Court of Queen's Bench to have the bylaw declared invalid within 30 days after the bylaw has been passed, or
- b) an application has been made to the Court of Queen's Bench to have the bylaw declared invalid within 30 days after the bylaw has been passed and on the final disposition of the application and any appeal, the application is dismissed.'

Council Decision – November 5, 2007  
Borrowing Bylaw 3340/2007  
Page 2

This office will proceed with the advertising for this bylaw.



Kelly Kloss  
Manager  
/chk

attchs.

c Director of Corporate Services  
Financial Services Manager

**BYLAW NO. 3340/2007**

The Red Deer District SPCA is being provided interim financing for the construction of a new facility. Council deemed such a loan to be for a purpose that will benefit the municipality.

Section 265 of the Municipal Government Act authorizes a municipality to lend money to a non-profit organization provided that the loan is authorized by bylaw.

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

1. Council hereby authorizes a loan to The Red Deer District SPCA to be used for interim financing for the construction of a new facility on the following terms:
  - a. Purpose of loan: Construction of new Red Deer District SPCA facility
  - b. Principal amount: \$ Up to 1,000,000.00
  - c. Interest rate: As set out in loan agreement
  - d. Term of loan: 5 years
  - e. Repayment: To be paid semi-annually until loan is repaid
2. The source of the funds to be loaned is the Capital Projects Reserve.
3. City administration is authorized to enter into a loan agreement with The Red Deer District SPCA on the terms set out in this bylaw and in a form satisfactory to the City Solicitor.

READ A FIRST TIME IN OPEN COUNCIL this 5<sup>th</sup> day of November 2007

READ A SECOND TIME IN OPEN COUNCIL this day of 2007

READ A THIRD TIME IN OPEN COUNCIL this day of 2007

AND SIGNED BY THE MAYOR AND CITY CLERK this day of 2007

\_\_\_\_\_  
MAYOR

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



**FILE**

LEGISLATIVE & ADMINISTRATIVE SERVICES

November 6, 2007

Mr. Monte Greenshields  
Red Deer & District SPCA  
4505 - 77 Street  
Red Deer, AB T4P 2J1

Dear Mr. Greenshields:

**Re: *Red Deer and District SPCA Bridge Financing Request  
Borrowing Bylaw 3340/2007***

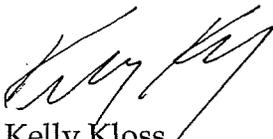
At the Monday, November 5, 2007 Council Meeting, Council gave first reading to Borrowing Bylaw 3340/2007 for up to \$1,000,000 as interim financing for the construction of a new SPCA facility.

The process that will now be followed is:

1. The bylaw is advertised at least once a week for 2 consecutive weeks.
2. The bylaw is again presented to Council in four weeks time, on Monday, December 3, 2007, for consideration of any public input and second and third readings of this bylaw.

Please call me if you have any questions.

Sincerely,



Kelly Kloss  
Manager

c Community Services Manager  
Financial Services Manager  
Inspections and Licensing Manager

**Kim Woods**

---

**From:** Don Simpson  
**Sent:** July 09, 2009 12:52 PM  
**To:** Kim Woods; Nick Riebeek  
**Cc:** Elaine Vincent; Lorraine Poth; Dean Krejci  
**Subject:** RE: SPCA Loan and Agreement for Friday's Additional Council Agenda

Hi Kim:

The short answer is NO, don't attach the agreement and YES you need to advertise.

The bylaw approving the loan to the SPCA needs to be amended to set out the correct interest rate. In the original bylaw, the reference to "the rate in the loan agreement" is a very awkward way of complying with the need to disclose the minimum rate in the bylaw as required under s. 265 (2). (I don't think this should ever have been done in the first place.)

At any rate, the bylaw is to be amended to delete paragraph 1(b) and to provide a new paragraph stating that the actual rate, i.e. "the minimum rate of interest will be 5.058% per annum." (I don't think we have seen the form of the bylaw amendment, which we normally should review before it goes to Council.)

Such an amendment would not require that the loan agreement be part of the agenda.

As a general rule, I also think that there should NEVER be any need to present any actual contract to Council since it is not within their authority to negotiate contracts. Council's role is to make policy decisions, not to determine the specific wording of contracts. (The only reason Council might have seen the contract in December 2007 was that the loan agreement was an attachment to the bylaw. Since the bylaw itself should set out the actual interest rate, there is no need to attach the agreement.)

Advertising is required by s. 264 and I think this should be complied with to remove any doubt about the validity of the process. As a general rule, any procedural requirement for the original bylaw would apply to the amending bylaw, unless the statute says otherwise.

Hope that addresses it.

Don Simpson  
Chapman Riebeek LLP  
Barristers and Solicitors  
300, 4808 Ross Street  
Red Deer, AB T4N 1X5  
TEL: 403-346-6603  
FAX: 403-340-1280

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

**From:** Kim Woods  
**Sent:** Wed 2009/07/08 3:55 PM  
**To:** Don Simpson; Nick Riebeek  
**Cc:** Elaine Vincent; Lorraine Poth; Dean Krejci  
**Subject:** SPCA Loan and Agreement for Friday's Additional Council Agenda

Good afternoon:

Attached is the SPCA report from Dean Krejci for open Council, the loan agreement and the original bylaw 3400/2009.

I am planning on releasing this as an additional open Council agenda on Friday morning and we need your advice.

Should the new loan agreement be placed on the open agenda along with the report?

The original bylaw needs to be amended to reflect the new interest rate and new term for the agreement. Does this bylaw require advertising since the original bylaw was advertised for 2 consecutive Friday's and then brought back to council for 2nd and 3rd reading? The items to be amended are: the interest rate and the term of the agreement.

As well the original bylaw notes that the interest rate is: "As set out in loan agreement" should I include the original agreement from 2007 for full disclosure?

May I ask that we have a response as soon as possible since we are closing in on Friday.

Thank you,

Kim <<SPCA loan and Bylaw.pdf>>

Kim Woods  
Council Services Coordinator  
The City of Red Deer  
Legislative & Administrative Services  
Phone: 403.342.8201  
Email: kim.woods@reddeer.ca  
Website: www.reddeer.ca

FILE COPY



Council Decision – July 13, 2009

DATE: July 14, 2009  
TO: Dean Krejci, Financial Services Manager  
FROM: Elaine Vincent, Legislative & Administrative Services Manager  
SUBJECT: Red Deer & District SPCA Loan

ORIGINAL

*Reference Report:*

Financial Services Manager, dated July 8, 2009

*Bylaw Readings:*

Borrowing Bylaw 3400/A-2009 received first reading at the Monday, July 13, 2009 Council meeting.

*Report Back to Council:* August 10, 2009.

*Comments/Further Action:*

A Public Hearing will be held on Monday, August 10, 2009 at 6:00 p.m. in Council Chambers during Council's regular meeting with respect to Borrowing Bylaw 3400/A-2009. This office will now proceed with advertising. Borrowing Bylaw 3400/A-2009 being a Bylaw to amend Bylaw No. 3400/2007 which authorizes the City of Red Deer to lend an amount of one million dollars (\$1,000,000.00) to the Red Deer and District SPCA by increasing the term of the loan from 5 years to 25 years and amending the interest rate.

A handwritten signature in blue ink, appearing to read 'Elaine Vincent'.

Elaine Vincent  
Manager

cc: Director of Corporate Services  
Director of Development Services  
Director of Community Services

BYLAW NO. 3400/A-2009

Being a bylaw to amend bylaw No.3400/2007 which authorizes The City of Red Deer to lend an amount of one million dollars (\$1,000,000) to The Red Deer and District SPCA by increasing the term of the loan from 5 years to 25 years and amending the interest rate.

WHEREAS:

The City and the SPCA have agreed to amend the term and the rate of the loan.

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

- 1 Section 1 is deleted in its entirety and replaced with the new section 1 as follows:
  - 1 Council hereby authorizes a loan to The Red Deer District SPCA to be used for interim financing for the construction of a new facility on the following terms:
    - a. Purpose of loan: Construction of new Red Deer District SPCA facility
    - b. Principal amount: up to \$1,000,000.00
    - c. Interest rate: 5.058%
    - d. Term of loan: 25 years
    - e. Repayment: To be paid semi-annually until loan is repaid
- 2 In all other respects, Bylaw No. 3400/2007 is hereby ratified and confirmed.

READ A FIRST TIME IN OPEN COUNCIL this	day of	2009.
READ A SECOND TIME IN OPEN COUNCIL this	day of	2009.
READ A THIRD TIME IN OPEN COUNCIL this	day of	2009.
AND SIGNED BY THE MAYOR AND CLERK this	day of	2009.

---

MAYOR

---

CITY CLERK



**DATE:** July 9, 2009  
**TO:** City Council  
**FROM:** Elaine Vincent, Legislative & Administrative Services Manager  
**SUBJECT:** Special Joint Red Deer County and  
City of Red Deer Meeting – Monday July 27, 2009

---

Arrangements have been confirmed for a Joint Meeting between the City of Red Deer and Red Deer County Council's.

At the Monday June 29, 2009 Council Meeting the following resolution was passed:

*"Resolved that Council of the City of Red Deer after considering the report from the Legislative and Administrative Services Manager, dated June 25, 2009 Re: Special Joint Red Deer County and City of Red Deer Meeting, hereby reschedules this meeting from July 7, 2009 to Monday July 27 and/or Tuesday July 28, 2009."*

The meeting is scheduled for Monday July 27, 2009 at 2:00 p.m. at Red Deer County Council Chambers.

Monday July 27, 2009 is a regularly scheduled Council Meeting date for The City of Red Deer. The City of Red Deer Council Meeting will commence at 3:30pm on Monday July 27, 2009.

***Recommendation:***

That Council consider passing a resolution to change the start time of the Monday July 27, 2009 Council Meeting to 3:30pm.

Elaine Vincent  
Manager

*Comments:*

We support the recommendation of administration.

“Morris Flewwelling”  
Mayor

“Craig Curtis”  
City Manager

BYLAW NO. 3400/A-2009

Being a bylaw to amend bylaw No.3400/2007 which authorizes The City of Red Deer to lend an amount of one million dollars (\$1,000,000) to The Red Deer and District SPCA by increasing the term of the loan from 5 years to 25 years and amending the interest rate.

WHEREAS:

The City and the SPCA have agreed to amend the term and the rate of the loan.

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

1 Section 1 is deleted in its entirety and replaced with the new section 1 as follows:

- 1 Council hereby authorized a loan to The Red Deer District SPCA to be used for interim financing for the construction of a new facility on the following terms:
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  - c. Interest rate: 5.058%
  - d. Term of loan: 25 years
  - e. Repayment: To be paid semi-annually until loan is repaid

2 In all other respects, Bylaw No. 3400/2007 is hereby ratified and confirmed.

READ A FIRST TIME IN OPEN COUNCIL this	day of	2009.
READ A SECOND TIME IN OPEN COUNCIL this	day of	2009.
READ A THIRD TIME IN OPEN COUNCIL this	day of	2009.
AND SIGNED BY THE MAYOR AND CLERK this	day of	2009.

\_\_\_\_\_  
MAYOR

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

**DATE:** July 14, 2009  
**TO:** Kim Woods, Council Services Coordinator  
**FROM:** Elaine Vincent, Legislative & Administrative Services Manager  
**SUBJECT:** Special Joint Red Deer County and City of Red Deer Meeting  
Monday, July 27, 2009

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**ORIGINAL**

*Reference Report:*

Legislative & Administrative Services Manager, dated July 9, 2009

*Resolution:*

*“Resolved* that Council of the City of Red Deer after considering the report from the Legislative and Administrative Services Manager, dated July 9, 2009 Re: Special Joint Red Deer County and City of Red Deer Meeting – Monday July 27, 2009, hereby changes the start time of the Monday July 27, 2009 Regular Council Meeting to 3:30pm.”

MOTION CARRIED

*Report Back to Council:* No



Elaine Vincent  
Manager

cc: Nancy Lougheed, Red Deer County  
Executive Assistant, Donna Hamel  
Executive Assistant, Mary McGarry