

**FILE**

DATE: September 12, 1995  
TO: All Departments  
FROM: City Clerk  
RE: PLEASE POST FOR THE INFORMATION OF EMPLOYEES

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

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**FOR THE REGULAR MEETING OF RED DEER CITY COUNCIL**

**HELD IN THE COUNCIL CHAMBERS, CITY HALL**

**MONDAY, SEPTEMBER 11, 1995**

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

★ ★

- (1) Confirmation of the Minutes of the Regular Meeting of August 28, 1995

**DECISION - CONFIRMED AS TRANSCRIBED**

PAGE

(2) **UNFINISHED BUSINESS**

- 1) Engineering Department Manager - Re: Local  
Improvement/Lane Paving and Storm Sewer/4604-4620 - 50  
Avenue/J.K. Mah/Bylaw 3145/95

.. 1

**DECISION - REPORT ON LOCAL IMPROVEMENT RECEIVED AS  
INFORMATION**

- 2) City Clerk - Re: Review of Committees/The Committees Bylaw  
3142/95

.. 6

**DECISION - REPORT ON THE COMMITTEES BYLAW RECEIVED AS  
INFORMATION**

- 3) Land & Economic Development Manager - Re: Downtown Site Adjacent to Curling Rink/Designated Direct Control/Commercial Recreation and/or Entertainment Facility/Land Use Bylaw Amendment 2672/Z-95 . . 15

**DECISION - REPORT RECOMMENDING CHANGING ZONING OF THIS PARCEL OF LAND FROM DIRECT CONTROL (7) TO P1 RECEIVED AS INFORMATION**

- 4) Community Services Director - Re: Day Care Management Review Report . . 28

**DECISION - AGREED TO TABLE THIS ITEM FOR TWO WEEKS**

- 5) Director of Development Services - Re: Service Delivery Options - E911 Services . .

**DECISION - REPORT RECEIVED AS INFORMATION**

(3) **PUBLIC HEARINGS**

(4) **REPORTS**

- 1) City Clerk - Re: 1995 General Election - Institutional Vote/Seniors in Self-Contained Units/Bylaw 3146/95 . . 37

**DECISION - BYLAW GIVEN 3 READINGS**

- 2) Land & Appraisal Coordinator - Repeal of Road Closure Bylaw 3138/95/New Road Closure Bylaws 3143/95 & 3144/95 - Taylor Drive North . . 38

**DECISION - BYLAWS GIVEN 3 READINGS**

- 3) Community Services Director - Re: Red Deer Transit Services . . 40

**DECISION - REPORT REGARDING PACKAGES FOR WELCOME WAGON  
AND RED DEER COLLEGE RECEIVED AS INFORMATION**

- 4) City Assessor - Re: Expansion and Extension of One Hour  
Free Parking Downtown and Saturday Enforcement/The  
Business Tax Bylaw Amendment 3128/A-95 . . 42

**DECISION - BYLAW GIVEN 1ST & 2ND READINGS**

(5) **CORRESPONDENCE**

- 1) Task Force on Ambulance and Patient Transportation - Re:  
Discussion Paper - "A Model of Regional Health  
Authority/Municipal/Ambulance Operator Cooperation in the  
Delivery of Ambulance Services" . . 45

**DECISION - AGREED TO FORWARD THE REPORT FROM THE DEPUTY  
CHIEF, EMERGENCY MEDICAL SERVICES AND A COVERING LETTER  
TO THE TASK FORCE ON AMBULANCE AND PATIENT  
TRANSPORTATION**

- 2) Lorna Berube - Re: Animal Control/Tougher Enforcement and  
more Stringent Bylaws . . 62

**DECISION - CORRESPONDENCE RECEIVED AS INFORMATION AND  
THAT THE DOG CONTROL CONTRACTOR REPORT BACK TO  
COUNCIL AT THE END OF 1995 REGARDING THE DOG CONTROL  
PROGRAM**

(6) **PETITIONS AND DELEGATIONS**

(7) **NOTICES OF MOTION**

(8) **WRITTEN ENQUIRIES**

(9) **BYLAWS**

- 1) 2672/Z-95 - Land Use Bylaw Amendment/Rezone the Direct Control Site West of the Curling Rink to P1 - 1st reading .. 15  
.. 67

**DECISION - BYLAW GIVEN 1ST READING**

- 2) 3128/A-95 - The Business Tax Bylaw Amendment/Expansion and Extension of One Hour Free Parking Downtown and Saturday Enforcement - 1st and 2nd readings .. 42  
.. 67

**DECISION - BYLAW GIVEN 1ST & 2ND READINGS**

- 3) 3142/95 - The Committees Bylaw/Establish Council Committees - 3 readings .. 6  
.. 71

**DECISION - BYLAW GIVEN 1ST READING**

- 4) 3143/95 - Road Closure Bylaw/Taylor Drive North - 3 readings .. 38  
.. 135

**DECISION - BYLAW GIVEN 3 READINGS**

- 5) 3144/95 - Road Closure Bylaw/Taylor Drive North - 3 readings .. 38  
.. 136

**DECISION - BYLAW GIVEN 3 READINGS**



- 6) 3145/95 - Local Improvement/Special Frontage  
Assessment/Construction of Paved Lane and Storm  
Sewer/4604-4620 - 50 Avenue - 3 readings .. 1  
..137

**DECISION - BYLAW GIVEN 3 READINGS**

- 7) 3146/95 - Institutional Vote/Seniors in Self-Contained Units -  
3 readings .. 37  
..141

**DECISION - BYLAW GIVEN 3 READINGS**

ADDITIONAL AGENDA

- 1) City Assessor - Re: 1995 Tax Sale

**DECISION - AGREED TO PROCEED WITH THE TAX SALE SUBJECT TO  
CONDITIONS**

# AGENDA

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FOR THE REGULAR MEETING OF RED DEER CITY COUNCIL

TO BE HELD IN THE COUNCIL CHAMBERS, CITY HALL,

**MONDAY, SEPTEMBER 11, 1995**

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- |    |   |       |
|----|---|-------|
| 1) | Engineering Department Manager - Re: Local Improvement/Lane Paving and Storm Sewer/4604-4620 - 50 Avenue/J.K. Mah/Bylaw 3145/95   | .. 1  |
| 2) | City Clerk - Re: Review of Committees/The Committees Bylaw 3142/95  | .. 6  |
| 3) | Land & Economic Development Manager - Re: Downtown Site Adjacent to Curling Rink/Designated Direct Control/Commercial Recreation and/or Entertainment Facility/Land Use Bylaw Amendment 2672/Z-95 | .. 15 |
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- 6) 3145/95 - Local Improvement/Special Frontage Assessment/Construction of Paved Lane and Storm Sewer/4604-4620 - 50 Avenue - 3 readings .. 1  
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- 7) 3146/95 - Institutional Vote/Seniors in Self-Contained Units - 3 readings .. 37  
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NO. 1

060-013

DATE: August 31, 1995

TO: City Clerk

FROM: Engineering Department Manager

**RE: LOCAL IMPROVEMENT - LANE PAVING AND STORM SEWER  
4604 TO 4620 - 50 AVENUE**

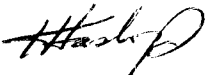
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Based on a specific request from Mr. J. K. Mah, a resolution was passed on May 9, 1994, initiating this project as a local improvement with the costs split on a 50/50 basis between The City of Red Deer and Mr. J. K. Mah, as the two adjacent and benefiting landowners. Following the successful implementation of the local improvement procedure, construction was set to occur in 1995.

Pursuant to the Municipal Government Act, a notice of the City's intention to construct this project by local improvement means, including costs and assessments, was sent to Mr. Mah by double registered mail dated July 27, 1995. The 30 day appeal period expired August 26, 1995 with no written or verbal representation against the project received. We would, therefore, presume that the adjacent and benefiting landowners wish this project to proceed at the earliest possible date.

### **RECOMMENDATION**

Based on the preceding information, we would respectfully recommend that City Council proceed with the Local Improvement By-law. A public hearing may be a requirement under the Act; however, in view of the single private property owner and the lateness of the construction season, it would be desirable to consider all three readings of the By-law at the September 11, 1995 meeting, if possible.



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

KGH/emg  
Att.

c.c. Director of Corporate Services

**NOTICE**

**INTENTION TO CONSTRUCT A LOCAL IMPROVEMENT**

**IN THE CITY OF RED DEER**

PURSUANT to Section 393 (1) of the Municipal Government Act, R.S.A., 1994, as amended, Notice is hereby given that the Council of The City of Red Deer intends to undertake the construction of paved lane and storm sewer as a Local Improvement. The cost of the aforementioned Local Improvement is \$52,900.00, of which amount the sum of \$26,450.00 is to be paid by the City at large and \$26,450.00 is to be collected by special assessment as herein provided. The debentures will be repayable over a period of 20 years at a rate of interest not exceeding 8.75 per centum, or the interest rate as fixed from time to time by the Alberta Municipal Financing Corporation, per annum, and the lands abutting that portion of the street or place where the Local Improvement is made will be charged an annual rate of \$32.02 per metre of assessable frontage for each year of the said 20 year period.

Alternately, the cost of the aforementioned Local Improvement may be paid as a one time payment at a rate of \$314.41 per metre of frontage.

The aforementioned rates may be subject to amendment at the time of the issuance of the debenture, or prior to or immediately following the first levy for this project.

All costs in excess of the aforesaid special assessment may be borne by The City of Red Deer at large.

The location of the proposed Local Improvement is as follows:

<u>ON</u>	<u>FROM</u>	<u>TO</u>	<u>SIDE</u>
Lane West of Gaetz Avenue	47 Street	46 Street	Both

Your property, described as Lots 12 to 17, Block 7, Plan 3732 P and Lot 24, Block 7, Plan 942-3876, 4612 to 4620 - 50 Avenue and 4606 - 50 Avenue, will be assessed for 84.125 metres.

Notice  
Intention to Construct a Local Improvement  
Page Two

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The annual payments for your property would be as follows:

84.125 assessable metres times (x) the annual rate of \$32.02 per assessable metre equals for a total of \$2,693.99 for each year of the 20 year period.

The owners of any land so specially assessed may prepay, in lieu of annual payments, the total cost of the improvement prior to September 30, 1995, at the unit rate of \$314.41 per assessable metre for paved lane and storm sewer construction.

The prepayment for your property would be as follows:

84.125 assessable metres times (x) the unit rate of \$314.41 per assessable metre for a total of \$26,450.00.

Notice is hereby given that unless 2/3 of the owners who would be liable to pay this Local Improvement tax, and these owners represent at least one-half of the value of the assessments for the parcels of land on which the tax will be imposed, petition the Council against the proposed improvement within 30 days from the date of sending this Notice, the Local Improvement may be undertaken and the cost of it assessed by the system of assessment referred to in this Notice.

If no petition sufficiently signed has, within the time limited in that behalf, been presented to the Council against the Local Improvement, the Council may undertake the proposed Local Improvement at any time within three years of the giving of this Notice.

The owners of any land so specially assessed may at any time commute the amount or balance remaining unpaid in respect of it by paying the amount of the original assessment charged against the land together with interest and penalties chargeable in respect of it less any amounts previously paid on account of it.

Dated at The City of Red Deer this 17th day of July, 1995.

COMMENTS:

It has been determined that a Public Hearing is not required in this instance. Therefore, we concur with the recommendation of the Engineering Department Manager.

"G. SURKAN"  
Mayor

"M.C. DAY"  
City Manager







City of Red Deer

PROPOSED LANE CONSTRUCTION

12

13

14

15

16

17

18

19

20

21

22

7

Mr. Mah

GAETZ AVENUE

51 AVENUE

46 STREET

/usr2/edms/econ\_dev/460650.dgn

THE CITY OF RED DEER

PROPOSED LOCAL IMPROVEMENTS (LANE CONSTRUCTION)

SCALE 1:500

02-MAY-1994

BACKUP INFORMATION  
NOT SUBMITTED TO COUNCIL

July 17, 1995

**DOUBLE REGISTERED MAIL**

J.K. Mah Enterprises Ltd.  
10 Flagstaff Close  
Red Deer, Alberta  
T4N 6M6

Attention: Mr. J.K. Mah

Dear Sir:

**RE: LOCAL IMPROVEMENT  
4606 TO 4620 - 50 AVENUE  
PROPOSED LANE PAVING AND STORM SEWER**

At the May 9, 1994 Council Meeting, Council approved the construction and paving of the lane west of the above noted property, owned by yourself, as a local improvement.

Attached is a Notice of Intention to Construct a Local Improvement that provides information on the local improvement charges applicable to your property.

In the event that no petitions are received against the proposed By-law, Council will be considering approval of this By-law on September 5, 1995.

Yours truly,

11



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

/cm  
Att.

c.c. Director of Corporate Services  
c.c. City Clerk  
c.c. City Assessor

## NOTICE

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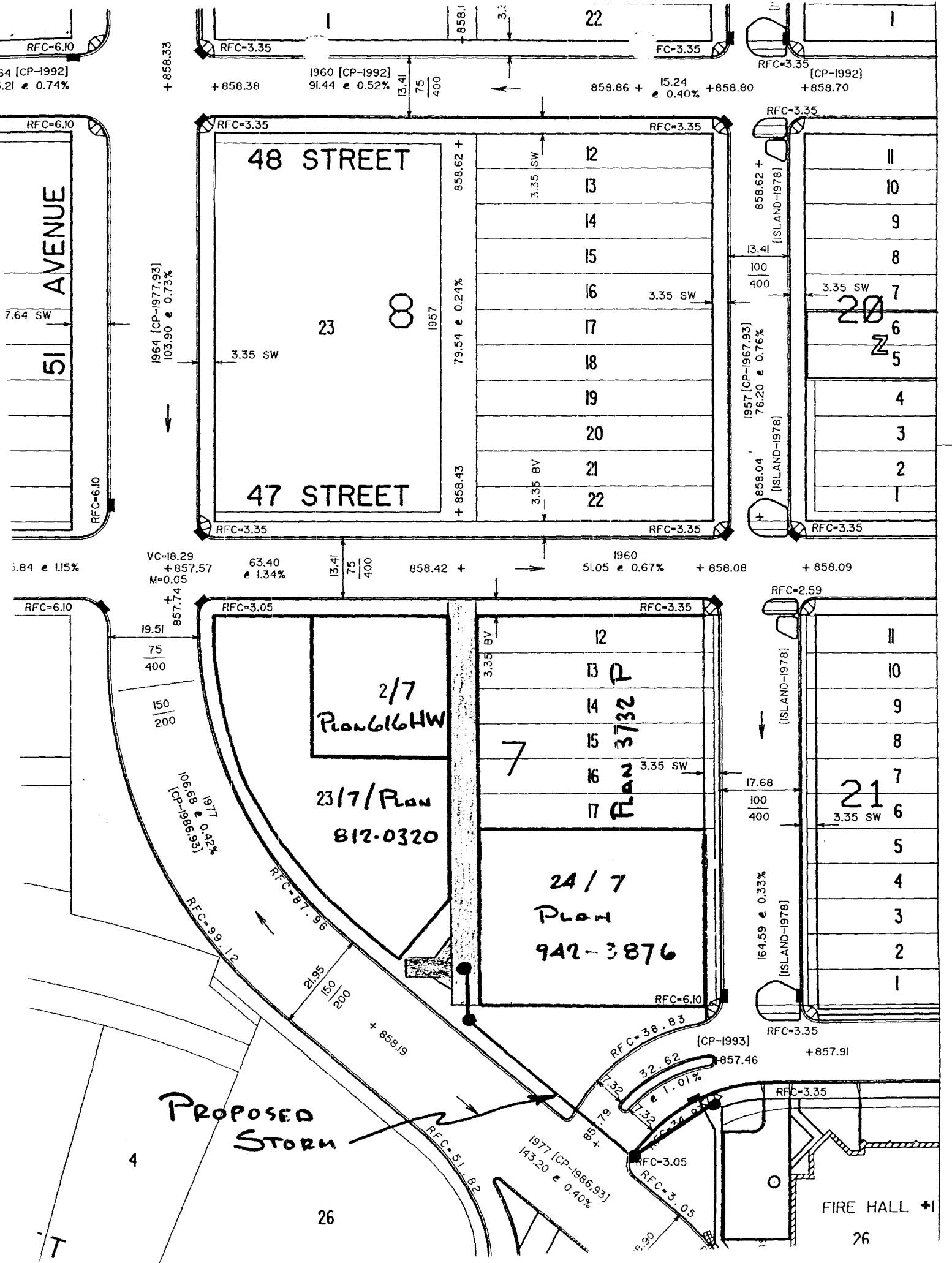
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Dated at The City of Red Deer this 17th day of July, 1995.



**FILE**

**DATE: September 12, 1995**

**TO: Engineering Department Manager**

**FROM: City Clerk**

**RE: LOCAL IMPROVEMENT - LANE PAVEMENT AND STORM SEWER, 4604 -  
4620 - 50 AVENUE/BYLAW 3145/95**

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At the Council Meeting of September 11, 1995, consideration was given to your report dated August 31, 1995 concerning the above topic, and at which meeting three readings were given to Bylaw 3145/95, a copy of which is attached hereto.

I trust that you will now proceed with this local improvement in due course.



KELLY KLOSS  
City Clerk

KK/fm

attch.

cc. Director of Corporate Services

Sept 11.95  
P 50

DATE: September 5, 1995  
TO: City Council  
FROM: City Clerk  
RE: REVIEW OF COMMITTEES

---

At the Council Meeting of May 23, 1995, the following resolution was passed relative to the review of Council Committees:

"RESOLVED that Council of The City of Red Deer, having considered the report from the City Clerk, dated May 15, 1995 re: Review of Committees, hereby agrees as follows:

1. That the drafting of a Committees Bylaw be approved;
2. That the Committees Bylaw would come into force on the date of the 1995 Organizational Meeting of Council;
3. That the ad hoc committee provisions, as outlined in the above noted report, be included in the Committees Bylaw;
4. That the documented entitled 'Review of Committees' dated May 15, 1995 be approved subject to the following changes:
  - a) That the Aldermanic representative remain on the Normandeau Cultural & Natural History Society, the Red Deer Child Care Society, the Red Deer Visitor & Convention Bureau Board, and the River Bend Golf & Recreation Society Board;
  - b) That the Committees Bylaw provide for the Mayor to appoint alternate Aldermanic representatives as required to any committees to which Council appoints Aldermen.
5. That all Council Committee meetings be held in public, with the exception of MPC and DAB, unless section 217(2) of the Municipal Government Act applies;
6. That MPC and DAB be authorized to hold their deliberations open to the public, and make their decisions closed to the public;

Page 2  
City Council  
September 5, 1995

7. That the Committees Bylaw be presented back to Council in September of 1995 for final approval;

and as presented to Council May 23, 1995."

The Committees Bylaw has been drafted and circulated for comment to all affected parties including the City Solicitor. The final draft is now submitted to Council for consideration. The purpose of this Bylaw is to consolidate all Council Committees appointed by Bylaw or Resolution into one Committees Bylaw for ease of reference and to ensure procedural uniformity between Committees. In addition, this process has allowed us to update the bylaws in regard to gender neutrality and consistency with the Municipal Government Act.

For Council's convenience, I shall list the major changes that have occurred with the drafting of the proposed bylaw:

1. Initially, at the Council Meeting of May 23, 1995, consideration was given to disbanding the Mayor's Recognition Awards Committee subject to said Committees' comments. Subsequently, the Committee submitted a recommendation back to Council requesting that the Committee not be disbanded, with which Council concurred. The Mayor's Recognition Awards Committee Bylaw, with some minor modifications recommended by the Committee and approved by Council, has been included in the Committees Bylaw.
2. The Special Transportation Advisory Board has been revamped and is now called the Transportation Advisory Board. The rationale for this change is outlined in the attached documentation dated August 18, 1995, from the Acting Community Services Director and Transit Manager.
3. Previously, committees were required to adopt a document titled, "Ethical Guidelines of Conduct for Board, Committee and Commission Members". In order to be consistent with the Municipal Government Act, the Code of Ethics has been replaced with a Section that indicates that all Committee Members and the proceedings of committee meetings will be governed in accordance with Division 6 of the Municipal Government Act dealing with pecuniary interest.
4. The term of appointments to Council Committees is generally two years. The only exception to this has been the Policing Committee and the Development Appeal which are three year terms. In order to provide consistency throughout the committees, the terms of the Policing Committee and the Development Appeal Board have been adjusted from a three year term to a two year term.



Page 3  
City Council  
September 5, 1995

RECOMMENDATION

That Bylaw 3142/95 be given three readings.

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

Kelly Kloss  
City Clerk

KK/ds

**DATE:** August 18, 1995

**TO:** KELLY KLOSS  
City Clerk

**FROM:** COLLEEN JENSEN, Acting Community Services Director  
KEVIN JOLL, Transit Manager

**RE:** TRANSPORTATION ADVISORY BOARD

---

With the restructuring of the Community Services Division, the departments involved have looked at innovative ways to collaborate in providing service. Simultaneously, a review of the Special Transportation service was undertaken, resulting in a recommendation that there would be benefits to forming a Transportation Advisory Board. The purpose of such a board would be to address issues related to transportation service to both disabled and non-disabled citizens. In keeping with the new directions of the Division, the Departments of Social Planning and Transit have worked together to prepare the attached for the formation of a Transportation Advisory Board, which would replace the Special Transportation Advisory Board.


The memo from Barbara Jeffrey, Social Planning Projects Supervisor, explains the input process and how some of the potential concerns have been addressed. The only hesitancy expressed by the Social Planning Department is around the appointment of a member of the Action Group as a Board member, simply because of perceived conflict of interest. It is believed, however, that as Ms. Jeffrey explains, the knowledge and consistency brought by such a member will outweigh any potential disadvantages. The second concern is to ensure that an acceptable balance is found in dealing with both special and regular transportation services. The new Board will need to address this issue.

We support the intent of the formation of the Transportation Advisory Board and believe The City will benefit as we move forward with a "continuum of transportation services" that, as approved in the Strategic Plan, will "ensure that an effective transit system is available to the citizens of Red Deer".

**RECOMMENDATION:**

That Council for The City of Red Deer approve the Committees Bylaw as it relates to the formation of a Transportation Advisory Board.

  
COLLEEN JENSEN  
Acting Community Services Director

  
KEVIN JOLL  
Transit Manager

CJ:kt  
Enc.

**DATE:** August 18, 1995

**TO:** COLLEEN JENSEN  
Acting Community Services Director

**FROM:** BARBARA JEFFREY  
Projects Supervisor

**RE:** TRANSPORTATION ADVISORY BOARD

---

The proposed guidelines for the formation of a Transportation Advisory Board Bylaw were circulated to the Special Transportation Advisory Board in early August (see memo dated August 3, 1995). All board members who could be reached (8/10) were phoned August 16 and 17 for comment (or had previously called the office). In general, Board members supported the content. The issue for Board members was preserving the intent of the Special Transportation Advisory Board while realizing that the task of the new Transportation Advisory Board would make further demands on the Board.

Board members were asked if they would agree to removing the position of "neighbouring municipality" and replacing that position with an ad hoc committee of the Board which would be composed of representatives of several neighbouring municipalities (probably also including a Board member). The incumbent representative of Sylvan Lake thought that an ad hoc committee would increase the ability of that committee to coordinate any plans for services among the interested municipalities. She also recognized that the new Transportation Advisory Board would have increased Red Deer responsibilities not particularly relevant to other municipalities. One Special Transportation Advisory Board member did not want to remove the position from the Board but also was interested in the bylaw going forward as complete, without asking Council to decide the issue.

One present Red Deer Action Group representative on Special Transportation Advisory Board and three other Board members requested that at least one new Board member be designated as a representative of Red Deer Action Group. People thought that Red Deer Action Group represents a wide variety of persons with disabilities as an individual on the Board could not do. They also thought that the advantages of having a representative of the service contractor on the Board had, in the past two years, outweighed the disadvantage of conflict of interest. At the moment, the Red Deer Action Group is the only service provider for special transportation. Other Board members were content to have the persons with disabilities or service providers appointed by Council, realizing that Red Deer Action Group would probably be represented unofficially and that new people could bring new ideas.

Without exception, Board members thought that the Executive Director of the Red Deer Action Group should attend the Board meetings as a non-voting member, a continuation of the present situation.

Therefore, the information as circulated has been amended to:

- drop the representation from a "neighbouring municipality".
- include "two (2) representatives from the disabled community, either individuals or service providers".
- include "one (1) representative from the Red Deer Action Group for the Physically Disabled".
- include "three (3) citizens-at-large who shall be residents of the city, and who are familiar with and/or use transportation services.



BARBARA JEFFREY  
Projects Supervisor

BJ:kt  
Enc.

**28 The "Transportation Advisory Board"**

- (1) The following definition applies specifically to the Transportation Advisory Board:
  - (a) "County Council" shall mean the Municipal Council of the County of Red Deer No. 23.
- (2) The Transportation Advisory Board is committee to:
  - (i) the provision of an effective and efficient transportation service, serving all sectors of the community;
  - (ii) the provision of a transit services which serves all neighbourhoods and strives to meet the needs of each citizen, including the frail elderly and persons with disabilities;
  - (iii) working with community agencies and the private sector in the provision of transportation services.
- (3) The Board shall consist of twelve (12) members as follows:
  - (a) one (1) Councillor;
  - (b) one (1) County Councillor;
  - (c) six (6) citizens-at-large which shall consist of:
    - (i) one (1) representative from the business community;
    - (ii) two (2) representatives from the disabled community, either individuals or service providers;
    - (iii) three (3) citizens-at-large who are familiar with and/or use transportation services.
  - (d) one (1) senior, nominated by the Council on Aging;
  - (e) one (1) representative from either the Red Deer Public School Board or the Red Deer Catholic Board of Education;
  - (f) one (1) representative from Red Deer College;
  - (g) one (1) representative of the Red Deer Action Group for the Physically Disabled.
- (4) Non-voting representatives of the following departments/agencies shall be technical advisors to the Board:

at such time and place as shall be determined by the Board at its first meeting following the statutory meeting of City Council in October of each year, but may be changed by the Board from time to time as it deems advisable.

- (7) The Board shall have the following duties and responsibilities:
- (a) Work toward effective and efficient transportation services that are accessible and affordable.
  - (b) Advise City Council and the Administration on the operation of transportation services, including but not limited to annual budget, priority setting and policies, and further monitor the delivery of the service.
  - (c) Review major planning documents and develop proposals which may have implications on transportation services. Referrals may be by City Council or Department Managers to the Board, as well as from the community.
  - (d) Endeavour to initiate and coordinate cooperation and planning of transportation services as it relates to City departments, community agencies, private sector and other neighbouring municipalities.
  - (e) Act as a liaison to the private sector and community agencies to provide information on new transportation initiatives, and related operational and developmental procedures.
  - (f) Provide a forum for gathering community/public input with regard to transportation services or initiatives.
  - (g) Act as a liaison and coordinating body to consider and make recommendations on transportation initiatives of the provincial and federal agencies.

**DATE:** August 3, 1995  
**TO:** SPECIAL TRANSPORTATION ADVISORY BOARD  
**FROM:** FRANCES CRAIGIE, Chair  
**RE:** TRANSPORTATION ADVISORY BOARD BYLAW

---

At the June 1995 Special Transportation Advisory Board meeting, the Board realized that an August meeting might be necessary to review the draft bylaw for the new Transportation Advisory Board before City Council reviews all the Committee Bylaws in early September.

Lowell Hodgson, Kevin Joll and Colleen Jensen drafted the Transportation Advisory Board bylaw in July. Barbara Jeffrey and I reviewed the bylaw and feel that a special board meeting is probably not necessary because the bylaw is patterned after the Special Transportation Advisory Board bylaw and only changes in that:

- The focus is broader transportation rather than only special transportation.
- Membership is expanded to twelve from ten.
- Present Special Transportation Advisory Board members who wish to reapply could be included by Council under the category then now represent (i.e., County, Neighbouring Municipality) or under the new categories of business community (1), disabled community (3) or citizens at large (2).
- Because the school systems and Red Deer College students comprise a large part of the transit ridership, they are represented on the board.
- A new category represents senior passengers on both services.

City Clerk's Department has also standardized the Committees Bylaw as to terms of appointment, attendance at meetings, quorum, etc., as the first five pages state. The handwritten additions are being included to City Clerks by Community Services.

Please review the draft bylaw and call Barbara (342-8103) **on or before August 14, 1995**, with your agreement to the proposed bylaw or any comments and concerns. You could also call me if you feel strongly about the content (343-6930).

Barbara will also be setting up committee meetings to look at future cooperation with Michener Centre (Marlin Styner, Howard Maki and Frances Craigie) and to discuss a funding proposal to Transport Canada for a survey of rural residents needing accessible transportation (Sheryll Bowey and Frances Craigie).

Marlin Styner and I, with Colleen Jensen and Lee Urquhart, met with Regional Health Authority executives in early July to set an agenda for a joint meeting in September. No date has yet been arranged although September 15 or 22 have been suggested.

Red Deer Action Group composed a survey for users of their services and circulated the survey during July. Approximately 110 completed surveys have been returned to date. Results should be available at the September 21, 1995, Special Transportation Advisory Board meeting. A copy of the questionnaire is included.

If the Transportation Advisory Board bylaw is accepted as written, by City Council, Council will advertise for board members in September and will choose members from those applications after the October 16 election. I sincerely hope Special Transportation Advisory Board members will apply for the new Transportation Advisory Board. They need your expertise!

  
FRANCES CRAIGIE, Chair  
Special Transportation Advisory Board

:kt  
Enc.

REPORTS

Consideration was given to the report from the Special Transportation Advisory Board dated May 25, 1995, **re: Delivery of Special Transportation Services in Red Deer.** Mrs. Frances Craigie, Chair of the Special Transportation Advisory Board, was in Council Chambers and spoke to Council regarding this report. Ms. Rene Buchholz, President of the Red Deer Action Group, spoke to Council regarding this issue. Following discussion, the motion as set out hereunder was introduced and passed.

Moved by Alderman Pimm, seconded by Alderman Volk

"RESOLVED that Council of The City of Red Deer, having considered the report from the Special Transportation Advisory Board dated May 25, 1995, Re: Delivery Of Special Transportation Services In Red Deer, hereby agrees as follows:

- 1) That The City of Red Deer continue to contract with the Red Deer Action Group for the Physically Disabled, to offer Special Transportation Services in Red Deer;
- 2) That the Red Deer Action Group for the Physically Disabled offer increased hours of service to meet the needs of the community (up to 1500 hours), with the same City funding as provided in 1995, to meet the needs of increased demand and extended evening and weekend service;
- 3) That the Red Deer Action Group for the Physically Disabled explore partnerships with the private sector that would increase after-hours service for persons with disabilities;
- 4) That the taxi industry be encouraged to provide, on a cost recovery basis, accessible service for those persons who can afford to pay;
- 5) That the mandate of the Special Transportation Advisory Board being expanded to include issues related to both regular and special transportation, be explored;

and as presented to Council June 5, 1995."

**MOTION CARRIED**

COMMENTS:

We concur with the recommendations of the City Clerk.

"G. SURKAN", Mayor

"M.C. DAY", City Manager

**Alberta**  
ENVIRONMENTAL PROTECTION  
Natural Resources Service

PARKLAND REGIONAL OFFICE  
#404, 4911 - 51 St.,  
RED DEER, Alberta T4N 6V4

**FAX TRANSMITTAL COVER SHEET**

DATE: June 19/95 OPERATOR'S INITIALS: RB PAGE 1 OF: 3

SUBJECT: Goetz Lake Sanctuary Committee

TO: City Clerk's Office  
City of Red Deer

FROM: R. Broege  
Goetz Lakes Sanctuary Committee  
Fish & Wildlife

FAX #: 9-346-6195

FAX #: 340(151)-5575

NOTES: Attached please find info on the above  
Committee

If you have questions please call.

Ron Broege

OFFICE PHONE #: 340(151)-5142

\* NOTE! Original material: will [ ] will not [X] follow.



*Looks good Ron Bjorge*  
 PICKUP INFORMATION  
 SUBMITTED TO COUNCIL

## Waskasoo Park Interpretive Program

FAX Transmission

To: Ron Bjorge  
 Company: Fish & Wildlife  
 From: Jim Robertson

Date: 15 June 1995  
 Time: 2:40 PM  
 FAX #:

Here's a draft response to City Clerk's memo (due tomorrow) — okay by you? # pages, including cover: 1

Regarding your memo of May 25, concerning the Gaetz Lakes Sanctuary:

1. Note that the Allen Bungalow is spelled with an e, not a (i.e.: Allen, not Allan)
2. The Gaetz Lakes Sanctuary Committee is a committee of the Council of the City of Red Deer, established to fulfil the terms of the Agreement between the Government of the Province of Alberta and The City of Red Deer, dated August 17, 1983, and between the Board of Trustees of the Red Deer School District and The City of Red Deer, dated June 29, 1984. The agreement was reached as part of the sale by the Province and School Board of the Gaetz Lakes lands to the City.
3. The Gaetz Lakes Sanctuary is part of the Waskasoo Park system, and includes the lands shown on the accompanying map. It is owned by The City of Red Deer and is operated by the Normandeau Cultural and Natural History Society (the Normandeau Society) under agreement between the Society and The City of Red Deer Council, May 1989.
4. The use of the Gaetz Lake Sanctuary is regulated by several documents including:  
 agreement for sale between the Province and City  
 agreement for sale between Red Deer School District and City  
 agreement for lease (10 year) between the Province (Michener Centre) and City  
 Migratory Bird Sanctuary Regulations  
 Parks and Public Facilities Bylaw #2841/84 - City of Red Deer  
 Gaetz Lake Sanctuary Policy  
 and additional City policies and bylaws.
5. The membership and terms of reference of the Gaetz Lakes Sanctuary Committee were established by resolution of City Council dated July 18, 1983, and amended by Council on August 7, 1984. The Committee has to meet as often as necessary, but must meet at least three times each year. It must present an annual report to City Council on its activities.
6. At the present time, the Red Deer School District #104 chooses not to participate in the Gaetz Lakes Sanctuary Committee's activities, but it retains the right to do so.
7. The Gaetz Lakes Sanctuary was Alberta's first federal Migratory Bird Sanctuary, established in 1924 as the "Red Deer Bird Sanctuary", and it continues to be one of only four such areas in the province. While the Government of Canada does not own the lands, wildlife in the Sanctuary is afforded an extra degree of protection by the federal laws governing

VOICE: (403) 346-2010 FAX: (403) 347-2550

15th Avenue Red Deer, Alberta T4N 3M4

June 15, 1995 2:40 PM

From: Kerry Wood Natur Ctr

Fax #: 403 347-2550

Page 2 of 2

Note that the names of the individual members can change each year, as the various organizations involved (Fish & Game, RDR Naturalists, etc.) appoint different volunteers to represent them on the committee.

The

BACKUP INFORMATION  
NOT SUBMITTED TO COUNCIL

**FILE**

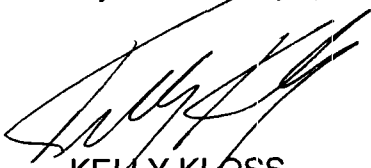
**DATE:** September 12, 1995  
**TO:** City Solicitor  
**FROM:** City Clerk  
**RE:** THE COMMITTEES BYLAW 3142/95

---

At the Council Meeting of September 11, 1995, first reading was given to the Committees Bylaw, a copy of which is attached hereto.

It is my understanding that you have some amendments to this Bylaw and as such would ask that you provide those to this office by Friday, September 15, 1995, so as we can update the Bylaw and place it on the September 25, 1995, Council agenda.

If you have any questions please call.



KELLY KLOSS  
City Clerk

KK/fm

attch.

NO. 3

DATE: September 5, 1995

TO: Kelly Kloss, City Clerk

FROM: Alan Scott, Land and Economic Development Manager

RE: **DOWNTOWN SITE ADJACENT TO CURLING RINK  
DESIGNATED DIRECT CONTROL  
COMMERCIAL RECREATION AND/OR ENTERTAINMENT FACILITY**

---

The above parcel, located west of the Red Deer Curling Rink, was recently rezoned to Direct Control (7) and advertised for proposed development. The deadline for proposals was 2:30 p.m., September 5, 1995. At the close of tender, no proposals were received.

It is my understanding that developers of a proposed Discount Theatre, who had at one time expressed interest in this site, have since found an alternative location. Prior to the rezoning to Direct Control, this site was zoned P1, and comprised a portion of a larger parcel adjacent to the curling rink.

#### **RECOMMENDATION**

The Land and Economic Development Department recommends that the parcel be rezoned from Direct Control (7) to P1 - the designation which existed prior to the proposal call.



Alan V. Scott

AVS/mm

c: Director Community Services  
Director Development Services  
Inspections and Licensing Manager  
Principal Planner



# THE CITY OF RED DEER

## Call for Development Proposals

### **Part of Lot 6, Block B, Plan 842-2029 Commercial Recreation and/or Commercial Entertainment Facility**

Sealed submissions addressed to the ***City Clerk, 4914 - 48 Avenue, Red Deer, T4N 3T4*** and marked ***"Call for Development Proposals"***, for the purchase and development of a 0.668 hectare± (1.65 acre±) portion of the above parcel, will be received until ***2:30 p.m. Tuesday, September 5, 1995.***

<b>Legal Description:</b>	Part of Lot 6, Block B, Plan 842-2029
<b>Location:</b>	Corner of 48 Avenue and 43 Street (west of Red Deer Curling Rink)
<b>Zoning:</b>	Direct Control (7) Uses permitted: Commercial Recreation and Commercial Entertainment
<b>Area:</b>	0.668 hectares more or less (1.65 acres)
<b>Dimensions:</b>	See attached map
<b>Improvements:</b>	All services adjacent to site in 43 Street Off-site levies prepaid
<b>Access:</b>	43 Street
<b>Purchase Price:</b>	\$5.25 per square foot Final price to be determined by plan of survey

## Terms and Policies

1. The site is in the process of being subdivided into a parcel of 0.668 hectares± (1.65 acres±). We anticipate a preliminary plan of subdivision being available by September 11, 1995.
2. The site has been appraised under the supervision of an A.A.C.I., who has established a value of \$5.25 per square foot. Based on an area of 0.668 ha, the total value of the site is \$384,200. Final price will be adjusted from the plan of survey.
3. The site is fully serviced and all off-site levies and contributions have been paid. Services are located in 43 Street, adjacent to the property. The purchaser is responsible for all utility connection fees for sanitary sewer, water, storm sewer, electric light and power, natural gas, telephone, and community cable.
4. The site is zoned Direct Control (7). Permitted uses, which must receive final approval from City Council, are Commercial Recreation and Commercial Entertainment only. Development standards for the C1A District will be used as a guideline for set backs, landscaping, parking, etc.
5. The City of Red Deer, to the best of its knowledge, has determined that there are no contaminants or pollutants within the lands, which would prevent the development of the said lands for the proposed uses.
6. Proposals for the purchase and development of the site must include the following:
  - a) The proposed use with a description of the use
  - b) A comprehensive traffic and parking study, addressing the flow of traffic in the area relative to the proposal.
  - c) The development of additional parking to the north of the site, if required to service the proposal, to be undertaken on a joint 50/50 basis with the City of Red Deer. An agreement for joint use and long term maintenance will be shared 50/50 with the successful developer. The area identified for additional parking can accommodate up to 240 stalls, at an estimated cost of development of \$1000 per stall.
  - d) Final land elevations to a level necessary to ensure flood proofing of the site.
  - e) Four sets of detailed prints and site plans, in metric measurements. These plans to include:
    - i) a site plan;
    - ii) elevations;
    - iii) the provision and architecture of landscaped space;
    - iv) description of all exterior materials;
    - v) access to roadways and provision and layout of parking.

- f) A deposit cheque for 10% (\$38,420.00) of the total purchase, in cash or by certified cheque, bank draft or money order. Such deposit will be applied to the purchase price upon the successful applicant(s) signing a purchase agreement. The deposit will be forfeited if the successful applicant does not sign an agreement to purchase. The balance of the purchase price is to be paid 30 days from final approval by the City, or prior to the issuance of a building permit, whichever comes first.
  - g) G.S.T. is payable on the land purchase, unless a G.S.T. Form 60 and G.S.T. Registration Number is filed with the City of Red Deer.
  - h) A Duplicate Certificate of Title and land transfer will not be released until the purchase price is paid in full and either:
    - i) the construction of the development is completed to the satisfaction of the City Development Officer; or
    - ii) a mortgage has been approved in the name of the applicant for construction of the proposed development.
7. Submissions must be made to the City Clerk, City of Red Deer, City Hall, 4914 - 48 Avenue, Red Deer, Alberta T4N 3T4. Deadline for all submissions is 2:30 p.m., Tuesday, September 5, 1995.
8. Proposals will be evaluated by the City Land Bank Committee, with recommendations to be prepared and submitted for City Council's final decision, at its regular meeting on Monday, September 11, 1995.
9. Proposals will be evaluated based on conformance with the Land Use Bylaw, compatibility with other public buildings in the area, and the desires of the residents of the neighbourhood.
10. Prior to September 11, and following the final date for submissions, Parkland Community Planning Services will hold an Open House with area residents and businesses to discuss all proposals, and receive comments. The Open House will be held on Wednesday, September 6, 1995 at the Pioneer Lodge. Representatives of each proposal will be expected to attend and be prepared to answer any questions. You should provide detailed site plans, elevations, renderings, etc., and supply the necessary display material. The meeting will follow the format of an open house designed to supply information. No formal presentation is planned.
11. Maps, information on service connections and any other required information may be obtained from the Land and Economic Development Department, Second Floor, City Hall. Telephone (403)342-8106.
12. The City of Red Deer reserves the right to reject any or all proposals.

DATE: July 31, 1995

NO. 2 p. 18

Moved by Councillor GuilbaultSeconded by Councillor Lawrence

"RESOLVED that Council of The City of Red Deer, having considered the report from the Land and Economic Development Manager dated July 25, 1995, re: Downtown Site - Proposed Direct Control District Commercial Recreation and/or Entertainment Facility, hereby agrees that the site located on the corner of 43 Street and 48 Avenue, being considered for rezoning under Land Use Bylaw Amendment 2672/U-95, be advertised for proposals based on Commercial Entertainment Facility or Commercial Recreation Facility subject to the following:

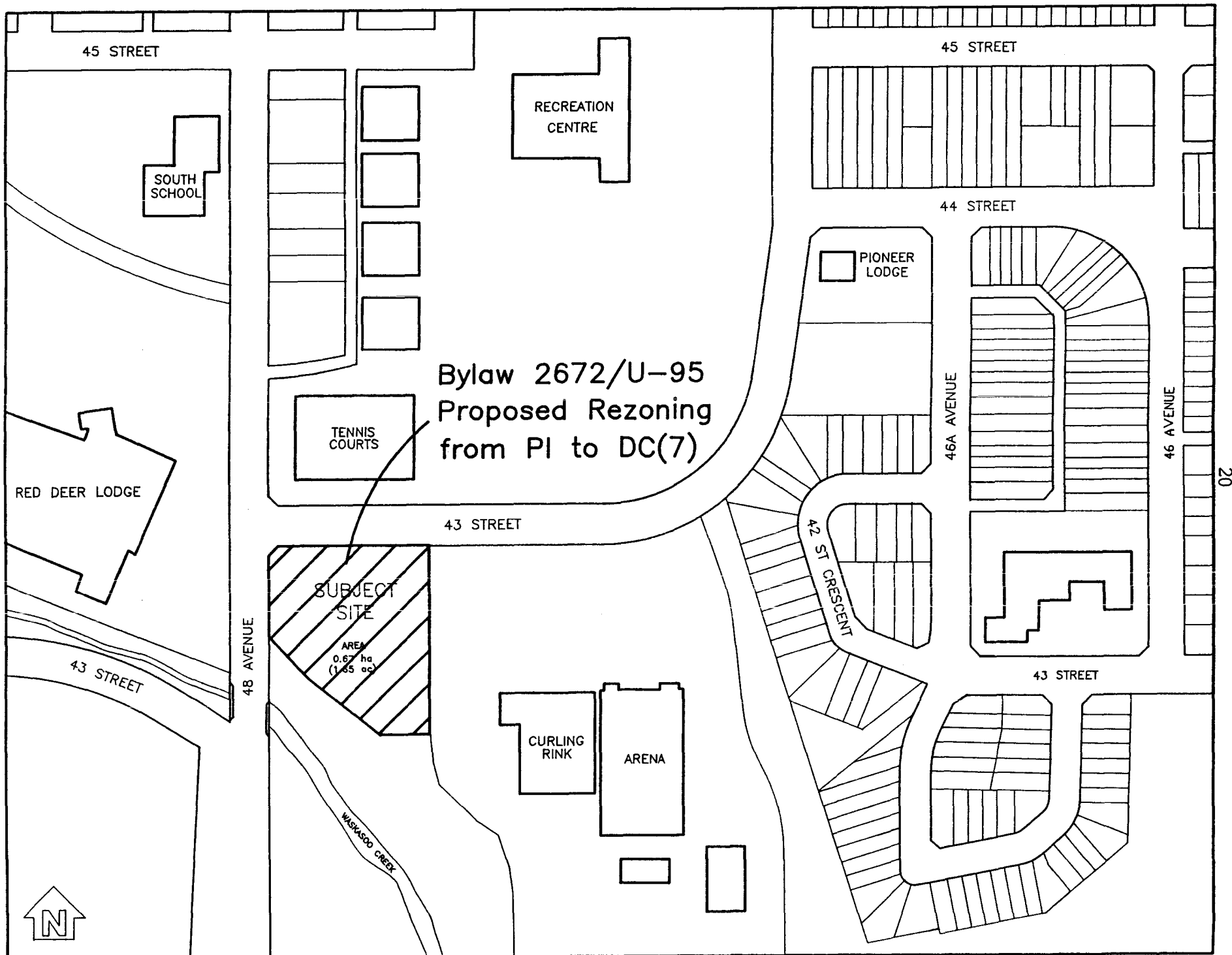
- 1) The site be advertised in the local media on August 4, 1995, with a request that all submissions be made to City Hall no later than September 1, 1995;
- 2) Any submission meet the following requirements:
  - a) A comprehensive traffic and parking study addressing the flow of traffic in the area, to be completed as part of the submission by each applicant;
  - b) The site to be elevated to a level necessary for flood proofing, at the expense of the developer;
  - c) The development of additional parking north of the site, if required to service the proposal, be undertaken on a joint 50/50 basis with the City of Red Deer. An agreement for joint use and long term maintenance to be negotiated with the developer;
  - d) The developer would be required to provide a high standard of landscaping and development compatible with other public buildings in the area;
- 3) Proposals to be evaluated by the Land Bank Committee with recommendations to be prepared and submitted for Council's final decision at its meeting of September 11, 1995;
- 4) The developer, in conjunction with the Parkland Planning Service staff, hold a Public Meeting with area residents and businesses to discuss the developer's proposal prior to the September 11, 1995 Council meeting;
- 5) Passage of Land Use Bylaw Amendment 2672/U-95;

and as presented to Council July 31, 1995."

Statnyk	Lawrence	Schnell	Pimm	Guilbault	Volk	Hull	Campbell- Cardwell	Surkan
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>					
Carried	Defeated	Withdrawn	Tabled					

<input type="checkbox"/> For	<input checked="" type="checkbox"/> Against	<input type="checkbox"/> Absent
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TENNIS  
COURTS

RED DEER  
LODGE  
PARKING LOT

43 STREET

48 AVENUE

AREA  
0.67 ha  
(1.65 ac)

CURLING  
RINK

WASKASOO CREEK



**6.2.1-A C1-A COMMERCIAL (DOWNTOWN WEST) DISTRICT (2672/C-93)****6.2.1.1-A General Purpose of District**

To facilitate the development of a unique area of land uses, which includes office and a combination of commercial, industrial, institutional, cultural and residential development. Generally, the land uses are to serve the City and the region, as a whole. This District is distinct from the C1 District and includes higher standards of development. No hazardous goods would be permitted.

**6.2.1.4-A Regulations**

- |      |                    |  |  |
|------|--------------------|--|--|
| (1)  | Floor Area:        | Minimum -  | Dwelling Units 37 m <sup>2</sup>                     |
|      |                    | Maximum -  | One-third of site area (ground floor)                |
| (2)  | Building Height:   | Maximum -  | As approved by M.P.C.                                |
| (3)  | Front Yard:        | 6 m  |  |
| (4)  | Side Yard: Minimum | - Nil, when there is a constructed lane<br>- 3.8 m on one side when there is no constructed lane<br>- 3.0 m when it abuts a street |  |
| (5)  | Rear Yard: Minimum | 3 m  |  |
| (6)  | Landscape Area:    | 15% of site area   |  |
| (7)  | Parking:           | Subject to Section 4.10  |  |
| (8)  | Loading Spaces:    | Minimum -  | One opposite each loading door with a minimum of one |
| (9)  | Site Area:         | Minimum -  | 900 m <sup>2</sup>                                   |
| (10) | Frontage:          | Minimum -  | 20 m <sup>2</sup>                                    |

**6.2.1.5-A Site Development**

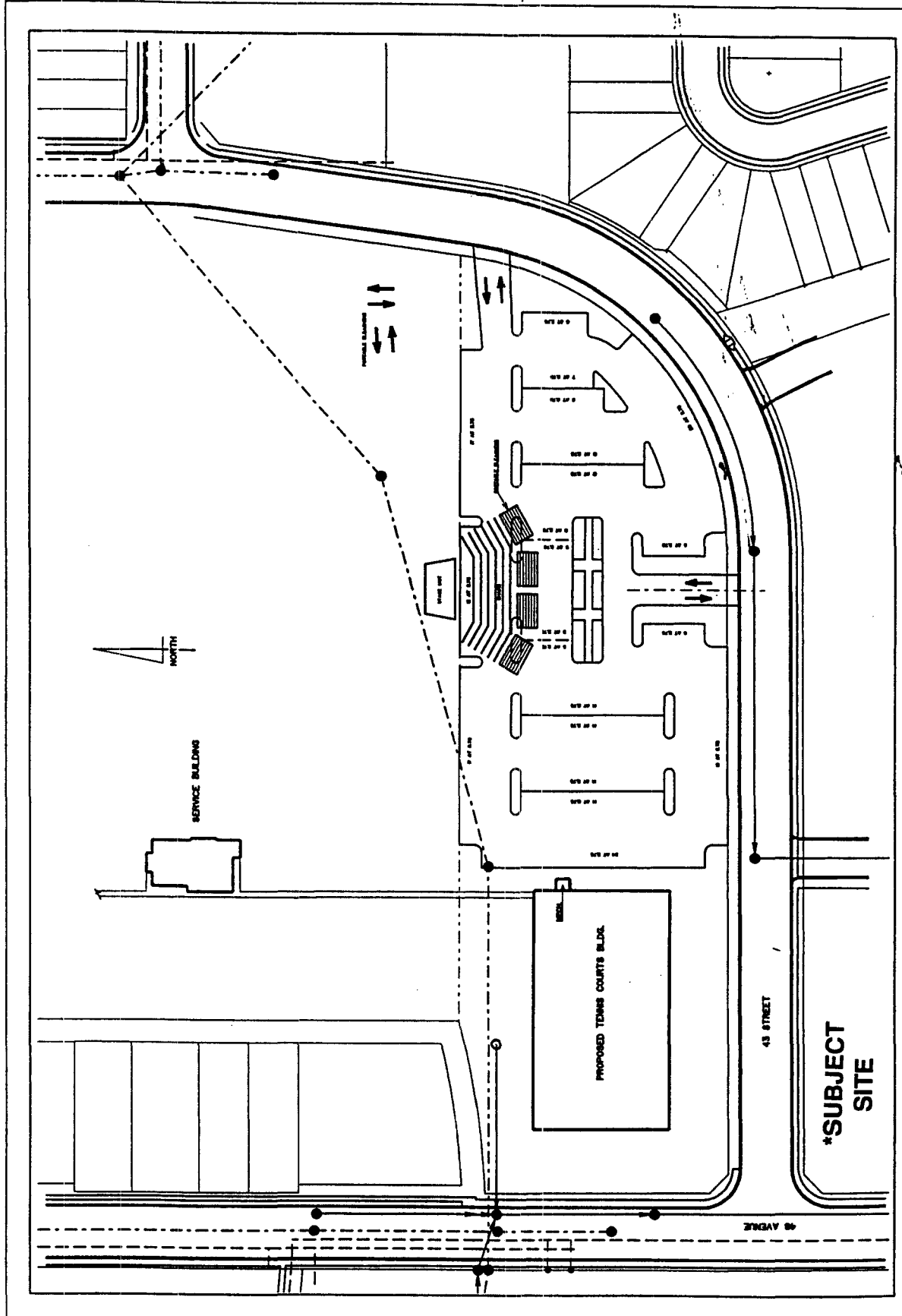
- (1) The site plan, the relationship between buildings, structures and open spaces; the architectural treatment of buildings; the provision and architecture of landscaped open space; and the parking layout shall be subject to approval by the Development Officer or Municipal Planning Commission.

**PLAZA/PARKING LOT DEVELOPMENT**  
(North of 43 Street - see attached plan)

**Criteria:** A maximum of 242 stalls can be provided; the actual number of stalls to be provided depends on the type of development proposed.

1. Depending on the number of parking stalls needed for the proposed development, the cost of developing the parking lot/plaza will be shared 50/50 by the developer and the City.
2. This parking lot/plaza is not exclusive to the subject site development; it can also be used for special events, the tennis structure, arena, recreation centre, curling rink and the patrons of the weekly farmers market.
3. The parking lot/plaza will remain the property of the City.
4. Ongoing maintenance of the parking lot/plaza will be shared 50/50. This will be on the portion shared in development.
5. The City will retain rights for exclusive use of the site for special events.

**Att.**



SCALE 1/8" = 1' JULY 4TH 1995  
 ALTERNATE "B"  
 242 STALLS +/-

**DATE:** July 26, 1995

**TO:** City Council

**FROM:** Recreation Parks & Culture Board

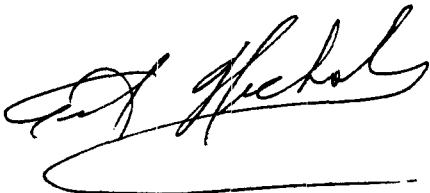
**RE:** RECOMMENDATION FOR REDESIGNATION OF PORTION OF LOT 6

The Recreation Parks & Culture Board considered the proposed redesignation of portion of Lot 6 in the downtown area (43 Street) as DC (Direct Control) from P1(Parks). The Boards recommendation, submitted under separate cover, is to deny the redesignation to direct control.

In considering the above, the Board passed the following resolution to avoid future proposals for this site.

"That the Recreation Parks & Culture Board support and recommend to Council of the City of Red Deer that the portion of Lot 6 considered for a recreational/entertainment facility and the overflow parking area north of 43 Street, be redesignated to Municipal Reserve to protect if from further residential/commercial development proposals."

The above is submitted for Council's consideration.

A handwritten signature in black ink, appearing to read 'Art Nichols', with a long horizontal flourish extending from the bottom of the signature.

ART NICHOLS, Acting Chairperson  
Recreation Parks & Culture Board

c. D. Batchelor

CS-4.812

**DATE:** September 5, 1995

**TO:** KELLY KLOSS  
City Clerk

**FROM:** LOWELL R. HODGSON  
Community Services Director

**RE:** PROPOSAL CALL:  
DEVELOPMENT OF PARCEL WEST OF CURLING RINK

---

No proposals to purchase the property west of the curling rink were received by the deadline of 2:30 p.m., September 5, 1995. City Council, therefore, must decide what to do with this parcel. Some costs have been incurred in having it surveyed, appraised and subdivided. However, based on the strong community reaction opposing development on this site, and the fact that no proposals were forthcoming by our deadline date, I would recommend that it be designated again as P1, and that no further consideration be given to development.

The Recreation, Parks & Culture Board is recommending that this property, as well as the proposed plaza/parking lot north of 43<sup>rd</sup> Street, be designated as Municipal Reserve in order to protect them against any further consideration for development. I do not see any need for this designation, as a future City Council could consider a proposal no matter what the designation, albeit, that the Municipal Reserve designation would, by law, require additional advertising of that consideration.

### **RECOMMENDATION**

That Council of The City of Red Deer, in response to the community reaction opposing development on this site and the fact that no proposals were forthcoming by the deadline date, redesignate the parcel west of the curling rink and the plaza/parking lot site north of 43<sup>rd</sup> Street to a P1 designation; and further, that City Council commit to no further consideration for sale of either of these properties.



LOWELL R. HODGSON

:dmg

c Paul Meyette, Principal Planner, P.C.P.S.  
Don Batchelor, Recreation, Parks & Culture Manager  
Al Scott, Land & Economic Development Manager  
Recreation, Parks & Culture Board

COMMENTS:

We recommend that Council designate the parcel west of the curling rink to P1 in light of the fact that no proposal acceptable to the community has been received.

"G. SURKAN"  
Mayor

"M.C. DAY"  
City Manager



**FILE**

**DATE:** September 12, 1995

**TO:** Parkland Community Planning Services

**FROM:** City Clerk

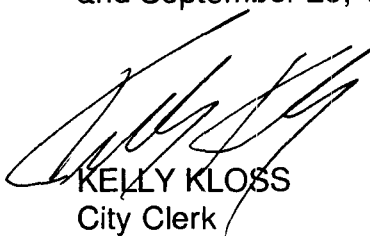
**RE:** LAND USE BYLAW AMENDMENT 2672/Z-95 - DOWNTOWN SITE  
ADJACENT TO CURLING RINK, REDESIGNATION BACK TO P1 (PARKS)

---

At the City of Red Deer Council Meeting held on September 11, 1995, first reading was given to Land Use Bylaw Amendment 2672/Z-95, a copy of which is attached hereto.

Land Use Bylaw Amendment 2672/Z-95 provides for the rezoning of the Direct Control site west of the curling rink to P1 (Parks).

This office will be advertising for a Public Hearing for this Bylaw to be held on Tuesday, October 10, 1995, in Council Chambers at 7:00 p.m., or as soon thereafter as Council may determine. The advertising for this Bylaw will appear in the Advocate on September 22 and September 29, 1995.



KELLY KLOSS  
City Clerk

KK/fm

attch.

cc. Director of Community Services  
Director of Development Services  
Inspections & Licensing Manager  
Land & Economic Development Manager  
Council & Committee Secretary, S. Ladwig

NO. 4

CS-4.808

**DATE:** September 1, 1995

**TO:** KELLY KLOSS  
City Clerk

**FROM:** LOWELL R. HODGSON  
Community Services Director

**RE:** DAY CARE MANAGEMENT REVIEW REPORT

---

The attached report and recommendations of the Day Care Management Review Committee is the culmination of a significant piece of work. Committee members should be commended for their commitment to the task and for their thoughtful input. I believe it is fair to say that there were significant differences in philosophy, both on the committee, as well as from various presenters. Thus, some form of compromise was necessary in producing this final report.

I am supportive of most of the recommendations, in part, due to the reality of scarce resources. It would have been my preference to provide financial support directly to the low-income family, leaving the choice of where they seek their day care services to that family. I recognize, however, that resources simply are not available to administer such distribution and, thus, to use any of these available funds for additional administration costs simply defeats the purpose and the commitment to assist families requiring financial support.

A second alternative would have been to somehow split City financial support between the Red Deer Child Care Society and one or more of the private day care operators who might be willing to apply, to commit to standards and to file a public audit. This, too, however, increases administration, leaving fewer dollars to directly meet family needs.

Therefore, I feel there is no other choice than to support the recommendations of this report and to offer that funding to the Red Deer Child Care Society for the term of the next management agreement.

I am less supportive of the recommendation that The City continue to own and be responsible for the Red Deer Day Care Centre and the Normandeau Day Care Centre beyond the time that the debenture on them is paid. An arms-length approach to providing this service is to leave the society to choose the facility that best meets their needs and to be responsible for it, as well. I am particularly concerned with our continued ownership of the Red Deer Day Care Centre beyond 1998, as the possibility exists that significant expenditures will be necessary in order to maintain these units. While the Group<sup>2</sup> report suggests there are 10-15 years of life left in these trailers, I suspect that will be with significant expenditure in maintaining them. It might be that the society could find equally suitable facilities elsewhere at a cost not greater than what they are now carrying through the debenture cost. The City could be relieved of responsibility for this facility, which, I believe, will become expensive to maintain. City support for day care services needs not be tied to the ownership of a facility.

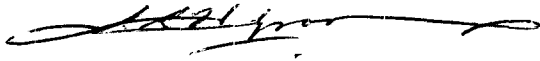
.../2

City Clerk  
Page 2  
September 1, 1995  
Day Care Management Review

---

### **RECOMMENDATION**

That Council of The City of Red Deer continue its commitment to day care services and support the recommendations of the Day Care Review Committee, renewing the Day Care Management Agreement with the Red Deer Child Care Society for a further three-year term, in recognition that this covers the period until the debenture is paid on the Red Deer Day Care Centre.



LOWELL R. HODGSON

:dmg

c Colleen Jensen, Social Planning Manager

**DATE:** September 5, 1995

**TO:** KELLY KLOSS  
City Clerk

**FROM:** COLLEEN JENSEN  
Social Planning Manager

**RE:** 1995 DAY CARE REVIEW

---

During 1995 budget deliberations, Council recommended that: *"a review be conducted in 1995 of how Day Care should be funded and how the service should be provided."*

The review was done by a Committee consisting of Larry Pimm, Jason Volk, Rick Assinger (chair) and Karen Thompson.

The Committee began by doing research which included:

- a review of The City's history in day care and the related rationales.
- contact with other cities as to their involvement in day care.
- meetings with operators (both private and non-profit), parents of both systems and other resource people working with day cares.

Based on this research, the Committee had several meetings to discuss possible options for City involvement, having reaffirmed earlier that The City definitely has a continued role in day care. The attached report is a culmination of many hours of consideration.

As explained in the conclusion, there are no solutions that will satisfy all the needs. The recommendations, as put forward, do not present the ideal solution but they do represent the best alternative within the limitations that we have. The Committee was very concerned about ensuring no increased administration as a result of the recommendations.

I have struggled, at times, with agreement in working through the process; however, I am satisfied that The City should proceed as recommended. The rationale for each of the recommendations gives sound reasoning on each point.

**RECOMMENDATION:**

That Council for The City of Red Deer reaffirm their commitment to Day Care and approve the recommendations as presented in the 1995 Day Care Review.

  
COLLEEN JENSEN  
Social Planning Manager

CJ:kt  
Enc.

DATE: August 31, 1995

TO: KELLY KLOSS  
City Clerk

FROM: RICK ASSINGER CHAIR  
DAY CARE REVIEW COMMITTEE

RE: REPORT TO COUNCIL

---

Attached is the final report of the Day Care Review Committee for Council's consideration. I will be in attendance at the Council meeting when this item is discussed and would appreciate an opportunity to make some brief introductory remarks.

I would like to thank the committee members - Karen Thompson, Larry Pimm, and Jason Volk for their efforts to arrive at a consensus on the recommended future direction for the City in day care. We met with private and non-profit day care operators and separately with parents who used their services. We also met with representatives from the Family Service Bureau and the Children's Services Centre - agencies involved with all day care programs in Red Deer. Information was obtained from other municipalities involved in day care. Previous reports on day care in Red Deer were also reviewed for information relevant to the current review. Needless to say, opinions on day care are varied and controversial but underlying all the discussions was a firm commitment and resolve to strongly encourage the City to remain involved in supporting day care as a family support service.

I would also like to thank the Social Planning Staff - Colleen Jensen, Barbara Jeffrey, and Gillian Lawrence for their able assistance to the committee. Their extra efforts made a difficult task within a short time frame achievable.

We encourage Council to support the recommendations contained in the Report.

Yours truly,



RICK ASSINGER

RA/sw  
Enc.

## COMMENTS:

As noted, the 1995 Day Care Review deals with some challenging policy issues and calls for some difficult tradeoffs in establishing a long term strategy for the City in this program area. Currently the City facilitates the provision of Day Care by providing rental accommodation for both the Red Deer and Normandeau Day Care centres along with monetary assistance in the form of a grant. We concur with the general direction of the Report, which recommends that the City continue to play a facilitative role in not-for-profit day care through the provision of selected facilities.

If Council agrees with this direction, we recommend a slightly different long term approach to the management agreement between the City and the Red Deer Child Care Society. We concur that for the term of the next management agreement (1996-1998), rental rates be maintained at \$5.33/sq.ft. for the Red Deer Day Care Centre and lowered to \$6.50/sq.ft. for the Normandeau Day Care Centre to reflect market rates. Reducing the rent for the Normandeau Centre will provide approximately \$24,000 per annum for the 3 year term of the agreement to assist the Society in the transition required with the loss of CAP funding. As landlord over this term, the City can also provide adequate funding for maintenance of the facilities.

By the end of the management agreement in 1998, the debenture for the Red Deer Centre will be paid and the debenture on the Normandeau Centre will have a remaining term of 4 years requiring total payment of approximately \$224,300. At that point, as recommended by the Report, the City could sign another management agreement providing for ongoing rental payments for both facilities and an ongoing operating grant. However, the grant would be effectively required to cover the rental payments. There is another option which would provide a similar level of support, but minimize the administrative load for both the City and the Child Care Society.

We recommend that at the expiry of the next management agreement in 1998, the City sell both the Red Deer Day Care and the Normandeau Day Care facilities to the Red Deer Child Care Society for \$1.00 and absorb the remaining debenture on the Normandeau Centre. There would be no further requirement for rent from either facility; however, there would also be no further operating grant. The net long term financial impact on the operating budget of the Child Care Society would be the same and both the City and the Society would be relieved of the administrative requirements of a management agreement. The Society would take over responsibility for the maintenance of the facilities. However, the major maintenance requirements projected in our ten year capital maintenance plan could be completed over the term of the upcoming management agreement.

City Council will continue its commitment to non-profit Day Care Services with this proposal in that two facilities will be made available to the Red Deer Child Care Society for the life of these buildings at no cost. The administration of a Management Agreement is eliminated and greater independence is given to the Red Deer Child Care Society who will then assume responsibility for providing services to low income families and children with disabilities. The 1996 - 1998 Management Agreement can serve as bridging assistance over the transitory period required by the Society to cope with lost C.A.P. funding.

COMMENTS CONT.

We believe this approach meets the intent of the recommendations provided by the Red Deer Day Care Review Committee as well as providing a good fit with the City's long term strategic plan to play a facilitative rather than direct role in the provision of social services.

"G. SURKAN"  
MAYOR

"H.M.C. DAY"  
CITY MANAGER

# **COUNCIL MEETING OF SEPTEMBER 11, 1995**

## **ATTACHMENT TO REPORT ON OPEN AGENDA**

**RE: 1995 DAY CARE REVIEW**

**1995 DAY CARE REVIEW**

**RED DEER**

**REVIEW COMPLETED FOR CITY COUNCIL**

**SEPTEMBER, 1995**

**September 5, 1995**



**1995 DAY CARE REVIEW  
RED DEER**

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- G. Management Agreement with Red Deer Child Care Society

## **I. PARAMETERS OF THE REVIEW**

City Council of Red Deer, during 1995 budget deliberations, recommended to the Social Planning Department that a review of the City's involvement in day care should be undertaken. Specific direction from the January 23, 1995, minutes of Council read:

*"a review to be conducted in 1995 of how Day Care should be funded and how the service should be provided."*

- The review went beyond The City's long-term involvement with the Red Deer Child Care Society to look at the broader picture of the delivery of day care in Red Deer.
- The Committee endeavoured to "make recommendations that Council can support as to The City's role in providing good care for children".
- The Committee was aware of the danger of raising expectations in the community, particularly as funding from the federal and provincial governments for social concerns is diminishing.
- The Committee realized that agreements for facilities now occupied by the Red Deer Child Care Society carry into 1998 and 2002 because of debentures.
- Funding for day care is only cost shareable with the Canada Assistance Plan if not-for-profit day cares are involved.
- Support for a review of day care in the city of Red Deer is found in the 1991 Community Services Master Plan:

*The Social Planning Department considers that an external review of the Child Care Program would be beneficial, including a review of the current needs such as spaces for families requiring subsidy, inclusion of special needs children and the possible need for expansion in the future.*

- *The Social Planning Department should continue to support the decentralized service delivery system for child care services by contracting with the Red Deer Child Care Society.*
- *The Social Planning Department should review the Day Care Management Agreement prior to its renewal in 1993 and, subsequently, prior to each renewal, as per the agreement.*
- *The Social Planning Department, in conjunction with the Red Deer Child Care Society, should promote a major external review of the Pre-School Child Care Program to examine current needs and service delivery.*

## **II. REVIEW COMMITTEE MEMBERS**

Recognition should be given to the Committee members whose research and soul searching went into the report's recommendations.

Rick Assinger	Chair of the Review Committee
Larry Pimm	City Council Representative on the Red Deer Child Care Society Board
Jason Volk	City Council Representative
Karen Thompson	Alberta Family and Social Services (Social Care Facilities Licensing)

## **III. HISTORICAL PERSPECTIVE**

Prior to July 1, 1978, The City of Red Deer was involved in day care through the Preventive Social Services (PSS) program, the forerunner to Family and Community Support Services. Day care programs operated as PSS projects and offered subsidies to parents using their services. Parents paid a fee for service dependent on income. Private centres were not able to offer this assistance so charged a flat rate. The two subsidized projects were the Red Deer College Child Care Centre, Red Deer Day Care and the Family Day Home Program. The City was not directly involved with the five commercial day care operations: Sunshine, Riverside, Funland, Parkland and Lotsa Tots Day Cares.

### **Provincial Day Care Program (1979)**

In 1978 new provincial day care regulations allowed subsidies to individual families rather than to specific centres. Consequently, funding via Preventive Social Services was discontinued and The City of Red Deer entered into the provincial day care program effective April 1, 1979.

The new day care system contained three main components:

- a) Licensing of Day Care Centres - a municipal or provincial responsibility
- b) Administration of Day Care Subsidies - a municipal responsibility
- c) Program Development - a municipal responsibility

The City of Red Deer established that an agreement would be necessary between The City and any day care operator who wished to participate in the program. Day care operators would:

- establish parent advisory boards
- encourage staff training and development
- participate in a day care association
- provide a financial report, annually

A day care program coordinator was employed to develop the local program.

Three local commercial operators signed agreements in the summer of 1979: Riverside,

Sunshine and Lotsa Tots. In addition, staff support services and financial support were continued with Red Deer College Child Care Centre and the Red Deer Day Care Society.

In August 1979 the Preventive Social Services Board established the Day Care Policy Review and Appeals Committee to review day care policy issues and make recommendations to the Board as well as to act as an appeal body to rule on unusual circumstances regarding day care subsidies or day care policy. A Long Term Day Care Planning Committee was also established to plan for the future of day care in Red Deer.

Effective August 1, 1980, the Province of Alberta agreed to provide 100% of the basic family subsidy which had been cost-shared 80% by the Province and 20% by the Municipality. Municipalities who wished to maintain publicly-funded centres at a higher level than provincial standards could redirect their 20% funding. Day care licensing was to be administered only by the Province and regulations were simplified. The Province withdrew its support for capital projects, forcing start-up costs to be absorbed by the day care. The Province did not make a continued commitment for staff training, parent advisory boards, development of new facilities or expansion of programs. Agreements with commercial operations were no longer in effect and the Day Care Policy Review and Appeals Committee no longer required.

Red Deer Day Care moved to its new facility in Lindsay Thurber Comprehensive High School in 1980, from the Parkland Christian Church.

#### **Day Care Management Board (1980)**

As a result of the provincial government's new initiatives, the Preventive Social Services Board and City Council considered municipal involvement in day care. At this time, the Red Deer Day Care Society also requested that The City of Red Deer assume responsibility for the operations of the Red Deer Day Care Society. The following recommendations were approved by City Council in June 1980:

1. "RESOLVED that Council of The City of Red Deer having considered report from the City Treasurer dated June 27, 1980, re: Day Care Program, hereby agree to adopt alternative #3 as proposed by the City Treasurer on page 2 of this report and as presented to Council July 7, 1980."
2. Alternative #3 read that The City "maintain existing level of day care but allow new public centres to be developed or expansion of existing programs with City financial assistance".
3. "THAT the above resolution be amended by adding thereto the following words: 'and further that the City Treasurer be authorized to investigate the feasibility of The City providing accounting services to the Red Deer Day Care Society'." The City did provide accounting services for the Red Deer Day Care Society for the next decade.

The Preventive Social Services Board had recommended to Council "that The City of Red Deer reaffirm its commitment to publicly supported day care operations and improvement of day care services in this community" and "continue to assist day care operations in staff training, development, parent advisory boards and coordination of day care services". Financial support was to be continued to non-profit day care operations.

A Day Care Management Board, responsible to the Preventive Social Services Board (Family and Community Support Services Board, after 1981) and, ultimately to City Council, was established. The responsibilities of the Board included management of Red Deer Day Care Services and long-term planning for day care in the city as a whole.

Normandeau Day Care, attached to Normandeau School, began operations in June 1982. Approval to build the day care was given in early 1981 and included the cooperation of the Red Deer Day Care Society, Red Deer Public School District and City of Red Deer. The lease between the Public School District and The City of Red Deer is for ninety-nine years. The City provided the debenture for the entire cost of building of the day care.

In 1986, expansion of enrollment at Lindsay Thurber Comprehensive High School forced Red Deer Day Care to seek other facilities. Atco trailers purchased from Nova Corporation at the cost of \$1.00 were assembled behind Lindsay Thurber Comprehensive High School to form the new Red Deer Day Care. The City of Red Deer provided a debenture for renovations of the facility. A lease agreement with the Public School Board is in place for occupation of the land, renewable for ninety-nine years.

#### **Report of Long Range Planning Committee (1986)**

In 1986, the Long Range Planning Committee of the Day Care Management Board released a report containing fifteen recommendations regarding child care in the city of Red Deer for the subsequent five years. Recommendations included:

- a third public day care in east Red Deer
- expansion of Family Day Homes, particularly for sick children, shift work
- drop-in day care and infant care
- 100% trained staff
- review of local and provincial fee scales for low income families
- review of provincial standards
- cooperation with private day cares to see the needs of all children and their families are being met
- community education re: quality child care
- counselling for families, children, if necessary
- land use bylaw changes regarding day cares

#### **Red Deer Child Care Society (1990)**

Effective January 1, 1990, City Council approved the establishment of the Red Deer Child Care Society to manage Red Deer Day Care Services at arms-length from The City of Red Deer (a return to the structure in place prior to 1980). City Council appointed one Council member, five citizens-at-large and six representatives of the Red Deer Child Care Society to sit on the Society board. The bylaws of the Society were amended in 1994 to reduce the size of the board to nine members and no longer required City Council to appoint board members.

#### IV. CURRENT SITUATION

##### A. Provincial Involvement

The Province of Alberta provides minimum standards for the day care industry in Alberta. Regulations are in place for staff to child ratio, indoor and outdoor space per child, programming, staff training and play equipment.

In return, each day care operator in Alberta, non-profit or private, is in receipt of a Provincial Operating Allowance for each child enrolled or, in the case of Family Day Homes, an Administration Fee. Alberta is the exception in providing this operating allowance to both private and non-profit. As the chart illustrates, operating allowances are decreasing in the province.

DAY CARE OPERATING ALLOWANCE				
AGE GROUPS OF CHILDREN	CURRENT MONTHLY RATES	NEW REDUCTION SCHEDULE		
		Effective Apr 1/94	Proposed Apr 1/95	Proposed Apr 1/96
Birth - 12 months	\$180	\$170	\$165	\$160
13 - 18 months	140	130	125	120
19 - 35 months	100	90	85	80
3 - 4½ years	78	70	65	60
4½ - 6 years	65	58	53	48

FAMILY DAY HOME ADMINISTRATION FEE					
AGE GROUPS	CURRENT MONTHLY RATES	NEW RATES AND REDUCTION SCHEDULE			
			Effective Apr 1/94	Proposed Apr 1/95	Proposed Apr 1/96
Birth - 35 months	\$95	1st 10 enrolled	95	95	95
		Over 10	88	71	63
3 - 6 years	\$65	1st 10 enrolled	65	65	65
		Over 10	62	51	45

EFFECTIVE DATE: January 1, 1994

### **Family Subsidy**

In addition, families accessing provincially licensed or approved services, may be eligible for subsidies to assist in the payment of day care costs. Assessment of eligibility for the provincial subsidy includes an incomes test and confirmation of the reason for service, i.e., employed, seeking employment, education or training.

Note: In the city of Red Deer, monthly day care fees exceed provincial subsidy maximums by \$40 to \$230.

### **Redesign of Services to Children**

The impact on day care of the Resdesign of Services to Children initiated by the provincial government is not yet known. Community committees are now being formed to plan children's services in the Red Deer area. One would expect that all child care will be an area of interest in any redesign.

#### **B. Day Care in the City (March 1995)**

	Non-Profit	Private
Number of Spaces (1,079 total)	465	614
Centre (group) based spaces	250	404
Family day home spaces	215	210
Capacity utilized	87%	74%
Percentage of part-time care	22%	29%
Subsidized (provincial) users	61%	55%

#### **C. City of Red Deer Involvement in Day Care**

### **Management Agreement**

The City of Red Deer and the Red Deer Child Care Society are committed to a three-year Day Care Management Agreement dated December 31, 1993, and renewable if both parties agree on January 1, 1996 and 1999. If either party wishes to terminate the agreement, 90 days' notice prior to the expiration of the term of the agreement (December 31, 1995/1998) must be given.

The Management Agreement provides "an annual grant to assist in the operation of facilities and programs". The facilities involved are the Red Deer Day Care Centre and the Normandeau Day Care Centre. The programs are Red Deer Day Care, Normandeau Day Care and the Red Deer

Family Day Home (including the special needs component). Major expectations in the Management Agreement include:

- to operate the programs as a high standard, affordable and accessible service to the residents of the city of Red Deer and surrounding district.
- to give preference to low income and single parent residents of the city who require child care.
- to promote integration of children with special needs and ensure their individual needs are met throughout the programs.
- to establish program advisory committees encouraging parental involvement and community participation thereby promoting greater public accountability.
- to promote continued training and development of child care staff.
- to respond to new and emerging child care needs in the city and surrounding district by developing or assisting in the development of additional community resources.

### **Canada Assistance Plan**

The City of Red Deer also applies for Canada Assistance Plan (CAP) funding on behalf of the Red Deer Child Care Society. This funding can only be accessed by a municipality on behalf of a non-profit day care. CAP is to be disbanded in March 1996 and the replacement program Canada Health and Social Transfer's regulations are as yet unknown.

### **Facilities**

The City of Red Deer owns the two facilities from which Red Deer Child Care Society operates. Red Deer Child Care Society pays rent which is applied to the debentures held for the facilities.

Rent	1995 Current Rent
<b>Red Deer Day Care (7,880 sq. ft.)</b>	
- principle	9,037
- interest	16,024
- to reserve	10,800
- additional loan	7,300
- less interest subsidy	(1,204)
Subtotal	<b>41,957</b> (5.33/sq. ft.)
<b>Normandeau Day Care (5,250 sq. ft.)</b>	
- principle	22,648
- interest	33,427
- less interest subsidy	(2,507)
Subtotal	<b>53,568</b> (10.21/sq. ft.)
<b>TOTAL</b>	<b>95,525</b>



The day care facilities are included in The City of Red Deer Infrastructure Maintenance Plan because of City ownership, for major maintenance items and with the Social Planning Department's operating budget for minor maintenance. Funds provided by The City of Red Deer for maintenance are used as matching funds for the Red Deer Child Care Society to access the Community Facility Enhancement Program (CFEP).

The debentures for the two facilities will be paid in full in 1998 for Red Deer Day Care and in 2003 for Normandeau Day Care.

Red Deer Child Care Society and The City had expressed concern regarding the longevity of Red Deer Day Care's trailers. A report commissioned by the Social Planning Department and completed by Group<sup>2</sup> Architects (July 1995) predicted approximately 10 to 15 years of useful life remaining in the trailer complex (See report in Appendix A).

The Review Committee also requested, from the Economic Development Department, an estimate of the fair market value for rental on the two facilities. This report to the Committee is contained in Appendix B and states that for both centres the fair market value would be between \$5.50 and \$7.50 a square foot, not including triple net.

### **Financial Summary**

FUNDING TO RED DEER CHILD CARE SOCIETY		1994 (Actual)	1995 (Budget)	1996 (Budget)
Management Agreement (tax levy)		104,025	106,105	99,900 *
Canada Assistance Plan (federal funds via the City)		90,058	98,760	0
Maintenance (not including CFEP)**		19,000	14,500	12,200
TOTAL		213,083	219,305	112,100
* approved in principle		Net Loss to Red Deer Child Care Society \$107,265		
** available as matching funds to access CFEP				

The Management Agreement with the Red Deer Child Care Society can be reviewed by City Council under any of the following circumstances:

- a significant change in the percentage of subsidized users of day care
- a major change in provincial day care funding
- a major change in the day care program that has an effect on cost sharing provisions under CAP
- a major change in fees to day care users

(See Appendix G for current Management Agreement).

## **V. OTHER ALBERTA CITIES' INVOLVEMENT IN DAY CARE**

### **A. Calgary**

- became involved to set a trend for all providers; set municipal standards above provincial standards.
- has operated three centres, directly, in areas where no other operators would become involved (298 spaces).
- users of these centres are mainly low income, single parents.
- August 31, 1995, will withdraw from all three centres (staff are trying to save two of the three; a private operator may assume the third) but will provide temporary assistance to the end of 1995.

### **B. Edmonton**

- presently support, directly, 16.5 day cares with \$913,282 funding for low income families
- 6,000 families receiving provincial subsidy, 580 families in municipal centres.
- set municipal standards higher than provincial standards.
- preliminary direction for 1997 is to combine present day care funding plus other funding for families and children (approximately \$2.1 million); day cares and other agencies could access funds **only** if they were offering integrated family and child services; feel day care operators too isolated, do not know or refer to programs that families need. Integrated services will support families in all aspects of their lives and is more preventive. 1996 will be a transition year.

### **C. Lethbridge**

- never been involved in day care in any capacity.
- have both non-profit (5) and private (11) day cares in the city with a range of quality in those centres.

### **D. Medicine Hat**

- involved in day care for 25 years.
- fifteen day cares (three City, two non-profit, ten private) in city.
- in 1992 a transition plan approved by City stated that the City would phase out of day care; eventually no tax levy would be utilized.
- agreement, funding via lower rent to one private day care (55 spaces).
- changing from direct administration with three non-profit day cares -- one with Medicine Hat College, second with the school district and third, tentatively, with the school district.

City Council in Red Deer approved, in 1990, that The City be less involved in the delivery of day care services in the city. The disbanding of the Red Deer Day Care Management Board and the establishment of an agreement with the Red Deer Child Care Society to operate day care at arms-length from The City of Red Deer facilitated less City involvement. Day care services delivered in this manner are supported by the 1991 Community Services Master Plan which states that the Community Services Division should, *"in general not directly deliver or operate a program or facility similar to one operated by the private for profit or non-profit sector"*.

The City of Red Deer does not have a set of municipal standards regarding day care but expects Red Deer Child Care Society to offer a program above provincial regulations and defines the terms of the program in the Management Agreement.

The City of Red Deer has no involvement with private day care in 1995; any relationship was withdrawn in 1980 when the provincial program for subsidy was initiated.

## **VI. EXPLORATION WITH GROUPS INVOLVED IN DAY CARE**

The Review Committee met through the summer with several groups involved with day care in the city: private operators, non-profit operators, parents of children in day care and day care resource people. A summary of the points made by each group follows.

### **A. Private Sector**

Operators from three of the five private day care organizations attended the June 22, 1995, meeting. Four operators, New Dimensions Family Day Home Program Inc., Expressions Child Care Centre Ltd., the Red Deer Child Care Society and the Red Deer College Child Care Program also submitted briefs which are included in Appendices C, D, E and F respectively. Not all statements listed here are the thoughts of **all** private operators.

- agree with provincial standards, think Red Deer Child Care Society used to set standard for the community.
- would increase staff salaries if fees allowed.
- disagree with double subsidy to "elite" group of Red Deer Child Care Society parents.
- a second subsidy is not needed or should be offered to all low income parents.
- have many low income families in their programs who qualify for a provincial subsidy.
- think that the provincial subsidy is not keeping pace with the need.
- resent the statement that private operators are only interested in profit.
- all operators "carry" some families because of financial difficulties.
- if The City of Red Deer were to withdraw from funding child care, the void would quickly fill with other non-profit and/or private operators.
- rent, repairs and maintenance of facilities and grounds are a large portion of the private operators' expenses.
- special needs children are attending private day cares too.
- non-profit day cares are recipients of staff trained at private centres because non-profits

- offer better benefits and hours.
- private operators are not competing on a 'level playing field'.

## **B. Non-Profit Sector**

Only the Red Deer Child Care Society attended a meeting with the Review Committee; however, both Red Deer Child Care Society and Red Deer College/Play Matters submitted a brief. The following statements are contained in either brief or were made at the public meeting.

- private operations appear to operate more economically than non-profit centres because the support services offered to families are not taken into consideration.
- non-profit organizations expend funds in order to be accountable to the public and its community board of directors.
- non-profit day cares have an enviable record of community involvement.
- staff training directly affects the quality of care.
- integration of special needs children and support to their families is an ongoing commitment in non-profit child care.
- non-profit believe child care is a career and pay wages, benefits to encourage that career choice.
- non-profit societies supply educational opportunities for parents.
- private operators must make a profit to stay in business; non-profit day care turn any savings back into the program.
- non-profit day cares operate to provide benefits for the families using the program.
- research has shown that non-profit day care maintains, overall, higher standards than provincial regulations and private operations.
- private day cares can access low interest government loans.
- Red Deer Child Care Society salaries (and those of other day cares) are low, especially considering the important task they undertake.
- funding from The City of Red Deer assists families.

## **C. Parents of Children In Day Care**

Parents from Kasmir Day Care (Highland Green and Morrisroe), Towne Centre Day Care, Lotsa Tots Day Care and Red Deer Child Care Society attended a meeting with the Review Committee July 5, 1995.

In general, parents were very supportive of day care in the city. Most parents described "shopping" for the highest quality service for their children. Location and cost were also reasons for choosing a day care. Parents had concerns about staff turnover and low wages. Parents also wanted a higher level of staff training, especially for entry level staff.

The City subsidy available at Red Deer Child Care Society was very important to parents who received that subsidy. One parent discussed her difficulties coping with a family income of \$14,000 per annum. Another parent suggested that day care subsidy was less expensive than Supports for Independence (social assistance).

Parents were supportive of a subsidy available to families using any day care in the city if that subsidy did not go to the profit of the day care and if the administration did not become excessive. Any subsidy would also need to ensure a good quality program. In fact, some parents of children not now attending Red Deer Child Care Society felt that the subsidy to Red Deer Child Care Society only was unfair.

The integration of special needs children in day care was considered important. Parents felt those programs with special needs children (both for profit and not for profit) were handling the integration well.

To quote a final comment at the parents' meeting *"do not cut day care funding; the kids benefit"*.

#### **D. Day Care Resource People**

The Family Service Bureau and Children's Services Centre staff are available to child care operations in the city, both private and non-profit. Representatives of each service met with the Review Committee in August 1995 to give their impressions of day care in Red Deer.

#### **Family Service Bureau - Counselling Service**

- highest use from Red Deer Child Care Society, attributed to awareness.
- **some** private centres feel that requesting a counsellor reflects badly on their day care.
- downtown day cares appealing to families without transportation.
- decrease in Supports for Independence (social assistance) has meant an increase in low income families using downtown day care while they work at job placements.
- higher stress families, immigrant families using downtown day care.
- less resourceful programs have demonstrated a commitment to working with children and families equal to that of the non-profit centres.
- the level of awareness and commitment consistently shown by the non-profit centres in Red Deer is perhaps due in part to membership in the Child Care Society -- providing a greater sense of belonging and purpose.
- in general, non-profit in Red Deer more concerned about wellbeing of the child, family.
- the degree of openness of the system (i.e., public scrutiny) improves the system.
- number of staff in day care not as great a concern as quality of the staff; however, the numbers of staff and the interaction between staff and children are significant factors in the quality of program delivered.
- day care workers report frustration, feel not valued as workers.
- some day care workers bring difficult personal backgrounds to their jobs.
- staff turnover in all day cares less than expected, partially because Red Deer is a desirable place to live.
- parents of day care children are fearful and apprehensive: in order to keep their jobs they need day care.
- some middle income families have disappeared from day care; are making marginal care decisions.
- some parents are choosing to work opposing shifts to accommodate child care; children are confused by inconsistent expectations.
- many families requesting help are families receiving full subsidy.
- families are not easy to access, cannot leave work for counselling; exhausted at night.

- counselling is given to families 'incidentally' -- before work, after work.
- people juggle for a long time before stress overcomes them; the stress they are under requires tremendous resourcefulness not always available to families seeking help; the service is crisis driven.
- the day care system is a difficult system to work in with so many issues to surmount.

**Pam Thompson (speaking from an individual perspective; rather than an employee of Children's Services Centre)**

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- the individual day care should stand on its own merits without reference to private vs. non-profit status.
- parents' reasons for their choice of day care should be respected (ease of travel, familiarity with staff location, supportive friendships, ability to pay fees).
- low income and single parents often feel a sense of powerlessness in many aspects of their lives. Control over needed resources can help alleviate this.
- parents who need child care in order to be able to work or attend school often spend a disproportionate amount of income on child care fees. Discreetly offered financial support within a choice of licensed centres gives parents more control over managing their lives.
- parents can feel supported and helped to grow in parenting skills by caring non-judgmental staff. However, staff may, at times, unwittingly undermine parents' confidence.
- the core of successful day care is relationships between staff/parents, staff/children and within the child care team. Training can enhance reflective practices and give perspective to both child and parent needs.
- individual operators may find it difficult to support staff training and other benefits. Larger organizations have more flexibility in this.
- time allowed for unhurried staff communication with parents, without affecting ratios, is essential.
- staff qualifications; ratios; individual centre's choice of cost cutting measures; maintenance standards, etc., are matters for licensing. The general perception is that non-profit centres have more qualified staff, private centres have more flexibility in creative financial management strategies, but this is not necessarily true.
- leadership in day care innovation is important. Day care centres are in a position to be of benefit to the wider community (e.g., as a family centre).
- playroom staff also need additional planning and meeting time to consult with parents and professionals when a child with special needs is being mainstreamed in the setting.
- the availability of subsidies is crucial to families of children with special needs who enroll their children in day care programs to meet specific developmental objectives and to access respite care.

## **VII. RECOMMENDATIONS TO CITY COUNCIL**

### **I. PHILOSOPHY**

#### **Recommendation #1**

**That The City formally recognize that it is in the public interest that all children be well-raised.**

#### **Rationale**

The Community Audit, completed in February 1995, strongly supports this recommendation. Based on a response by 700 plus community people and agencies to 50 statements of need (also generated by the community) *"protection of children from harm and abuse"* ranked #1 and *"education and support for people to become better parents and understand the importance of raising children"* ranked #11.

Raising children is a huge task which can bear the rewards and joy of seeing positive development of potential and character ... a desire to learn, a sense of humour, a sense of respect and kindness, to name a few. Failure to do the job well, however, plants the seeds of future social problems which are both damaging to individuals and society, as well as being expensive to deal with. The costs come as direct costs of dealing with social problems, damage and loss to innocent third parties, and the often ignored loss of undeveloped human potential -- what might have been if good child rearing had been in place.

#### **Recommendation #2**

**That The City formally reaffirm the value of day care as a family support service.**

#### **Rationale**

- It provides an acceptable, safe, nurturing alternative care system for those who choose to return to the work force and can afford to pay the complete cost.
- It assists some parents to become more self sufficient through acquiring additional training or moving directly into the work force. Knowing that the children are well cared for reduces stress greatly for any parent who is struggling to make ends meet on a minimal income.
- In instances where parenting knowledge and skills are weak, an approved child care service can assist the parent to develop appropriate skills and knowledge while giving the child the benefit of a more supportive and nurturing environment for a significant part of the day.

**Recommendation #3**

**That The City formally recognize that it is best served by the continued existence of both privately owned and operated day cares and not for profit day cares.**

**Rationale**

The City as a public entity, as well as the non-profit sector, cannot meet the demand and need documented in the city. The Community Services Master Plan states that *"The City should view the private sector as a partner for the provision of additional day care"*.

Each player has a role. The private sector brings the discipline of the market place. The non-profit sector is in a position to address special needs, and in some cases, to provide leadership to the day care community. The City's role is to facilitate cooperation, planning and location; to make opportunities available that address the financially and socially disadvantaged.

**II. FACILITY**

**Recommendation #4**

**That The City rent the two City-owned day care facilities to Red Deer Child Care Society at the following rates:**

- **Red Deer Day Care Centre - \$5.33/sq. ft. for a total rent of \$41,957/year**
- **Normandeau Day Care Centre - \$6.50/sq. ft. for a total rent of \$34,125/year**

**Rationale**

In order to compensate for loss of Canada Assistance Plan revenue (see chart page 10), The City will adjust rents such that rental payments are not as difficult for the Red Deer Child Care Society. Charging market value rates, as determined by the Economic Development Department (see Appendix B) is also a fair practice to follow.

**Recommendation #5**

**That The City amortize the financing for Normandeau Day Care over a longer period of time, such that \$6.50/sq. ft. will generate adequate revenue to make yearly payments.**



**Rationale**

Such refinancing will be of no additional cost to The City and will be of benefit to Red Deer Child Care Society in offsetting the loss of the Canada Assistance Plan. Normandeau Day Care is in excellent condition, with many future years' use projected.

**Recommendation #6**

**That The City continue to provide adequate funding for the maintenance of Red Deer Day Care Centre and Normandeau Day Care Centre.**

**Rationale**

In owning and providing facilities for rent, it is the owner's responsibility to provide major capital repairs and improvements. In this case, The City provides minor maintenance as well to keep City buildings up to standard and to reduce any City liability. Funding will be generated within the Social Planning Department operating budget, through The City Infrastructure Maintenance Fund and through any potential grants which may be available.

**Recommendation #7**

**That The City, subsequent to December 31, 1998, when loans and debentures are paid in full, be prepared to rent Red Deer Day Care Centre to Red Deer Child Care Society at \$5.33/sq. ft.; and provide adequate funding for continued maintenance of the facility.**

**Rationale**

Based on the evaluation at the Red Deer Day Care Centre, as completed by Group<sup>2</sup> Architects in July 1995 (See Appendix A), it is indicated that that facility has a potential 10 to 15 year lifespan. Continued rental of the facility, at a very reasonable rate, will allow Red Deer Child Care Society to extend their practice of offering quality, affordable care.

A possible alternative to rental which could be explored is for The City to offer to sell Red Deer Day Care to Red Deer Child Care Society. Price could be negotiated as this option is explored.

### III. PROGRAM

#### **Recommendation #8**

**That The City maintain monetary support to Red Deer Child Care Society at the rate of \$99,900 (approved in principle for 1996) for the term of the next Management Agreement.**

#### **Recommendation #9**

**That the grant of \$99,900 be utilized to meet the covenants of the new agreement with the understanding that emphasis will be on providing program access to children from families with low income and children with special needs.**

#### **Rationale**

There is a recognition of the importance of raising children in safe, healthy environments with appropriate care, stimulants and programs to foster the wellbeing of the child.

Further it is recognized that in today's climate of poor economy and high stress, families are struggling on many levels to remain healthy and independent.

City support to day care helps to provide support to families and children, in that an opportunity to access affordable, quality care is made available. Limited funds dictate the number of families that can be assisted, whether in two centres or ten.

Red Deer Child Care Society will already be absorbing a net loss of revenue amounting to \$107,265 (See chart page 10). The majority of the loss is due to the fact that the Canada Assistance Plan funding will no longer be available. To further decrease City support to them may jeopardize their ability to provide high quality, affordable child care, particularly when targeting low income users.

Although it has been clearly expressed that the granting of all of the funds to one operator is less than ideal, the Committee has still chosen to recommend the continuation of this practice. In exploring many options, some of which would appear more equitable, increased administration was a primary deterrent.

**Example #1** - assess each family to determine appropriate subsidy and allow the family to choose any day care program. Who would be the objective assessor? Current City staffing levels could not handle the added workload.

**Example #2** - provide a small amount of funding to each centre/family day home operator to allow subsidy to be given to a limited number of families (in all likelihood the number of spaces would range from five to twenty-five depending on the licensed number of spaces for that operator).

Funding could only be provided to a centre if certain City standards (child/staff ratio, training) and reporting requirements (audits, operating statistics/reports) were met. Who would ensure City standards/requirements are being met? Again current staffing does not allow for added workload.

Also spreading the limited subsidy to many centres could decrease the effective use of funds. Many private centres may also resist the auditing and reporting requirements.

Further supporting rationale is that the Red Deer Child Care Society does have a centre on both the north and south sides of the city, plus family day homes across the city, thereby giving at least a choice in location. The Society also has a long history of an open system which provides quality care and leadership in the child care community. It is the Committee's belief that these characteristics are likely to continue. Subsequently it can be logically deduced that The City is supporting a healthy and adequate service.

The Committee acknowledges that the proposed direction is not perfect and does not address the concerns of choice. However, based on a desire to be efficient and effective and to get the most support possible to the people who need it, using minimal administration, it is felt that Recommendations #8 and #9 are appropriate.

**Recommendation #10**

**That a management audit of Red Deer Child Care Society be done in 1996 related to the funding provided by The City.**

**Rationale**

The City, particularly in times of fiscal restraint, must be assured that City funding support that is provided to Red Deer Child Care Society is being used efficiently and effectively to meet the terms of the Day Care Management Agreement. As a public body, The City promotes high standards, but must also be accountable to the public. Concerns were expressed in presentations re: use of public funds given by The City.

**IV. CANADA ASSISTANCE PLAN FUNDING**

**Recommendation #11**

**That the Canada Assistance Plan funding which The City will likely receive for the first quarter of 1996 be utilized to fund the proposed management audit. Any unused funds should be retained by The City.**

**Rationale**

The Committee, as noted in the rationale for Recommendation #10, feels that a management audit is important to ensure accountability. The Social Planning Department

does not have staff resources or funding available. The management audit would also be seen as more valid and credible if done by an external assessment.

Given that the management audit is likely to have benefits to the Red Deer Child Care Society as well, the Committee feels that CAP funding is an appropriate source.

**Recommendation #12**

**That The City retain any federal funding which it may access through the new Canada Health and Social Transfer Program, beginning April 1, 1996, and utilize it to offset City costs related to day care facilities and operations.**

**Rationale**

Based on the information currently available, it would appear that the potential for municipalities to access Canada Health and Social Transfer funding is slim. Should there be any available, this funding could assist with items such as maintenance costs which may put funding to other social programs at risk.

**V. DAY CARE MANAGEMENT AGREEMENT**

**Recommendation #13**

**That The City renew the Day Care Management Agreement with Red Deer Child Care Society for a further three-year term.**

**Rationale**

See Recommendations #8 and #9.

**Recommendation #14**

**That The City revise the Day Care Management Agreement Section 2.2 -- reasons why the agreement is "subject to revision" (see page 10 or Appendix G) by adding e) Recommendations resulting from the external management audit of Red Deer Child Care Society viewed as significant by either party.**

**Rationale**

The Committee felt that it was important to recognize the potential impact of the management audit, particularly as it relates to accountability.

## **VIII. CONCLUSION**

The rationale for the Recommendations explain that the Committee has looked at many alternatives to address Council's concern regarding the "nature and level of City involvement in day care". In reviewing Red Deer's current arrangement, compared to other cities, it can be noted that Red Deer has already done what some communities are now moving towards(i.e., Medicine Hat's move to indirect service). It can also be noted by the various models in other cities, as well as past experience in Red Deer, that there is no "right" answer -- just many possible solutions.

The rationale for Recommendations #8 and #9 explains that solutions put forward by this Committee are not perfect. What Council is being asked to approve, however, is a continued commitment to day care through the provision of facilities for rent and through the Management Agreement with Red Deer Child Care Society.

With the limitations of our current environment, which include few staff and monetary resources, the proposed recommendations are the best alternatives that the Committee can justify.

August 21, 1995

City of Red Deer  
Attn: Mr. R. Roberts  
Recreation, Parks and Culture  
4914 - 48 Avenue  
Red Deer, Alberta  
T4N 3T3

RE: RED DEER DAYCARE CENTRE: EVALUATION UPDATE

Dear Sir:

As requested, we carried out a site review of the Red Deer Day Care Facility on July 18, 1995. At that time we interviewed the Director, Karrie Miner and reviewed our 1988 Report (Moisture Problems at the Red Deer Daycare Centre) with respect to the additional building concerns that we had noted in Section 5.0 (included as part Appendix A).

Subsequent to the 1988 report being issued, the City of Red Deer carried out several of the report's recommendations including:

- Mechanical upgrading to reduce and control humidity levels in key areas.
- Sealing of major air barrier leaks in the ceiling.
- Repair of the floor areas most damaged by water leaks.

In addition to these repairs and upgrades, the following maintenance work has been undertaken recently:

- New roofing which has eliminated several chronic leaks.
- Extensive painting of walls and trim.
- New carpeting installed throughout (with the exception of the Director's office). Also, most areas of the original residential quality sheet flooring have been replaced with commercial quality flooring.
- The hot water tank was replaced this year.
- Kitchen counters were refinished with epoxy paint.

The general condition of the interior of the centre is good. No life safety concerns were noted.

...2

The functional operation of the building, according to the Director, is very good and allows a full program implementation.

Our major concerns are:

- The full extent of framing and sheathing damage in the roof and crawl space caused by previous moisture problems (from various sources) remains unclear.
- Utility costs would be expected to be substantially higher than a building of similar area and less perimeter (see Item 5.3, Appendix).
- Quality of construction relating to the crawl space (mechanical, electrical, skirting, insulation and ground cover). Some minor code infractions relating to crawl space venting and moisture control are evident (see photos 1-4, Appendix).
- Limited life expectancy of existing wood-framed exit stairs, entry ramp and decks. (See photos 4-5, Appendix).

**Conclusions:**

The recent various repairs, upgrades and maintenance improvements to the Day Care Building have greatly improved the operational functioning of the Centre. This, coupled with its reported good capability to run the required programs, would indicate an extended life for the building of at least 10 to 15 years.

**Recommendations:**

1. An assessment of the crawl space should be carried out to evaluate code infractions, extent of skirting deterioration, status of mechanical and electrical services and conditions of the seal between units (see photos 1-4). Estimated cost \$3,000.00
2. Replacement of the existing wood stairs, ramps and decks at each door should be included as part of the Day Care's maintenance program (see photos 5-6).

Yours truly,

**Group 2 Architects**



John Hull  
JH:jm

DATE: August 9, 1995

TO: Barbara Jeffrey, Project Supervisor  
Social Planning Department

FROM: Alan Scott, Land and Economic Development Manager

RE: **FAIR MARKET VALUE OF RENTAL SPACE**

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In response to your memo of August 2, 1995, we have made a number of contacts on a discreet basis with rental agents, representing various types of accommodation. We also reviewed the assessed value of both the Normandeau and Lindsay Thurber Comprehensive High Schools in an effort to determine square footage value. Unfortunately, we were not able to obtain total square footage for these schools, and therefore we could not pro-rate the value to the space being leased by the day care operations.

We reviewed three types of accommodation which seem to be typical for day care operations. One is the warehouse style accommodation, as seen in Northlands Industrial Park. The second is strip mall accommodation as seen in a couple of locations at the south end of the city, while the third would be residential accommodation, which is prevalent in various locations within the city. We would estimate the lease rates as follows:

Warehouse Style	\$5.50/sq. ft.
Residential Style	\$7.50/sq. ft.
Strip Mall Style	\$10 to \$14/sq. ft.

In our view, the type of accommodation available in the two schools is perhaps the most suitable for this use. The schools offer large outdoor playing areas, which often times are unavailable in some of the other styles of accommodation. On the other hand, the type of accommodation available at Lindsay Thurber Comprehensive High School (i.e. former ATCO trailers) is not of high quality.

We would therefore think that something in the \$5.50 to \$7.50/sq. ft. range would be appropriate rental for the type of accommodation you offer.



Alan V. Scott

AVS/mm



# NEW DIMENSIONS

FAMILY DAY HOME PROGRAM INC.

June 22, 1995

The City of Red Deer  
Social Planning Department  
P.O. Box 5008  
Red Deer, AB T4N 3T4

Attention: Barbara Jeffrey  
Day Care Review Committee

Dear Ms. Jeffrey:

This is written in response to a letter from the Social Planning Department, City of Red Deer, May 17, 1995 that states the City's involvement in Day Care is under review, and asks for feedback from those involved in providing child care in the city of Red Deer. This submission is on behalf of New Dimensions Family Day Home Program Inc. which has operated successfully in Red Deer since November 1984. At present New Dimensions provides child care for approximately 200 children monthly, providing services for low income and full fee parents requiring either shift hours or regular hours of care. New Dimensions is contracted with the Alberta Government to provide extended hours of care.

I have been interested in child care in Red Deer for many years, having actually attended the first meeting to discuss the issue of Day Care in Red Deer, in 1970. At that time there was no regulated child care in Red Deer and a group of interested individuals organized and eventually became the Red Deer Day Care Society. City Council was supportive of this endeavour and a small percent of the operating budget was provided by City Council, who recognized the need for regulated child care in Red Deer.



It is my submission that, as a private child care operator, I have no objections to the City of Red Deer operating non-profit child care programs; however, there is absolutely no reason why these programs cannot and should not be operating on a cost effective basis, in the same manner that the private programs have to operate. My reasons for the position that the City of Red Deer should not fund or subsidize its child care programs are as follows:

1. Historically the City of Red Deer became involved in child care because the city, in conjunction with the Province of Alberta, saw a need for regulated child care in the City of Red Deer. Since that time, Provincially regulated non-profit, city-funded and private programs have established themselves in the City of Red Deer to provide for the child care needs of the City. These programs are all regulated by the Province to ensure an acceptable standard of child care is provided across the Province.

It is my contention that if the City of Red Deer were to withdraw entirely from the child care field, which I am not advocating, the void would quickly be filled by further non-profit or private programs.

2. It is no more costly to a child care program to provide care for low income families with children than it is to provide care for full fee paying parents with children.
  - a) There is an Alberta Government Subsidy Program that is in effect, and to which all low income families have access, which permits them to obtain child care, if they so desire. The subsidy provided by the City to some low income parents is a matter of choice on their part, rather than a need. There is a large number of low income parents in the private programs whose financial situation is no different from the financial situation of the low income parents in the city-funded program, who receive a second subsidy.
  - b) New Dimensions Family Day Home Program Inc. can state from its data and from experience -- the program has been providing quality child care and operating in the "black" for the past 11 years -- that providing quality care for low income parents and children can be provided on a cost effective basis.

Page 3  
June 22, 1995

- c) In total, I do not know the number of children the Red Deer Child Care Society provides care for per year, however, for your information, from April 1994 to March 1995, New Dimensions provided care for the following number of children:

See attached sheet marked Schedule "A"

In conclusion, and I believe this is in answer to part four of issues to be considered, the present child care programs are adequately looking after the child care needs of the City of Red Deer; however, there is no reason whatsoever that we cannot all operate on the same level playing field, that is, operate our programs on a cost effective basis without financial assistance or subsidizes from the City of Red Deer.

Please find enclosed, copies of this submission for all committee members.

Respectfully,

A handwritten signature in cursive script, appearing to read "Gy. Siewert".

Gy. Siewert  
Director

enc. 1

## **SCHEDULE "A"**

**APRIL 1994 - MARCH 1995**

<b>Total number of children</b>	<b>2317</b>
<b>Total number of subsidized children</b>	<b>890</b>
<b>Total children requiring shift care</b>	<b>508</b>
<b>Total number of full fee children</b>	<b>1453</b>



# Expressions''

## CHILD CARE CENTRE LTD. EAST

(Child Care with a Difference)



#4 - Ellenwood Drive, Red Deer, Alberta T4R 2A2 • Phone: 340-8711 / 346-8706 (24 Hour)

June 22, 1995

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

Dear Barbara Jeffrey,

In response to your letters dated May 17th and June 9th, I would like to thank you for the opportunity to share my thoughts and feelings on child care in the city.

Due to the nature of the questions, I could write many pages, however, I will try to keep this in point form, asking that my representative be able to speak to "Regulations/Standards" and to staffing (recruiting, education and training.)

1. I feel that day care in Red Deer is meeting the needs of children and their families. Constant evaluating of our programs indicate that this is true.
2. My experience with day care in the following are:
  - a) Enrollment and waiting lists: we have experienced 85% to full capacity over the years, however this last year attendance of children has been lower. We do not use a waiting list, only deposits for guaranteed spaces.
  - b) Ability to pay fees: low income families make up 90% of our child attendance at one location, 79% at another and 37% at the third location. All outstanding accounts (and we have many) all come from low income families. If our families had a second subsidy it would lower our outstanding accounts, possibly by one third.
  - c) Facilities: Other than wages, repairs and maintenance of facilities and grounds take a very large portion out of our budget. I would like to know who pays for the repairs and maintenance of the Societies facilities?
  - d) Impact of Provincial changes: when the province decided to change the standards for cribs, we purchased 24 brand new cribs that met the standards. Six months later, those new cribs had to be destroyed and new ones purchased again. May I ask, did the city pick up the cost of the cribs for the Society at that time?
  - e) Regulations/Standards: My experience has been that reg./standards has not been fair across the board. May Carol Peterson, my representative address this?

- f) Ratios of children to staff: ratios are always the topic of conversation when communicating about children. We would all like less children per adult, but finances dictate what you can do.
- g) Special Needs children: My experience and policy has been to keep space available for special needs children. They have been very successful in their development while attending our programs.
- h) Family situations (and children experiencing difficulty): Our past record indicates that with the assistance of outside agencies, we have been able to support most families. However, we have referred some families to the city's 'focus programs', when we felt the child needed smaller group care.
- i) Staffing (recruiting, education and training): May Carol Peterson address this issue? My experience with staffing has been as follows: We hire directly from the Red Deer College level III employees because of affordability. We offer a good benefit package and long term benefits, such as an RRSP. Once the employees have been here long enough to gain experience, then they often take employment with the Red Deer College or the city programs that guarantee an eight hour day and short term benefits, such as sick pay.
3. A sensible system for meeting the needs of these families to me would be, to keep the city programs in place. Families need choices. Social Services have a good monitoring tool coming into place that will ensure that all programs will provide the quality of care our children deserve.
4. My comment on the issue of cost effectiveness for the city to provide quality care is this: All child care programs in Red Deer have a very high ratio of low income families which we all support. As a tax payer and business owner, I feel that I am doubly supporting an elite group of people that may only use the city run programs to receive the second subsidy.
- I think the Society should have to operate on parent fees, Alberta Gov't Subsidies, fund-raising and Grants, the same as we do. May I ask, does the city pay for such things as Taxes, utilities, repair and maintenance equipment, transportation, yard care, and buildings? If this is true, how can we as business owners compete with such an unfair playing field?
- If the city does not pay for these things, perhaps they could offer the second subsidy to all parents, so that these parents can have a real choice of the quality and centres they wish to choose.

Once again, thank you for inviting me to participate in this review and giving me the opportunity to express my thoughts and feelings on child care issues in Red Deer.

Yours Truly,

Lynn Gustum  
Owner/Director



RED DEER CHILD CARE SOCIETY

SUBMISSION TO THE

1995

CITY OF RED DEER

DAY CARE REVIEW

## **CITY OF RED DEER 1995 DAY CARE REVIEW**

For the purposes of this document the assumption has been made that Day Care as used in the request for submissions for the 1995 Day Care Review means child care. The documentation we are providing relates to care for children from birth to twelve years of age in a variety of centers. Licensed child care is implied unless otherwise stated.

### **CHILD CARE IN THE CITY OF RED DEER**

Child care should be a priority in the community service sector of the City of Red Deer. Compared with the provincial average the City of Red Deer has a high population of single parents. Further, changes to government funding at all levels have sent families back into the work force or to further their education. The demand for child care in the City has increased with the increase in parents returning to the workforce or continuing their education. The number of licensed day cares in the City has decreased by two in the last three years.

The Red Deer Child Care Society provides non-profit, community based programs for families. The Society programs are the only community/parent volunteer operated child care option in Red Deer. The only other non-profit child care programs in the city are the Red Deer College child care programs. They cater primarily to college students and do not have a community board structure that is specific to their child care programs. Our programs have parents and community members actively involved in setting the priorities



through the Board ( Society Bylaws, Schedule A). The Board of the Society is responsible for such things as:

- determining program budgets
- setting program fees
- establishing Society policy
- reviewing program standards and the quality of care provided in our programs
- ensuring that Society programs meet the current needs of families in Red Deer
- establishing short and long term plans for the Society.

In short, parents identify their needs and the Society Board responds. In order to strengthen the link between the Board and the families utilizing the Society Programs, the Board has facilitated the founding of the Red Deer Children's Foundation. This foundation will further advise the Board of the Society on the needs of the community.( Objects of the Red Deer Children's Foundation, Schedule B).

The Red Deer Child Care Society Board works at ensuring that parents in Red Deer have non-profit options in whatever their choice of child care is ( List of Programs, Schedule C). For instance, currently the Society is struggling to continue to provide a group care ( day care) infant program in the wake of the FCSS funding cuts to the Infant Care Program. The Society works to meet the needs of families that are not met in the private sector. Some examples of the services the Society provides for the community in addition to our regular programming include:

- accommodating in the Family Day Home Program weekend care and longer hours or unusual shift care
- utilizing specialized Family Day Home Care (usually nurses or other health care professionals) for ill children from any program who continue to need care

- providing respite and emergency care ( Schedule D, Board Policy on Emergency Care) at reduced or no cost for families who are in need of support
- including drop in care as space permits in the day cares and school age programs
- providing opportunities for families to spend time together without spending money, such as our Carnival, Beach Party, Christmas Evenings and program get togethers
- supplying educational opportunities for parents, as all our staff professional development activities are open to parents ( past topics include self esteem, HIV awareness, and professionalism in child care).

The 1987 Review of Day Care recommended a balance between private and public child care in the City of 1:2 public : private. At the time of the 1987 review of day care in the City of Red Deer the programs we now know as the Red Deer Child Care Society were operated by the City of Red Deer under the Red Deer Day Care Management Board as public centers. Since that time there has been a material change in the manner in which the centers formerly operated by the city are operated. As public centers, the programs were deficit funded by the city. Currently the centers are operated as part of a non-profit corporation (society) and are operated by, respond to the needs of, and are responsible to the membership of the society. We believe that the ratio stated as a goal for the city in 1987 is still valid, but with there not currently being any public centers in the city the ratio should be considered as 1:2 not - for - profit : profit.

The major differences that exist between the profit : not - for - profit centers stem from the manner in which the corporations are operated. In a profit center, even if the owners are socially minded individuals, the reason for doing business is to make a living, that is to receive some financial benefit from operating their child care program. In a not - for - profit center the objective is to provide benefit for the members of the organization i.e. the parents using the program. Any operating surpluses that may exist in a non - profit

corporation are used to decrease the cost to the members ( users ) or to increase the quality of the program. The membership themselves make the decisions about the programming and finances. These decisions made by a non profit Board are not biased by profit motives.

A profit center may cater to identified specific needs in the community to enhance their business. For example centers may locate next to major employers, or cater to certain times that parents need care. This makes good business sense. Anything that can attract additional families to their programs enhances their business. A non - profit program by its very nature must cater to all the needs of its members. The needs served by a non - profit organization are those identified by its member users rather than those designed to attract more customers. In the end both serve the community needs. The non profit organization, however, inherently is catering to those needs that may not lead to a financial gain for the organization but are necessary for the families they serve. Families are able to receive services from a non profit center that they may not be able to find in the private sector.

## ENROLLMENT

Overall the society has seen an increase in enrollment over the last five years ( Enrollment statistics, Schedule E ). Changes to the Supports for Independence ( welfare ) program and economic conditions for families may account for this increase. More parents are working outside of the home or are attending school so there is a higher need for child care to support the family. The Red Deer Child Care Society receives referrals from community agencies we work closely with. Families that have previously used our services also refer other families to our programs and return to our programs for their current

needs. Families choose the Red Deer Child Care Society Programs, not always because of the price, but because of the value and quality they receive.

On a waiting list priority is given to low income families, as determined by their eligibility for subsidy ( Schedule F, Low Income Subsidy Schedule ). Families seldom have to wait for care in our programs as interagency referrals are made to Red Deer Child Care Society Programs and to other community programs.

## PARENT'S ABILITY TO PAY

The Red Deer Child Care Society serves parents from a wide range of family incomes. With the uncertainty of today's job market and salary reductions in most business sectors the individual family's ability to pay has diminished. The Society works with parents on an individual basis to accommodate a payment structure that is suited to their family's needs. It is the philosophy of the Red Deer Child Care Society that the family's ability to pay should never dictate the quality of care their children receive. Families in Red Deer must have access to quality care regardless of their income. The Mission Statement of the Red Deer Child Care Society is "Choices in Quality Child Care". The Society believes that for a child care program to be a choice for families it must be AFFORDABLE AND ACCESSIBLE .

## CHILD CARE FACILITIES

The location for a child care program is important, especially for families who rely on public transportation. Many families in the Normandeau and Glendale area access

Normandeau Day Care as it is the only quality non - profit center available in that area. Modifications will be necessary at Normandeau Day Care in the near future to remain compliant with groupings of children as outlined by Provincial Regulations. The center was built when day care standards allowed large rooms with many children in them. We now understand that it is a better standard of care to have smaller groupings of children in separate areas.

Using the schools for the School Age Programs means that children are in a safe atmosphere suited to our recreation based program. Parents do not have to worry about the safe transportation of children to and from their before and after school program.

Regular maintenance at Red Deer Day Care ensures that the center continues to operate as a quality facility. The location along the park system is unequaled by any other day care in the City. Changes to the city bus routes within the last four years ( the closest bus stop is on 55th Street ) has meant that it is difficult for families without their own transportation to access the center. Despite that we still have families that come to center for care that are dependent upon public transportation. Vandalism is a concern at Red Deer Day Care because of the isolated location. An alarm system for the facility must be given serious consideration.

The facilities that the Red Deer Child Care Society operates their day cares out of are both City of Red Deer owned. Maintenance on the two centers has been a joint venture since the Society became independent of the city in 1990. The Society pays to the City the full amount of the City debenture payments on the two centers ( \$ 41,957.00 for Red Deer Day Care, and \$53,568.00 for Normandeau Day Care ) as "rent". The City then in return claims Federal CAP funding for the Society deficits on the two day care operations. The two day cares operate in a deficit position and the deficit is made up through surpluses in

other programs and from the CAP funding. CAP funding to the society ranges from \$85,000.00 to \$94,000.00. This Federal funding will end March 30, 1996. The net result of this arrangement to the City of Red Deer is that the debenture payments on the two facilities are paid for. A corresponding amount ( ranging from \$94,665.00 in 1990 to \$106,105.00 in 1995 ) is paid to the Society as outlined in the Management Agreement ( Schedule G ) with the City. The Red Deer Child Care Society uses the Management Agreement funding for Low Income Subsidies to parents ( Low Income Subsidies, Schedule H ). In short, the City of Red Deer would be paying the debenture payments on the facilities if the Society were not operating programs out of them. This arrangement allows the City to put tax dollars to the citizens of Red Deer rather than putting tax dollars towards paying for the facilities.

Based on these "rents" that the Society pays to the city, the Society is paying \$5.33 per square foot for Red Deer Day Care ( 7880 sq. ft. ) and \$12.21 per square foot for Normandeau Day Care ( 4390 sq. ft. ). The Society also assumes full responsibility for all utilities payable on the facilities. These amounts payable to the City compare with the average city commercial lease rates of about \$7.00 - \$14.00 square foot plus triple net costs for prime downtown space to \$4.50 - \$5.00 square foot plus triple net costs on the North Side commercial areas ( as quoted by Weddell, Mehling, Pander ).

Profit centers have opportunities for purchasing property that are not available to not - for - profit operations. A private business can purchase property and receive government assistance through low interest loans. Alberta Opportunity Company is one source of assistance that is only available to private operations. Not - for - profit organizations cannot borrow funding for capital purchases unless they have a long history of positive financial management. Thus, not - for - profit organizations are often dependent upon community support for their facilities and it is difficult to ever reduce capital overhead

costs. The Red Deer Child Care Society has been supported by the municipality directing Federal CAP funding to the society to help support our capital costs. This has enabled us to be on par with centers in the private sector who have received provincial start up grants or low interest loans to purchase property.

The future tenancy of the Red Deer Child Care Society in the City facilities has not been confirmed. This leaves the Society Board with a difficulty in completing long range plans, especially in the case of Red Deer Day Care as we approach the 1998 payout of the City debenture. Negotiations are currently underway with the City to determine the future of the facility and we trust that a suitable arrangement can be completed to allow the Society to operate a South Side facility. It is appropriate that a long range plan for the facilities be negotiated with the City of Red Deer immediately.

## PROVINCIAL / MUNICIPAL REGULATIONS

The Alberta Government Provincial Child Care regulations and Municipal School Age Standards establish minimum program requirements. The Board of the Red Deer Child Care Society recognizes that these standards are MINIMUM indicators of quality care and strives to exceed these standards wherever possible. Some of the ways that the Society exceeds these minimums are:

- any policy recommendations put forth by the Provincial government or the municipality are to be implemented
- the former Provincial regulations for child: staff ratios are used in society day care programs ( Schedule I )

- if children are absent and the number of children we have is below what was expected we do not send staff home as is the practice in some centers ( staff : child ratios are often better than provincial regulations due to keeping staff at their shifts )
- the Society has implemented additional health and safety regulations for Family Day Home Providers such as more restrictive policies surrounding diapering, having fire extinguishers and smoke alarms in the home, and pets in the home
- the Family Day Home Program screening procedure includes five visits with the prospective provider rather than the required two
- trained staff at both day cares dramatically exceeds the Provincial minimums, due to the policy of hiring trained staff whenever possible ( at Red Deer Day Care 100% of staff have one or two years of Early Childhood Development education )
- a significant number of School Age staff have university degrees
- all Provincial Day Care Monitoring Reports are posted and explained to existing and new parents
- space requirements are exceeded at both day cares
- menus that offer a variety of nutritious meals and snacks are served at both day care and the school age programs ( quality is confirmed by a Regional Community Health review, and quantity is unrestricted as we recognize the need for our low income children to have as much of their daily nutritional requirements met during the program hours as possible ).

Provincial Operating Allowance Funding to day cares and Administration Allowance funding to Family Day Homes is decreasing (Schedule J, Provincial Operating Allowance and Administration Allowance changes ).

## STAFFING



The Red Deer Child Care Society is lucky to have on staff a group of dedicated professionals. The Society has stable, consistent caregivers with very little staff turnover when compared with the industry as a whole.

Quality care is promoted through giving priority to the hiring of trained staff. As previously mentioned the Society exceeds the provincial standards for qualified staff.

Staff salaries are low. Our staff have only had minimal increases since 1990 and they were a 4% increase in 1992 and a 2% increase in 1993. In addition to that staff have been frozen on the salary grid ( Schedule K ) since 1991. The Board, in 1995 had to make the difficult decision to increase our staff work day by half an hour to maintain their same monthly wage. Thus far the Society has managed to retain an excellent benefit program ( extended health and dental, life insurance and long term disability ) for permanent staff that is almost entirely Society paid ( it could not continue as a staff paid program because most staff could not afford to pay the premiums on the plan ). Although the Society has had to withdraw from the Local Authorities Pension Plan for employees it continues to offer permanent staff a 4% matching funds registered retirement savings plan. Sick time benefits and better than average vacation times help compensate staff for their low wages ( Schedule L Personnel Policy ).

The Red Deer Child Care Society board values the staff and takes every opportunity to compensate them for the job they do. It is difficult to balance the need for affordable child care with paying staff the wages they are worth. Unfortunately the society has had to make the choice to keep fees within a reasonable level at the expense of increasing staff salaries.

## **SPECIAL NEEDS CHILDREN**

Special needs children are welcomed in any program within the Red Deer Child Care Society. The Society believes strongly in the principles of inclusion and practices them in all programs. The Red Deer Child Care Society provides the only special needs Family Day Home option for parents in the City through its Focus Program. Additional special needs funding for families has been in the past accessed through Integrated Child Care ( Children's Services Center ), Program Unit Grants ( ECS ), Handicapped Children's Services and Child Welfare. Special needs staff funded through these programs are never counted in our staff child ratios. The Red Deer Child Care Society also works collaboratively with other community resources such as Children's Services Center, Family Service Bureau, Family School Wellness Program, and Child Welfare to support families with special needs children.

## **FAMILY SITUATIONS / COMMUNITY CONNECTIONS**

Over the past few years we have observed a change to families. They are increasingly under more stress due to job situations and changes, financial restrictions, and family pressures. The Red Deer Child Care Society assists families on an individual need basis working with other community agencies, gathering information, sharing ideas and making referrals when necessary. All of our programs have particularly accessed the services of counselors through the Family Service Bureau for families experiencing difficulties. Staff are becoming very knowledgeable about community resources and where families can go to access the help they need.

Over the past years the Society has experienced an increase in the number of subsidized users ( Schedule M ).

The Red Deer Child Care Society has built a strong network of agencies in the Red Deer that we receive referrals from and refer families to or that we work with to better family life in the city. A list of some of the agencies we work with include:

- Red Deer Family Service Bureau
- Native Friendship Center
- Children's Council
- Central Alberta Women's Outreach Center
- Central Alberta Refugee Effort
- Parkland Community Living Association
- Women's Shelter
- Sexual Assault Center
- Children's Services Center
- Family School Wellness Program
- Red Deer Public School Division
- Red Deer Catholic School Division
- Red Deer Community Health
- Handicapped Children's Services
- Child Welfare
- Supports for Independence ( Alberta Family and Social Services)
- City of Red Deer
- Central Alberta Aids Network

Society staff are also active within professional child care organizations both locally and provincially.

## IMPACT OF PROVINCIAL ECS CHANGES ON DAY CARE

The changes to ECS funding in Alberta have had no real impact on the child care needs of families. There have been requests from other professionals in the City to the Society requesting services for families of ECS aged children that have chosen not to place their children in ECS because of the cost imposed by the school divisions, but these families generally are not in need of child care.

The two day cares operated by the Red Deer Child Care Society both have integrated ECS programs. We have an ECS teacher at each center for four hours each day to provide specific programming for the five year olds and to coordinate the programming for the other age groups at the center. The classroom ECS teachers are not included for any of that time in the staff : child ratios.

## AN ACCOUNTABLE AND EQUITABLE FAMILY SYSTEM

Child care is a social issue and not just a business issue. The City of Red Deer has recognized that and has worked towards ensuring that the community has access to quality affordable child care. This has been achieved though working with a community agency that is committed to providing the services that are not available through the private sector.

The City's involvement in day care has been and should continue to be support for families in need. In a non profit environment the families receive the support that they need to be

self sufficient community members. Research shows that given the same regulatory environment and funding, non profit child care centers are more likely to be of a higher quality ( Schedule N, Child Care Policy in Canada, Reprint ). It makes good economic sense for the City to ensure that families in need receive support, and high quality care.

The easiest way to ensure this is to fund families to attend non profit child care programs.

In a recent survey of parents, when asked to evaluate common characteristics reflecting quality care an overwhelming majority of parents gave the Red Deer Child Care Society Programs the highest rating for overall quality of care. ( Schedule O, Parent Survey Results)

The City of Red Deer Management Agreement funding does not support the Red Deer Child Care Society. The city funding assists families. The low income families attending the Red Deer Child Care Society preschool programs receive financial support to remain in the workforce or to continue their education. The Red Deer Child Care Society is accountable to City Council, via the Social Planning Department to ensure that the funding is directed to families. It is a system of maximum benefit for the City of Red Deer because it has built in accountability, minimum administration of the funding, and maximum benefit to families. Should the City ever decide to have the funding follow the family, as it has been suggested the city would sacrifice the fiscal efficiency that it now achieves. More money would be spent on administering the subsidies for parents ( this is currently all being done by the Red Deer Child Care Society ), and monitoring the services received by parents. Ultimately the families in Red Deer would be the big losers because there would be less money to support their need for quality child care.

The City of Red Deer had great foresight in divesting themselves of the direct provision of child care services when it did. This change was initiated at a time when other city's in the province were still supporting municipally funded child care centers. Those municipalities are now left without a community structure in place through which they may efficiently support their families. It is the families in those communities that will suffer because without the structure in place the municipalities are forced to withdraw from child care all together. The families of Red Deer will continue to benefit into the future from our City's forward thinking and planning.

Red College Child Care Program  
Box 5005, Red Deer, Alberta

To Whom It May Concern:

Due to unforeseen circumstances I was unable to attend the forum on the review of funding for Red Deer Child Care Society. However, I would like to share some of my concerns about the review. My major concern is that funding will be withdrawn and the result will be that the low income families and children will be the real losers.

There are only two non-profit day cares in Red Deer. There are some significant differences between non-profit day care and profit day care. The budget lines in non-profit day care are extremely tight. There are a number of reasons for this:

- 1.) We do not get the tax breaks and the write-offs that profit centres receive.
- 2.) We believe that quality care requires certain levels of staffing. Non-profit centres staff with level 2 and 3 ECD graduates because research indicates that level of training directly affects the quality of care. Profit centres tend to staff with the minimum number of level 2 and level 3 staff. Family Day Home does not require that providers have any training, although a new minimal, training self study program is now available.
- 3.) Non-profit believes that caregiving is a career and therefore pay wages, benefits, etc. to encourage staff to make child care a career choice. The profit centres tend to pay minimum wages, no benefits and to send staff home depending on numbers. Also, the college care givers have had wage roll backs last year and this year.
- 4.) Quality child care believes that provision for the children is a priority. This requires a continuing outlay for equipment and supplies. Many profit areas provide only the minimum in these areas. Requirements are set by Provincial Licensing but generally, non-profit care exceeds these as they feel the standards are minimal.
- 5.) Profit centres are private business and take a profit from the business. All money in non-profit care is returned to the centre and the children's programs. It is my belief that in order to take a profit out of a day care the centre has to be cutting corners in other areas; i.e. staffing, equipment, supplies, food, etc.
- 6.) The parents that receive the extra subsidy through Red Deer Day Care Society are low income families. Low income families that receive extra subsidy have additional needs that exceed those of families who receive regular provincial subsidy. If they do not receive this subsidy they will be unable to continue at the centre. Alternative, affordable care may lack quality.
- 7.) The administration of this funding requires vetting of the parents, tracking, reporting and monitoring. This funding is in essence taxpayers money, therefore I feel that it is

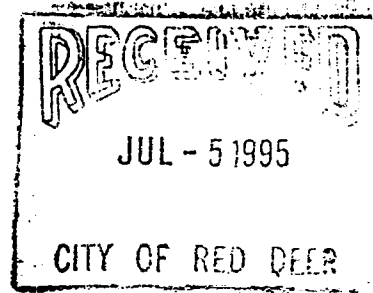
essential that those who receive it must be accountable. Are profit centres going to be willing to open their books to the City's scrutiny?

The review committee has an opportunity to make a decision that will have far-reaching effects on the children and families in Red Deer. I believe that the extra funding currently available for low income families at Red Deer Day Care Society should continue. I would strongly encourage that this funding remain under the umbrella of non-profit day care.

Yours sincerely,



Linda Carnew  
Manager of Child Care  
Red Deer College Children's Programs





THIS AGREEMENT made effective this 31st day of December, 1992, TO PROVIDE FOR THE LEASE AND OPERATION OF CITY-FUNDED CHILD CARE FACILITIES AND PROGRAMS.

**BETWEEN:**

**THE CITY OF RED DEER**  
a municipal corporation duly incorporated  
under the laws of the Province of Alberta  
(hereinafter called the "Lessor")

OF THE FIRST PART

-and-

**THE RED DEER CHILD CARE SOCIETY**  
a society duly incorporated under the laws of the Province of Alberta  
and having its head office in Red Deer, Alberta  
(hereinafter called the "Lessee")

OF THE SECOND PART

**WHEREAS:**

A. The Lessor leases a portion of lands described in Schedule "A" upon which the Lessor has constructed the following facilities:

1. the Red Deer Day Care Centre facility;
  2. the Normandeau Day care Centre Facility;
- (herein called "the facilities")

B. The Lessee wishes to lease and utilize those facilities and other areas to offer the following programs:

1. the Red Deer Day Care Centre;
  2. the Normandeau Day Care Centre;
  3. the Red Deer Family Day Home Program, including the special needs Focus component;
- (herein called "the programs")

**NOW THEREFORE THIS AGREEMENT WITNESSETH** that in consideration of the premises, and the mutual covenants herein contained, and the payment of grant as hereinafter provided,

the parties hereto covenant and agree together as follows:

**1. TERM**

1.1 The Lessor hereby demises and leases unto the Lessee the facilities for a term of three (3) years commencing upon the 1st day of January, 1993, (the "commencement date") and terminating on the 31st day of December, 1995.

**2. PAYMENT OF GRANT**

2.1 The Lessor shall pay the Lessee an annual grant to assist in the operation of the facilities and programs hereinbefore described as follows:

- a) in the year 1993, \$101,985.00 plus funding available under the Canada Assistance Plan, to a maximum of 5% more than the previous year's actual claim, and a minimum of \$85,000.00;
- b) in the year 1994, \$104,025.00 plus funding available under the Canada Assistance Plan, to a maximum of 5% more than the previous year's actual claim, and a minimum of \$85,000.00;
- c) in the year 1995, \$106,105.00 plus funding available under the Canada Assistance Plan, to a maximum of 5% more than the previous year's actual claim, and a minimum of \$85,000.00.

2.2 The grant to the Lessee is subject to revision by City Council under any of the following circumstances upon recommendation and review by the Social Planning Manager of the City and/or Red Deer Child Care Society:

- a) A significant change in the percentage of subsidized users of day care services;
- b) A major change in provincial day care funding;
- c) A major change in the day care program that has an effect on cost-sharing provisions under the Canada Assistance Plan;
- d) A major change in fees to day care users.

2.3 The grant payable by the lessor to the Lessee shall be paid in advance by way of equal installments commencing on the 1st day of January, 1993.

2.4 The Lessor shall provide operating advances in agreed upon amounts as approved by the Lessor's Director of Financial Services to meet the Lessee's needs from time to time.

2.5 Nothing herein shall prevent or restrict the Lessee from receiving or holding funds from sources other than the City and to expend such funds as it deems appropriate or advisable, including interest earned, fund raising revenue and other grants as may be received from time to time for operating purposes or for the establishment of a capital project fund.

### 3. LESSEE'S COVENANTS

3.1 The Lessee covenants with the Lessor as follows:

a) in the provisions of services:

- i) to operate the programs as a high standard, affordable and accessible service to the residents of the City of Red Deer (herein called "the City") and surrounding district;
- ii) to give preference to low income and single parent residents of the City who require child care;
- iii) to promote integration of children with special needs and ensure their individual needs are met throughout the programs;
- iv) to establish program advisory committees encouraging parental involvement and community participation thereby promoting greater public accountability;
- v) to promote continued training and development of child care staff;
- vi) to respond to new and emerging child care needs in the City and surrounding district by developing or assisting in the development of additional community resources;
- vii) to comply with all the Federal, Provincial and Municipal regulations including fire and health requirements;
- viii) to provide to the Lessor an audited financial statement within ninety (90) days following the end of each fiscal year of the Lessee;
- ix) to provide to the Lessor's Social Planning Manager all agendas and minutes of all general and special meetings of the Society or its Board of Directors and annual budget documents, including preliminary budget details submitted to the Social Planning Manager on or about the 21st day of

September of each year, and such other documents and information as the Manager may require, from time to time, with respect to the maintenance and operation of the facilities and services;

- x) to remain in good standing at all times as a registered society pursuant to the Societies Act of Alberta, or any replacement legislation;
- xi) not to hold itself out as an agent for the Lessor, but shall, at all times, represent itself as an independent society;

b) in the operation and maintenance of the facilities:

- i) to use and occupy the facilities only for the purpose of operating programs for children and child care, the services herein provided, and such other programs as the Lessor may approve in writing from time to time;
- ii) to operate the facilities in a manner compatible with the overall objectives of the Society;
- iii) to operate the facilities safely, efficiently and effectively and in a manner that will provide fair and equitable treatment for all users;
- iv) not to carry on or permit to be carried on upon or in the facilities, any activity in contravention of the laws of the City, the Province of Alberta or the Dominion of Canada;
- v) to operate the facilities within the grant provided by the City;
- vi) to pay all occupancy costs of the facilities set forth in Clause 5;
- vii) to pay all business, sales, equipment, machinery or other taxes, charges and license fees levied or imposed by any competent authority in respect to the personnel, business, sales, equipment, machinery or income of the Lessee;
- viii) to repair, maintain and keep the facilities, including all chattels and equipment, in good and substantial repair, excepting only:
  - (A) repairs required by this agreement to be made by the Lessor; and
  - (B) repairs necessitated by damage from hazards against which the Lessor is required to insure hereunder unless such accepted repairs are necessitated by the acts or omissions of the Lessee;
- ix) to observe and comply with all municipal bylaws and regulations, all health regulations and all statutory provisions and regulations made by any duly constituted authority, and all provisions contained in any policy

of insurance related to the facility of which notice in writing is given by the Lessor to the Lessee;

- x) to forthwith notify the Facility Operations Supervisor as the Lessor's agent of any defect in the structural components of the facilities;
- xi) to permit the Lessor to inspect the facilities at all reasonable times;
- xii) to leave the facilities and all of the chattels and equipment therein in good repair and condition upon termination of this agreement;
- xiii) to keep the facilities in an orderly, clean and sanitary condition and not allow any refuse or garbage to accumulate in or about the facilities;
- xiv) to include as part of the operating budget, the pro-rated payment, as determined yearly by the City of Red Deer Recreation & Culture Department, for the services of the Facilities Operations Supervisor, in order that the Facilities Management Maintenance Plan (FMMP), with respect to the Red Deer & Normandeau Day Care Centres, can be kept current and implemented as intended.

#### 4. OCCUPANCY COSTS

4.1 It is the intent of this agreement and agreed by both parties hereto that all and every operating, maintenance, building occupancy and land occupancy cost, expense, rate or charge in any way related to the facilities will be borne by the Lessee without variation, set-off, or deduction whatsoever.

4.2 "Building occupancy costs" as referred to in this agreement shall, without limiting the generality of the foregoing, include:

- a) the cost of gas, oil, power, electricity, water, sewer, communications, and all other utilities and services, together with the direct cost of administering such utility services;
- b) janitorial costs and services; and
- c) the cost of servicing and maintaining all heating, air-conditioning, plumbing, electrical and other Machinery and equipment.

4.3 "Land occupancy costs" as referred to in this agreement shall, without limiting the generality of the foregoing, include all insurance, irrigation, landscaping and maintenance thereof.

## **5. LESSOR'S COVENANTS**

**5.1** The Lessor hereby covenants with the Lessee that:

- a) the Lessee, performing and observing the covenants and conditions herein contained, shall peaceably and quietly hold and enjoy the facilities during the said term without any interruption by the Lessor or any person rightfully claiming under or in trust from it;
- b) the Lessor shall make any required structural repairs to the perimeter wall, roof, bearing structure and foundation of any building included in the facilities, provided that any and all such repairs necessitated by fire, explosion, lightning, tempest or other casualty whatsoever shall be made only in accordance with the provisions of Clause 8, and provided always that the Lessor will not be required to make any repairs necessitated by reason of the negligence or default of the Lessee, its servants, agents or licensees;
- c) the Lessor shall place and maintain at its cost insurance against fire and other risks as are included in a standard fire and extended coverage contract in an amount equal to the full replacement value (excluding excavations and foundations) of the buildings, furniture and fixtures and related equipment constructed on, contained in or affixed to the facilities; and
- d) the Lessor shall place and maintain, during the term of this agreement, comprehensive tenants and public liability insurance protecting and indemnifying the Lessee and the Lessor against any and all claims for injury or damage to person or property or for loss of life occurring upon, in or about the facilities, such insurance to offer immediate protection of the limit of not less than One Million (\$1,000,000.00) Dollars and which policy shall name the Lessor and the Lessee as insured, and shall contain a clause that the insurer will not cancel or change the insurance without first giving the Lessor and the Lessee prior written notice.

## **6. LEASEHOLD IMPROVEMENTS**

**6.1** Except as herein provided, the Lessee may at any time and from time to time make such changes, alterations or improvements to the facilities in such manner as shall, in the opinion of the Lessee, best adapt the facilities for the purposes of the Lessee provided that such

changes, alterations, or improvements to the facilities shall not be made without the prior written consent of the Lessor, such consent not to be unreasonably withheld. All such improvements shall, upon completion, belong to the Lessor. Requests for such changes, alterations or improvements are to be made to the Lessor's Social Planning Manager.

6.2 The Lessee shall not purchase any equipment or effect any parking lot improvements or building expansions or make any capital expenditures upon the facility or lands adjacent thereto in excess of the sum of Ten Thousand (\$10,000.00) Dollars without the consent of the Municipal Council of the City.

6.3 The Lessee shall not, under any circumstances, whether in respect of changes, alterations and improvements of the facilities or otherwise, knowingly permit any builder's

lien to be filed against the facilities, and shall forthwith discharge any builder's lien which may be filed.

6.4 All leasehold equipment installed by the Lessee as a permanent part of the facilities shall belong to the Lessor on termination of this agreement.

## 7. TERMINATION

7.1 Should any of the Lessee's covenants herein contained not be performed or observed within thirty (30) days of receipt of written notice of a default, or if the Lessee shall be adjudicated a bankrupt or enter into an agreement for the benefit of its creditors, or suffer any distress or execution be levied on its goods, or if the Lessee should enter into liquidation or receivership either compulsorily or voluntarily, then this agreement at the option of the Lessor may be terminated and it shall be lawful for the Lessor at any time thereafter to re-enter upon the facilities and thereupon this agreement shall be absolutely determined.

7.2 The Lessee may terminate this agreement should the Lessor default in payment of the Grant to the lessee and should such default continue for Thirty (30) days thereafter.

7.3 The Lessor may terminate this agreement without notice if any member of the Board of Directors of the lessee shall breach the Conflict of Interest provisions of the By-law of the Lessee's society.

## **8. FIRE**

8.1 If, during the term of this agreement or any renewal thereof, any building forming part of the facilities or any part thereof shall be damaged or destroyed by fire, explosion, lightning, tempest or other casualty whatsoever and for which there is insurance coverage in place which is recoverable, then the Lessor shall use its best efforts and exercise reasonable diligence to repair and/or replace that portion of the facilities which has been destroyed or damaged, with all reasonable speed. In the event of such damage or destruction, the grant payable hereunder shall be adjusted and be abated in the proportion that that part of the facilities rendered unfit for occupancy bears to the whole of the facilities having regard to the method and means by which the grant is allocated for the operation of the different components of the facilities as a whole as may be agreed by the parties hereto, until the damaged portions of

the facilities are repaired or rebuilt. In the event of a disagreement between the parties, then such disagreement shall be resolved by Municipal Council of the City.

8.2 In the event that any building comprising part of the facilities shall be damaged by fire, explosion, lightning, tempest or other casualty whatsoever and for whatever reason no insurance coverage may be recovered, or the proceeds of insurance so recovered are not sufficient to replace or repair the premises so damaged, then upon written notice by the Lessor this agreement shall cease and be at an end, the Lessee shall surrender possession of the same to the Lessor, and the Lessor shall make payment to the Lessee of the grant monies adjusted to the date of termination.

## **9. RIGHT TO RENEW**

9.1 This agreement shall automatically be renewed sequentially for two (2) further terms of three (3) years each, unless either the Lessee or the Lessor notifies the other party in writing no later than ninety (90) days prior to the expiration of the term of this agreement, or the then current renewed term, of the Lessee's or the Lessor's intention to terminate or to initiate changes to this agreement. The grant payable for such renewed terms shall be as agreed between the parties. All other terms, conditions and provisions of this agreement will remain the same for the renewed terms.



## **10. NOTICE**

10.1 Any notice may be served under the lease upon the Lessor by personal service upon the City Clerk at City Hall, Red Deer, Alberta, or by mailing same in a registered letter addressed to the Lessor at:

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

or at such address as the Lessee may be notified of in writing.

10.2 Any notice required to be given to the Lessee shall be sufficiently given by personal service upon the Chairman of the Society, or by mailing the same in a prepaid registered letter addressed to the Lessee at:

Suite #101, 4922-53rd Street  
Red Deer, Alberta  
T4N 2E9

or at such address as the Lessor may be notified of in writing.

10.3 Such notice shall be deemed to have been received by the Lessor or the Lessee respectively on the date on which it shall have been so delivered or five (5) days after it is so mailed, provided that in the event that there is an obvious and known disruption of the postal service, then any notice required to be served shall be served by actual delivery to the address for service as herein provided.

## **11. STAFF USE POLICY**

11.1 Should the Lessee propose to or provide any free or subsidized use of the facilities to any of its employees, the cost of this employee benefit shall be included in the Lessee's budget and be reviewed by Council of the City on an annual basis.

## **12. ASSIGNMENT**

12.1 The Lessee shall not sublet the facilities, and this agreement shall not be assigned

by the Lessee without the consent in writing of the Lessor first had and obtained.

### 13. GENERAL

13.1 The Lessor's Social Planning Manager or designate may attend meetings of the Society and of its Board of Directors upon request of either party, but shall not be entitled to vote thereat.

13.2 This agreement shall be binding upon the parties hereto, their permitted successors and assigns.

13.3 This agreement, including any schedules hereto, constitutes the entire agreement between the parties regarding the facilities and operations of the Society. There are not now and shall not be any verbal statements, representations, warranties, undertakings or agreements between the parties. This agreement may not be amended or modified in any respect except by written instrument executed by all parties hereto in the same manner and with the same formality as this agreement is executed.

IN WITNESS WHEREOF the parties by their proper officers have executed this agreement the day and year above written.

THE CITY OF RED DEER

Per: 

Per: 



THE RED DEER CHILD CARE SOCIETY

Per: 

Per: 

## SCHEDULE "A"

1. Plan Red Deer 4154 RS  
Lot S  
(S.E. 21-38-27-W4th)  
Excepting thereout all mines and minerals.
  
2. Plan Red Deer 812 0505  
Block R - 4  
Lot 1 - SR (school reserve)  
Containing 1.53 hectares more or less  
(N.E. 29 - 38 - 27 - W4th)  
Excepting thereout all mines and minerals.

Effective this 31st day of December, 1992

.....

**BETWEEN:**

**THE CITY OF RED DEER**  
a municipal corporation duly incorporated  
under the laws of the Province of Alberta  
(hereinafter called the "Lessor")

OF THE FIRST PART

-and-

**THE RED DEER CHILD CARE SOCIETY**  
a society duly incorporated under the laws of the  
Province of Alberta  
and having its head office in Red Deer, Alberta  
(hereinafter called the "Lessee")

OF THE SECOND PART

.....

**THIS AGREEMENT TO PROVIDE FOR THE LEASE AND  
OPERATION OF CITY-FUNDED CHILD CARE  
FACILITIES AND PROGRAMS**

.....

**Chapman Riebeek Simpson Chapman Wanless**  
**Barristers & Solicitors**  
**#208, 4808 Ross Street**  
**Red Deer, Alberta**  
**T4N 1X5**

**File No. GEN 09/92 THC**

**Frieda McDougall**

**4605 51 Street \* Red Deer \* Alberta \* T4N 2A3 \* 342-0794**

September 11, 1995

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

Dear Mayor Surkan & City Council:

RE: 1995 REVIEW OF DAY CARE FUNDING AND SERVICE

I am writing with regard to the above noted review and the accompanying report which was released on Thursday, September 7, 1995.

I am concerned that parents and operators have only had the opportunity to evaluate, and respond to, a review of this nature for the period of three days. As indicated in the enclosed letter which I submitted to the Review Committee at the time of our meeting in July, I feel that the current system creates an uneven "playing field" and that subsidies can be provided to **all** eligible parents in a more equitable manner.

I would respectfully request that Council table this issue until the Council Meeting of September 25, 1995, allowing parents and operators an ample opportunity to fully examine the Review Report, and to bring forward comments and recommendations at that time.

Thank you.

Sincerely,



Frieda A. McDougall

enclosure

cc. Billy Ramji, Director, Town Centre Day Care

**Submitted To City Council**

**Date:** Sept 11/95

***Frieda McDougall***

***4605 51 Street \* Red Deer \* Alberta \* T4N 2A3 \* 342-0794***

---

July 4, 1995

Day Care Review Committee  
Social Planning Department  
The City of Red Deer  
P.O. Box 5008  
Red Deer, Alberta  
T4N 3T4

Dear Committee Members:

RE: 1995 REVIEW OF DAY CARE FUNDING AND SERVICE

---

I am in receipt of your letter, dated June 9, 1995, requesting input to the provision and funding of day care services.

My experience with day care has been limited to the extent that I have only ever used the Town Centre Day Care - and my experiences there have been extremely positive. In terms of provision of service, I believe that the collaboration of day cares and the Provincial Licensing office has been positive and that changes implemented in recent years have enhanced services.

I am the custodian of my two and a half year old grandson. Though I personally am not entitled to subsidies, my daughter (the child's mother) was. I do therefore have some observations to make with regard to the provision of subsidies through the Red Deer Child Care Society. Until last winter, when the issue of a Review was discussed at City Council, and thereafter reported in the Red Deer Advocate, I had no awareness of an additional subsidy available to parents. Upon telephoning the Red Deer Child Care Society office I was advised that unless we were prepared to relocate my grandson to one of their daycare locations, my daughter was not eligible. I believe it is every parent's (or grandparent's) goal to find an excellent environment in which to leave their children while attending work. As we believe that the Town Centre Day Care provides this, why would we wish to subject my grandson to the upheaval of a relocation and all of the changes inherent in such a move. Yet to not do so denied his mother the availability of a much needed additional \$50.00 per month subsidy. There is something fundamentally wrong in a system that demands such decisions to be made when a child's happiness and well-being is at stake.

Day Care Review Committee

July 5, 1995

Page 2

Please note that I have no criticism, or even knowledge of, the day care services provided through the Red Deer Child Care Society. Their services may be excellent, however, I do not feel I should be compelled to utilize their services in order to receive a subsidy.

I do believe that the concept of the additional subsidy is excellent. There are many parents who struggle financially, and unfortunately, often sacrifice the needs of their children to meet other obligations. This subsidy can make it possible for parents to access excellent child care where it might otherwise have been impossible.

I feel that providing funds to only one agency provides them with an unfair advantage when competing for business. How can private daycares, though equally licensed and approved, fairly compete? In addition, what are the rental charges incurred by the Red Deer Child Care Society through their rental of City facilities? Are the rents subsidized? If so, again an unfair advantage is being provided to one agency over others.

My recommendations:

- 1) Put the Red Deer Child Care Society on an equal footing with other licensed day cares - no special subsidies;
- 2) Continue to provide the additional subsidy to parents based upon decisions for subsidy allowance established by the Provincial Day Care Subsidy office. This could still be administered and implemented through the Red Deer Child Care Society; however, all day cares should carry application forms and information regarding the supplemental subsidy.

Thank you for allowing me the opportunity to share my concerns and recommendations.

Sincerely,

Frieda A. McDougall

cc. Billy Ramji, Director, Town Centre Day Care

**FILE**

**DATE:** September 12, 1995  
**TO:** Director of Community Services  
**FROM:** City Clerk  
**RE:** DAY CARE MANAGEMENT REVIEW REPORT

---

At the Council Meeting of September 11, 1995, consideration was given to your report dated September 1, 1995, Re: Day Care Management Review Report, and at which meeting the following resolution was introduced:

"RESOLVED that Council of The City of Red Deer, having considered the report entitled 1995 Day Care Review, hereby agrees in principle with the recommendations outlined in said Management Review Report, subject to the negotiation of the three year management agreement with the Red Deer Child Care Society;

Council reaffirms the desirability of maintaining, over the long term, a mix of 'not for profit' day cares and privately owned and operated day cares in the City of Red Deer;

Council further reaffirms its desire for the long term continuance of a partnership such as the current successful partnership with the Red Deer Child Care Society in the provision of the 'not for profit' component of day care services in Red Deer;

and as presented to Council, September 11, 1995."

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

"RESOLVED that Council of The City of Red Deer hereby agrees to table the issue relative to the Day Care Management Review Report for two weeks in order to:

- 1) Allow time for stakeholders to provide comments on said report;



- 2) Provide Financial information relative to the cost per child to operate both not for profit and for profit day cares;
- 3) Provide any financial comparison between communities relative to day care subsidies offered by the Municipalities;
- 4) Provide information on the feasibility of utilizing the Provincial Day Care Subsidy Program as a method for disbursing the City Day Care Subsidy;
- 5) Provide alternatives to administer The City's Day Care funding;

and as presented to Council, September 11, 1995."

As outlined in the above resolution, Council has requested some additional information as well as allowed additional time for stakeholders to provide input. I ask that where possible, you advise the stakeholders of this additional time for comment and that any written reports should be submitted to the City Clerk's office by Tuesday morning, September 19, 1995 so that they may be included on the Monday, September 25, 1995 Council agenda.

If you have any questions please call.



KELLY KLOSS  
City Clerk

KK/fm

cc. Social Planning Manager

NO. 5

4300

DATE: September 7, 1995

TO: City Clerk

FROM: Director of Development Services

**RE: SERVICE DELIVERY OPTIONS - E911 SERVICES**

---

On June 19, 1995, City Council passed the following resolution:

"RESOLVED that Council of The City of Red Deer having considered the report from the Senior Management Team dated June 16, 1995, re: Medi-Fire Emergency Dispatch hereby agrees to enter into a contract with Medi-Fire Emergency Dispatch Inc. to provide emergency call/answer and dispatch services to The City of Red Deer subject to the following conditions:

1. An agreement satisfactory to the City Solicitor;
2. Negotiation of a suitable implementation date;
3. Negotiation of suitable bridging provisions pending C.R.T.C. approval of rates;

and as presented to Council June 19, 1995."

Subsequent to this there was some reaction from the IAFF and from the public through the media expressing concern over the course of action proposed by Council. Particular concern was expressed regarding the perceived lack of public input on a critical issue. As a result, Council directed the Administration to design a public input process to provide that input on Emergency Services related issues. Particularly, a specific plan for public input on the E911 proposal which would accomplish the following:

- provide information about how E911 works
- indicate proposed changes that may be occurring, e.g. AGT Centrex System
- explain present proposed course of action; outsourcing the service
- explain why we are considering this
- answer any concerns that have, or may arise

The writer has given the matter serious consideration. Determining a proper public process that will ensure that we receive input from a broad, representative, cross section of the City, and not just from vested interest groups is challenging. The issue was discussed with staff from the Community Services Division, as they have had extensive experience in conducting various types of public meetings.

City Clerk  
 Page 2  
 September 7, 1995

After considering the input from all the above sources, we have laid out a process to obtain public opinion on this issue. We must point out at this time, that we do not believe there is wide spread public concern with respect to outsourcing the E911 service. Certainly, there are concerns being voiced by the Emergency Services Union, and these issues must be addressed. There is also some broader based concern over certain aspects of contracting the service, such as:

- will the level of service remain the same,
- what happens if a private firm goes bankrupt, and
- what happens if the contractors' staff unionizes and goes on strike.

These are valid issues and need to be addressed.

The public process format will contain three elements.

#### **INSERTION IN UTILITY BILLS**

The format of the advertisement includes the following elements:

- brief description of the service
- brief background leading to reason for ad
- description of the service to be provided by contractor
- confirm and provide financial comparison of two options
- answer known concerns
- indicate public meeting to follow and encourage attendance
- place for comments/specific questions to be answered and returned

#### **PUBLIC MEETING/OPEN HOUSE**

The public meeting must be very well advertised to promote a large broad based representation. It would be wise to direct specific information and requests to attend the meeting to Community Associations, Chamber of Commerce, Towne Centre, and perhaps seniors.

The possibility of an Open House component of the Public Meeting should be considered. While there is little display material that can be generated for such an issue, this would provide an opportunity for the Emergency Services Department to develop some material illustrating what E911 is and what it is not, the difference between call-answer and dispatch, and some schematics of what happens when a call is received.

In the Public Meeting portion of the evening there would be presentations from the Emergency Services Department and the Contractor, Medi-Fire. The presentation from these parties would cover essentially the same information as contained in the utility bill

City Clerk  
Page 3  
September 7, 1995

insert. While the Administration will be providing a full report on the results of the Public Meeting to Council, attendance by members of Council at the Public Meeting would allow them to directly hear the presentations of those concerned.

Following the presentations, there would be a period for questions from the audience. These questions should be directed through a chairperson to the appropriate individual.

Following the presentations, a questionnaire will be distributed and those attending will be asked to complete it before they leave. If that is not possible, we will ask them to take it with them and return it as soon as possible. It will ask questions relating to any concerns they may have over the proposal.

### **PUBLIC NOTICE IN NEWSPAPER**

Following the Public Meeting, a large notice will be published on the City page providing essentially the same information as in the utility bill insert, but also outlining the outcome of the first two initiatives. We would again provide for and encourage responses on the issue. We would further indicate when the matter would be going before Council for deliberation.

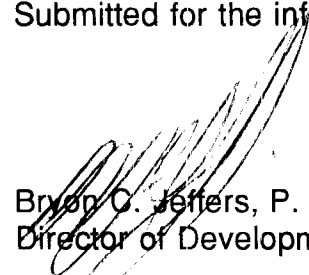
### **SCHEDULE**

This schedule is preliminary and approximate in nature, but we consider it to be reasonable.

- Early September - notice in paper, utility bill inserts start
- End of September - inserts complete
- October - analyze results
- End of October - Public Meeting
- Mid-November - public notice in paper
- End of November - analyze input and report to Council

### **RECOMMENDATION**

Submitted for the information of Council.

  
Bryan C. Jeffers, P. Eng.  
Director of Development Services  
BCJ/emg

### **COMMENTS:**

As noted this is submitted for Council's information.

"G. SURKAN"  
Mayor

"M.C. DAY"  
City Manager

**FILE**

**DATE:** September 12, 1995  
**TO:** Director of Development Services  
**FROM:** City Clerk  
**RE:** SERVICE DELIVERY OPTIONS - E911 SERVICES

---

At the Council Meeting of September 11, 1995, consideration was given to your report dated September 7, 1995 concerning the above topic, and at which meeting said report was received as information.

I look forward to your finalized report on E911 Services being submitted back to Council towards the end of 1995.

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

KELLY KLOSS  
City Clerk

KK/fm

cc. Fire Chief

R E P O R T SNO. 1

DATE: September 1, 1995

TO: City Council

FROM: City Clerk

RE: 1995 GENERAL ELECTION - INSTITUTIONAL VOTE

---

During the General Election, The City of Red Deer provides for institutional votes. This allows voters within various institutions, e.g. hospitals, nursing homes and lodges, who would find it very difficult to attend a regular voting station, the opportunity to vote right at that institution.

For the 1995 General Election, we are planning to designate Waskasoo Towers (A Seniors Complex with self-contained units) as an institutional vote. This means that we will be sending election workers to the building during a specified period of time on election day, to allow those eligible electors to vote. This will greatly assist those individuals who find it very difficult to attend a regular voting station.

Recently however, we found out that the Provincial Government had inadvertently amended a section of the Local Authorities Election Act which did not permit seniors, who lived in self-contained units, to vote at an institutional vote unless a Ministerial Order was granted and a bylaw passed by Council.

The Ministerial Order has been received and we now ask Council to pass the necessary bylaw that would allow the seniors in Waskasoo Towers to vote at an institutional vote.

RECOMMENDATION

That Bylaw 3146/95 be given three readings.



Kelly Kloss  
City Clerk

KK/ds

COMMENTS:

We concur with the recommendation of the City Clerk.

"G. SURKAN"  
Mayor

"M.C. DAY"  
City Manager

**FILE**

Office of the Mayor



BACK UP INFORMATION  
NOT SUBMITTED TO COUNCIL

August 30, 1995

Alberta Municipal Affairs  
15th Floor, Commerce Place  
10155 - 102 Street  
Edmonton, Alberta  
T5J 4L4

VIA FAX 403-427-0453

ATTENTION: CHRIS PARKINS

Dear Ms. Parkins:

In accordance with Alberta Regulation 148/95 of the Local Authorities Election Act, The City of Red Deer is requesting a Ministerial Order to permit seniors who live in self-contained units to vote at an Institutional Vote.

In accordance with Section 161(2) of the Local Authorities Election Act, if the Ministerial Order is granted, we will pass a Bylaw to adopt this modified voting procedure.

Thank you for your consideration of this request.

Sincerely yours,

GAIL SURKAN  
Mayor

/fm

cc City Clerk

*Al  
file  
Sept 11/95  
KK*

**THE CITY OF RED DEER**

Box 5008, Red Deer, Alberta, Canada T4N 3T4 Telephone: (403) 342-8155 Fax: (403) 346

CityCentre, 10155 - 102 Street  
Edmonton, Alberta  
Canada T5J 4L4

In Replying Please Quote:  
**01434-0262**

**BACKUP INFORMATION** September 1, 1995  
**NOT SUBMITTED TO COUNCIL**

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

Attention: Kelly Kloss  
City Clerk

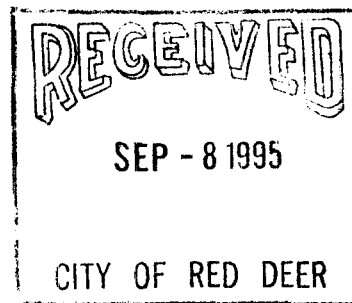
As per your Mayor's letter dated August 30, 1995, please find enclosed Ministerial Order No. 394/95 granting approval for the City to pass a by-law authorizing seniors living in self-contained units to vote at an institutional vote.

Yours truly,



*for* Rae Runge  
Executive Director

enclosure







ALBERTA

MUNICIPAL AFFAIRS

*Office of the Minister*

*MLA, Drayton Valley - Calmar*


MINISTERIAL ORDER NO: L: 394/95

I, Tom Thurber, Minister of Municipal Affairs, pursuant to Section 161(2) of the Local Authorities Election Act, make the following order:

For the purposes of conducting an election in the City of Red Deer, the municipal council is hereby granted approval for the passing of a bylaw authorizing seniors who live in self-contained housing units to vote at an institutional vote.

Dated at Edmonton, Alberta, this 31<sup>st</sup> day August, 1995.

BACKUP INFORMATION  
NOT SUBMITTED TO COUNCIL

  
Tom Thurber  
Minister of Municipal Affairs

**FILE**

**DATE:** September 12, 1995

**TO:** Returning Officer

**FROM:** City Clerk

**RE:** INSTITUTIONAL VOTE/SENIORS IN SELF CONTAINED UNITS - BYLAW  
3146/95

---

At the Council Meeting of September 11, 1995, consideration was given to the report from the City Clerk dated September 1, 1995 concerning the above topic, and at which meeting three readings were given to Bylaw 3146/95.

The above Bylaw allows for seniors who live in self contained units to vote at an Institutional Vote.

This is submitted for your information.

  
KELLY KLOSS  
City Clerk

KK/fm

NO. 2

DATE: August 30, 1995  
 TO: City Clerk  
 FROM: Land & Appraisal Coordinator  
 RE: **ROAD CLOSURE BYLAW NO. 3138/95**

---

Due to the Taylor Drive North survey being in two parts, it is necessary to separate out the road closures.

We therefore request that Council of The City of Red Deer rescind Road Closure Bylaw No. 3138/95 that received 3rd reading on July 31, 1995.

The new request for the Road Closure Bylaws will be as follows:

"The following portion of roadway in The City of Red Deer are hereby closed:

Firstly:

- (1) Road Plan 2082 EO (SE 31-38-27-4)
- (2) Road Plan 5770 AG (SE 31-38-27-4)
- (3) All that portion of original Road Allowance adjoining the east boundary of SE 1/4 Sec. 31, Twp. 38, Rge. 27, W4M lying to the north of the northerly limit of Railway Plan C & E No. 1 and the southerly limit of Road Plan 952\_\_\_\_\_ containing 0.172 hectares (0.43 acres) more or less.

Secondly:

- (1) All that portion of 59 Avenue as shown on Plan 822-2393 lying within the limits of Subdivision Plan 952\_\_\_\_\_ containing 0.163 hectares (0.40 acres) more or less."

The reason for this request is that the Land Titles Office in Edmonton will not accept one bylaw covering two plans to be registered. The second plan refers to a portion of 59 Avenue that has been delayed because of public meetings and open houses.

Sincerely,



Peter A. Robinson, CRA, A.M.A.A.  
 LAND & APPRAISAL COORDINATOR  
 PAR/pr

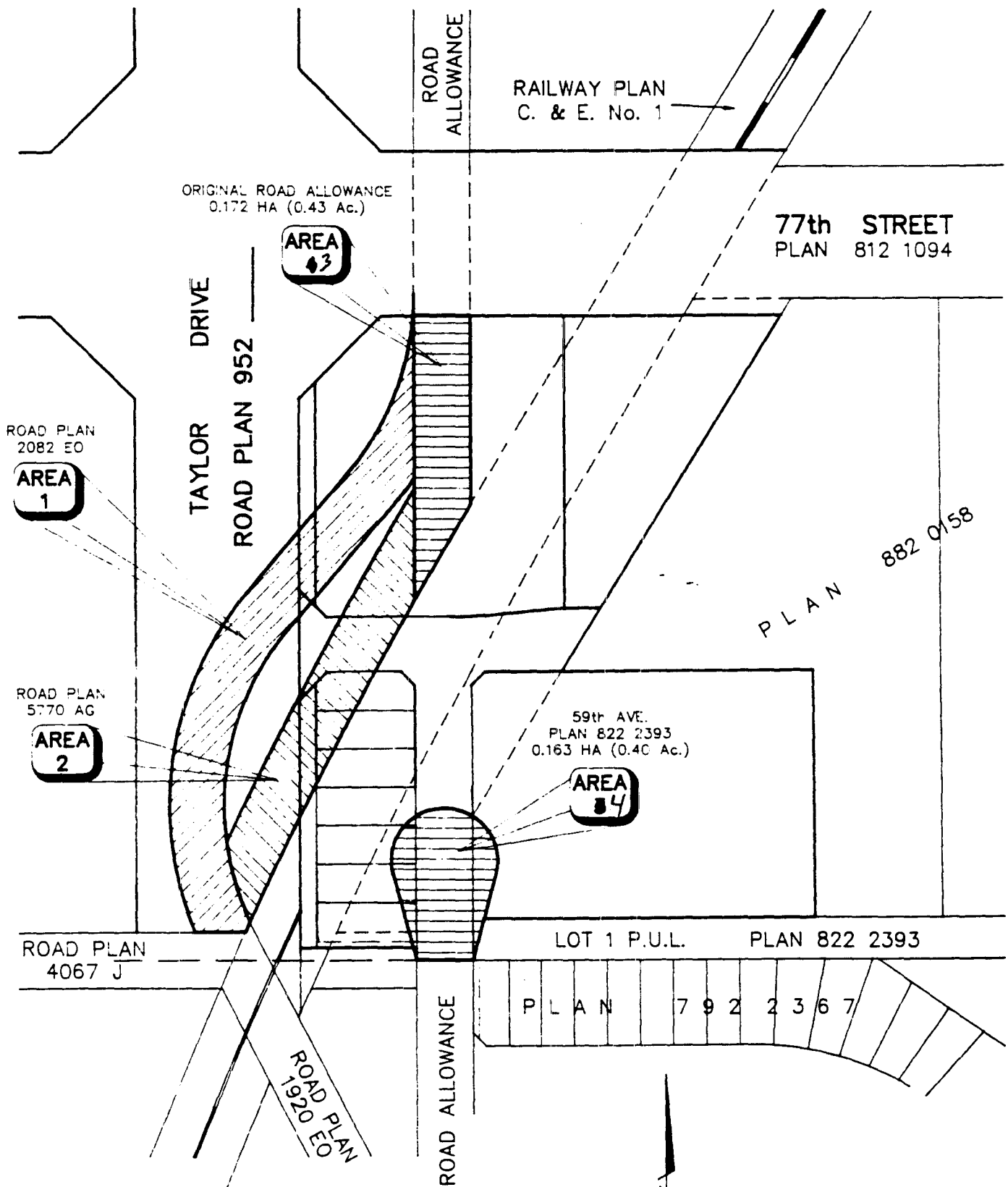
c. A. Scott, Land & Econ. Dev. Manager

COMMENTS:

We concur with the recommendation  
 of the Land & Appraisal Coordinator.

"G. SURKAN"  
 Mayor

"M.C. DAY"  
 City Manager



ROADS AFFECTED  
BY THIS SURVEY

**FILE**

**DATE:** September 12, 1995  
**TO:** Land & Economic Development Manager  
**FROM:** City Clerk  
**RE:** ROAD CLOSURE BYLAWS 3143/95 AND 3144/95 - TAYLOR DRIVE  
NORTH

---

At the Council Meeting of September 11, 1995, consideration was given to the report from the Land And Appraisal Coordinator dated August 30, 1995 concerning the above topic, and at which meeting three readings were given to Road Closure Bylaws 3143/95 and 3144/95, and Road Closure Bylaw 3138/95 was repealed.

Attached are certified copies of each of the above noted Bylaws. I trust you will now proceed with the necessary registration of lands through Land Titles.



KELLY KLOSS  
City Clerk

KK/fm

attch.

cc. Director of Development Services

NO. 3

CS-4.809

**DATE:** September 1, 1995

**TO:** KELLY KLOSS  
City Clerk

**FROM:** LOWELL R. HODGSON  
Community Services Director

**RE:** RED DEER TRANSIT SERVICES

---

With this memo, I wish to make City Council aware of some excellent work being done in our Transit Department as our staff work toward becoming more entrepreneurial and improving services. I also want to publicly commend Manager Kevin Joll and Transit Administrator Bruce MacArthur for their leadership in this regard.

Two new, inexpensive (approximately \$4.00 each) packages have been prepared; one for Welcome Wagon and the other for Red Deer College.

The Welcome Wagon package consists of:

- "Welcome Aboard" letter, describing services offered by Red Deer Transit.
- Copy of the Talking Yellow Pages, with Transit information.
- Complimentary Rider's Guide schedule.
- Four free rider coupons.

All of the above are intended to inform newcomers to our city and to encourage them to use this service.

The Red Deer College package includes:

- "Welcome Aboard" letter, with specific information on Transit services to R.D.C.
- \$2.00 coupon toward the purchase of one October student bus pass.
- Complimentary Rider's Guide schedule.

This package is being made available to all Red Deer College students as they register for this fall session.

The cost of preparing these packages is not significant; yet, we believe it will do much to encourage newcomers to establish a pattern in using public transportation services. We consider this to be significant advertising at very little cost.

The Rider's Guide schedule was discontinued some years ago. However, we are now producing these once again with tremendous response from the public in requests for them. For the first time, we are charging 25 cents for this guide in an attempt to recover some production costs, and these are being made available in various places throughout the city with a revenue sharing agreement.

City Clerk  
Page 2  
September 1, 1995  
Red Deer Transit Services

---

Our transit service is an excellent service and our staff are committed to maintain that, always looking for improvement. The community seems to be responding and we are optimistic that we might even improve on the cost recovery ratio that is already as good as any other transit service provided elsewhere. Costs simply cannot be cut any further and still maintain a viable service and, thus, we need more ridership. Our recent summer promotion, combining a student transit pass with a public swim pass, was another success with 317 passes sold and a 26% increase from 1994.

The Transit Department is now an active participant in the Community Services Division, with a mandate "to support and strengthen the quality of life in Red Deer". I simply want to acknowledge this good work.



LOWELL R. HODGSON

:dmg

c Kevin Joll, Transit Manager

COMMENTS:

We also compliment the staff of the Transit Department for their initiatives as outlined in the attached report which is presented for Council's information.

"G. SURKAN"  
Mayor

"M.C. DAY"  
City Manager

**FILE**

**DATE:** September 12, 1995  
**TO:** Director of Community Services  
**FROM:** City Clerk  
**RE:** RED DEER TRANSIT SERVICES

---

At the Council Meeting of September 11, 1995, your report dated September 1, 1995, concerning the above topic, was presented to Council for information.

On behalf of Council, I wish to congratulate the Transit Department for their dedication in always seeking ways to improve transit services.

Thank you for bringing this to Council's attention.



KELLY KLOSS  
City Clerk

KK/fm

cc. Transit Manager



NO. 4

**DATE: September 5, 1995**  
**TO: City Clerk**  
**FROM: City Assessor**  
**RE: EXPANSION AND EXTENSION OF ONE HOUR FREE PARKING  
DOWNTOWN AND SATURDAY ENFORCEMENT**

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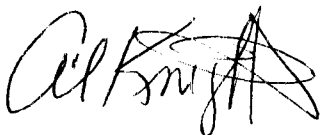
The Downtown Planning Committee initiated a request to Council dated July 4, 1995, which was reviewed by Council with a resolution passed at the Council meeting July 31, 1995, as attached.

To initiate and implement this proposal, the Business Tax Bylaw #3128/95 must be amended and considerable computer programming changes completed. The City Solicitor has prepared an amendment to the Bylaw that will culminate with the introduction of this program for taxation, subject to three readings of the bylaw.

We recommend that Council give the proposed Bylaw amendment first or first and second readings, with the intent to bring it back for third reading at the November 6 Council meeting. Businesses that will be subjected to pay the additional \$180 annually will be made aware of the third reading date. Then, on implementation of the Bylaw, and subject to third reading being successful, all businesses will be aware and knowledgeable of the tax.

#### **RECOMMENDATION**

Council give this Bylaw amendment first and second reading and schedule third reading of November 6, 1995.



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

AK/ngl

Enc.

c.c. Director of Corporate Services  
Tax Coordinator  
Downtown Planning Committee

**DATE:** August 2, 1995

**TO:** Councillor R. Schnell, Chairman  
Downtown Planning Committee

**FROM:** Assistant City Clerk

**RE:** EXPANSION AND EXTENSION OF ONE HOUR FREE PARKING  
DOWNTOWN AND SATURDAY ENFORCEMENT

---

At the Council meeting of July 31, 1995, consideration was given to your report dated July 4, 1995 concerning the above topic, and at which meeting the following resolution was passed:

"RESOLVED that Council of The City of Red Deer, having considered the report from the Downtown Planning Committee dated July 4, 1995, re: Expansion and Extension of One Hour Free Parking Downtown and Saturday Enforcement, hereby agrees to implement on an 18 month trial basis commencing January 1, 1996 the expansion of the one hour free parking zone and Saturday enforcement of parking meters in the Business Revitalization Zone. The contracting to the private sector, of one hour free parking signs with paid advertising with a right of first refusal to businesses on the block the sign is located. This program being subject to the following conditions:

- 1) The trial be reviewed after 12 months to determine if the changes have been successful, the actual costs of the program and whether any changes are required. The review can be undertaken by the Bylaw & Inspection Manager;
- 2) That the Downtown Planning Committee be requested to develop a revised strategy for future parking development should the program be incurring a significant deficit at the end of the trial period, as well as a strategy for the future financing of the program once the Parking Fund is exhausted (alternately, the committee may wish to consider recommending the termination of the program);
- 3) The levy of \$180.00 per year on adjacent businesses be levied annually, at the same time the BRA tax is levied. The levy would commence in 1996;

Councillor Schnell, Chairman  
 August 2, 1995  
 Page 2

- 4) Any revenue from the signing contractor would accrue to The City and the "free parking" signs are to be included with the advertising sign specifications to reduce costs;
- 5) The Towne Centre Association should work with The City staff on the design of the signs;

and as presented to Council July 31, 1995."

The decision of Council in this instance is submitted for your information. By way of copy of this memo I am asking the Inspections & Licensing Manager and the Towne Centre Association Manager to initiate the implementation of this program, in order that it will be ready to commence on January 1, 1996.

Please contact the Licensing and Inspections Manager should you require any further information regarding this matter.



JEFF GRAVES  
 Assistant City Clerk

JG/fm

cc. Director of Development Services  
 Director of Corporate Services  
 Director of Community Services  
 Inspections & Licensing Manager  
 John Ferguson, General Manager, Towne Centre Association  
 City Assessor  
 Land & Economic Development Manager  
 Council & Committee Secretary, S. Ladwig

COMMENTS:

We concur with the recommendation of the City Assessor.

"G. SURKAN"

Mayor

"M.C. DAY"

City Manager

**FILE**

**DATE:** September 12, 1995

**TO:** City Assessor

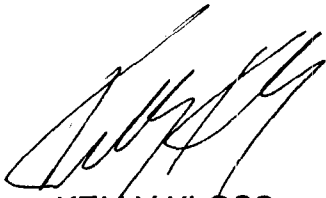
**FROM:** City Clerk

**RE: EXPANSION AND EXTENSION OF ONE HOUR FREE PARKING  
DOWNTOWN AND SATURDAY ENFORCEMENT/BUSINESS TAX BYLAW  
AMENDMENT 3128/A-95**

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At the Council Meeting held on September 11, 1995, first and second reading were given to the above noted Bylaw, a copy of which is attached hereto.

I trust that you will now be proceeding with notifying those businesses affected and subsequently presenting a report back to Council at the November 6, 1995 meeting. I ask that your report be submitted to this office by Monday, October 30, 1995, so as we may include same on the agenda of November 6.



KELLY KLOSS  
City Clerk

KK/fm

attch.

cc. Director of Corporate Services  
Downtown Planning Committee

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

## TASK FORCE ON AMBULANCE AND PATIENT TRANSPORTATION

June 27, 1995

Dear Stakeholder:

I am pleased to forward for your review and comments a copy of the discussion paper "A Model of Regional Health Authority/Municipal/Ambulance Operator Cooperation in the Delivery of Ambulance Services".

This discussion paper was prepared by the Task Force on Ambulance and Patient Transportation, that was appointed by the Regional Health Authority Council of Chairs in October 1994. Our mandate has been to review current arrangements and investigate possible funding and service approaches in a restructured health system.

Task Force members have proceeded on the premise that pre-hospital care and inter-facility transfers are increasingly important components of the health system. Many Regional Health Authorities have begun discussions with ambulance operators and municipalities in this area, particularly dealing with the funding and delivery of inter-facility transfers of in-patients.

There is widespread agreement that patients are best served by teamwork between the many stakeholders in the emergency health services network. During the coming months, important decisions will need to be made. It will be necessary to proceed with caution in determining the relationships between Regional Health Authorities, health care providers, municipalities and ambulance operators.

Decisions by Regional Health Authorities on funding and delivery of inter-facility transfers of in-patients will impact on all emergency health services, particularly pre-hospital responses. There are also significant implications in this area, for low call volume services, and ambulance operations that are components of fire/rescue/dangerous goods services.

.../2

- 2 -

Task Force members are hopeful that the attached document will be useful to you in your discussions. While awaiting receipt of your comments, we are continuing to address funding and governance issues, among other topics.

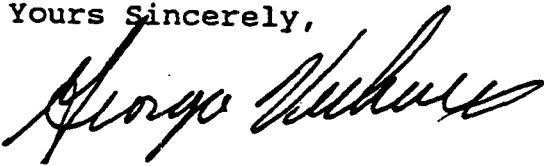
I would appreciate your comments on the attached documents by September 30, 1995, to the following address:

George Verheire  
Chairman, Task Force on Ambulance and Patient Transportation  
c/o the County of Ponoka Office  
Bag 5500  
Ponoka, Alberta  
T4J 1P6  
(telephone 783-2589)

Task Force members are available to clarify the contents of the discussion paper. I would also invite you to telephone me directly with your comments.

I look forward to your responses.

Yours Sincerely,



/attachments



**Red Deer Emergency Services**  
**Box 5008**  
**Red Deer, AB T4N 3T4**

403-342-4506

403-343-1866 Fax

September 5, 1995

To: Kelly Kloss  
City Clerk

From: Dan J. Osborne,  
Deputy Chief  
Emergency Medical Services

Re: Discussion Paper - Task Force on Ambulance and Patient Transportation

Attached are my comments with regards to this discussion paper. Could you please forward them to Council at their next meeting.

A handwritten signature in black ink, appearing to read "D. J. Osborne". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

Dan J. Osborne, EMT-P  
Deputy Chief  
Emergency Medical Services

## **Introduction**

We have been asked to comment on a draft report entitled:

### **A MODEL OF REGIONAL HEALTH AUTHORITY / MUNICIPAL / AMBULANCE OPERATOR COOPERATION IN THE DELIVERY OF AMBULANCE SERVICES.**

This document has been put forward by the Task Force on Ambulance and Patient Transportation, which was appointed by the Council of Chairs of the Regional Health Authorities. The authors state that they "have proceeded on the premise that, irrespective of historical arrangements for funding and governance, emergency out-of-hospital and inter-facility transport services are increasingly important components of the health system."

The report lays out general principals in the following areas:

1. **Principals for Collaboration**
2. **Strategic Planning**
  - a. Analysis of the Current Situation
  - b. Governance and Funding Issues.
  - c. Regional Medical Direction
  - d. Inter-Facility Patient Transportation
  - e. Access to Appropriate Levels of Pre-Hospital Care
  - f. Regional Dispatch Systems
  - g. Enhanced 911 Systems
  - h. Public Education
  - i. Contracting for Services

I shall comment on each of these points below.

## **Discussion**

The introduction to the paper notes the many changes underway in the health care system. There are more acutely ill patients in the community, and fewer resources available to deal with them through the hospitals. The closure of some hospitals and conversion of some hospitals to "community health centres" may result in an increase in the number of ambulance calls and the distances that they must travel. Together with the potential to use some ambulance attendants in non-traditional roles, these changes will have significant implications for out-of-hospital care.

There is also a need to address the "inpatient vs outpatient" problem. Under the current



system, the patient only becomes the financial responsibility of the hospital after he has been admitted to the hospital. This means that if a patient is injured in an accident near Rocky Mountain House, seen in Emergency there and transported to Red Deer without being admitted, the patient is responsible for the cost of the initial ambulance trip and the cost of the transportation to Red Deer. If he is seen in the Emergency Department in Red Deer and sent on to Edmonton or Calgary for further treatment without being admitted, the patient is also responsible for the cost of that trip. The total cost for the three ambulance trips could easily reach \$2,000. If, on the other hand, the patient were admitted to the hospital in Rocky Mountain house and then latter transferred. the Hospital would be responsible for the cost of the transfers. If the patient is transported by aircraft, the Provincial Government will cover the cost through their Air Ambulance program. There are obvious disparities here which must be addressed.

#### **Comments on the 'Principals for Collaboration'**

1. ***'Patients interests are best addressed in each region by an emergency health services network that includes medical control and direction, staff, vehicles and equipment, dispatch systems, a network of acute care hospitals, health care practitioners, communication systems, pre-hospital and inter-facility transfer protocols, and a mechanism for coordination with the provincial air ambulance program.'***

The level of emergency care varies widely from region to region and even within regions. To receive optimal care when ill or injured, a patient must be able to activate a system that will provide immediate stabilization and intervention and then transport to the appropriate treatment facility for definitive care. This requires a multi-layered, coordinated effort. I would therefore agree with this principal.

2. ***'Accountability and advocacy for patient care ultimately rests with each ambulance operator's Medical director, appointed in accordance the Emergency Medical Technicians Regulations under the Health Disciplines Act.'***

Since all treatment carried out by Emergency Medical Technicians - Ambulance and Paramedics are delegated medical acts, carried out under the guidelines of their Medical Director, I would agree with this principal.

3. ***'Each region should have and effective communication system to ensure***

***timely dispatching of ground ambulances within and outside the region.'***

I agree with this principal.

4. ***'Each region should have a regional dispatch system under medical control and direction. '***

Over the last ten years or so, Priority Medical Dispatching has become the de-facto standard for ambulance dispatch systems in North America. This consists of the use of a copyrighted training program and set of protocol cards which assist the dispatcher in determining the correct level of response to send to a particular call. It also includes the ability for the dispatcher to give the caller advice as to what to do until the ambulance arrives, and may include step by step instructions for performing CPR, the Heimlich manoeuvre or assisting with child birth etc.

From Principal 2 above, it is clear that the Medical Director is ultimately responsible for the care a patient receives. Since that care begins with the decision by the dispatcher of what type of unit to send, it is clear that dispatching must be under medical control. This is even more important with regards to the telephone advice given by dispatchers. All such protocols must have the approval of the local Medical Director.

The issue of regional dispatch is more difficult to address. There certainly would be a benefit to having the responses of all ambulance services in a region coordinated, but it becomes a difficult jurisdictional and financial issue when trying to actually implement it. By going to a regional system, you also lose the knowledge of local landmarks, businesses, good and bad roads etc. which the local dispatchers have.

I support the need for medical control of dispatch systems, and the need for coordination between dispatch centres, but I think that full regionalization of dispatch centres may be too difficult a goal to attain.

5. ***'All citizens within the RHA should have reasonable access to a "Basic Life Support" or "Advanced Life Support" level of ground ambulance service.'***

I agree.

6. ***'Ambulance personnel will continue to report under the Health Disciplines Act to an accountable Medical Director, with appropriate continuing education and accountability to their professional association.'***

I agree.

7. ***'Each region should network with ambulance operators, and emergency and disaster service organizations within and close to the region.'***

I would agree. This has been a weakness up to this time, as there has been little interaction between the ambulance operators and the hospitals.

8. ***'All hospitals within the region should have protocols for referrals through a coordinated dispatch system with other hospitals providing the necessary higher level of care.'***

I agree.

9. ***'Each region should provide access to one or more hospitals providing 24 hour a day emergency services'***

I agree

10. ***'Each region should have objectives, protocols, performance criteria and outcome measurements to ensure timely, accountable and appropriate air and ground ambulance service as well as inter-hospital transportation.'***

I agree

11. ***'Each region should have transfer procedures for returning various type of patients.'***

I agree

12. ***'Each region should have methods for transporting medically stable patients and persons who require health services not available in their home communities.'***

I agree

13. ***'Each region should work with municipalities, ambulance boards and operators to ensure appropriate capital and operating funds. This might include fund raising for capital equipment, donations to municipalities, and service contracts between ambulance operators and industrial firms. This***

***revenue generation plan will vary considerably with population density and the degree of municipal involvement, among other factors.***

I agree

14. ***'Each region should have a public and media relations strategy to educate the public on the availability of emergency medical services. This strategy should also address the appropriate way to access and use emergency medical services.'***

I agree

### **Comments on Strategic Planning**

#### **A. ANALYSIS OF THE CURRENT SITUATION AND THE REGION'S ABILITY TO MEET THE PRINCIPLES FOR COLLABORATION**

This section suggests that each RHA evaluate the current status of emergency services in their area and consider increasing the amount of collaboration between the emergency services in their area. This would be beneficial. It also suggests that it may be possible to deploy ambulance personnel in "non-traditional roles" (e.g. home care or in-hospital nursing care). This may bear further investigation in the future as a means of increasing revenue generation.

#### **B. GOVERNANCE AND FUNDING ISSUES**

This is potentially the most difficult area to deal with. Currently the Municipal Government Act give municipalities the right to:

- establish and determine ambulance boundaries,
- levy a special tax to recover ambulance expenditures, and provide grants,
- establish by-laws which prohibit any other person from providing ambulance service, and
- set rates that may be charged for ambulance services.

but does not require the municipality to do so.

***One option for coordination of ambulance services between municipalities and RHAs might be to have municipalities form an 'ambulance authority', that is co-terminus with the RHA boundaries. The ambulance authority might have joint funding arrangements with municipalities included in whole, or in part within the ambulance authority's boundaries.***

There needs to clarification of what body is responsible for the provision of ambulance service. Is it the RHA or the municipalities? Until this fundamental question is resolved, the questions regarding governance cannot be addressed.

### **C. REGIONAL MEDICAL DIRECTION**

***Initially, each RHA should look to appoint an "Advisory Regional Medical Director", whose role will be to provide advice to the RHA on clinical matters relative to the establishment of the emergency health services network, including:***

- ... protocols for pre-hospital and inter-hospital care,***
- mutual aid agreements within and outside the region;***
- liaison and coordination with the provincial air ambulance program....***
- coordination and liaison with each ambulance operator's Medical Director (appointed under the Emergency Medical Technicians Regulation of the Health Disciplines Act).***

This appears to be a duplication of the function already carried out by the Medical Director for each ambulance service. What authority would this regional Medical Director have over the existing Medical Directors and over local ambulance services?

***In the longer term, it is anticipated that each RHA may consider appointment of a Regional Medical Director, in conjunction with ambulance operators within the region. Consideration should be given to compensating this individual or individuals for their regional duties.***

Who is to provide the compensation, existing operators, or the RHAs?

***The Medical Director may have responsibilities to:***

- prepare and recommend intra- and inter-regional protocols and procedures;***
- delegate authority under the Health Disciplines Act to the three classifications of ambulance attendants in the region through:***
  - procedures and protocols,***
  - direct "on line" verbal or written orders, and***
  - patient care report audits and Total Quality Management initiatives***
- assume medical direction of the dispatch systems. This would include approval of pre-arrival instructions given to the public***
- provide clinical advice regarding the advisability of the:***
  - location and level of service of ambulance bases***
  - required advanced (12.1 and 12.2) attendant skills***
  - ambulance staff and equipment***
  - interaction and working relationships of ambulance attendants with other health care providers***
  - liaison with other Regional Medical Directors and Alberta Health Emergency Health Services Branch's Provincial Medical Director.***

This would eliminate the role of the local Medical Director. Is that the intent?

- ***establishment of a regional dispatch system, including ensuring that the closest and most appropriate ambulance available is dispatched on each call***

This would be an appropriate subject for a regional Medical Director to provide advise on.

#### **D. INTER-FACILITY PATIENT TRANSPORTATION**

***As noted previously, RHAs have assumed responsibility for funding inter-facility transfers of in-patients. As a result, they should consider a set of protocols for inter-facility transfer by various types of vehicles, on the basis of the patient's medical condition. Guidelines have been published by the Alberta Association of Emergency Medical Services Physicians (please see Attachment 3).***

***It is impractical and not cost-effective to move all inter-facility patients by ambulance. Subject to medical control and direction, patients need to be transported by the least expensive method that best suits their medical needs, whether by ambulance or specialty transport vehicle.***

The funding of inter-facility transfers remains a major problem. When this revenue is taken away from the local operator, it makes it very expensive to the local taxpayer since most ambulance services cannot survive solely on the revenue from emergency calls. The continuing disparity between in-patients and out-patients must also be addressed. At the present time, the hospital only assumes responsibility for the costs of a transfer if the patient has been admitted to the hospital. A person involved in an accident who is sent from an outlying hospital to the Regional Hospital, and then from there to a major centre in Edmonton or Calgary can easily face a bill of over \$2,000 because they have not been admitted to the first two hospitals.

#### **E. ACCESS TO APPROPRIATE, LEVELS OF PRE-HOSPITAL CARE**

***Decisions by RHAs on the role and size of health care facilities and inter-facility transfer protocols will influence access to pre-hospital care. As a result, RHAs will need to work with municipalities, ambulance boards and operators to ensure that pre-hospital care remains accessible.***

This is a major concern in those areas where hospitals have been closed or converted to less than 24 hour a day service. When this happens, it would seem prudent to see that some of the savings are used to ensure the availability of good ambulance service to the community.

***Most large urban municipalities (and some smaller municipal districts) provide an Advanced Life Support level of care to their citizens. Sparsely populated areas in the province often struggle to provide Emergency Medical Responder or Basic Life***

## **Support.**

***Paradoxically, it is a well accepted principle that patients in sparsely populated areas stand to benefit most from higher levels of pre-hospital and inter-facility care. That is, with long response and transport times, rural patients are often most in need of higher levels of care. By comparison, most urban patients are within minutes of sophisticated regional or tertiary care hospitals, with highly trained medical specialists. Almost all residents of the province can access the provincial air ambulance program's Advance Life Support services within 60 to 90 minutes.***

***Emergency patients who are stabilized in a community or regional hospital are usually provided with the equivalent of Advanced Life Support care while in the sending hospital. The level of care they receive "in transit" may well be less. The College of Physicians and Surgeons of Alberta has noted with concern the inappropriate practice of downgrading the level of care provided during inter-facility transfers. They have determined that this constitutes "abandonment" of the patient.***

The inequality of service available across the province has been a long standing problem. Providing a coordinated system using a layered response of local first aiders backed up by the closest BLS ambulance service backed up a regional ALS service would address this problem. The necessary coordination might be achieved through the RHA's.

***Additionally, out-patients without health insurance at times do not access ambulance service when it is clearly medically indicated. These patients elect to transport themselves to and from a sending hospital, sometimes at considerable personal and public risk, simply because they are unable to pay the cost of an ambulance trip.***

If ambulance service is to be treated as part of the Health Care system, it ought to be paid for as an insured service by Alberta Health. This would eliminate this problem.

## **F. REGIONAL DISPATCH SYSTEMS**

***The role and importance of dispatch centres has increased significantly in recent years, as a result of public, health care facility, physician and municipal initiatives. Past (and recent practice in some areas) was often to merely provide an individual to answer the telephone, obtain the patient's address, and deploy an ambulance vehicle.***

***There are 113 ambulance operators in the province, with many forms of ownership and operational models. Their "response areas" are varied, as are their capabilities of responding to differing levels of patient care requirements. "Boundaries" between response areas served by ambulance operators at times may hinder effective pre-hospital or inter-facility care.***

***The dispatch function is recognized among progressive services as a very important element of pre-hospital and inter-facility care, arguably which the remainder of the system complements. Many dispatch centres could be housed in community health centres. Other protective services such as fire and rescue services can be dispatched from the same centre.***

The dispatch function is very important, and must be distinguished from the 'call-answering' function, although the two functions may be performed by one individual as it is in our service. I believe it will be easier to introduce regional call answering (9-1-1) service than it will be to introduce regional dispatching. Dispatching often requires a knowledge of the local geography and resources which a distant dispatch centre may not have.

***The more important features of the dispatch communication systems are:***

- . all dispatchers should be certified to at least the Emergency Medical Responder level under the Health Disciplines Act, with Emergency Medical Dispatch certification. Emergency Medical Dispatch is the most popular dispatch system throughout North America. Certification as an EMD is achieved after a three day course, and is relatively inexpensive***
- . the dispatch centre and Emergency Medical Dispatchers should operate under the authority of a Medical Director (under the Health Disciplines Act). That is, dispatching is a 'delegated medical act' when conducted by practitioners registered under the Health Disciplines, Act. (Note that Emergency Medical Dispatch is not recognized by the Health Disciplines Act)***
- . personnel capable of determining the medical nature and urgency of the call, coordination of the appropriate response resources, and "on-line" monitoring. Prearrival instructions have repeatedly been shown to improve patient outcome, leave bystanders with the feeling that they have done all that can be done, and keep those in a position to assist busy until the ambulance's arrival- Ambulance services employing pre-arrival instructions are also far less susceptible to litigation***

Since the introduction of Medical Priority Dispatching, the dispatch function has assumed even greater importance. It is essential that the local Medical Director review and approve the telephone advise cards that the dispatchers use and the medical protocols that they are based on. It would therefore seem appropriate that qualified dispatchers be recognized and regulated under the Health Disciplines Act in the same way that our EMTs and Paramedics are, since they are clearly carrying out the medical orders of the Medical Director and providing medical advice over the telephone. This is in fact a delegated medical act.



## **G. ENHANCED 911 SYSTEMS**

***Enhanced 911 allows electronic determination of the caller's location. Automated programs have been developed (and will be implemented shortly) that use legal land descriptions (section, township, range and meridian) to determine callers' addresses. Enhanced 911 will be available in 1995 for many Albertans, at less than one dollar per month per telephone line.***

***"911" service is currently in place in Lethbridge, Medicine Hat, Calgary, Red Deer, Edmonton, (most of) Strathcona County, and Fort McMurray. Pilot projects are underway in the Municipal District of Foothills, Grande Prairie and the Airdrie area.***

***911 service will shortly be available to rural areas at minimal cost. Yet provision of '911 services without strong links with ambulance, fire, and other emergency response services is inappropriate, and may detract from effective patient care. That is, 911 by itself is merely an answering service, with no medical direction or control. 911 service must be delivered in concert with effective dispatch systems, under medical direction and control. It otherwise adds little to pre-hospital care.***

I agree.

## **H. PUBLIC EDUCATION**

***Regional Health Authorities will need to consider educating the citizens they serve on the role of emergency health services in supporting health care restructuring. An effective emergency health services network will in part address one of the pressing issues RHAs are confronting, the potential closure of emergency departments in smaller rural hospitals.***

Patients need to know how to access the emergency medical services in their area, whether this takes the form of a hospital emergency department, a clinic or the local ambulance service. This is especially important in those areas where the level of emergency service available in the local community has changed.

## **I. CONTRACTING FOR SERVICES**

***One approach to ensure that the expectations of Regional Health Authorities, ambulance boards/municipalities and operators are met is through contracting.***

I believe that if RHA's are made responsible for the provision of ambulance service in their jurisdictions, that the easiest way for them to provide this service will be to

contract with the existing operators. To do otherwise will be costly in terms of setting up new structures and organizations, purchasing equipment, ambulances, radio systems etc.

I strongly suspect that if RHA's are given this option, they are going to want access to the money which has supported ambulance services up until now, i.e. municipal tax dollars, and this will mean giving an unelected board requisitioning powers on municipalities, which will not sit well with the municipalities.

### **CONCLUSION**

***The contents of this discussion paper are intended to promote collaboration between RHAS, municipalities, ambulance operators and other stakeholders in the delivery of ambulance services in a regional structure. Task Force members invite comments on ways to ensure that this vital access point to the health system is enhanced in the coming years.***

While this statement is laudable, we have yet to have any communication from our RHA. This will need to happen soon so that all parties will have a better idea of how we will interact in the future and what our individual roles will be.

**DATE:** August 21, 1995

**TO:** KELLY KLOSS  
City Clerk

**FROM:** COLLEEN JENSEN  
Social Planning Manager

**RE:** DISCUSSION PAPER - TASK FORCE ON AMBULANCE AND PATIENT  
TRANSPORTATION  
Refers to your memo of July 12, 1995

---

I have reviewed the discussion paper as noted above and provide the following comments.

- The Regional Health Authorities are certainly impacted by ambulance service (i.e., in costing of inter-facility transfers), yet the handling of any changes must be done carefully and sensitively. The potential patients will need to have accurate information, as will ambulance services. I see the public education process as crucial (The misunderstandings in the Red Deer/Medi-Fire situation are a perfect example).
- The "Principles for Collaboration" seem sound in theory, yet it is the practicality that is important. It would seem that the continuum of service (Basic Life Support, Emergency Medical Response, Advanced Life Support) is practical, however, at times it may be difficult to determine the appropriate response. It will be important, particularly in rural areas, to ensure safety and response are not compromised. If an EMR team of volunteers is the first response, training will be absolutely crucial for the volunteers. These volunteers may be obtained from the many volunteer fire departments throughout Alberta. Defining "reasonable access" will be a challenge -- especially when someone is in what they see as a crisis.
- I agree with a regional dispatch system and believe this is important, particularly in working with a continuum of service and in determining appropriate response to a situation. Regional dispatch is also an important communicating link between levels of service, both in ambulance and hospitals (#8).
- Established protocols, inter-regional and inter-hospital agreements will be a necessity to minimize misunderstandings and inappropriate action which would result in conflict.
- The discussion paper seems to provide a good foundation to proceed. The experience of the Social Planning Department, in working through the establishment of regional programs, is that it is important to move slowly and to have all parties on stream before proceeding (i.e., municipalities, ambulance services, hospitals and citizens).

Kelly Kloss, City Clerk

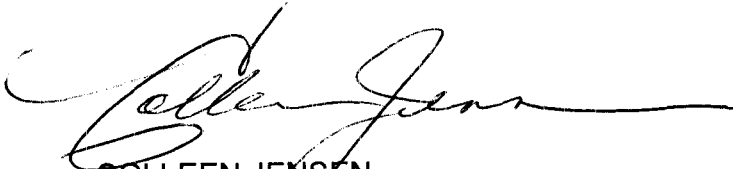
August 21, 1995

Page 2

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- The Social Planning Department has expressed concerns to the David Thompson Regional Health Authority regarding transportation issues other than ambulance service. As more and more people are kept in their communities, special transportation will be more important. If their local hospital has closed, and they need to access rehabilitation service, even on a temporary basis, some sort of transportation may be needed if they cannot travel in a regular car. Red Deer's special transportation service is working to address some of the regional concerns but feasibility may be a problem due to funding.

In conclusion, I support the general thrust of the task force report, but feel that buy-in at all levels, with a really clear understanding of the process and impacts, is crucial. An integrated service, as defined in the report, should be effective but the patient outcomes, both perceived and real, must be of foremost importance.



COLLEEN JENSEN  
Social Planning Manager

CJ:kt

c. Lowell R. Hodgson, Director of Community Services

COMMENTS:

We concur with the comments of Deputy Chief Osborne, which support the general direction taken by the attached Task Force report. In particular, we concur that the substantial changes underway in the health care system are adding an urgency to the long standing need for greater coordination and collaboration in the provision of ambulance services, both between the health care system and its many ambulance providers and, in some cases, between the providers themselves.

We recommend that Council forward Deputy Chief Osborne's comments to the Task Force along with a covering letter emphasizing two critical points. First, as Deputy Chief Osborne points out, the report does not deal directly with the issue of long term responsibility for the provision and funding of ambulance services. The Task Force has not recommended the Health Care System take over that responsibility or assume the obligation for its funding. Accordingly, we should strongly reinforce the position that, if municipalities are to retain that responsibility, they also retain control and be integrally involved in the development of a more coordinated system.

Secondly, the report speaks of a "regional dispatch system". We do not take this to necessarily mean a single regional dispatch centre, which may not be the most practical or feasible means to meet the need for greater coordination between providers. We concur that a "system" could be effectively built through collaboration between several dispatch providers in a region. For example, our recent proposal to work with a private contractor to provide extended 911 call answer and dispatch coverage in this region was, in part, intended to address this need.

"G. SURKAN"  
MAYOR

"H.M.C. DAY"  
CITY MANAGER

DATE: JULY 12, 1995

TO: DIRECTOR OF COMMUNITY SERVICES

X DIRECTOR OF CORPORATE SERVICES

X DIRECTOR OF DEVELOPMENT SERVICES

BYLAWS & INSPECTIONS MANAGER

CITY ASSESSOR

E.L. & P. MANAGER

ENGINEERING DEPARTMENT MANAGER

X FIRE CHIEF (EMERGENCY SERVICES)

INFORMATION TECHNOLOGY SERVICES MANAGER

LAND AND ECONOMIC DEVELOPMENT MANAGER

PERSONNEL MANAGER

PUBLIC WORKS MANAGER

R.C.M.P. INSPECTOR

RECREATION, PARKS & CULTURE MANAGER

X SOCIAL PLANNING MANAGER

TRANSIT MANAGER

TREASURY SERVICES MANAGER

PRINCIPAL PLANNER

CITY SOLICITOR

FROM: CITY CLERK

RE: DISCUSSION PAPER - TASK FORCE ON AMBULANCE AND  
PATIENT TRANSPORTATION

---

Please submit comments on the attached to this office by August 21, 1995 for the Council  
Agenda of August 28, 1995.

"Kelly Kloss"  
City Clerk

f:\data\council\meeting\forms\com.tem



## THE CITY OF RED DEER

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

FAX: (403) 346-6195

FILE No.

# FILE

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

September 12, 1995

George Verheire, Chairman  
Task Force On Ambulance And Patient Transportation  
c/o County of Ponoka Office  
Bag 5500  
Ponoka, Alberta  
T4J 1P6

Dear Sir:

RE: DISCUSSION PAPER - A MODEL OF REGIONAL HEALTH  
AUTHORITY/MUNICIPAL/AMBULANCE OPERATOR COOPERATION IN THE  
DELIVERY OF AMBULANCE SERVICES

---

At the City of Red Deer Council meeting held on September 11, 1995, consideration was given to the above document, and at which meeting the following resolution was passed:

"RESOLVED that Council of The City of Red Deer, having considered correspondence from the Task Force on Ambulance and Patient Transportation dated June 27, 1995, Re: Discussion Paper - 'A Model of Regional Health Authority/Municipal/Ambulance Operator Cooperation in the Delivery of Ambulance Services', hereby agrees that the report from the Deputy Chief, Emergency Medical Services dated September 5, 1995 relative to this subject be forwarded to the Task Force along with a covering letter emphasizing the following two points:

- 1) That as the Discussion Paper does not deal directly with the issue of long term responsibility for the provision and funding of ambulance services, The City strongly recommends that if Municipalities are to retain that responsibility, they also retain control and be integrally involved in the development of a more coordinated system;

.../2



*a delight  
to discover!*

George Verheire, Chairman  
Task Force On Ambulance And Patient Transportation  
September 12, 1995  
Page 2

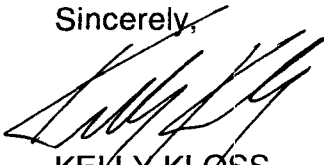
- 2) The report speaks of a 'Regional Dispatch System'. This may not necessarily mean a single regional dispatch centre which may not be the most practical or feasible means to meet the need for greater coordination between providers. The City concurs that a 'System' could be effectively built through collaboration between several dispatch providers in the region;

and as presented to Council September 11, 1995."

Enclosed, for your consideration, is the report from the City's Deputy Chief, Emergency Medical Services, which responds to the discussion paper. I would bring to your attention the two points in the above noted resolution which The City wishes to specifically bring to the attention of the Task Force.

If you have any questions, or require additional information, please do not hesitate to contact the undersigned. Thank you for the opportunity of commenting on this issue.

Sincerely,



KELLY KLOSS  
City Clerk

KK/fm

enc.

cc. Director of Development Services  
Director of Community Services  
Fire Chief



# **COUNCIL MEETING OF SEPTEMBER 11, 1995**

## **ATTACHMENT TO REPORT ON OPEN AGENDA**

**RE: Task Force on Ambulance and  
Patient Transportation**

**\*DRAFT FOR DISCUSSION\***

**A MODEL OF REGIONAL HEALTH AUTHORITY/MUNICIPAL/AMBULANCE  
OPERATOR COOPERATION IN THE DELIVERY OF AMBULANCE SERVICES**

**I. INTRODUCTION TO THE TASK FORCE**

The Task Force on Ambulance and Patient Transportation was appointed by the Council of Chairs in October 1994. This discussion paper was prepared in May 1995 following approval of the Task Force's revised Terms of Reference, by the Regional Health Authority Council of Chairs, on March 31, 1995. (Please see Attachment 1).

The Terms of Reference of the Task Force are:

"To review current patient transfer and emergency medical response services available to Albertans, and to investigate possible funding and service approaches which will address the emergency and inter-facility transportation needs of consumers in the changing health care environment."

Task Force members have proceeded on the premise that, irrespective of historical arrangements for funding and governance, emergency out-of-hospital and inter-facility transport services are increasingly important components of the health system. The "emergency health services network", including ambulances, should be deployed in accordance with patients' medical needs.

There are many changes underway in the health system:

- more acutely ill patients in the community;
- increased intensity and complexity of medical intervention for emergency patients out-of-hospital;
- greater recognition by Regional Health Authorities of the need for medical control and direction (Core Services document);
- implications of the difference between "in-patient" and "out-patient" for inter-facility transfers;
- significant reductions in acute care bed numbers, potential closure of some emergency departments and hospitals, and possible role conversions of some hospitals to "community health centers";

- the benefits of greater coordination between the ground and air ambulance programs;
- the greater number of "mutual aid" agreements between ambulance operators and emergency response organizations;
- the potential to deploy some ambulance attendants in non-traditional duties, under medical direction and control.

These changes will have significant implications for out-of-hospital care.

The report "New Dimensions in Emergency Health Services: an Alberta Solution" was released in 1988. The authors of the report recommended that there is a continuing need to ". . . provide provincial identity and status to ambulance services as part of the health care delivery system, and . . . bring co-ordination and direction to air and ground ambulance services" (page 13, emphasis added). Irrespective of the many funding arrangements, ambulances deliver patients to health care facilities and are used to transfer them between health care facilities. As a result, one of the major purposes of the Task Force has been to determine the role ambulance services should assume in a regionalized health system.

A number of RHAs have commented in their business plans that they are interested in "integrating" ambulance services into their structures. Integration is defined as bringing together "parts" to form a cohesive "whole". RHAs that have used this term likely intend that they view as desirable a "seamless" delivery and coordination of ambulance services. While this concept has proven to be sensitive, it does not necessarily imply a change in governance, ownership, or current funding arrangements. From a patient care perspective, it means a regional and provincial network of stakeholders who work together to improve patient outcome.

RHAs are now becoming directly involved in ambulance issues, by virtue of their assumption of the global budgets of acute care hospitals. This includes responsibility for payment of in-patient inter-facility transfers. Many of these transfers occur by ground ambulance. RHAs collectively spent about \$15 million on inter-facility transfers last fiscal year.

The Core Services document of RHA responsibilities was provided to RHA members in June 1994. The document makes reference to emergency health services:

"Each RHA will plan for an emergency health services network responsible for assessment, diagnosis and treatment of people with unexpected illness or injury. The RHAs responsibilities include 24 hour hospital resources capable of stabilizing a patient for transfer to the next appropriate higher level of care . . . RHAs are also responsible for providing medical direction for ground ambulance and interfacility transfers of patients. Coordination with both ground and provincial air ambulance is also required."

## II. PRINCIPLES FOR COLLABORATION

1. Patients' interests are best addressed in each region by an emergency health services network that includes medical control and direction, staff, vehicles and equipment, dispatch systems, a network of acute care hospitals, health care practitioners, communication systems, pre-hospital and inter-facility transfer protocols, and a mechanism for coordination with the provincial air ambulance program.
2. Accountability and advocacy for patient care ultimately rests with each ambulance operator's Medical Director, appointed in accordance with the Emergency Medical Technicians Regulations under the Health Disciplines Act.
3. Each region should have an effective communication system to ensure timely dispatching of ground ambulances within and outside the region. As is noted in the 1988 "New Dimensions" report:

"it is evident that an emergency service can only be as effective as its system of exchanging information."

4. Each region should have a regional dispatch system under medical control and direction. It is widely acknowledged that a properly trained dispatcher can save lives by responding to patients' medical conditions, rather than callers' heightened emotional states. The dispatch system requires strong administrative backing and the full support of the ambulance service's Medical Director.

The role of the dispatch system is to "send the right vehicle, in the right way, at the right speed, at the right time, in the right configuration".

5. All citizens within the RHA should have reasonable access to a "Basic Life Support" or "Advanced Life Support" level of ground ambulance service, as defined by the Ambulance Services Act and Regulations. The Emergency Medical Responder level of ambulance service should be confined to remote, rural areas of the province with low call volumes.

There are many ways to define "reasonable access". Some RHAs have defined this term as provision of BLS service within 30 minutes to 95% of the population.

EMR level services should assist BLS and ALS services, but should exist only as "rescue outreach services". That is, the minimum level of care throughout the region should be BLS, preferably being provided by attendants with advanced ("12.1") skills. EMR practitioners would work with Emergency Medical Technicians - Ambulance in BLS services.

6. Ambulance personnel will continue to report under the Health Disciplines Act to an accountable Medical Director, with appropriate continuing education and accountability to their professional association. These ambulance personnel may be supplemented by a network of first responders, most of whom are volunteers. Each RHA, in concert with local jurisdictions, will need to address the role of medical guidance and skill development for first responders.
7. Each region should network with ambulance operators, and emergency and disaster service organizations within and close to the region. Collaboration should be promoted within and between regions. With collaboration, there is considerable potential for "economies of scale", particularly in group tendering and shared services. Other examples include shared administration, purchasing, training, staff deployment and other administrative/support functions.
8. All hospitals within the region should have protocols for referrals through a coordinated dispatch system with other hospitals providing the necessary higher level of care. This includes access to the provincial air ambulance program.
9. Each region should provide access to one or more hospitals providing 24 hour a day emergency services, including resuscitation, and care in trauma, cardiac, pulmonary, gynaecology/obstetrics; eye, ear, nose and throat; orthopaedic and psychiatric emergencies, as well as the capability for short-term observation. Specialty services could be accessed in another region if necessary.

This level of health care facility includes equipment, staffing, space, clinical support services and technology. Nurses should be certified in Advanced Cardiac and Basic Trauma Life Support, and physicians should be certified in Advanced Cardiac and Trauma Life Support.

Signs on the highway should reflect the level of care available. Only hospitals with this level of service should be able to portray themselves to the public with the road sign "H" (Program Guidelines for Rural Alberta Hospitals, April 1994).

10. Each region should have objectives, protocols, performance criteria and outcome measurements to ensure timely, accountable and appropriate air and ground ambulance service, as well as inter-hospital transportation. There should also be a means for each region to be linked with the provincial air ambulance Total Quality Management Program, now being developed.
11. Each region should have transfer procedures for returning various types of patients. Sending hospitals in major urban areas should work with the appropriate dispatch systems to determine whether an empty, returning ground (or, if applicable, air) ambulance is available to return a patient to a rural hospital. (Air and ground ambulance services are paid for on a "round trip" basis.)

12. Each region should have methods for transporting medically stable patients and persons who require health services not available in their home communities. This will be particularly important, as some hospitals close or are converted to "community health centres".
13. Each region should work with municipalities, ambulance boards and operators to ensure appropriate capital and operating funds. This might include fund raising for capital equipment, donations to municipalities, and service contracts between ambulance operators and industrial firms. This revenue generation plan will vary considerably with population density and the degree of municipal involvement, among other factors.
14. Each region should have a public and media relations strategy to educate the public on the availability of emergency medical services. This strategy should also address the appropriate way to access and use emergency medical services.

### **III. STRATEGIC PLANNING**

#### **A. ANALYSIS OF THE CURRENT SITUATION AND THE REGION'S ABILITY TO MEET THE PRINCIPLES FOR COLLABORATION**

Each RHA should consider refinement of their emergency health services component of its business plan, by addressing:

1. the volume, complexity and routes of emergency cases within the region;
2. linkage with fire, police and disaster services;
3. current hospital practices for emergency patients;
4. mutual aid agreements within and outside the region;
5. deployment of ambulance attendants in "non-traditional" (non-emergency services) roles, as well as use of other health practitioners to assume pre-hospital and inter-hospital care functions. Consideration needs to be given to the role of bargaining agents in this area;
6. collaboration among stakeholders to ensure "economies of scale", such as training, staffing, and the bulk purchasing of medical equipment and supplies;
7. prevention and promotion efforts to reduce the reliance on emergency health services (for example, programs to deal with causes of cardio-vascular disease, premature births, injuries and trauma).
8. an evaluation of the degree of teamwork among stakeholders in the emergency health services network.

## **B. GOVERNANCE AND FUNDING ISSUES**

There are 113 ground ambulance operators in the province, operating in 140 locations. In terms of ownership/governance:

- 63 are municipally owned (21 of these are hospital-based and 17 are based in fire departments);
- 37 are private sector, operating under contract, and
- 13 are operated by volunteers, native bands, societies, or industrial firms.

Please see Attachment 2 for a list of ambulance operators by region and level of service.

Ambulance services in Alberta receive funding from municipalities (predominantly grants), and the Provincial and Federal Governments (on a "fee for service" basis). These 113 operators have assets including ambulances, medical supplies and telecommunications equipment worth about \$90 million. Annual operating costs, including payment for the approximately 2500 ambulance attendants in the province, as estimated to be \$90 million.

The total yearly revenues for all ambulance services in the province are \$60 million. Of the \$60 million in revenues, the Provincial Government pays about \$30 million per year for "provincial clients":

- in-patients being transferred between facilities (\$15 million)
- recipients of Social Assistance (\$3 million)
- seniors and other subsidized Alberta Blue Cross recipients (\$8 million)
- in-province and out-of-province air ambulance (\$4 million).

The Federal Government spends approximately \$10 million on ambulance transportation for aboriginal people. The remaining \$20 million (of the \$60 million) in revenue is gained from "user fees", the majority of which are paid by third party insurance firms.

Municipalities collectively requisition about \$30 million, to make up the difference between the annual operating costs of \$90 million, less the annual revenue of \$60 million.

Municipal and other ambulance operators depend to varying degrees on revenues from "provincial clients". In some instances, these provincial payments comprise up to 100% of an ambulance operator's revenues.

Sections 7, 48, 49 and 382 of the Municipal Government Act give municipalities the option, but not the requirement to:

- establish and determine ambulance boundaries,
- levy a special tax to recover ambulance expenditures, and provide grants,
- establish by-laws which prohibit any other person from providing ambulance service, and
- set rates that may be charged for ambulance services.

There is a potential that some municipalities may consider divesting themselves of the responsibility for administering ambulance services in the future. They may consider this course of action due to competing priorities, at a time of significant fiscal restraint. During the coming year, municipalities will need to work closely with RHAs to ensure that this critical entry point to the health system is preserved and even enhanced.

One option for coordination of ambulance services between municipalities and RHAs might be to have municipalities form an "ambulance authority", that is co-terminus with the RHA boundaries. The ambulance authority might have joint funding arrangements with municipalities included in whole or in part within the ambulance authority's boundaries.

### **C. REGIONAL MEDICAL DIRECTION**

Initially, each RHA should look to appoint an "Advisory Regional Medical Director", whose role will be to provide advice to the RHA on clinical matters relative to the establishment of the emergency health services network, including:

- consistent, high quality protocols for pre-hospital and inter-hospital care, in accordance with the "Manual for Medical Control Directors of Ambulance Services in Alberta" published by the Alberta Association of Emergency Medical Services Physicians;
- mutual aid agreements within and outside the region;
- liaison and coordination with the provincial air ambulance program
- medical dispatch systems within the region
- coordination and liaison with each ambulance operator's Medical Director (appointed under the Emergency Medical Technicians Regulation of the Health Disciplines Act).

In the longer term, it is anticipated that each RHA may consider appointment of a Regional Medical Director, in conjunction with ambulance operators within the region. Consideration should be given to compensating this individual or individuals for their regional duties. The Medical Director may have responsibilities to:

- prepare and recommend intra- and inter-regional protocols and procedures;



- delegate authority under the Health Disciplines Act to the three classifications of ambulance attendants in the region through:
  - procedures and protocols,
  - direct "on line" verbal or written orders, and
  - patient care report audits and Total Quality Management initiatives
- assume medical direction of the dispatch systems. This would include approval of pre-arrival instructions given to the public
- provide clinical advice regarding the advisability of the:
  - location and level of service of ambulance bases
  - required advanced ("12.1 and 12.2") attendant skills
  - ambulance staff and equipment
  - establishment of a regional dispatch system, including ensuring that the closest and most appropriate ambulance available is dispatched on each call
  - interaction and working relationships of ambulance attendants with other health care providers
  - liaison with other Regional Medical Directors and Alberta Health Emergency Health Services Branch's Provincial Medical Director.

#### **D. INTER-FACILITY PATIENT TRANSPORTATION**

As noted previously, RHAs have assumed responsibility for funding inter-facility transfers of in-patients. As a result, they should consider a set of protocols for inter-facility transfer by various types of vehicles, on the basis of the patient's medical condition. Guidelines have been published by the Alberta Association of Emergency Medical Services Physicians (please see Attachment 3).

It is impractical and not cost-effective to move all inter-facility patients by ambulance. Subject to medical control and direction, patients need to be transported by the least expensive method that best suits their medical needs, whether by ambulance or specialty transport vehicle.

As an example, the proposal advanced by the Oilfields and District Emergency Medical Services (in Black Diamond) includes:

- a vehicle capable of transporting five patients plus a driver. The vehicle is air conditioned and has front and rear heaters. This vehicle accommodates only sitting patients. It is equipped with a cellular telephone and a mobile radio for communication with the regional dispatch center, and sending and receiving hospitals
- a driver trained at the Emergency Medical Responder level. He can provide a basic level of emergency care for patients who unexpectedly become ill if necessary, until a responding ambulance arrives

- criteria for transport are that the in-patient:
  - can be moved by staff with minimal medical training
  - is ambulatory, with minimal assistance, or can be transferred by one person from a wheelchair
  - requires no medications, including oxygen, enroute
  - is able to look after his/her own personal needs and hygiene
  - is mentally competent.

## **E. ACCESS TO APPROPRIATE LEVELS OF PRE-HOSPITAL CARE**

Decisions by RHAs on the role and size of health care facilities and inter-facility transfer protocols will influence access to pre-hospital care. As a result, RHAs will need to work with municipalities, ambulance boards and operators to ensure that pre-hospital care remains accessible.

Most large urban municipalities (and some smaller municipal districts) provide an Advanced Life Support level of care to their citizens. Sparsely populated areas in the province often struggle to provide Emergency Medical Responder or Basic Life Support.

Paradoxically, it is a well accepted principle that patients in sparsely populated areas stand to benefit most from higher levels of pre-hospital and inter-facility care. That is, with long response and transport times, rural patients are often most in need of higher levels of care. By comparison, most urban patients are within minutes of sophisticated regional or tertiary care hospitals, with highly trained medical specialists. Almost all residents of the province can access the provincial air ambulance program's Advance Life Support services within 60 to 90 minutes.

Emergency patients who are stabilized in a community or regional hospital are usually provided with the equivalent of Advanced Life Support care while in the sending hospital. The level of care they receive "in transit" may well be less. The College of Physicians and Surgeons of Alberta has noted with concern the inappropriate practice of downgrading the level of care provided during inter-facility transfers. They have determined that this constitutes "abandonment" of the patient.

There are at times pressures for this downgrading of service to occur:

- the sending physician is unable to accompany the patient because of other duties. This physician may be the only physician "on call" at the sending hospital;
- the absence of a "backup" higher level of service within a timely period;
- the potential impact of "lost trips" on the local operator's financial viability;

- the possibility of adverse competition for a patient, based on his or her location. That is, most ambulance operators have mutual aid agreements. However, at times ambulance operators are placed in difficult situations with respect to provision of patient care outside their jurisdiction.

Additionally, out-patients without health insurance at times do not access ambulance service when it is clearly medically indicated. These patients elect to transport themselves to and from a sending hospital, sometimes at considerable personal and public risk, simply because they are unable to pay the cost of an ambulance trip.

## **F. REGIONAL DISPATCH SYSTEMS**

The role and importance of dispatch centres has increased significantly in recent years, as a result of public, health care facility, physician and municipal initiatives. Past (and recent practice in some areas) was often to merely provide an individual to answer the telephone, obtain the patient's address, and deploy an ambulance vehicle.

There are 113 ambulance operators in the province, with many forms of ownership and operational models. Their "response areas" are varied, as are their capabilities of responding to differing levels of patient care requirements. "Boundaries" between response areas served by ambulance operators at times may hinder effective pre-hospital or inter-facility care.

The dispatch function is recognized among progressive services as a very important element of pre-hospital and inter-facility care, arguably which the remainder of the system complements. Many dispatch centres could be housed in community health centres. Other protective services such as fire and rescue services can be dispatched from the same centre.

The more important features of the dispatch communication systems are:

- all dispatchers should be certified to at least the Emergency Medical Responder level under the Health Disciplines Act, with Emergency Medical Dispatch certification. Emergency Medical Dispatch is the most popular dispatch system throughout North America. Certification as an EMD is achieved after a three day course, and is relatively inexpensive
- the dispatch centre and Emergency Medical Dispatchers should operate under the authority of a Medical Director (under the Health Disciplines Act). That is, dispatching is a "delegated medical act" when conducted by practitioners registered under the Health Disciplines Act. (Note that Emergency Medical Dispatch is not recognized by the Health Disciplines Act)

- personnel capable of determining the medical nature and urgency of the call, coordination of the appropriate response resources, and "on-line" monitoring. Pre-arrival instructions have repeatedly been shown to improve patient outcome, leave bystanders with the feeling that they have done all that can be done, and keep those in a position to assist busy until the ambulance's arrival. Ambulance services employing pre-arrival instructions are also far less susceptible to litigation
- clear and relatively trouble free communications systems between the dispatch center and the ground ambulances, and between the ground ambulances and receiving hospital
- the capability to tape record all telephone calls and radio transmissions, and retain them for at least six months
- the dispatch center should ideally be connected to fire, rescue and police dispatch centers, or operate as part of an integrated dispatch center
- provision of advance notice to the receiving hospital
- the ability for ambulance attendants to "patch" to physicians at sending or receiving hospitals enroute
- the ability to send ambulances in accordance with the medical priority of the patient's complaint (that is, not all calls require "lights and sirens"
- a program to ensure that procedures are followed and improvements are made continuously
- clear protocols for contacting the air ambulance dispatch center
- the ability to provide support in a disaster, upon request.

## **G. ENHANCED 911 SYSTEMS**

Enhanced 911 allows electronic determination of the caller's location. Automated programs have been developed (and will be implemented shortly) that use legal land descriptions (section, township, range and meridian) to determine callers' addresses. Enhanced 911 will be available in 1995 for many Albertans, at less than one dollar per month per telephone line.

"911" service is currently in place in Lethbridge, Medicine Hat, Calgary, Red Deer, Edmonton, (most of) Strathcona County, and Fort McMurray. Pilot projects are underway in the Municipal District of Foothills, Grande Prairie and the Airdrie area.

"911" service will shortly be available to rural areas at minimal cost. Yet, provision of "911" services without strong linkage with ambulance, fire, and other emergency response services is inappropriate, and may detract from effective patient care. That is, 911 by itself is merely an answering service, with no medical direction or control. 911 service must be delivered in concert with effective dispatch systems, under medical direction and control. It otherwise adds little to pre-hospital care.

The role of the dispatch centre is to "send the right vehicles and staff, the right way, at the right time". The dispatch process should provide for a standardized, protocol system of caller questioning, pre-arrival determinants, and an appropriate response. This is accomplished more effectively through regional coordination of the dispatch function. Regional dispatch systems allow for "economies of scale" not present in dispatch systems that conform to individual operators' boundaries.

Two or more RHAs could conceivably establish common dispatch systems. These systems might also have the capacity to dispatch fire, police and disaster service organizations. As well, they should play a role in returning patients to their home communities by ambulance and interfacility transfer vehicle.

## **H. PUBLIC EDUCATION**

Regional Health Authorities will need to consider educating the citizens they serve on the role of emergency health services in supporting health care restructuring. An effective emergency health services network will in part address one of the pressing issues RHAs are confronting, the potential closure of emergency departments in smaller rural hospitals.

Among the questions RHAs will need to address in their public presentations are:

- what is the meaning of an "emergency health services" network?
- how does the "emergency health services network" fit into the vision and mission of the Regional Health Authority?
- what is "reasonable access" to emergency services that are hospital and community based? That is, when should I go to the hospital, as opposed to booking an appointment with a physician?
- what are the various capabilities of acute care hospitals in the region relative to accepting emergency patients of varying complexity and severity?
- what are the main causes of emergency room visits and admissions to hospitals? Are there any means to reduce or prevent these visits or admissions? Some examples are falls among the elderly, motor vehicle trauma and cardiac disease.

- what guidelines govern the inter-facility transfers of patients (within and between regions)? Do ambulances have protocols to "by-pass" certain hospitals? Under what circumstances?
- how will the reduction in acute care hospital beds and possible role conversions of some hospitals impact on pre-hospital care and inter-facility transportation?
- what mechanism is there for health care providers and the public to provide input to the RHA on emergency health service issues?
- who is administratively and medically accountable for pre-hospital care and inter-facility transfers in the region?
- how do I know that the ambulance will be able to find me?
- if I am transported by air or ground ambulance within or from this region, to which hospital will I be sent? how will I return?
- what capabilities will the "community health centre(s)" in the region have to accept emergency patients?
- what is my responsibility as a consumer of emergency health services?
- who pays for my ambulance trip?

## I. CONTRACTING FOR SERVICES

One approach to ensure that the expectations of Regional Health Authorities, ambulance boards/municipalities and operators are met is through contracting. Some features of these contracts might be expectations for:

- payment for services
- qualification of attendants, their training, and the medication and supplies they carry
- purchase, disposal and responsibility for capital assets
- an administrative and clinical reporting structure
- a defined length of the agreement and a notification period for termination
- selection of key management staff
- provision of shared administrative and support services
- advisory committee representation (to the participating municipalities and Regional Health Authority/Authorities)
- levels of service for each area of the region
- response times for each area of the region
- deployment of staff, equipment and vehicles
- centralized payroll and purchasing
- provision of annual audited financial statements by operators to support the expenditure of funds

- compensation of Medical Director(s)
- deployment of ambulance attendants in "non-traditional" roles
- the regional communications system
- formal protocols between ambulance operators, emergency measures and disaster relief organizations within and close to the region
- transfer protocols for returning various types of patients, in accordance with regional and provincial protocols
- completion of Patient Care Report forms and other information for patient care, financial and management purposes (this includes documentation of patient care by first responders)
- maintenance of an ambulance license under the Ambulance Services Act and Regulations
- record keeping and the right of inspection
- liability insurance
- compliance with legislation, policies, procedures and directives of the municipalities and Regional Health Authority
- mechanisms to modify the agreement
- contractual violations and penalties
- dispute resolution and arbitration.

#### **D. CONCLUSION**

The contents of this discussion paper are intended to promote collaboration between RHAs, municipalities, ambulance operators and other stakeholders in the delivery of ambulance services in a regional structure. Task Force members invite comments on ways to ensure that this vital access point to the health system is enhanced in the coming years.

/Attachments

June 26, 1995

## **TASK FORCE ON AMBULANCE AND PATIENT TRANSPORTATION**

### **Terms of Reference**

#### **PURPOSE**

To review current patient transfer and emergency medical response services available to Albertans, and to investigate possible funding and service approaches which will address the emergency and inter-facility transportation needs of consumers in the changing health care environment.

#### **MEMBERSHIP**

Committee membership will be composed of a cross-section of Regional Health Authority, physician, ambulance operators and municipal representation. The membership list is attached.

#### **IMMEDIATE TASKS**

1. Provide an inventory of existing ambulance and transport services. These services can be classified in a number of different ways including:
  - 1.1 Level of service i.e. ALS, BLS, EMR.
  - 1.2 Ownership - private, municipal, hospital-based, etc.
  - 1.3 Ground versus air ambulance.
  - 1.4 By types of community serviced e.g. inter-hospital transfers, general emergency response within a defined municipality.
2. Investigate types of funding mechanisms currently in place and the amount of funding by source for various services, on a province-wide basis. Sources of revenue could include third party billing i.e. Blue Cross, private insurance companies, provincial government funding such as transport services, municipal funding, volunteer and fundraising. Further, to identify what proportion of revenue for ambulance operators arises from patient transfer services.
3. Identify gaps in service resulting from role changes in smaller rural hospitals which can be met through the enhancement of ambulance services and inter-hospital transfer services.



4. Identify inconsistencies in funding of inter-hospital transfers by ground ambulance by patient status, such as out-patient or in-patient.
5. Review utilization of services by air and ground ambulance, including funding from various sources.
6. Identify legislative barriers to more effective ambulance and transfer service provision.
7. Review state of ambulance services currently in place in neighbouring provinces, with a view to identifying possible solutions.

### **EXPECTED OUTCOMES**

Make recommendations to the Council of Chairs on:

1. appropriate levels of funding and various funding sources.
2. consistency of billing practices for in- and out-patients.
3. remedying gaps in service resulting from hospital closures and role changes.
4. rationalizing ambulance and transfer services relative to areas without 24 hour emergency departments centers in the future.
5. minimum standards for ground ambulance transport i.e. BLS for emergency services and various levels of services, dependent upon the other patient transport services available within the community.
6. regional medical direction.
7. regional and provincial dispatch and communications to ensure to ensure a coordinated approach. This includes the potential to reduce duplication of services, particularly returning patients in empty ambulances and inter-facility transfer vehicles.
8. standardized acute care hospital facility protocols for ambulance and inter-facility vehicle transfers.
9. mutual aid agreements between service areas within and between regions.

10. setting of ground ambulance rates. This is a municipal responsibility, except for patients who are the responsibility of the Provincial Government.
11. removal of legislative barriers which may presently exist.

### **TIMELINES**

The Task Force will regularly report to the Council of Chairs on its work, particularly when there is a need for decisions to be made. The Task Force will also coordinate its activities with the provincial Ambulance Advisory and Appeal Board, established under the Ambulance Services Act.

It is anticipated that the Task Force will disband by March 31, 1996.

### **MEMBERSHIP**

Task Force members will include:

1. **George Verheire, Chairman of the Task Force, David Thompson Regional Health Authority (Ponoka)**
2. **John Vogelzang, David Thompson Regional Health Authority (Red Deer)**
3. **Howard Snodgrass, Palliser Regional Health Authority (Medicine Hat)**
4. **James Alook, Keeweenok Lakes Regional Health Authority (High Prairie).**
5. **Fred Stegmeier, Headwaters Regional Health Authority (High River)**
6. **Gail Surkan, City of Red Deer**
7. **Jim Huse, Ponoka**
8. **Ed Worthing, East Central Regional Health Authority (Wainwright)**

9. **Bill Nimmo**, Alberta Urban Municipalities Association (and Gail Surkan)
10. **Larry Goodhope**, Alberta Association of Municipal Districts and Counties (and George Verheire)
11. **Hank Offereins**, Northern Lights Regional Health Authority (Fort McMurray)
12. **Jackie Osborne**, Alberta Pre-Hospital Professions Association
13. **Dr. Bob White**, Alberta Association of Emergency Medical Services Physicians (Edson)
14. **Terry Schueler**, Alberta Ambulance Operators Association (Mayerthorpe)
15. **Dave Hodgins**, Alberta Fire Chiefs Association (Edmonton).

**Dr. Peter Lindsay**, Alberta Health Emergency Health Services' Medical Director, will represent the Department on an "ex-officio" basis. **Jon Pascoe** of Alberta Health will assume secretariat responsibilities for the Task Force.

October 1994; Revised June 27, 1995

**AMBULANCE SERVICES BY REGION & LEVEL OF SERVICE**

<b><u>REGION 1</u></b>		
<b>LOCATION</b>	<b>SERVICE NAME</b>	<b>LEVEL OF SERVICE</b>
BROCKET	PEIGAN DISTRICT AMBULANCE	BLS
CARDSTON	CARDSTON & DISTRICT AMBULANCE	BLS
COALDALE	COALDALE & DISTRICT EMERGENCY	ALS/BLS/EMR
COUTTS	COUTTS FIRE & RESCUE	EMR
CROWSNEST PASS	CROWN EMS	ALS/BLS/EMR
FORT MACLEOD	FORT MACLEOD AMBULANCE	BLS
LETHBRIDGE	LETHBRIDGE FIRE DEPARTMENT	ALS/BLS
MAGRATH	MAGRATH & DISTRICT AMBULANCE	BLS/EMR
MILK RIVER	MILK RIVER & DISTRICT AMBULANCE	EMR
PINCHER CREEK	PINCHER CREEK EMERGENCY SERVICES	BLS/EMR
RAYMOND	RAYMOND & DISTRICT AMBULANCE	EMR
STANDOFF	BLOOD TRIBE EMERGENCY SERVICES	ALS/BLS/EMR
STIRLING	STIRLING AMBULANCE	BLS/EMR
TABER	TABER & DISTRICT AMBULANCE	BLS/EMR
VAUXHALL	VAUXHALL AMBULANCE	EMR
WARNER	WARNER AMBULANCE	EMR
WATERTON LAKES	WATERTON LAKES NATIONAL PARK	EMR

**AMBULANCE SERVICES BY REGION & LEVEL OF SERVICE**

<b><u>REGION 2</u></b>		
<b>LOCATION</b>	<b>SERVICE NAME</b>	<b>LEVEL OF SERVICE</b>
BASSANO	BASSANO AMBULANCE SERVICE	BLS/EMR
BOW ISLAND	BOW ISLAND & DISTRICT FIRE DEPT	BLS/EMR
BROOKS	BROOKS & DISTRICT AMBULANCE	BLS
FOREMOST	MEDICINE HAT AMBULANCE	EMR
MEDICINE HAT	MEDICINE HAT AMBULANCE	ALS
OYEN	ALBERTA MED-E-VAC	BLS/EMR
<b><u>REGION 3</u></b>		
<b>LOCATION</b>	<b>SERVICE NAME</b>	<b>LEVEL OF SERVICE</b>
BANFF	BANFF EMS	ALS
CANMORE	CANMORE EMERGENCY SERVICES	ALS/BLS/EMR
CLARESHOLM	CHINOOK EMS	BLS
HIGH RIVER	HIGHWOOD EMS	ALS
KANANASKIS	EMERGENCY MEDICAL SPECIALISTS	ALS
NANTON	NANTON AMBULANCE	BLS/EMR
OKOTOKS	HIGHWOOD EMS	ALS
TURNER VALLEY	OILFIELDS EMS	ALS/BLS
VULCAN	VULCAN DISTRICT EMS	BLS/EMR

**AMBULANCE SERVICES BY REGION & LEVEL OF SERVICE**

<b><u>REGION 4</u></b>		
<b>LOCATION</b>	<b>SERVICE NAME</b>	<b>LEVEL OF SERVICE</b>
AIRDRIE	AIRDRIE EMERGENCY SERVICES	ALS/BLS
CALGARY	AARON PARAMEDICAL	ALS/BLS
CALGARY	CALGARY EMS	ALS
COCHRANE	COCHRANE AMBULANCE SERVICE	ALS/BLS
<b><u>REGION 5</u></b>		
<b>LOCATION</b>	<b>SERVICE NAME</b>	<b>LEVEL OF SERVICE</b>
DIDSBURY	MOUNTAIN VIEW AMBULANCE	BLS
DRUMHELLER	DRUMHELLER REGIONAL HEALTH COMPLEX - AMBULANCE SERVICES	BLS
GLEICHEN	GLEICHEN-BLACKFOOT AMBULANCE	BLS
HANNA	HANNA AMBULANCE	BLS/EMR
LINDEN	KNEEHILL AMBULANCE SERVICE	ALS/BLS/EMR
STRATHMORE	WHEATLAND EMS	ALS/BLS
THREE HILLS	KNEEHILL AMBULANCE SERVICE	ALS/BLS/EMR

**AMBULANCE SERVICES BY REGION & LEVEL OF SERVICE**

<b><u>REGION 6</u></b>		
<b>LOCATION</b>	<b>SERVICE NAME</b>	<b>LEVEL OF SERVICE</b>
BASHAW	BASHAW & DISTRICT AMBULANCE	BLS
BENTLEY	BENTLEY AMBULANCE SERVICE	EMR
CAROLINE	CAROLINE & DISTRICT AMBULANCE	BLS/EMR
ECKVILLE	ECKVILLE & DISTRICT AMBULANCE	ALS/BLS
HOBBEWA	MUSKOWACHEES AMBULANCE	ALS/BLS
INNISFAIL	GUARDIAN AMBULANCE	ALS/BLS
LACOMBE	LACOMBE MUNICIPAL AMBULANCE	ALS/BLS
NORDEGG	NORDEGG AMBULANCE	EMR
OLDS	GUARDIAN EMERGENCY SERVICES	ALS/BLS
OLDS	MOUNTAIN VIEW AMBULANCE	BLS
PONOKA	GUARDIAN AMBULANCE	BLS
RED DEER	NOVACOR CHEMICALS LTD. (AGEC)	BLS
RED DEER	RED DEER FIRE DEPARTMENT	ALS/BLS
RIMBEY	KANSAS RIDGE EMS	BLS/EMR
Rocky Mtn House	SPECIALTY MEDICAL SERVICES	ALS/BLS
SUNDRE	SUNDRE & DISTRICT EMS	BLS
SYLVAN LAKE	KNUTSON'S AMBULANCE	ALS/BLS/EMR

**AMBULANCE SERVICES BY REGION & LEVEL OF SERVICE**

<b><u>REGION 7</u></b>		
<b>LOCATION</b>	<b>SERVICE NAME</b>	<b>LEVEL OF SERVICE</b>
CAMROSE	CAMROSE CITY/COUNTY AMBULANCE	BLS/EMR
CASTOR	EAST CENTRAL AMBULANCE	EMR
CHAUVIN	WAINWRIGHT & DISTRICT AMBULANCE	BLS
CONSORT	EAST CENTRAL AMBULANCE	BLS/EMR
CORONATION	EAST CENTRAL AMBULANCE	EMR
CZAR	WAINWRIGHT & DISTRICT AMBULANCE	BLS
DAYSLAND	FLAGSTAFF AMBULANCE	BLS/EMR
GALAHAD	FLAGSTAFF AMBULANCE	BLS/EMR
HARDISTY	FLAGSTAFF AMBULANCE	BLS/EMR
KILLAM	FLAGSTAFF AMBULANCE	BLS/EMR
Lloydminster	LLOYDMINSTER EMERGENCY CARE	BLS
MANNVILLE	MANNVILLE EMS	BLS/EMR
PROVOST	PROVOST MUNICIPAL AMBULANCE	BLS/EMR
STETTLER	STETTLER DISTRICT AMBULANCE ASSOCIATION	BLS
TOFIELD	BEAVER AMBULANCE SERVICE	ALS/BLS
TULLABY LAKE	ELK POINT & DISTRICT AMBULANCE	BLS/EMR
VERMILION	VERMILION VALLEY AMBULANCE	BLS
VIKING	BEAVER AMBULANCE	ALS/BLS
WAINWRIGHT	WAINWRIGHT & DISTRICT AMBULANCE	BLS



**AMBULANCE SERVICES BY REGION & LEVEL OF SERVICE**

<b><u>REGION 8</u></b>		
<b>LOCATION</b>	<b>SERVICE NAME</b>	<b>LEVEL OF SERVICE</b>
EDSON	YELLOWHEAD AMBULANCE	ALS/BLS
EVANSBURG	ASSOCIATED AMBULANCE	BLS
HINTON	HINTON AMBULANCE	BLS
JASPER	ASSOCIATED AMBULANCE	ALS/BLS
SPRUCE GROVE	PARKLAND AMBULANCE AUTHORITY	ALS/BLS
STONY PLAIN	PARKLAND AMBULANCE AUTHORITY	ALS/BLS
WABAMUN	PARKLAND AMBULANCE AUTHORITY	ALS/BLS
<b><u>REGION 9</u></b>		
<b>LOCATION</b>	<b>SERVICE NAME</b>	<b>LEVEL OF SERVICE</b>
BRETON	ASSOCIATED AMBULANCE	BLS
DRAYTON VALLEY	ASSOCIATED AMBULANCE	ALS/BLS
LEDUC	CROWN EMS	ALS/BLS
Ma-Me-O Beach	PIGEON LAKE AMBULANCE	BLS/EMR
Ma-Me-O Beach	WETASKIWIN EMS	ALS/BLS
WARBURG	CROWN EMS	ALS/BLS
WETASKIWIN	WETASKIWIN EMS	ALS/BLS

**AMBULANCE SERVICES BY REGION & LEVEL OF SERVICE**

<b><u>REGION 10</u></b>		
<b>LOCATION</b>	<b>SERVICE NAME</b>	<b>LEVEL OF SERVICE</b>
EDMONTON	EDMONTON EMS	ALS/BLS
EDMONTON	INTER HOSPITAL AMBULANCE	BLS
EDMONTON	PATIENT TRANSFER SERVICES	BLS
ST. ALBERT	CITY OF ST. ALBERT FIRE DEPT	ALS/BLS/EMR
<b><u>REGION 11</u></b>		
<b>LOCATION</b>	<b>SERVICE NAME</b>	<b>LEVEL OF SERVICE</b>
ONOWAY	PARKLAND AMBULANCE	ALS/BLS
ATHABASCA	ATHABASCA & DISTRICT AMBULANCE	ALS/BLS
ATHABASCA	LIFEVIEW EMERGENCY SERVICES	ALS/BLS
BARRHEAD	BARRHEAD AMBULANCE SERVICE	BLS
BOYLE	BOYLE & DISTRICT EMS	BLS
FOX CREEK	ASSOCIATED AMBULANCE	ALS/BLS/EMR
LEGAL	LEGAL & DISTRICT AMBULANCE	BLS/EMR
Mayerthorpe	ASSOCIATED AMBULANCE	ALS/BLS
MORINVILLE	MORINVILLE & DISTRICT AMBULANCE	ALS/BLS/EMR
SWAN HILLS	SWAN HILLS FIRE DEPARTMENT	EMR
WESTLOCK	WESTLOCK REGIONAL AMBULANCE	BLS
WHITECOURT	ASSOCIATED AMBULANCE	ALS/BLS

**AMBULANCE SERVICES BY REGION & LEVEL OF SERVICE**

<b><u>REGION 12</u></b>		
<b>LOCATION</b>	<b>SERVICE NAME</b>	<b>LEVEL OF SERVICE</b>
ANDREW	LAMONT & DISTRICT AMBULANCE	BLS
BON ACCORD	BON ACCORD/GIBBONS AMBULANCE	BLS/EMR
BONNYVILLE	BONNYVILLE MUNICIPAL AMBULANCE	BLS
COLD LAKE	COLD LAKE HOSPITAL DISTRICT AMBULANCE	BLS
ELK POINT	ELK POINT & DISTRICT AMBULANCE	BLS/EMR
Fort Saskatchewan	FORT SASKATCHEWAN AMBULANCE	BLS
LAC LA BICHE	LAC LA BICHE & DISTRICT AMBULANCE	EMR
LAMONT	LAMONT & DISTRICT AMBULANCE	BLS
REDWATER	OMNICARE AMBULANCE	BLS
SADDLE LAKE	LAKE-LAND AMBULANCE	BLS
ST. PAUL	ST. PAUL & DISTRICT AMBULANCE	BLS
SMOKY LAKE	MYSTIQUE AMBULANCE	ALS/BLS
SHERWOOD PARK	STRATHCONA COUNTY EMS	ALS/BLS
TWO HILLS	LAKE-LAND AMBULANCE	BLS
WANDERING RIVER	LAC LA BICHE & DISTRICT AMBULANCE	ALS/BLS/EMR
VEGREVILLE	LAKE-LAND AMBULANCE	BLS
VILNA	MYSTIQUE AMBULANCE	BLS/EMR

**AMBULANCE SERVICES BY REGION & LEVEL OF SERVICE**

<b><u>REGION 13</u></b>		
<b>LOCATION</b>	<b>SERVICE NAME</b>	<b>LEVEL OF SERVICE</b>
Beaverlodge	EMS-BEAVERLODGE/HYTHE	BLS
FAIRVIEW	FAIRVIEW & DISTRICT AMBULANCE	BLS/EMR
GRANDE CACHE	GRANDE CACHE AMBULANCE	BLS/EMR
GRANDE PRAIRIE	GRANDE PRAIRIE AMBULANCE	ALS
GRIMSHAW	PEACE REGIONAL EMS	ALS/BLS/EMR
SPIRIT RIVER	CENTRAL PEACE AMBULANCE	ALS/BLS
VALLEYVIEW	ALBERTA NORTH-STAR AMBULANCE	BLS/EMR
WORSLEY	FAIRVIEW & DISTRICT AMBULANCE	BLS/EMR
<b><u>REGION 14</u></b>		
<b>LOCATION</b>	<b>SERVICE NAME</b>	<b>LEVEL OF SERVICE</b>
MANNING	MANNING & DISTRICT AMBULANCE	BLS
MCLENNAN	SMOKY RIVER AMBULANCE	BLS
PEACE RIVER	PEACE REGIONAL EMS	ALS/BLS/EMR
WOODLAND RESERVE	OMNICARE AMBULANCE	BLS

**AMBULANCE SERVICES BY REGION & LEVEL OF SERVICE**

<b><u>REGION 15</u></b>		
<b>LOCATION</b>	<b>SERVICE NAME</b>	<b>LEVEL OF SERVICE</b>
HIGH PRAIRIE	HIGH PRAIRIE HEALTH COMPLEX	BLS
PEERLESS LAKE	CREE AMBULANCE SERVICE	EMR
RED EARTH	OMNICARE AMBULANCE	BLS/EMR
SLAVE LAKE	SLAVE LAKE AMBULANCE	ALS/BLS
WABASCA	ATHABASCA & DISTRICT AMBULANCE	BLS
<b><u>REGION 16</u></b>		
<b>LOCATION</b>	<b>SERVICE NAME</b>	<b>LEVEL OF SERVICE</b>
FORT MCMURRAY	FORT MCMURRAY FIRE DEPARTMENT	ALS/BLS
<b><u>REGION 17</u></b>		
<b>LOCATION</b>	<b>SERVICE NAME</b>	<b>LEVEL OF SERVICE</b>
FORT VERMILION	AEROMEDICAL EMS	ALS/BLS
HIGH LEVEL	AEROMEDICAL EMS	ALS/BLS
LA CRETE	LA CRETE AMBULANCE SOCIETY	EMR
RAINBOW LAKE	RAINBOW LAKE VOLUNTEER FIRE DEPT	EMR
ZAMA LAKE	I.D. #23	EMR

**AMBULANCE SERVICE LOCATIONS**

June 27 95

LOCATION	SERVICE NAME	OPERATED BY	LEVEL OF SERVICE
AIRDRIE	AIRDRIE EMERGENCY SERVICES	F	ALS/BLS
ANDREW	LAMONT & DISTRICT AMBULANCE	P	BLS
ATHABASCA	ATHABASCA & DISTRICT AMBULANCE	P	ALS/BLS
ATHABASCA	LIFVIEW EMERGENCY SERVICES	I	ALS/BLS
BANFF	BANFF EMS	H	ALS
BARRHEAD	BARRHEAD AMBULANCE SERVICE	P	BLS
BASHAW	BASHAW & DISTRICT AMBULANCE	M	BLS
BASSANO	BASSANO AMBULANCE SERVICE	H	BLS/EMR
Beaverlodge	EMS-BEAVERLODGE/HYTHE	P	BLS
BENTLEY	BENTLEY AMBULANCE SERVICE	V	EMR
BON ACCORD	BON ACCORD/GIBBONS AMBULANCE	V	BLS/EMR
BONNYVILLE	BONNYVILLE MUNICIPAL AMBULANCE	M	BLS
BOW ISLAND	BOW ISLAND & DISTRICT FIRE DEPT	F	BLS/EMR
BOYLE	BOYLE & DISTRICT EMS	P	BLS
BRETON	ASSOCIATED AMBULANCE	P	BLS
BROCKET	PEIGAN DISTRICT AMBULANCE	P	BLS
BROOKS	BROOKS & DISTRICT AMBULANCE	H	BLS
CALGARY	AARON PARAMEDICAL	P/T	ALS/BLS
CALGARY	CALGARY EMS	M	ALS
CAMROSE	CAMROSE CITY/COUNTY AMBULANCE	M	BLS/EMR
CANMORE	CANMORE EMERGENCY SERVICES	F	ALS/BLS/EMR
CARDSTON	CARDSTON & DISTRICT AMBULANCE	H	BLS

F - Fire  
 I - Industrial  
 H - Hospital  
 T - Transfer  
 Service

P - Private  
 M - Municipal  
 V - Volunteer  
 N - Native

# AMBULANCE SERVICE LOCATIONS

June 27 95

LOCATION	SERVICE NAME	OPERATED BY	LEVEL OF SERVICE
CAROLINE	CAROLINE & DISTRICT AMBULANCE	V	BLS/EMR
CASTOR	EAST CENTRAL AMBULANCE	V	EMR
CHAUVIN	WAINWRIGHT & DISTRICT AMBULANCE	H	BLS
CLARESHOLM	CHINOOK EMS	P	BLS
COALDALE	COALDALE & DISTRICT EMERGENCY	F	ALS/BLS/EMR
COCHRANE	COCHRANE AMBULANCE SERVICE	F	ALS/BLS
COLD LAKE	COLD LAKE HOSPITAL DISTRICT AMBULANCE	H	BLS
CONSORT	EAST CENTRAL AMBULANCE	V	BLS/EMR
CORONATION	EAST CENTRAL AMBULANCE	V	EMR
COUTTS	COUTTS FIRE & RESCUE	F	EMR
CROWSNEST PASS	CROWN EMS	P	ALS/BLS/EMR
CZAR	WAINWRIGHT & DISTRICT AMBULANCE	H	BLS
DAYSLAND	FLAGSTAFF AMBULANCE	M	BLS/EMR
DIDSBURY	MOUNTAIN VIEW AMBULANCE	P	BLS
DRAYTON VALLEY	ASSOCIATED AMBULANCE	P	ALS/BLS
DRUMHELLER	DRUMHELLER REGIONAL HEALTH COMPLEX - AMBULANCE SERVICES	H	BLS
ECKVILLE	ECKVILLE & DISTRICT AMBULANCE	P	ALS/BLS
EDMONTON	EDMONTON ERD	F	ALS/BLS
EDMONTON	INTER HOSPITAL AMBULANCE	P/T	BLS
EDMONTON	PATIENT TRANSFER SERVICES	P/T	BLS
EDSON	YELLOWHEAD AMBULANCE	P	ALS/BLS

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# AMBULANCE SERVICE LOCATIONS

June 27 95

LOCATION	SERVICE NAME	OPERATED BY	LEVEL OF SERVICE
ELK POINT	ELK POINT & DISTRICT AMBULANCE	P	BLS/EMR
EVANSBURG	ASSOCIATED AMBULANCE	P	BLS
FAIRVIEW	FAIRVIEW & DISTRICT AMBULANCE	H	BLS/EMR
FOREMOST	MEDICINE HAT AMBULANCE	M	EMR
FORT MACLEOD	FORT MACLEOD AMBULANCE	M	BLS
FORT MCMURRAY	FORT MCMURRAY FIRE DEPARTMENT	F	ALS/BLS
Fort Saskatchewan	FORT SASKATCHEWAN AMBULANCE	P	BLS
FORT VERMILION	AEROMEDICAL EMS	P	ALS/BLS
FOX CREEK	ASSOCIATED AMBULANCE	P	ALS/BLS/EMR
GALAHAD	FLAGSTAFF AMBULANCE	M	BLS/EMR
GLEICHEN	GLEICHEN-BLACKFOOT AMBULANCE	P	BLS
GRANDE CACHE	GRANDE CACHE AMBULANCE	M	BLS/EMR
GRANDE PRAIRIE	GRANDE PRAIRIE AMBULANCE	H	ALS
GRIMSHAW	PEACE REGIONAL EMS	M	ALS/BLS/EMR
HANNA	HANNA AMBULANCE	H	BLS/EMR
HARDISTY	FLAGSTAFF AMBULANCE	M	BLS/EMR
HIGH PRAIRIE	HIGH PRAIRIE HEALTH COMPLEX	H	BLS
HIGH RIVER	HIGHWOOD EMS	H	ALS
HIGH LEVEL	AEROMEDICAL EMS	P	ALS/BLS

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# AMBULANCE SERVICE LOCATIONS

June 27 95

LOCATION	SERVICE NAME	OPERATED BY	LEVEL OF SERVICE
HINTON	HINTON AMBULANCE	P	BLS
HOBBEWA	MUSKWACHEES AMBULANCE	N	ALS/BLS
INNISFAIL	GUARDIAN AMBULANCE	P	ALS/BLS
JASPER	ASSOCIATED AMBULANCE	P	ALS/BLS
KANANASKIS	EMERGENCY MEDICAL SPECIALISTS	P	ALS
KILLAM	FLAGSTAFF AMBULANCE	M	BLS/EMR
LA CRETE	LA CRETE AMBULANCE SOCIETY	V	EMR
LAC LA BICHE	LAC LA BICHE & DISTRICT AMBULANCE	P	ALS/BLS/EMR
LACOMBE	LACOMBE MUNICIPAL AMBULANCE	H	ALS/BLS
LAMONT	LAMONT & DISTRICT AMBULANCE	P	BLS
LEGAL	LEGAL & DISTRICT AMBULANCE	V	BLS/EMR
LEDUC	CROWN EMS	P	ALS/BLS
LETHBRIDGE	LETHBRIDGE FIRE DEPARTMENT	F	ALS/BLS
LINDEN	KNEEHILL AMBULANCE SERVICE	V	ALS/BLS/EMR
Lloydminster	LLOYDMINSTER EMERGENCY CARE	P	BLS
Ma-Me-O Beach	WETASKIWIN EMS	P	ALS/BLS
Ma-Me-O Beach	PIGEON LAKE AMBULANCE	P	BLS/EMR
MAGRATH	MAGRATH & DISTRICT AMBULANCE	M	BLS/EMR
MANNING	MANNING & DISTRICT AMBULANCE	H	BLS
MANNVILLE	MANNVILLE EMS	P	BLS/EMR

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# AMBULANCE SERVICE LOCATIONS

June 27 95

LOCATION	SERVICE NAME	OPERATED BY	LEVEL OF SERVICE
Mayerthorpe	ASSOCIATED AMBULANCE	P	ALS/BLS
MCLENNAN	SMOKY RIVER AMBULANCE	H	BLS
MEDICINE HAT	MEDICINE HAT AMBULANCE	H	ALS
MILK RIVER	MILK RIVER & DISTRICT AMBULANCE	M	EMR
MORINVILLE	MORINVILLE & DISTRICT AMBULANCE	P	ALS/BLS/EMR
NANTON	NANTON AMBULANCE	M	BLS/EMR
NORDEGG	NORDEGG AMBULANCE	M	EMR
OKOTOKS	HIGHWOOD EMS	H	ALS
OLDS	GUARDIAN EMERGENCY SERVICES	I	ALS/BLS
OLDS	MOUNTAIN VIEW AMBULANCE	P	BLS
ONOWAY	PARKLAND AMBULANCE	M	ALS/BLS
OYEN	ALBERTA MED-E-VAC	P	BLS/EMR
PEACE RIVER	PEACE REGIONAL EMS	M	ALS/BLS/EMR
PEERLESS LAKE	CREE AMBULANCE SERVICE	N	EMR
PINCHER CREEK	PINCHER CREEK EMERGENCY SERVICES	F	BLS/EMR
PONOKA	GUARDIAN AMBULANCE	P	BLS
PROVOST	PROVOST MUNICIPAL AMBULANCE	H	BLS/EMR
RAINBOW LAKE	RAINBOW LAKE VOLUNTEER FIRE DEPT	F	EMR

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# AMBULANCE SERVICE LOCATIONS

June 27 95

LOCATION	SERVICE NAME	OPERATED BY	LEVEL OF SERVICE
RAYMOND	RAYMOND & DISTRICT AMBULANCE	M	EMR
RED EARTH	OMNICARE AMBULANCE	P	BLS/EMR
RED DEER	NOVACOR CHEMICALS LTD. (AGEC)	I	BLS
RED DEER	RED DEER EMERGENCY SERVICES	F	ALS/BLS
REDWATER	OMNICARE AMBULANCE	P	BLS
RIMBEY	KANSAS RIDGE EMS	P	BLS/EMR
Rocky Mtn House	SPECIALTY MEDICAL SERVICES	P	ALS/BLS
SADDLE LAKE	LAKE-LAND AMBULANCE	P	BLS
SHERWOOD PARK	STRATHCONA COUNTY EMS	F	ALS/BLS
SLAVE LAKE	SLAVE LAKE AMBULANCE	H	ALS/BLS
SMOKY LAKE	MYSTIQUE AMBULANCE	P	ALS/BLS
SPIRIT RIVER	CENTRAL PEACE AMBULANCE	M	ALS/BLS
SPRUCE GROVE	PARKLAND AMBULANCE AUTHORITY	M	ALS/BLS
ST. ALBERT	CITY OF ST. ALBERT FIRE DEPT	F	ALS/BLS/EMR
ST. PAUL	ST. PAUL & DISTRICT AMBULANCE	M	BLS
STANDOFF	BLOOD TRIBE EMERGENCY SERVICES	N	ALS/BLS/EMR
STETTTLER	STETTTLER DISTRICT AMBULANCE ASSOCIATION	H	BLS
STIRLING	STIRLING AMBULANCE	F	BLS/EMR
STONY PLAIN	PARKLAND AMBULANCE AUTHORITY	M	ALS/BLS
STRATHMORE	WHEATLAND EMS	M	ALS/BLS
SUNDRE	SUNDRE & DISTRICT EMS	V	BLS

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# AMBULANCE SERVICE LOCATIONS

June 27 95

LOCATION	SERVICE NAME	OPERATED BY	LEVEL OF SERVICE
SWAN HILLS	SWAN HILLS FIRE DEPARTMENT	F	EMR
SYLVAN LAKE	KNUTSON'S AMBULANCE	P	ALS/BLS/EMR
TABER	TABER & DISTRICT AMBULANCE	F	BLS/EMR
THREE HILLS	KNEEHILL AMBULANCE SERVICE	V	ALS/BLS/EMR
TOFIELD	BEAVER AMBULANCE SERVICE	M	ALS/BLS
TURNER VALLEY	OILFIELDS EMS	H	ALS/BLS
TWO HILLS	LAKE-LAND AMBULANCE	P	BLS
TULLABY LAKE	ELK POINT & DISTRICT AMBULANCE	P	BLS/EMR
VALLEYVIEW	ALBERTA NORTH-STAR AMBULANCE	P	BLS/EMR
VAUXHALL	VAUXHALL AMBULANCE	M	EMR
VEGREVILLE	LAKE-LAND AMBULANCE	P	BLS
VERMILION	VERMILION VALLEY AMBULANCE	P	BLS
VIKING	BEAVER AMBULANCE	M	ALS/BLS
VILNA	MYSTIQUE AMBULANCE	P	BLS/EMR
VULCAN	VULCAN DISTRICT EMS	H	BLS/EMR
WABAMUN	PARKLAND AMBULANCE AUTHORITY	M	ALS/BLS
WABASCA	ATHABASCA & DISTRICT AMBULANCE	P	BLS
WANDERING RIVER	LAC LA BICHE & DISTRICT AMBULANCE	P	EMR
WAINWRIGHT	WAINWRIGHT & DISTRICT AMBULANCE	H	BLS

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**AMBULANCE SERVICE LOCATIONS**

June 27 95

<b>LOCATION</b>	<b>SERVICE NAME</b>	<b>OPERATED BY</b>	<b>LEVEL OF SERVICE</b>
WARBURG	CROWN EMS	P	ALS/BLS
WARNER	WARNER AMBULANCE	M	EMR
WATERTON LAKES	WATERTON LAKES NATIONAL PARK	M	EMR
WESTLOCK	WESTLOCK REGIONAL AMBULANCE	M	BLS
WETASKIWIN	WETASKIWIN EMS	P	ALS/BLS
WHITECOURT	ASSOCIATED AMBULANCE	P	ALS/BLS
Wood Buffalo Municipality	FORT MCMURRAY FIRE DEPARTMENT	F	ALS/BLS
WOODLAND RESERVE	OMNICARE AMBULANCE	P	BLS
WORSLEY	FAIRVIEW & DISTRICT AMBULANCE	H	BLS/EMR
ZAMA LAKE	I.D. #23	M	EMR

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ALBERTA ASSOCIATION OF EMERGENCY MEDICAL SERVICES PHYSICIANS

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**PRIORITIZATION OF INTERFACILITY PATIENT TRANSFERS**

**Purpose:** To appropriately allocate the available resources according to patient needs for interfacility patient transfers. (Does not apply to pre-hospital response and care.)

Determination of priority, treatment, and transport categories is a physician responsibility.

1. First, determine the patient's priority category:
  - i. Emergent Patient - is a patient who requires immediate medical intervention. A delay in the provision of treatment will threaten the patient's life or functional ability. Includes the patient who requires immediate psychiatric treatment.
  - ii. Urgent Patient - is a patient who may progress to an emergent status if treatment is delayed. Treatment should commence within one hour of arrival in Emergency Department, and should not be delayed beyond 24 hours.
  - iii. Deferrable or Scheduled Patient - is a patient for whom services could be provided in another setting. Recovery is not dependent on commencement of treatment within 24 hours.

Priority Level is defined by the patient's medical status or condition, and is not selected for the convenience of the sending or receiving physician.

2. Second, determine the treatment category that meets the patient's needs:

a) medical requirements

- i) independent {non-medical transport}
  - stable, no potential for deterioration within 24 hours
  - no monitoring
  - no oxygen
  - no intravenous (may have heparin lock)
  - no medications enroute
  - ambulates without assistance
  - able to look after personal needs and hygiene
  - mentally competent

- ii) stable {BLS transport}
  - stable, and judged by physician as not likely to deteriorate during transport
  - needs medical observation and monitoring
  - needs minor treatment or potential to intervene, within scope of practice of EMT-A
  - oxygen
  - minor airway management
  - intravenous without medication
  - pain under control
- iii) unstable {ALS transport}
  - unstable or potentially unstable, requires medical observation or intervention
  - intravenous with medications
  - intubation and ventilation or potential to intervene
  - medications enroute
  - ECG monitoring, pacing, defibrillation
  - labour
  - pain management

b. ambulatory ability

- i) independent ambulation - walking, cane, crutches, walker, wheelchair
- ii) dependant upon assistant - balance, ambulation, wheelchair, stretcher, crib, incubator

c. self-care abilities

- i) able to look after personal needs
  - bladder, bowel, ostomy
  - airway
  - dressing
  - eating
- ii) mentally competent
  - able to make judgement and decisions
  - disoriented - trauma, medications, psychosis, illness, dementia
  - altered level of consciousness

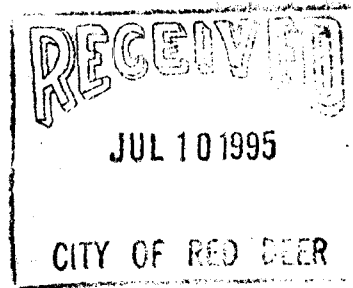
## PRIORITIZATION OF INTER-FACILITY PATIENT TRANSFERS

---

3. Third, determine the transport category that provides for the patient's needs:
  - a. personal vehicle, taxi, hospital bus/van
    - consider the family's ability to care for the patient or the patient's ability to care for himself or drive his own vehicle
    - consider that the patient will travel without a medical attendant
  - b. ambulance
    - i) BLS (Basic Life Support)
      - provides basic medical observation and monitoring
      - oxygen
      - minor airway management such as suctioning or oral airway
      - intravenous fluids without medications
      - basic patient care, within scope of practice of EMT - Ambulance
    - ii) ALS (Advanced Life Support)
      - provides advanced medical observation and intervention
      - advanced airway management including intubation
      - medications by any route
      - cardiac intervention
      - labour (obstetrical nurse may attend)
      - advanced patient care, within scope of practice of EMT-Paramedic
    - iii) Physician assisted ALS/BLS or speciality teams (e.g. NICU)
4. In order to provide continuing care enroute, the EMT-A/EMT-P needs to be provided with:
  - history, physical, medications, treatments
  - orders for treatment enroute
5. Transfers
  - a) admission to Hospital or Long Term Care facility
  - b) consultations/appointments in Emergency Dept, diagnostic facility, or clinic



In order to reduce unnecessary waiting time so that the ambulance can be back in service in its home town, find out how long the appointment will take and whether the consult may lead to an admission.



Dr. I. Argals  
January 1993

NO. 2

Lorna Bérubé  
68 Olsen Street  
Red Deer, AB  
T4P 1S6  
343-9518

26 August 1995

To Red Deer City Council:

I have been a resident of Oriole Park, Red Deer, since 1991. Over the past four years, members of my family have been placed in various levels of jeopardy because of people breaking the law - laws that concern animals considered as family pets.

On the evening of August 6, 1995, one serious incident involving a family dog changed ~~my~~ my life.

While cycling within a block of my residence, an unleashed dog chased after me, directly causing an accident in which I drove into a legally parked camper.

Before the impact, I was terrified that the dog was lunging at me and biting at my leg. On impact, I became unconscious, awaking to find myself disorientated and covered with blood.

At the Red Deer Regional Hospital, I was treated in Emergency then admitted to Hospital for three days.

Time will heal a lot of the wounds but there will always be some facial scars and some psychological scars left behind as a constant reminder.

Since my return home, I have received at least a half dozen phonecalls from people that I don't even know, telling us of terrible situations involving dogs that they have experienced.

One Senior lady, Mrs Bloomer, who lives in Mustang Acres Trailer Court, told me about several incidents, some of which had been reported directly to the Pet Control Office. On one occasion, two pet owners had actually sent their dog after her. She reported the incident and was told that if she didn't "take them to court" there was very little that could be done. As her health didn't allow her the freedom to sue, nothing further was done. She didn't know if they had paid a fine as a result.

On 15 August, a family who lives in our neighbourhood came to my door to ask me some questions. They were distraught and wondering what to do. They had come to my house directly from the hospital where their eleven year old daughter had just been treated for a dog bite on her back and scratch on her arm. Amanda had been rollerblading near their home when a dog attacked her and bit her. Had someone not arrived on the scene, the consequences could have been even more severe.

There are many other incidents that I know of and, due to the number of people who own dogs and choose to disregard our City's Bylaws, of course there are many that I know nothing about.

I believe that the number of incidents involving unleashed dogs is inexcusable and the time to take action is overdue. When animals terrify, bite and maim human beings they should be destroyed. The life of an animal must not be placed above the life of a human being!

The dog that attacked me and caused my subsequent impact with a parked trailer has, by the owner's own admission, chased cyclists numerous times before "but nothing like this has ever happened." This means that not only has the dog run outside of its yard without a leash, but also that it has had other opportunities to inflict fear or potential injury to people prior to this particular incident. Why then would a registered dog owner not take sufficient action to prevent another accident? This is not an isolated incident. The number of people who have called me, have talked to me in the hospital and clinic and on the street, expressing their sympathy and often relating incidents of their own is many.

Additionally, dog owners who are responsibly caring for and controlling their dogs are doing so under the laws and/or bylaws. Those laws and bylaws were meant for all pet owners, not just some of them. What incentive has Red Deer given to the people who follow the laws? Certainly the fines that irresponsible owners may face could be considered a deterrent by some, but obviously not by all. When I suggested via the "Advocate" and "CKRD" that we need higher fines and that we need to enforce the bylaws more diligently, Mr Strader indicated that the city is already doing more than it's done in the past. That's a good *start*. In the "Advocate" article on August 14, 1995, it reads "Councillors said they wanted to be fair to owners of dogs who may slip out the door accidentally." Do you seriously believe that it is so hard to tell the difference between the aforementioned and dogs running at large on a regular basis?

If you inquire throughout any neighbourhood in Red Deer, residents can certainly identify which dogs bark excessively or occasionally, and which dogs run loose regularly or on isolated occasions.

Additionally, if people are not picking up their dogs from the pound due to high fines, they obviously do not care enough about that animal - or the bylaw that impounded their animal in the first place - to be citizens that should qualify to become pet owners in the first place!

When animals are allowed to roam freely, unleashed, on the "Greens" of our city, we are allowing the potential for grave incidents to occur. Under Dog Bylaw 2943/87, owners are liable to pay \$60 for a first offence of permitting a dog to run on parkland or on playgrounds. On 14 August at 10:10 a.m., my husband reported two dogs that he had witnessed being let loose by the owner into the Green so that they could defecate there. A warning was issued by Mr Potter but the owner was not fined even though she had allowed the dogs to run unleashed on the Green. Shouldn't the owner at least have been charged a fine for letting them run off leash on a parkland area? Or even for allowing them to defecate on the Green - she did not clean up the mess. Every day children play and run on the Green. Many of the Greens have park benches to sit on. Is the Green considered a free dog run or is it a park for people? Under the City's definition of parks under Bylaw No 2943/87 paragraph "i" I quote the following:

"Parks" or "Parkland" includes picnic grounds, campgrounds or any other public open space, playgrounds and playfields, including all bicycle and hiking trails within same, beaches, swimming pools (indoor and outdoor), wading pools, lakes, rivers and other water bodies, and the open spaces or green areas adjacent to or under the control or jurisdiction of the City....etc." One of the attributes that attracted me to this city when I moved here by choice, was the "Greens" that unfortunately are now often polluted by piles of animal feces. Obviously, the "rights" of dogs are being placed in higher regard than that of human beings. Are we becoming as the Egyptians of ancient days who worshipped cats?

I have received a lot of public support following my attack by a dog. I strongly feel that there are others who would voice their opinions in favour of tougher dog laws and less leniency for dog offenses if given the opportunity. Contrary to Mayor Surkan's comment to my husband that this issue is not a high concern of the electors in the area, there certainly has been concern shown! This needs to be looked into. Too many other types of crimes are occurring already in our city and on our streets and if citizens stand by while yet another group is allowed to injure our neighbours, seniors and children, the results will be increased fear by the public. Don't allow irresponsible pet owners to devastate any more people's lives!

Mr Potter has a very large task to try and answer the large number of complaints and calls he receives. Understandably, the cost of having several enforcers would be huge. My suggestion is that citizens need to be educated as to the consequences of being irresponsible with their pets. They are breaking the law and need to know that when that occurs, they will pay a penalty.

This afternoon, my husband who is a hired AdMail Carrier for Canada Poste, was charged at by a dog from 67 Olympic Green. My daughter had been charged at by the same dog when returning on her bike from the corner store on August 24th, less than a week ago. We went to Mr Potter's office to report the incident. The secretary was continuously busy answer the phone - at least three calls within the ten minute period involved dogs at large that had created incidents serious enough for people to report.

I urge the Council to take a strong stand. Tougher enforcement and perhaps more stringent bylaws regarding ownership of an animal might be a good start. Your attention and action is necessary.

Sincerely,

*Lorna Bérubé*  
Lorna Bérubé

THE CITY OF RED DEER  
CLERK'S DEPARTMENT

RECEIVED	
TIME	7:58 AM
DATE	25/03/30
BY	LR



## THE CITY OF RED DEER

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

**FILE**

FAX: (403) 346-6195

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

August 30, 1995

Mrs. Lorna Berube  
68 Olsen Street  
Red Deer, Alberta T4P 1S6

Dear Madam:

I acknowledge receipt of your letter dated August 26, 1995, regarding unleashed dogs.

This item will be discussed and possibly a decision made at the Meeting of Red Deer City Council on September 11, 1995.

Your request has been circulated to City administration for comments. Should you wish to receive a copy of the administrative comments prior to the Council meeting, they may be picked up at our office on the second floor of City Hall on September 8, 1995.

In the event you wish to be present at the Council meeting, would you please telephone our office on September 8, 1995, and we will advise you of the approximate time that Council will be discussing this item. Council meetings begin at 4:30 p.m., and adjourn for the supper hour at 6:00 p.m., reconvening at 7:00 p.m. When arriving at City Hall, please enter City Hall on the park side entrance when arriving, and proceed to the second floor Council Chambers.

If you have any questions in the meantime, please do not hesitate to contact the writer.

Yours sincerely,

Kelly Kloss  
City Clerk

KK/ds



RED·DEER

*a delight  
to discover!*

DATE: August 30, 1995  
TO: DIRECTOR OF COMMUNITY SERVICES  
DIRECTOR OF CORPORATE SERVICES  
DIRECTOR OF DEVELOPMENT SERVICES  
CITY ASSESSOR  
E.L. & P. MANAGER  
ENGINEERING DEPARTMENT MANAGER  
FIRE CHIEF (EMERGENCY SERVICES)  
INFORMATION TECHNOLOGY SERVICES MANAGER  
X INSPECTIONS AND LICENSING MANAGER  
LAND AND ECONOMIC DEVELOPMENT MANAGER  
PERSONNEL MANAGER  
PUBLIC WORKS MANAGER  
R.C.M.P. INSPECTOR  
RECREATION, PARKS & CULTURE MANAGER  
SOCIAL PLANNING MANAGER  
TRANSIT MANAGER  
TREASURY SERVICES MANAGER  
PRINCIPAL PLANNER  
CITY SOLICITOR

FROM: CITY CLERK  
RE: LORNA BERUBE - DOG COMPLAINT

---

Please submit comments on the attached to this office by September 5, for the Council Agenda of September 11, 1995.

"Kelly Kloss"  
City Clerk

DATE: September 6, 1995

TO: City Clerk

FROM: Ryan Strader, Inspections & Licensing Manager

RE: **LORNA BERUBE**

---

In response to Mrs. Berube's request for tougher enforcement and more stringent bylaws in respect to animal control, we would offer the following comments for Council's consideration.

We sincerely sympathize with Mrs. Berube in her traumatic experience with the unleashed dog attacking her, and the need for more stringent enforcement; however, as Council is aware, the cost factor in providing animal control services to satisfy everyone's needs is an issue that's been addressed numerous times at Council meetings and budget deliberations.

As a result of on-going complaints in respect to dogs etc., Council approved an increase in patrol time from 14 hours to 30 hours per week, and an increase in dog license fees and bylaw violation fines, to be initiated in the existing 1995 Animal Control Services contract. This increase in patrol hours appears to have an appreciable effect on both licensing and bylaw enforcement, with an increase in fines and revenues. As noted from this years statistics (January 1 to July 31, 1995), we can assess examples of complaints acted upon as it applies to the subject matter:

Dogs running at large	-	492
Pick-up stray dogs	-	87
Dogs in parks/school yards	-	25
Dogs biting	-	35
Dogs defecating	-	54
Dogs barking	-	158

With the numerous amount of complaints received by The Animal Control Services, and the revenue from dog licensing and fines exceeding the budget guidelines, the patrol hours for Alberta Animal Services was increased to 40 hours per week to allow more extensive patrols in high priority areas such as parks, playgrounds and schools. This additional 10 hours patrol time was to start August 7, 1995.

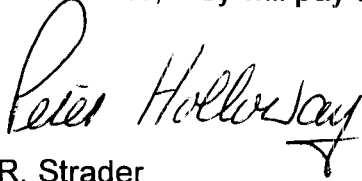
**Recommendation:** We believe the City, having recognized the publics concerns, are providing tougher enforcement in respect to animal control, which is evident by the increase in dog licenses and fines revenues. With our projections for 1996 being, we can continue to support a 40 hour patrol from fine/license revenue, no further action should be taken at this time.

**RE: LORNA BERUBE**

September 6, 1995

Page 2

As Mrs Berube suggests, "The citizens need to be educated as to the consequences of being irresponsible with their pets. They are breaking the law and need to know that when that occurs, they will pay a penalty."



R. Strader

INSPECTIONS & LICENSING DEPARTMENT

PH/yd

COMMENTS:

As noted in the attached report from the Inspections & Licensing Manager, we have recently increased the number of patrol hours from 30 to 40. We have discussed this with our Dog Control Contractor and agree with her that until she has had time to judge the effectiveness, it will be difficult to assess the need for any further changes. We recommend that Council agree to no further action at this point and request a report back from our Contractor by the end of the year outlining any ongoing problems not met by the increased hours of control.

"G. SURKAN"

Mayor

"M.C. DAY"

City Manager





## THE CITY OF RED DEER

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

FAX: (403) 346-6195

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

**FILE** No.

September 12, 1995

Lorna Berube  
68 Olsen Street  
Red Deer, Alberta  
T4P 1S6

Dear Ms. Berube:

RE: ANIMAL CONTROL

---

At the City of Red Deer Council meeting held on September 11, 1995, consideration was given to your letter dated August 26, 1995 concerning the above topic, and at which meeting the following resolution was passed:

"RESOLVED that Council of The City of Red Deer, having considered correspondence from Lorna Berube dated August 26, 1995, Re: Animal Control/Tougher Enforcement and More Stringent Bylaws, hereby agrees as follows:

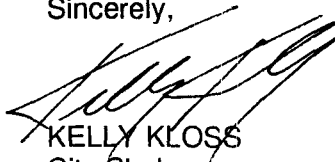
- 1) That the above noted correspondence be received as information at this time only;
- 2) That a 1995 year end report be submitted back to Council by The City's Dog Control Contractor evaluating the effectiveness of the increased patrol hours, and outlining any ongoing problems not met by the increased hours of control;

and as presented to Council, September 11, 1995."

As indicated in the above resolution, The City's Dog Control Contractor will monitor the effectiveness of the increased patrol hours and report back to Council towards the end of 1995.

Thank you for bringing your concerns to Council and attending the Council meeting. If you have any questions, or require additional information, please do not hesitate to contact the undersigned.

Sincerely,

  
KELLY KLOSS  
City Clerk  
KK/fm

cc. Inspections & Licensing Manager  
Alberta Animal Services, Bev Marshall



*a delight  
to discover!*

**BYLAW NO. 2672/Z-95**

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

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

- 1 The "Use District Map" as referred to in Section 1.4 is hereby amended in accordance with the Use District Map No. 13/95 attached hereto and forming part of the Bylaw.
- 2 Section 7.3 DC Direct Control District is amended by deleting the following:
  - 7.3.2(8) Uses Direct Control No. 7 - DC(7)
  - 7.3.3(8) Regulations Direct Control No. 7 - DC(7)
- 3 In all other respects, Bylaw No. 2672/80 is ratified and confirmed.
- 4 This Bylaw shall come into full force and effect upon the passage of third reading.

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

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

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

AND SIGNED BY THE MAYOR AND CITY CLERK this       day of       A.D. 1995.

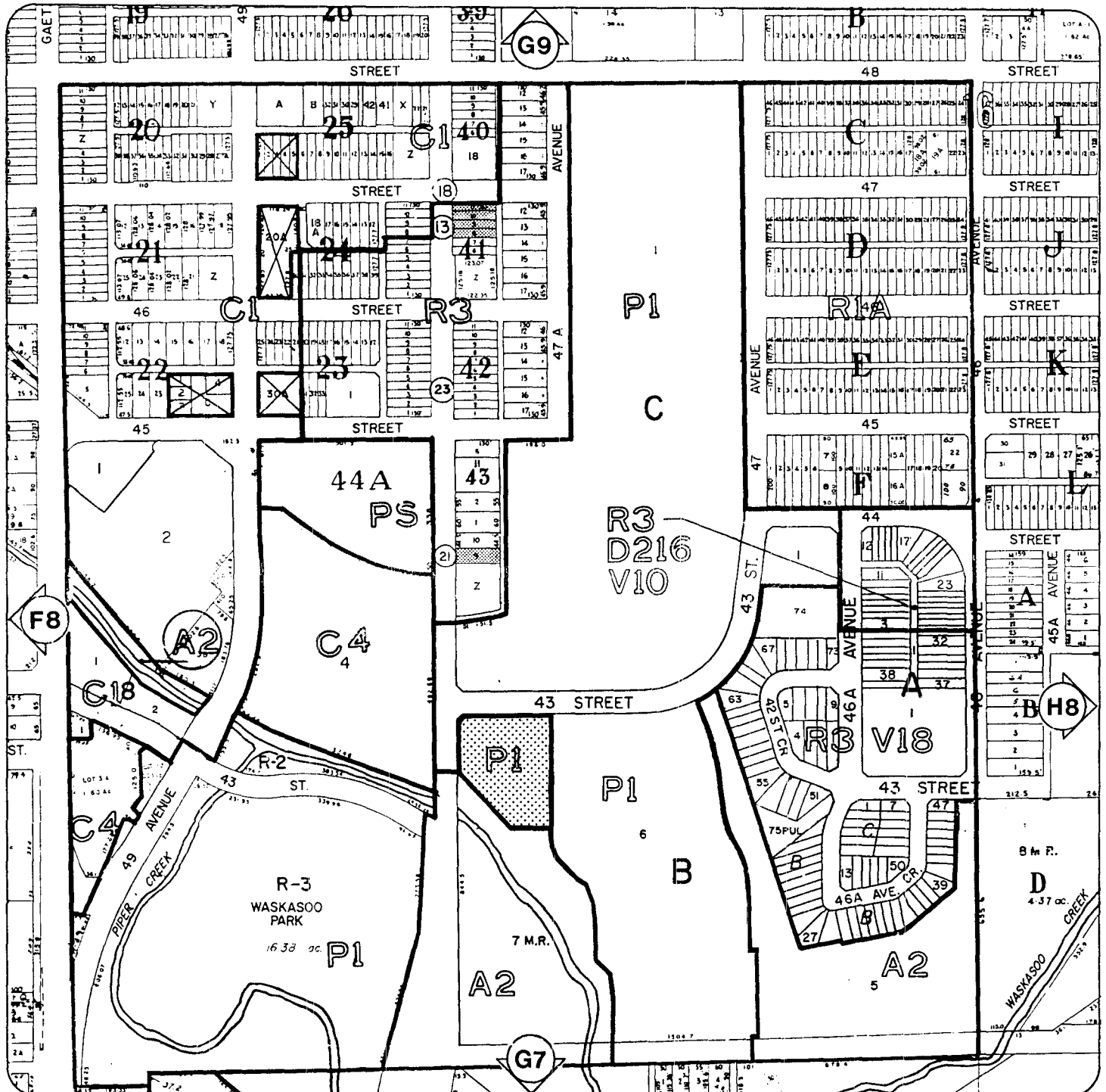
\_\_\_\_\_  
MAYOR

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

# City of Red Deer ---- Land Use Bylaw

## Land Use Districts

# G 8



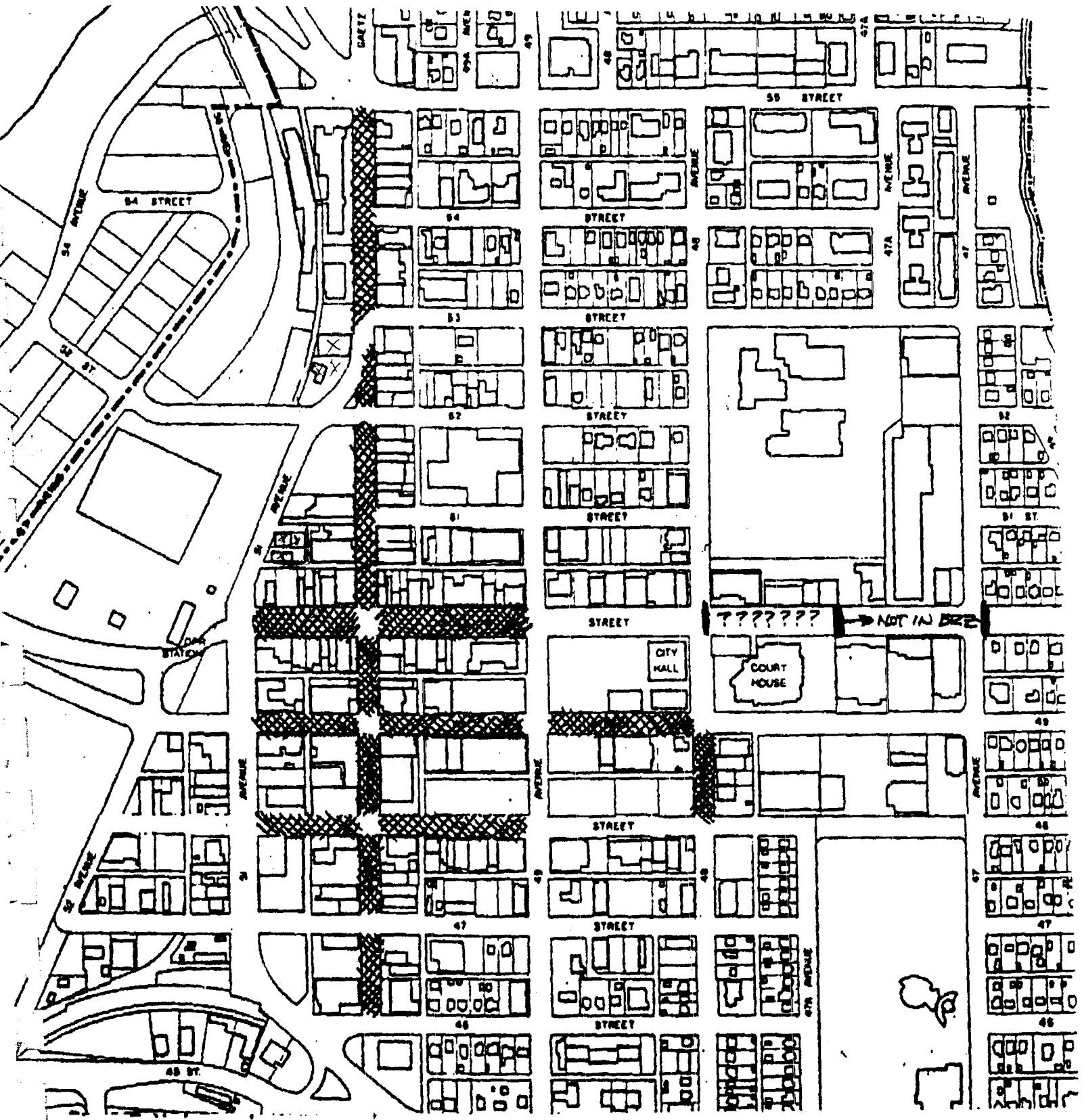
Revisions :

MAP NO. 13/95  
(BYLAW NO. 2672/Z-95)

Change from DC(7) to P1



## SCHEDULE "A"



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**BYLAW NO. 3142/95**

Being a bylaw of The City of Red Deer to establish Council Committees.

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

**SHORT TITLE**

- 1 This Bylaw may be cited as "The Committees Bylaw".

**PURPOSE**

- 2 The purpose of this Bylaw is to establish generally or in detail the:
- (a) Duties and responsibilities;
  - (b) Composition; and
  - (c) Duration
- of a committee.

**DEFINITIONS**

- 3 (1) In this bylaw, unless the context otherwise requires, the following words, terms and expressions shall have the following meanings:
- (a) "Citizen at Large" means a resident of the City;
  - (b) "Council Committee" means a committee, commission, board, or other body established by Council under the Municipal Government Act;
  - (c) "Member" shall mean a member of a committee, commission, board or other body as contained in this Bylaw.
  - (d) "Organizational Meeting" shall mean the organizational meeting of Council.

- (2) The titles or headings used in this Bylaw are inserted for convenience of reference only and shall not affect the interpretation or construction of this Bylaw.

## **APPOINTMENTS**

- 4 (1) The following committees are hereby established:
- (a) Archives Committee
  - (b) Assessment Review Board
  - (c) Disaster Services Committee/Disaster Services Agency
  - (d) Downtown Planning Committee
  - (e) Environmental Advisory Board
  - (f) Finance & Audit Committee
  - (g) Gaetz Lakes Sanctuary
  - (h) Landlord & Tenant Advisory Board
  - (i) Mayor's Recognition Awards
  - (j) Municipal Planning Commission
  - (k) Policing Committee/Taxi Commission
  - (l) Recreation Parks & Culture Board
  - (m) Red Deer Development Appeal Board
  - (n) Transportation Advisory Board
- (2) Unless otherwise provided for in this bylaw, committee members shall be appointed by Council resolution at the Organizational Meeting.
- (3) Where a committee has a Council representative, the Mayor may assign, for a specified period of time, an alternate Councillor to a committee should the regular representative be unable to attend.

**AD HOC COMMITTEES**

- 5
- (1) Council may establish ad hoc committees for the purpose of reviewing a specific issue or issues;
  - (2) The composition of an ad hoc committee shall be at the discretion of Council;
  - (3) An ad hoc committee will be deemed disbanded at the next Organizational Meeting unless otherwise approved by Council.

**TERMS OF APPOINTMENT**

- 6 Following are the terms of office for committees to be adhered to unless otherwise stated in this Bylaw.
- (1) The first Councillor appointed shall serve until the Organizational Meeting in the following year. Thereafter, Councillors shall be appointed for one-year terms.
  - (2) Of the first members, except Councillors, the majority of members shall serve until the Organizational Meeting two years following and the remaining members shall serve until the Organizational Meeting in the following year. Thereafter, appointment of members shall be made for two-year terms.
  - (3) Should a vacancy on a committee occur at any other time for which a person is appointed, Council may appoint a new person to fill the vacancy for the remainder of that term.
  - (4) Any member may be re-appointed to a committee at the expiration of his/her term.
  - (5) Any member may resign from a committee at any time upon sending written notice to the City Clerk to that effect.
  - (6) Any member may be removed from a committee by the Council at any time on the recommendation of the Mayor and City Manager.
  - (7) A Chairperson shall be appointed annually from among the voting members.
  - (8) A Vice-Chairperson may be appointed annually from among the voting members.
  - (9) Council may alter the terms of appointment of any member.

**ATTENDANCE AT MEETINGS**

- 7 Any member who is absent from three (3) consecutive regular meetings of the committee, unless such absence be caused by illness or be authorized by resolution of the Board entered upon its minutes, shall automatically forfeit his/her membership, and another person shall be appointed in his/her place for the remainder of the unexpired term of membership. Any member forfeiting his/her membership may be eligible for re-appointment in the future but shall not be eligible for re-appointment for the unexpired portion of the term so forfeited.

**MEETINGS**

- 8 (1) Regular meetings shall be held at such time and place as determined by each committee at the first meeting following the Organizational Meeting each year, but may be changed by each committee from time to time as it deems advisable.
- (2) Special meetings of committees may be called on 24 hours verbal notice by the Chairperson of the committee, or upon 24 hours verbal notice at the request of any three (3) members of the committee.
- (3) Unless otherwise provided for in this bylaw, committees shall conduct their meetings in public. Committees may conduct all or part of their meetings closed to the public if a matter to be discussed is within one of the categories of information referred to in Section 217(2) of the Municipal Government Act.
- (4) Public Notice of a committee meeting shall be given in the manner approved by the Council.

**QUORUM AND VOTING**

- 9 (1) A majority of members shall constitute a quorum.
- (2) All members, including the chairperson, shall vote on any matter before the committee unless a pecuniary interest is declared.

**MINUTES**

- 10           The committee shall ensure that a Minute Book is kept, and that minutes of regular and special meetings of each committee are recorded therein by the Secretary or Secretary protem. Copies of all minutes shall be filed with the City Clerk.

**ADMINISTRATIVE SUPPORT**

- 11           The City Clerk's Department shall provide corporate secretarial services for the committees including, where required, the preparation of agendas, minutes, correspondence and other incidentals.

**RULES OF ORDER**

- 12           Unless rules of procedure are established by a committee, the Procedure Bylaw shall govern the procedure at all meetings and hearings of committees.

**PECUNIARY INTEREST**

- 13           The provisions of Division 6, Pecuniary Interest, within the Municipal Government Act shall apply to all committee members and the proceedings of committee meetings.

**POWER OF AUTHORITY**

- 14           No committee nor any member thereof shall have any power to pledge the credit or course of action of the City, or enter into any agreement on behalf of itself or the City, in connection with any matters whatsoever, nor shall the committee nor any member thereof have any power to authorize any expenditures to be charged against the City, without prior approval by Council.

## COMMITTEES

### 15 The "Archives Committee"

- (1) The following definitions apply specifically to the Archives Committee:
  - (a) "Archives" shall mean and include the collection of public records or historic documents and all materials relating to the history, alteration and development of the City and the surrounding district;
  - (b) "Archivist" shall mean the person appointed by the City to that position and responsible for the supervision, maintenance and control of the archives of the City;
  - (c) "Resident" means a person who resides either within the boundaries of the City or in the District, whichever the context requires;
  - (d) "District" means the geographic area included in the County of Red Deer No. 23, the Municipal District of Clearwater No. 99 and the County of Lacombe No. 14;
  - (e) "Society" shall mean the Normandeau Cultural & Natural History Society which manages, operates and maintains the Red Deer & District Museum Building in which the Archives are situate, under an agreement approved by Council.
- (2) The Committee shall consist of eight (8) members.
- (3) A majority of the members appointed shall be residents of the City.
- (4) Associate members may be appointed by Council from time to time. Associate members must be appointed annually. Associate members are not eligible to vote on financial matters.
- (5) The Committee shall hold not less than eight (8) regular meetings in each year at such time and place as shall be determined by the Committee at its first meeting following the Statutory Meeting in each year but such meetings may be changed by the Committee from time to time as it deems advisable.
- (6) The Committee shall hold an annual meeting in November of each year. At the annual meeting, the Committee shall elect from its members a Chairperson, Secretary and Treasurer, each to hold office for a term of one (1) year.

- (7) The Committee shall act in an advisory capacity to the Council in order to discover, select, acquire, index, catalogue and prepare for safe keeping, reference, and suitable display at such a location within the City and District as may be directed by the Council, all books, charts, maps, papers, photographs and other materials relating to the history, alteration and development of the City and District and to obtain such other similar information for the Archives as the Council may require.
- (8) The Committee shall make recommendations to Council:
  - (a) on the staffing requirements of the Archives;
  - (b) on the annual budget of the Archives to be presented to Council for approval;
  - (c) respecting the most suitable method of housing and displaying the historical matter collected for the archives;
  - (d) respecting the special purchase for any archival collection or materials in addition to the annual budget; and
  - (e) respecting any matters it deems necessary in the carrying out of its duties.
- (9) The administration of the physical facilities of the Archives shall be the responsibility of the Archivist within the constraints of the budget approved by Council.
- (10) The Committee may:
  - (a) hear and consider representation from any citizen or any group of citizens on any matter relating to the work of the Committee;
  - (b) appoint subcommittees not limited in personnel to members of the Committee in order to deal with any special phases of any matters included in the duties of the Committee.
- (11) Once each year the Committee shall prepare an annual report on the work and activities of the Committee.
- (12) The Committee shall cooperate with the Society in all archival matters which are properly and reasonably the concern of both parties.

**16 The "Assessment Review Board"**

- (1) (a) The Board shall be comprised of three (3) members which shall include one (1) Councillor and two (2) Citizens-at-large.
- (2) The members of the Board shall hold office commencing from the date of their appointment by Council and ending on the last day of December in that same year.
- (3) The remuneration and expenses payable to each member shall be set by Council resolution.
- (4) The Mayor may appoint a person for a specified period of time, as an acting member of the Board if any regular member is unable to attend a hearing of the Board.
- (5) The duty and purpose of the Board is to hear complaints about any assessment or taxation matter filed under Section 460 of the Municipal Government Act, and render decisions thereon as required under said Act.
- (6) Where a complainant before any Board desires that the Board provide the reasons for its decision, such request must be made by the complainant either in writing or orally at the time of the hearing or at any time before the commencement of the hearing.



**17 The "Disaster Services Committee"/"Disaster Services Agency"**

- (1) The Disaster Services Committee ("the Committee") shall consist of the Mayor and two (2) Councillors, or their alternates.
- (2) The Committee shall advise Council on the development of emergency plans and programs.
- (3) The Committee shall have the power to declare a state of local emergency (herein called "the emergency").
- (4) There is hereby established a Municipal Disaster Services Agency (herein referred to as "the Agency"), the membership of which shall be as follows:
  - (a) City:
    - City Manager
    - Fire Chief
    - Deputy Fire Chiefs
    - Chief of Police
    - Director of Development Services
    - Electric, Light and Power Manager
    - Public Works Manager
    - Director of Corporate Services
    - Transit Manager
    - Social Planning Manager
    - City Clerk
    - Inspections and Licensing Manager
  - Other:
    - Medical Health Officer, David Thompson Health Region - Authority #6
- (5) Upon the declaration of a state of local emergency by the Committee, the Agency is authorized to do all acts and take all necessary proceedings as agent of the City to carry out the City's statutory powers and obligations under the Public Safety Services Act.
- (6) Public and private organizations operating in the municipality and surrounding region may be invited to nominate representatives to serve as advisory members of the Agency.
- (7) The City Manager shall be the Director of Disaster Services and Chairman of the Disaster Services Agency.

- (8) The Director shall be responsible to Council, through the Committee, for the preparation and co-ordination of emergency plans and programs and for the submission of an Annual Report on the status of emergency preparedness in the municipality.
- (9) The Director may appoint a Deputy Director and Assistant Deputy Directors from among the members of the Agency, and may delegate to any such person responsibilities to assist in the preparation and co-ordination of emergency plans and programs as he may deem necessary.
- (10) The Director shall co-ordinate all emergency services and all other resources used in and during an emergency and shall perform such other duties as may be prescribed by the Council.

## 18 **The "Downtown Planning Committee"**

- (1) The Committee shall consist of eight (8) voting members as follows:
  - (a) One (1) Councillor,
  - (b) Two (2) members of the Towne Centre Association,
  - (c) Five (5) citizens at large
- (2) Non-voting representatives of the following departments/agencies shall be technical advisors to the Committee:

Community Services  
 Inspections & Licensing  
 Land & Economic Development  
 Parkland Community Planning Services  
 Towne Centre Association

The Committee may request additional staff to provide advice on any specific agenda item.

- (3) The Committee shall hold meetings semi-annually, or as required.
- (4) The Committee shall be responsible:
  - (a) to review and advise Council on policies related to parking within the Downtown. Policy matters related to parking shall normally be referred to the Downtown Planning Committee through the Bylaws and Inspections Manager. The Committee will be responsible to monitor the implementation of the Downtown Parking Strategy at least annually;
  - (b) to review and advise Council on policies related to downtown planning; Policy matters related to planning shall normally be referred to the Downtown Planning Committee through the Parkland Community Planning Services;
  - (c) to review progress reports submitted by public and private Downtown Plan partners and monitor and report, to Council, on the progress of implementation of the Downtown Concept Plan.

**19 The "Environmental Advisory Board"**

- (1) The Board shall consist of seven (7) members as follows:
  - (a) one (1) Councillor;
  - (b) one (1) representative of either the Red Deer Public School Board or the Red Deer Catholic Board of Education;
  - (c) one (1) representative from the Red Deer Chamber of Commerce;
  - (d) one (1) representative from a registered environmental society or organization within Red Deer;
  - (e) three (3) citizens at large;
- (2) Non-voting representatives of the following departments/agencies shall be technical advisors to the Board:

Director of Development Services  
Director of Community Services  
Director of the Parkland Community Planning Services  
David Thompson Health Region - Authority #6 representative  
Alberta Department of the Environment representative
- (3) The Chairperson shall not be a member of Council or an employee of the City.
- (4) The School Board representative shall serve for a two (2) year term on an alternating-term basis between the Red Deer Public School Board and the Red Deer Catholic Board of Education, commencing with the Public School Board. The registered environmental society or organization representative shall serve for a two (2) year term on an alternating-term basis among all registered environmental societies or organizations.
- (5) No less than six (6) regular meetings of the Board shall be held in each year.
- (6) The Board shall have the following duties and responsibilities:
  - (a) To review and recommend to Council environmental policies and initiatives.

- (b) To act as a liaison and coordinating body with existing environmental societies and organizations, as required, to direct their concerns and inquiries to the appropriate City department, Council, or other legislative body.
- (c) To assist and make recommendations with respect to conducting public meetings and workshops, as required, on environmental issues, to provide a forum for residents to share or express concerns, suggestions or inquiries.
- (d) To act as a liaison with City departments and advise Council on potentially sensitive environmental issues.
- (e) To act as a liaison and coordinating body to consider and make recommendations on environmental initiatives by provincial or federal agencies.
- (f) To provide comments, as required, on various ongoing environmental public education programs.
- (g) To review major planning documents and development proposals which may have environmental implications, as may be referred by the Mayor and City Manager to the Board.
- (h) To act as a liaison with the private business sector to provide information on new environmentally related operational or development procedures.

**20 The "Finance & Audit Committee"**

- (1) The Committee shall consist of five (5) members as follows:
  - (a) Mayor
  - (b) Two (2) Councillors
  - (c) City Manager
  - (d) Director of Corporate Services
- (2) Meetings shall be at the call of the Chair.
- (3) The External Auditor, Task Forces and Members of the City Administration as required shall be technical advisors to the Committee without voting rights.
- (4) The Committee shall:
  - (a) Review the annual audited financial statement and submit to Council with comments if appropriate.
  - (b) Review significant financial reports and make recommendations thereon to Council.
  - (c) Review City financing including but not limited to utilities, land banking, capital and equipment budgets, per capita debt, grant programs, reserves, etc.
  - (d) Select and recommend an External Auditor to Council.
  - (e) Negotiate the Auditor's fees and recommend same to City Council.
  - (f) Receive and review the External Auditor's reports and management letters along with administration responses and report on same to Council.
  - (g) Review Task Force reports, along with responses from Departments and report on same to Council.

**21 The "Gaetz Lakes Sanctuary Committee"**

- (1) The Committee shall consist of seven (7) members as follows:
  - (a) One (1) representative of the Fish and Wildlife Division of the Department of Energy and Natural Resources;
  - (b) One(1) representative of the Red Deer River Naturalists;
  - (c) One (1) representative of the City Planning Section of the Parkland Community Planning Services;
  - (d) One (1) representative of the City Recreation Division;
  - (e) One (1) representative of the City Parks Division;
  - (f) One (1) representative of the Red Deer Fish and Game Association;
  - (g) One (1) representative of the Red Deer Public School District No. 104.
- (2) Appointment of each member to the Committee shall be done by the particular organization each represents. Council ratification is not required.
- (3) The Committee is a committee of Council of the City established to fulfil the terms of the Agreement between the Government of the Province of Alberta and the City dated August 17, 1983, and between the Board of Trustees of the Red Deer School District and the City , dated June 29, 1984, reached as part of the sale by the Province and School Board of the Gaetz Lakes lands to the City.
- (4) The Gaetz Lakes Sanctuary is part of the Waskasoo Park system, and includes the lands shown on the accompanying map (Appendix A), owned by the City and operated by the Normandeau Cultural & Natural History Society under an agreement with the City.
- (5) The use of the Gaetz Lakes Sanctuary is regulated by several documents including:
  - (a) Agreement for sale between the Province and the City;
  - (b) Agreement for sale between Red Deer School District and the City;

- (c) Agreement for lease (10 years) between the Province (Michener Centre) and the City;
  - (d) Migratory Bird Sanctuary Regulations;
  - (e) Parks and Public Facilities Bylaw No. 2841/84;
  - (f) Gaetz Lakes Sanctuary Policy;
  - (g) Additional City policies.
- (6) The Committee shall meet as necessary but not less than three (3) times a year and shall present the annual report to Council on its activities.
- (7) The Committee's duties and responsibilities shall be to ensure that the City complies with the conditions and restrictions on the use of the land as outlined in the agreement dated August 17, 1983 and other agreements and policies as outlined in (5). In this respect, the Committee shall make recommendations to the Waskasoo Park Policy Committee and Council regarding the development and management of the Sanctuary and the surrounding area within Waskasoo Park. Should a conflict arise regarding the interpretation of conditions relating specifically to the proclaimed Sanctuary Area, this would be referred to the Minister of Environmental Protection for resolution.



## 22    **The "Landlord and Tenant Advisory Board"**

- (1)    The Board shall consist of eight (8) citizens-at-large.
- (2)    The Board may appoint from its members such committees as it deems expedient.
- (3)    The duties and responsibilities of the Board are:
  - (a)    To advise landlords and tenants in residential tenancy matters;
  - (b)    To receive complaints and seek to mediate disputes between landlords and tenants;
  - (c)    To disseminate information for the purpose of educating and advising landlords and tenants concerning rental practice, rights and remedies;
  - (d)    To receive and investigate complaints of conduct in contravention of legislation governing residential tenancies; and
  - (e)    To perform the functions of a Mobile Home Advisory Board under the Mobile Home Sites Tenancies Act.
- (4)    No appeal lies to Council from any decision of the Board.

## 23    **The "Mayor's Recognition Awards Committee"**

- (1)    The following definitions apply specifically to the Mayor's Recognition Awards Committee:
  - (a)    "Awards Committee" means the Mayor's Recognition Awards Committee appointed by Council;
  - (b)    "Resident" means a person whose usual place of residence is within the boundaries of the City;
  - (d)    "Selection Committee" means the Ad Hoc Committee appointed annually by the Mayor to review the nominations and select the award recipients;
  - (e)    "Volunteer" means a person who provides a service for which no salary is paid, but who may recover out-of-pocket expenses;
  - (f)    "Year" means a calendar year.
- (2)    The Awards Committee shall consist of seven (7) members as follows:
  - (a)    one (1) Councillor;
  - (b)    six (6) citizens at large.
- (4)    The City Manager shall appoint one (1) City employee to serve as the Program Coordinator to assist the Awards Committee.
- (5)    Any member who ceases to be a resident of the City shall be disqualified from membership on the Awards Committee.
- (6)    The Awards Committee shall hold in each year, such meetings as may be determined by the Committee.
- (7)    The Awards Committee shall ensure that resident's achievements and dedication to The City are appropriately recognized under four (4) categories:
  - (a)    Athletics
  - (b)    Fine and Performing Arts
  - (c)    Citizenship
  - (d)    Mayor's Special Award

- (8) Posthumous nominations cannot be accepted.
- (9) The criteria for the four (4) categories shall be as outlined in the Appendices B,C, D and E attached hereto and forming part of this Bylaw. Nomination forms are as outlined in Appendices F, G, H and I attached hereto and forming part of this Bylaw.
- (10) The Awards Committee shall:
  - (a) promote the awards and assist in the running of the Awards Ceremony;
  - (b) recommend to the Mayor on appointments to the Selection Committee. The appointment, structure and duties of the Selection Committee shall be as outlined in Appendix J attached hereto and forming part of this Bylaw.

## 24     **The "Municipal Planning Commission"**

- (1)     The Commission shall consist of not less than eight (8) members as follows:
  - (a)     Two (2) Councillors, one of whom shall be the Mayor;
  - (b)     the City Manager;
  - (c)     the City Assessor or his designate;
  - (d)     the Director of Development Services or his designate;
  - (e)     the Planning Director of the Parkland Community Planning Services, or designate;
  - (f)     Two (2) or more citizens at large, who shall be appointed annually by Council for a term not exceeding one (1) year.
- (2)     Members of the Commission hold office at the pleasure of Council and may be replaced at any time.
- (3)     The Commission shall hold such meetings as it sees fit or as Council may direct.
- (4)     The Mayor shall act as Chairperson of all meetings of the Commission.
- (5)     In the absence of the Mayor, the member of the Commission who is the most senior serving member of Council present shall act as Chairperson. If a member of Council is not present or must leave the meeting because of conflict of interest, the City Manager shall assume the position of Chairperson for the interim.
- (6)     The Commission shall not be bound to follow any formal rules of evidence.
- (7)     The Commission shall:
  - (a)     have the powers and perform all the duties prescribed for it in the Municipal Government Act, and City bylaws;
  - (b)     advise Council on matters relating to the orderly planning and economic development of the City;
  - (c)     advise the Parkland Community Planning Services with respect to proposed subdivisions within, or near the boundaries of, the City;

- (d) decide on all matters referred to it by the Development Officer under the Municipal Government Act, the Land Use Bylaw and any other City bylaws; and
  - (e) decide on all matters referred to the City by the Energy Resources Conservation Board of Alberta.
- (8) The Commission may:
  - (a) act as a Development Authority;
  - (b) retain the services of such special consultants as may be necessary to its purposes, subject to budget approval by Council;
  - (c) make decisions with respect to applications for development permit and impose such conditions as it deems necessary or advisable in accordance with City bylaws and the Municipal Government Act.
- (9) As soon as reasonably possible after the meetings of the Commission, the Secretary shall:
  - (a) prepare Minutes setting out the particulars of each application and the decision of the Commission with any reasons given;
  - (b) cause notice of the decision and any reasons given to be mailed to:
    - (i) the applicant;
    - (ii) the objectors of record;
    - (iii) those land owners required by the Land Use Bylaw to be notified; and
    - (iv) to such other persons the Commission considers are affected and who should be notified.
- (10) The notice referred to in Sub-section(9)(b)(ii) must substantially conform to form 1 set out in Appendix K to this Bylaw.
- (11) Any notices of decision posted upon lands proposed to be developed must substantially conform to form 2 set out in Appendix K to this Bylaw.

**25 The "Policing Committee"**

- (1) In this section:
  - (a) "Act" means the Police Act, S.A. 1988 c. P-12.01, and amendments thereto;
- (2) The provisions of this Bylaw shall be interpreted so as to conform with and be consistent with the provisions of the Act.
- (3) The Committee shall consist of six (6) members as follows:
  - (a) one (1) Councillor or employee of the City; and
  - (b) five (5) members, other than members of Council or employees of the City.
- (4) The Chief of Police, and such other members of the City Detachment of the Royal Canadian Mounted Police as the Chief of Police may designate, if requested by the Chairperson of the Committee, shall attend all meetings of the Committee but may not vote on any matter.
- (5) The Committee shall be responsible for the duties and functions of the Taxi Commission and the City Taxi Bylaw.
- (6) The Committee shall be responsible for hearing appeals submitted with respect to revocation of a permit or license under the City Alarm Bylaw and have authority to:
  - (a) confirm the revocation of any permit or license;
  - (b) direct that a permit or license be issued;
  - (c) reinstate a revoked permit or license, either unconditionally or upon completion of specified conditions, such conditions to be determined by the Committee.
- (7) The Committee shall responsibly and diligently exercise all of its duties and powers as required by the Act.
- (8) The Committee may make recommendations with respect to any agreement with the Government of Canada for the use of the services of the Royal Canadian Mounted Police in the City.
- (9) The Chairperson may not be a member of Council or an employee of the City.

- (10) The Committee shall meet at least once every three (3) months, or more often as required, with the regular meetings to be held on a date to be agreed upon by the members of the Committee.
- (11) An agenda shall be prepared by the Secretary, in consultation with the Chairperson or designate, and circulated to members for each Committee meeting. Any member or the Chief of Police may designate an item for the agenda. No business may be transacted at a meeting unless it is on the agenda except with the consent of all members present.
- (12) The Chairperson of the Committee, with the consent of the majority of the members, may invite any person to attend and speak at a meeting of the Committee.
- (13) The Committee may make such reports to Council on matters of public concern as the Committee deems appropriate and in the public interest. The Committee shall also report to Council on any matter when requested to do so by resolution of Council.
- (14) Minutes of meetings, hearings, and investigations in summary form shall be transcribed and remain in the custody of the City Clerk.

## 26     **The "Recreation, Parks & Culture Board"**

- (1)     The Board shall consist of nine (9) members as follows:
  - (a)     one (1) Councillor;
  - (b)     one (1) resident of the County of Red Deer designated by the Council of the County of Red Deer No. 23;
  - (c)     three (3) members representing education from the administration or staff of the institutions herein named, who are involved in the curricular or extra-curricular school activities related to recreation, parks and culture; these to be: one (1) from the Red Deer Public School District No. 104, one (1) from the Red Deer Catholic Board of Education, one (1) from the Red Deer College Community, nominated by the institution concerned;
  - (d)     four (4) residents of the City of which Council shall consider recommendations from the Board.
- (2)     The Recreation Parks & Culture Manager shall be a technical advisor to the Board, without voting rights.
- (3)     The Board shall hold not less than ten (10) regular meetings in each year.
- (4)     The Board shall have the following powers and duties:
  - (a)     To recommend to Council, policy and procedures pertaining to equipping, staffing and operating and maintaining parks, public playgrounds, athletic fields, recreation centres and other recreation and cultural facilities owned or controlled by the City;
  - (b)     To be concerned with the development of a broad program of recreational and cultural activities that will provide opportunity for people of all ages to use their leisure time in a wholesome and satisfying manner;
  - (c)     To act in an advisory capacity to Council on all matters pertaining to Recreation, Parks and Culture, and the Council shall normally refer all such matters to the Board for their consideration and recommendation;
  - (d)     To study and submit all Recreation, Parks & Culture Department Budget documents before presentation to Council;



- (e) To examine the budgets of the G. H. Dawe Centre and the Eastview Community Centre and other organizations for which the Board is responsible to contribute financing and forward to Council its recommendation respecting such budgets;
- (f) To examine all Recreation, Parks & Culture Department Budget performance statements;
- (g) To maintain close liaison with the respective School Boards in the acquisition and development of joint playgrounds and play fields and with the Community Associations in the development of Recreation, Parks and Cultural facilities on City owned property;
- (h) In the interest of well balanced coordinated recreation, parks and culture in the City within its jurisdiction, to co-operate with and encourage all organizations, public, private, civic, social and religious which are supporting, promoting and working for recreation, parks and culture in its broadest application;
- (i) To hear and to consider representations or concerns by any individual, organization or delegation of citizens with respect to recreation, parks and culture, and act on such recommendations arising therefrom as the Board shall deem to be in the general interest of all citizens, and where necessary shall make recommendations to the Council thereon.
- (j) In its discretion to appoint special committees to deal with any special phases of the matters coming within its scope.

## 27     **The "Red Deer Development Appeal Board"**

- (1)     The Board shall be comprised of five (5) members including one Councillor and four citizens-at-large.
- (2)     Council may appoint a Councillor to serve as an alternate in the place and stead of the first Councillor appointed when such Councillor is absent or is in a position of conflict in hearing any matter before the Board. Council may also appoint other citizens-at-large as alternate members of the Development Appeal Board to serve in the place of the members previously appointed, should any one of them be absent or be in a position of conflict in hearing any matter before the Board.
- (3)     The Chairperson shall sign all notices of decision and other documents on behalf of the said Board relevant to any jurisdiction or power of the said Board and any document which has been signed by the Chairperson, shall be deemed to have been signed on behalf of and with the approval of the said Board.
- (4)     In the case of the absence or disability of the Chairperson, any document of the Board may be signed by any member and when so signed shall have like effect as those signed by the Chairperson.
- (5)     The Board shall hold such meetings at such times and places as it considers necessary to carry out the duties imposed upon it by this bylaw and the applicable statutes of Alberta.
- (6)     The decision of the majority of members present at a hearing duly convened shall be deemed to be the decision of the whole Board.
- (7)     The Chairperson or in his/her absence the member acting as Chairperson:
  - (a)     shall preside over its meetings;
  - (b)     shall vote on matters submitted to the Board unless otherwise disqualified;
  - (c)     shall have a second or casting vote in the event of a tie vote.
- (8)     In the event of the absence or inability to act of the Chairperson at a meeting of the board, the members present shall elect a member to act as Chairperson at that meeting.
- (9)     Each member of the Board shall be paid an honorarium of \$25.00 for each meeting of the Board attended by them as a member.

**DEVELOPMENT APPEALS**

- (10) The Notice of Appeal shall be in accordance with form 1 prescribed in Appendix L of this Bylaw, and shall be addressed to the Secretary of the Board, shall contain the particulars set out in Sub-section (11) hereof, and shall be served upon the Secretary of the Board by mail, or by delivery at the City Clerk's office during hours that the City Hall is open for business.
- (11) The Notice of Appeal prescribed in form 1 in Appendix L hereto shall set out:
  - (a) the name and address for service of the Appellant;
  - (b) the decision complained of and the reason for the Appeal;
  - (c) the municipal address or location and legal description of the land affected by the subject matter of the Appeal; and
  - (d) such other matters as the Appellant considers relevant to the Appeal.
- (12) The Appellant shall pay to the City at the time of filing the Notice of Appeal with the City the fees and costs prescribed in Appendix M.
- (13) Upon receipt of the Notice of Appeal and payment of the required fees, the Secretary of the Board shall, at the request of the Appellant, deliver or mail to the Applicant a receipt therefor.
- (14) Upon receiving the Notice of the Appeal, the Secretary of the Board may, and at the request of the Board, shall assemble:
  - (a) the portions of this bylaw and of other federal, provincial or municipal legislation, or regulations relevant to the appeal;
  - (b) previous decisions of the Board relevant to the appeal;
  - (c) all files in the possession of the Planning Director and City officials dealing with the subject matter of the appeal, and such other information concerning the matter as the City Manager and Planning Director deem relevant;
  - (d) such additional information which the Secretary considers relevant to the appeal, which shall be made available to the Board at the time of the hearing.

(15) The Board shall give at least five (5) days notice in writing of the public hearing to:

- (a) the appellant or any person acting on behalf of the appellant;
- (b) the development authority whose order, decision or development permit is the subject of the appeal;
- (c) the objectors of record, if any;
- (d) those owners required to be notified under the Land Use Bylaw, and any other person that the Board considers to be affected by the appeal and should be notified;
- (e) all persons who are the registered owners of land within a radius of Two Hundred (200) feet of the land upon which the development is proposed, with the exception of appeals relative to:
  - (i) single family dwellings and additions thereto,
  - (ii) relaxation of single family dwelling side yards, front yards and rear yards,
  - (iii) garages, carports or sheds upon a lot occupied by a single family dwelling, and
  - (iv) any other relaxation or contravention of the City Land Use Bylaw related to single family dwellings or the lot upon which such dwellings are situated,

in which event the Board shall give notice in writing of the public hearing to each owner of adjacent land at the name and address shown for that owner in the tax roll of the City.

(16) For the purposes of Sub-section (15):

- (a) "Adjacent Land" means land that is contiguous to the parcel of land that is the subject of the appeal and includes land that would be contiguous if not for a public roadway; and
- (b) "Single Family Dwelling" shall mean and include:
  - (i) a detached dwelling as defined in the City Land Use Bylaw, and
  - (ii) a semi-detached dwelling unit as defined in the City Land Use Bylaw situate upon a single lot, the title to which is separate and apart from the adjacent semi-detached dwelling unit.

- (17) The notice of Public Hearing required in Sub-sections (15) (a), (b), (c) and (d) shall be in form 2 prescribed in Appendix L to this bylaw, and the notice required in Sub-sections (15) (e) shall be in accordance with form 3 prescribed in Appendix L to this Bylaw and shall set out :
- (a) the subject matter and nature of the appeal;
  - (b) the place and time when the Board will hear the appeal;
  - (c) that the Appellant and the objectors, or the original Applicant or the persons who may be affected by the subject of the appeal, or any person acting on their behalf, as the case may be, will have an opportunity to be heard, to present evidence and to hear the evidence of others at the hearing and,
- (18) The Notice referred to in (15) hereof shall be sufficiently given -
- (a) if posted on a bulletin board in a public area in the City Hall of The City and notice of such posting and the synopsis of the nature of the appeal is published once in a newspaper circulating in the City, or
  - (b) if sent by ordinary pre-paid mail in which event it shall be deemed to have been served on the fifth day following the date of mailing of such notice.
- (19) If the parties to whom the notice of the hearing is sent, do not appear personally, or by agent at the hearing, the Board may proceed to decide the matter during their absence.
- (20) If, before allowing or rejecting the appeal, the Board requires:
- (a) additional information or plans it deems necessary for deciding the issue, or
  - (b) statements on any matter properly relevant to the appeal from owners of property which is or may be affected by the appeal, which statements shall be in writing and signed by the persons making them, or
  - (c) site plans affected by the appeal, prepared or certified by an Alberta Land Surveyor,
- it shall inform the Appellant who shall furnish such information, plans, statements or certified plans at the appellant's expense within such time as the Board may designate.
- (21) As soon as reasonably possible after a hearing of an appeal by the Board, the Secretary:

- (a) shall prepare minutes of the hearing, setting out the particulars of the appeal, the decision of the Board and any reasons for that decision specified by the Board, and maintain such minutes at the City Clerk's office for inspection at all reasonable times;
- (b) shall notify the appellant and all parties who appeared before the Board in respect of the appeal of the decision of the Board and any reasons for the decision specified by the Board by mailing a notice of decision in form 4 specified in Appendix L hereto;
- (c) may post a copy of the notice of decision on a bulletin board for that purpose in the public area of City Hall.

28     **The "Transportation Advisory Board"**

- (1)     The following definition applies specifically to the Transportation Advisory Board:
  - (a)     "County Council" shall mean the Municipal Council of the County of Red Deer No. 23.
- (2)     The Transportation Advisory Board is committee to:
  - (i)     the provision of an effective and efficient transportation service, serving all sectors of the community;
  - (ii)    the provision of a transit services which serves all neighbourhoods and strives to meet the needs of each citizen, including the frail elderly and persons with disabilities;
  - (iii)    working with community agencies and the private sector in the provision of transportation services.
- (3)     The Board shall consist of twelve (12) members as follows:
  - (a)     one (1) Councillor;
  - (b)     one (1) County Councillor;
  - (c)     six (6) citizens-at-large which shall consist of:
    - (i)     one (1) representative from the business community;
    - (ii)    two (2) representatives from the disabled community, either individuals or service providers;
    - (iii)    three (3) citizens-at-large who are familiar with and/or use transportation services.
  - (d)     one (1) senior, nominated by the Council on Aging;
  - (e)     one (1) representative from either the Red Deer Public School Board or the Red Deer Catholic Board of Education;
  - (f)     one (1) representative from Red Deer College;
  - (g)     one (1) representative of the Red Deer Action Group for the Physically Disabled.
- (4)     Non-voting representatives of the following departments/agencies shall be technical advisors to the Board:

- (a) Social Planning Manager or designate
  - (b) Transit Manager or designate
- (5) The Chairperson shall not be a member of Council, County Council, or an employee of the City.
- (6) The School Board representative shall serve for a two (2) year term on an alternating-term basis between the Red Deer Public School Board and the Red Deer Catholic Board of Education, commencing with the Public School Board.
- (7) No less than six (6) regular meetings of the Board shall be held in each year.
- (8) The Board shall have the following duties and responsibilities:
- (a) Work toward effective and efficient transportation services that are accessible and affordable.
  - (b) Advise Council and the Administration on the operation of transportation services, including but not limited to annual budget, priority setting and policies, and further monitor the delivery of the service.
  - (c) Review major planning documents and develop proposals which may have implications on transportation services. Referrals may be by City Council or Department Managers to the Board, as well as from the community.
  - (d) Endeavour to initiate and coordinate cooperation and planning of transportation services as it relates to City departments, community agencies, private sector and other neighbouring municipalities.
  - (e) Act as a liaison to the private sector and community agencies to provide information on new transportation initiatives, and related operational and developmental procedures.
  - (f) Provide a forum for gathering community/public input with regard to transportation services or initiatives.
  - (g) Act as a liaison and coordinating body to consider and make recommendations on transportation initiatives of the provincial and federal agencies.



29     **"Transitional"**

(1)     The subsisting terms of membership of Committee members shall continue in accordance with Council Appointments made prior to the passing of this Bylaw.

(2)     The following Bylaws are repealed:

Archives Committee Bylaw No. 2976/89  
 Development Appeal Board Bylaw No. 2589/78  
 Disaster Services Agency Bylaw No. 3090/93  
 Downtown Planning Committee Bylaw No. 3113/94  
 Economic Development Board Bylaw No. 3024/90  
 Environmental Advisory Board Bylaw No. 3020/90  
 Landlord & Tenant Advisory Board Bylaw No. 2424/73  
 Mayor's Recognition Awards Bylaw No. 3054/91  
 Municipal Planning Commission Bylaw No. 3044/91  
 Policing Committee/Taxi Commission Bylaw No. 2983/89  
 Recreation Parks & Culture Board Bylaw No. 2872/85  
 Special Transportation Advisory Board Bylaw No. 3097/93

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

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

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

AND SIGNED BY THE MAYOR AND CITY CLERK this    day of    , A.D. 1995.

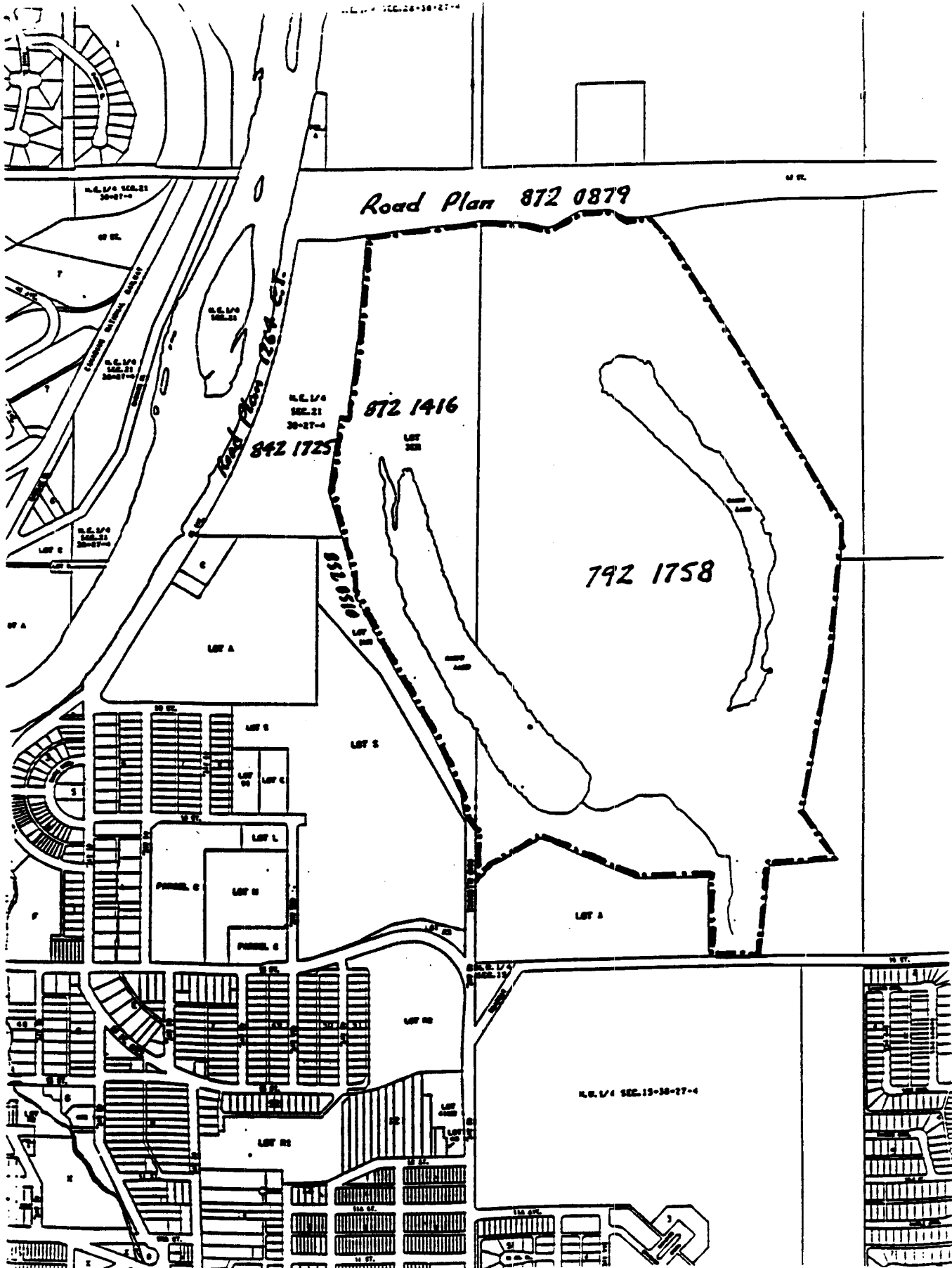
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MAYOR

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CITY CLERK

APPENDIX A



**APPENDIX B**

Page 1 of 3

**ATHLETICS AWARD**

**PURPOSE:** To recognize an individual or team placing first in a national event or competition or first, second or third in an international event or competition and which event or competition has been sanctioned by the respective national or international governing body of the particular sport.

**1 GENERAL INFORMATION**

- (1) Candidates may have competed at an amateur or professional level.
- (2) Candidates shall be considered for an award only in the year immediately following the year in which the achievement occurred. Nominations for a specific achievement will not be considered in any other year.
- (3) Nominations shall be considered only on the basis of standing in an event or competition as opposed to achievement or service to the sport.
- (4) There is no limit to the number of awards that may be presented in this category in a given year.
- (5) Achievement must have enhanced the image of the community of Red Deer.

**APPENDIX B**

Page 2 of 3

**2 CATEGORIES****(1) Individual**

## Definitions

■ **INDIVIDUAL EVENT:** A single activity contest  
(example: a 50 m free style swim)

■ **INDIVIDUAL COMPETITION:** A multiple activity contest made up of more than one (1) event  
(example: a swim meet)

(a) Candidates shall be considered for an award if they have placed

■ first in a national event or competition, OR

■ first, second or third in an international event or competition

sanctioned by a national or international governing body in the particular sport.

(b) Individuals shall attain a higher standing in an event or competition in a given sport to be eligible for subsequent awards; and a span of three years must elapse before a previous Mayor's Recognition Awards recipient will be considered for an additional award, subject to the discretion of the Selection Committee.

**APPENDIX B**

Page 3 of 3

**(2) Team****Definitions**

■ **TEAM EVENT:** A single activity contest with two (2) or more participants (example: a 200 m free style relay swim)

■ **TEAM COMPETITION:** A multiple activity contest with two (2) or more participants made up of more than one event (example: a hockey tournament)

(a) Candidates shall be considered for an award if they have placed

■ first in a national event or competition, OR

■ first, second or third in an international event or competition

sanctioned by a national or international governing body in the particular sport.

(b) Teams meeting the above criteria shall be eligible to receive the award on more than one occasion; however, a span of three years must elapse before previous Mayor's Recognition Awards recipients will be considered for an additional award, subject to the discretion of the Selection Committee.

**APPENDIX C**

Page 1 of 1

**FINE AND PERFORMING ARTS AWARD**

**PURPOSE:** To recognize an individual or group gaining national or international acceptance or recognition of outstanding achievement in one (1) or more of the arts. The recognition may be for (a) a specific achievement, or (b) a series of accomplishments over time.

It is the intent of this award to recognize individuals and groups of individuals as opposed to institutions, organizations or programs in which they may be participating.

**1 GENERAL INFORMATION****Definitions**

■ **ARTS:** For the purpose of this award, includes literary, visual, performing, film, video and architectural arts.

■ **GROUP:** Two (2) or more individuals assembled together and having some common purpose  
(example: Barbershop Quartet 1991)

- (1) Candidates may hold amateur or professional status; however, the achievement must have enhanced the image of the community of Red Deer.
- (2) Candidates may be considered for an award:
  - (a) in the year immediately following the year in which the specific achievement occurred; OR
  - (b) in recognition of a series of accomplishments over time.
- (3) Nominations shall be considered on the basis of acceptance or recognition of outstanding achievement in one (1) or more of the arts.
- (4) There is no limit to the number of awards that may be presented in this category in a given year.
- (5) A span of three years must elapse before a previous Mayor's Recognition Awards recipient will be considered for an additional award, subject to the discretion of the Selection Committee.

**APPENDIX D**

Page 1 of 1

**CITIZENSHIP AWARD**

**PURPOSE:** To recognize:

- (a) Distinguished Voluntary Service which has had a significant impact in the community of Red Deer, OR
- (b) Continuous Voluntary Service, over a minimum of fifteen (15) years, which has an identifiable benefit to the community of Red Deer.

**1 GENERAL INFORMATION**

Definition

- **VOLUNTEER:** A person who provides a service for which no salary is paid, but who may recover out-of-pocket expenses.

- (1) Candidates shall be individuals.
- (2) A maximum of twenty (20) awards may be presented in this category in a given year.

**2 DISTINGUISHED VOLUNTARY SERVICE**

- (1) Distinguished voluntary service shall be identified as having a significant impact in the community of Red Deer.

**3 CONTINUOUS VOLUNTARY SERVICE (minimum 15 years)**

- (1) Continuous voluntary service shall be for volunteer work which has an identifiable benefit to the community of Red Deer.
- (3) The 15 years of voluntary service shall be continuous and may have occurred with more than one organization in Red Deer.

**APPENDIX E**

Page 1 of 1

**MAYOR'S SPECIAL AWARD**

**PURPOSE:** To recognize an individual whose service or achievement at the local, provincial, national or international level has been of singular significance, has enhanced the image of the community of Red Deer, and whose accomplishments are not adequately described within the framework of the criteria for the Athletics, Fine and Performing Arts or Citizenship categories.

The Mayor's Special Award is the highest possible recognition from The City of Red Deer. Nominees shall be individuals who have demonstrated any of the following:

- Humanitarianism
- Exceptional achievement in a profession, sport or the arts
- An act of heroism or bravery

The Mayor's Special Award may not necessarily be presented each year. On occasion more than one (1) award may be presented in a given year; however, a span of three years must elapse before a previous Mayor's Recognition Award's recipient will be considered for an additional award, subject to the discretion of the Selection Committee.



**APPENDIX F**

Select the correct category for your nominee, and provide detailed information. **Type or print clearly.** In order for nomination to be considered, all sections of this form must be completed. Posthumous nominations cannot be accepted. For further information, please telephone 342-8154.

**Name of Nominee or  
Team/Group Representative:**

(First Name)

(Last Name)

Address: \_\_\_\_\_

Telephone: (Business) \_\_\_\_\_ (Residence) \_\_\_\_\_

**Name of Team/Group:** (If applicable)

**Date of Achievement:** (If applicable)

**Nominated by:** \_\_\_\_\_  
(Please print)

Address: \_\_\_\_\_  
(Mailing address) (Postal Code)

Telephone: (Business) \_\_\_\_\_ (Residence) \_\_\_\_\_

Signature of Nominator: \_\_\_\_\_

**Seconded by:** \_\_\_\_\_  
(Please print)

Address: \_\_\_\_\_  
(Mailing Address) (Postal Code)

Telephone: (Business) \_\_\_\_\_ (Residence) \_\_\_\_\_

Signature of Seconder: \_\_\_\_\_

Is the nominee aware of this nomination? ☐ Yes ☐ No

(Nominator or Seconder may not be a member of the nominee's immediate family)

**MAIL OR DELIVER NOMINATION FORMS TO:** Mayor's Recognition Awards Selection Committee  
c/o Mayor's Office, City Hall  
Box 5008 (4914 - 48 Avenue)  
Red Deer, Alberta T4N 3T4

NOMINATION DEADLINE IS JANUARY 31

## APPENDIX F

## ATHLETICS AWARD

*The athletics award shall recognize an individual or team placing first in a national event or competition; or first, second or third in an international event or competition. Events or competitions must be sanctioned by the respective national or international governing body of the particular sport. Achievement must have enhanced the image of the community of Red Deer.*

**Eligibility:** A span of three years must have elapsed before previous Mayor's Recognition Awards recipients can receive an award in the same category, subject to the discretion of the Selection Committee.

**Nomination is for:** (check one)

☐

**Individual**

☐

**Team** (include typed list of members, with current addresses and telephone numbers)

**Name of Competition** (a multiple activity contest): \_\_\_\_\_

**Level of Competition:** (check one)

☐

**National**

☐

**International**

**Name of Event:** (a single activity contest) \_\_\_\_\_

**Class or Division:** \_\_\_\_\_

**Competition Date:** \_\_\_\_\_  
 (Day) (Month) (Year)

**Location:** \_\_\_\_\_  
 (City) (Province) (Country)

## APPENDIX F

Page 3 of 3

## ATHLETICS AWARD

**Final Placing of Nominee:** (Please indicate if nominee set new Canadian or World records)

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**National or International Sanctioning Body:**

Name: \_\_\_\_\_

**Address:** \_\_\_\_\_

**Telephone Number:** (      ) \_\_\_\_\_

**Supporting Comments:**

This image shows a single sheet of white paper with horizontal black ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

*Additional pages may be used to complete submissions. Supporting documentation may be attached; however, please DO NOT forward originals. Nominations become the property of The City of Red Deer. The Selection Committee reserves the right to assign a nomination to an alternate category, provided the nominator agrees to the re-assignment.*

**APPENDIX G**

Page 1 of 3

Select the correct category for your nominee, and provide detailed information. **Type or print clearly.** In order for nomination to be considered, all sections of this form must be completed. Posthumous nominations cannot be accepted. For further information, please telephone 342-8154.

**Name of Nominee or  
Team/Group Representative:** \_\_\_\_\_

(First Name)

(Last Name)

Address: \_\_\_\_\_

Telephone: (Business) \_\_\_\_\_ (Residence) \_\_\_\_\_

**Name of Team/Group:** (If applicable) \_\_\_\_\_

**Date of Achievement:** (If applicable) \_\_\_\_\_

**Nominated by:** \_\_\_\_\_  
(Please print )

Address: \_\_\_\_\_  
(Mailing address) (Postal Code)

Telephone: (Business) \_\_\_\_\_ (Residence) \_\_\_\_\_

Signature of Nominator: \_\_\_\_\_

**Seconded by:** \_\_\_\_\_  
(Please print)

Address: \_\_\_\_\_  
(Mailing Address) (Postal Code)

Telephone: (Business) \_\_\_\_\_ (Residence) \_\_\_\_\_

Signature of Secunder: \_\_\_\_\_

Is the nominee aware of this nomination? ☐ Yes ☐ No

**(Nominator or Secunder may not be a member of the nominee's immediate family)**

MAIL OR DELIVER NOMINATION FORMS TO:

Mayor's Recognition Awards Selection Committee  
c/o Mayor's Office, City Hall  
Box 5008 (4914 - 48 Avenue)  
Red Deer, Alberta T4N 3T4

**NOMINATION DEADLINE IS JANUARY 31**

## APPENDIX G

**FINE AND PERFORMING ARTS AWARD**

*The fine and performing arts award shall recognize individuals or groups gaining national or international acceptance, or recognition of outstanding achievement in one or more of the arts. It is the intent of this award to recognize individuals or groups of individuals, as opposed to institutions, organizations or programs in which they may be participating. Achievement must have enhanced the image of the community of Red Deer.*

**Eligibility:** A span of three years must have elapsed before previous Mayor's Recognition Awards recipient can receive an award in the same category, subject to the discretion of the Selection Committee.

"Arts", for the purpose of this award, includes literary, visual, performing, film, video and architectural arts.

"Group" means two or more individuals assembled together and having some common purpose.

**Nomination is for:** (check one)

- ☐ Individual  
☐ Group

**Recognition is for:** (check one)

- ☐ A specific achievement  
☐ A series of accomplishments over time

**Art form in which recognition has been achieved:** \_\_\_\_\_

**Date and location of specific achievement:** (if applicable) \_\_\_\_\_  
 (Day/Month/Year) (Location)

It is the nominator's responsibility to develop a convincing case for this award. Please describe in full detail the nominee's activities and achievements, including events and dates. Highlight activities and achievements under any or all of the following:

- ! Achievement as an artist
- ! Successful participation in competitions, exhibitions, performances or commissions
- ! Awards or scholarships

**APPENDIX G**

Page 3 of 3

## FINE AND PERFORMING ARTS AWARD

**Brief biography of the nominee:**

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**Achievement as an Artist:**

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**Successful participation in Competitions, Exhibitions, Performances or Commissions:**

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**Awards or Scholarships:**

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*Additional pages may be used to complete submissions. Supporting documentation may be attached, however, please DO NOT forward originals. Nominations become the property of The City of Red Deer. The Selection Committee reserves the right to assign a nomination to an alternate category, provided the nominator agrees to the re-assignment.*

## APPENDIX H

Page 1 of 3

Select the correct category for your nominee, and provide detailed information. Type or print clearly. In order for nomination to be considered, all sections of this form must be completed. Posthumous nominations cannot be accepted. For further information, please telephone 342-8154.

**Name of Nominee or  
Team/Group Representative:**

(First Name)

(Last Name)

Address: \_\_\_\_\_

Telephone: (Business) \_\_\_\_\_ (Residence) \_\_\_\_\_

**Name of Team/Group:** (If applicable) \_\_\_\_\_

**Date of Achievement:** (If applicable) \_\_\_\_\_

**Nominated by:** \_\_\_\_\_

(Please print)

Address: \_\_\_\_\_

(Mailing address)

(Postal Code)

Telephone: (Business) \_\_\_\_\_ (Residence) \_\_\_\_\_

Signature of Nominator: \_\_\_\_\_

**Seconded by:** \_\_\_\_\_

(Please print)

Address: \_\_\_\_\_

(Mailing Address)

(Postal Code)

Telephone: (Business) \_\_\_\_\_ (Residence) \_\_\_\_\_

Signature of Secunder: \_\_\_\_\_

Is the nominee aware of this nomination? ☐ Yes ☐ No

**(Nominator or Secunder may not be a member of the nominee's immediate family)**

**MAIL OR DELIVER NOMINATION FORMS TO:** Mayor's Recognition Awards Selection Committee  
c/o Mayor's Office, City Hall  
Box 5008 (4914 - 48 Avenue)  
Red Deer, Alberta T4N 3T4

NOMINATION DEADLINE IS JANUARY 31

The distinguished voluntary service award shall recognize an individual whose volunteer work has had a significant impact in the community of Red Deer.

- What was the voluntary service?
- How did this voluntary service significantly impact the community of Red Deer?
- Date of the voluntary service?

*Additional pages may be used to complete submissions. Supporting documentation may be attached; however, please DO NOT forward originals. Nominations become the property of The City of Red Deer. The Selection Committee reserves the right to assign a nomination to an alternate category provided the nominator agrees to the re-assignment.*



## APPENDIX H

Page 3 of 3

## CITIZENSHIP AWARD

**CONTINUOUS VOLUNTARY SERVICE**  
**(Minimum of 15 years)**

*The continuous voluntary service award shall recognize an individual whose volunteer work has an identifiable benefit to the community of Red Deer. The volunteer service shall be continuous over a minimum of 15 years, and may have occurred with several groups or organizations.*

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**It is the nominator's responsibility to develop a convincing case for this award. Please describe in full detail the nominee's qualifications, including the following:**

- A brief history of the individual
- Dates of service with Red Deer groups/organizations
- Detailed description of the volunteer service
- Describe the identifiable benefit of the volunteer service to the community of Red Deer
- Special achievements, if any
- Previous recognition or awards nominee has received

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*Additional pages may be used to complete submissions. Supporting documentation may be attached; however, please DO NOT forward originals. Nominations become the property of The City of Red Deer. The Selection Committee reserves the right to assign a nomination to an alternate category provided the nominator agrees to the re-assignment.*

**APPENDIX I**

Select the correct category for your nominee, and provide detailed information. **Type or print clearly.** In order for nomination to be considered, all sections of this form must be completed. Posthumous nominations cannot be accepted. For further information, please telephone 342-8154.

**Name of Nominee or  
Team/Group Representative:**

\_\_\_\_\_  
(First Name)

\_\_\_\_\_  
(Last Name)

**Address:** \_\_\_\_\_

**Telephone: (Business)** \_\_\_\_\_ **(Residence)** \_\_\_\_\_

**Name of Team/Group:** (If applicable) \_\_\_\_\_

**Date of Achievement:** (If applicable) \_\_\_\_\_

**Nominated by:** \_\_\_\_\_  
(Please print)

**Address:** \_\_\_\_\_  
(Mailing address) (Postal Code)

**Telephone: (Business)** \_\_\_\_\_ **(Residence)** \_\_\_\_\_

**Signature of Nominator:** \_\_\_\_\_

**Seconded by:** \_\_\_\_\_  
(Please print)

**Address:** \_\_\_\_\_  
(Mailing Address) (Postal Code)

**Telephone: (Business)** \_\_\_\_\_ **(Residence)** \_\_\_\_\_

**Signature of Seconder:** \_\_\_\_\_

Is the nominee aware of this nomination?      Q    Yes      Q    No

(Nominator or Seconder may not be a member of the nominee's immediate family)

**MAIL OR DELIVER NOMINATION FORMS TO: Mayor's Recognition Awards Selection Committee**  
c/o Mayor's Office, City Hall  
Box 5008 (4914 - 48 Avenue)  
Red Deer, Alberta T4N 3T4

**NOMINATION DEADLINE IS JANUARY 31**

APPENDIX I

Page 2 of 3

## MAYOR'S SPECIAL AWARD

*The Mayor's Special Award shall recognize an individual whose service or achievement at the local, provincial, national or international level has been of singular significance and whose accomplishments are not adequately described within the framework of the criteria for the Athletics, Fine and Performing Arts or Citizenship categories. The service or achievement may have occurred in any given year and must have taken place in Red Deer.*

**Eligibility:** A span of three years must have elapsed before previous Mayor's Recognition Awards recipients can receive an award in the same category, subject to the discretion of the Selection Committee.

**Nomination is for: (check one)**

☐ Humanitarianism

☐ Exceptional achievement in a profession, sport, or the arts

☐ An act of heroism or bravery

**It is the nominator's responsibility to develop a convincing case for this award.**

**Description of Accomplishment:**

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**Date of Accomplishment:** \_\_\_\_\_  
(Day) (Month) (Year)

**Place of Accomplishment:** \_\_\_\_\_  
(City) (Province) (Country)

**APPENDIX I**  
**MAYOR'S SPECIAL AWARD**

Page 3 of 3

### Supporting Comments:

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.**Verification by Witnesses: (If nomination is for heroism or bravery)**

Name: \_\_\_\_\_

**Address:** \_\_\_\_\_

(Postal Code)

**Telephone:** (Business) (     ) \_\_\_\_\_ (Residence) (     ) \_\_\_\_\_

**Name:** \_\_\_\_\_

**Address:** \_\_\_\_\_

**(Postal Code)**

**Telephone:** (Business) (     ) \_\_\_\_\_ (Residence) (     ) \_\_\_\_\_

**Additional pages may be used to complete your submission. Supporting documentation may be attached to the nomination. Nominations become the property of The City of Red Deer. The Selection Committee may re-assign a nomination to an alternate category provided the nominator agrees to the re-assignment.**

**APPENDIX J**

Page 1 of 2

**SELECTION COMMITTEE****1 APPOINTMENT AND STRUCTURE**

- (1) With the exception of the Mayor's Special Award, the Selection Committee shall operate as a quasi-judicial body at arm's length from the Awards Committee, Council and the Mayor. Membership on the Selection Committee shall remain anonymous, and its decisions are final. In the case of a candidate for the Mayor's Special Award, the Selection Committee shall seek ratification by the Mayor.
- (2) The Selection Committee shall consist of five (5) members appointed by the Mayor.
- (3) A quorum shall consist of all members. All members shall vote, unless a conflict of interest is declared, and in the event of a tie vote the motion shall be lost. In the event of a declared conflict of interest by one or more of the members, a quorum shall consist of the remaining members.
- (4) Members shall be appointed by January 1 of each year for one (1) year terms to expire on December 31.
- (5) In the event a vacancy on the Selection Committee occurs at any time other than the expiration of the term for which that person is appointed, the person appointed by the Mayor to fill such vacancy shall hold office for the remainder of the term.
- (6) Any member of the Selection Committee may resign at any time upon sending written notice to the Mayor, and any member of the Selection Committee may be removed from office by the Mayor.
- (7) Retiring members shall be eligible for reappointment, but no member shall hold office for a term to exceed four (4) consecutive years. Retiring members who have held office for four (4) consecutive years will be eligible for reappointment after a one (1) year absence from the Selection Committee.
- (8) At least one (1) member from the previous Selection Committee shall be reappointed each year.
- (9) Candidates for membership on the Selection Committee shall be residents and any member who ceases to be a resident shall be disqualified for membership.

**APPENDIX J****2 DUTIES**

The Selection Committee shall:

- (1) Receive from the Awards Committee the nominations which have been submitted by the public;
- (2) Review all nominations and make a selection of the award recipients by March 1 of each year. The Selection Committee reserves the right to assign a nomination to an alternate category provided the nominator agrees to the reassignment; and ensure that a span of three years has elapsed before a previous Mayor's Recognition Award recipient will be considered for an additional award, subject to the discretion of the Selection Committee.
- (3) Seek ratification by the Mayor, of its candidate(s) for the Mayor's Special Award;
- (4) Notify the Awards Committee of the names of the award recipients and provide a brief written description of the nature of each award;
- (5) Return all documentation on the awards to the Awards Committee.

**APPENDIX K**

Page 1 of 1

**FORM 1**

(APPLICANT)

Dear Sir/Madam:

The decision of the Municipal Planning Commission at its meeting of \_\_\_\_\_, \_\_\_\_\_, in regard to the above application was as follows:

A decision of the Municipal Planning Commission is not a Development or Building Permit. In compliance with the Land Use Bylaw, construction of a development which has been approved by the Municipal Planning Commission must begin within 12 months from the date appearing on the Development Permit, said Development Permit being mailed by ordinary mail to the Applicant at the address appearing on the Applicant's application. If construction has not commenced prior to the end of the 12 month period, the Applicant will be required by The Municipal Government Act to reapply for necessary approvals.

NOTE: Any person affected by this decision may appeal same within fourteen (14) days of the date the decision is issued by paying the required appeal fee, and by filing an appeal in writing against the decision with the Red Deer Development Appeal Board, City Hall, Red Deer, Alberta. Appeal Forms are available at City Hall. An appeal may be lodged by one person or by a group of persons.

If you have any questions pertaining to this decision, please do not hesitate to contact this office.

ISSUED this \_\_\_\_\_ day of \_\_\_\_\_, \_\_\_\_\_.

Yours sincerely,

CITY CLERK

**APPENDIX K**

Page 1 of 1

**FORM 2****NOTICE**

On the       day of       ,       , under provisions of the Committees Bylaw and the Land Use Bylaw, the Red Deer Municipal Planning Commission issued decisions, approving the following:

The Municipal Government Act provides that any person or persons may appeal the decision of the Municipal Planning Commission within 14 days of the date the decision is issued by paying the required appeal fee, and by filing an appeal in writing against the decision with the Red Deer Development Appeal Board, City Hall, Red Deer, Alberta. Appeal forms are available at City Hall. An appeal may be lodged by one person or by a group of persons.

Should you require further information or clarifications, please contact the City Clerk's Department (Ph.       ).

Dated at Red Deer this       day of       ,       .

Secretary, Red Deer Municipal Planning Commission

Posted on       this       day of       ,       .



**DEVELOPMENT APPEAL BOARD****APPENDIX L****FORM 1****NOTICE OF APPEAL**

Red Deer Development Appeal Board  
 Pursuant to Section 27(13) of the Committees Bylaw  
 (to be prepared in triplicate)

Appeal No.  
 File No.  
 Receipt No.

TO: The Secretary, Red Deer Development Appeal Board  
 City Hall, Red Deer, Alberta

I/We \_\_\_\_\_

of mailing address \_\_\_\_\_

(which is my/our address service of any notice in connection therewith) hereby give Notice of Appeal in respect of the (give particulars)

The land affected by the subject matter of this appeal is:

Lot \_\_\_\_\_ Block \_\_\_\_\_ Plan \_\_\_\_\_

Municipal address or location:

Enclosed herewith are relevant site plans, elevation plans etc. to clearly indicate subject of appeal.

Date \_\_\_\_\_, \_\_\_\_\_.

Signature(s) of Appellant(s)

\_\_\_\_\_

\_\_\_\_\_

**APPENDIX L**

FORM 2

**CITY OF RED DEER - DEVELOPMENT APPEAL BOARD****NOTICE OF HEARING**

Pursuant to Section 27(17) of the Committees Bylaw

(to be prepared in duplicate)

TO:

RE: APPEAL NO.

You are hereby given Notice that the Red Deer Development Appeal Board will hear this appeal at its meeting to be held in the COUNCIL CHAMBERS, located on the Second Floor of the City Hall, Red Deer, commencing at 7:00 P.M. on Thursday, the \_\_\_\_ day of \_\_\_\_\_, A.D. \_\_\_\_\_.

Pursuant to Section 27(17) of The Committees Bylaw, I am required to inform you:

- 27 (19) (c) "that the Appellant and the objectors, or the original Applicant or the persons who may be affected by the subject of the appeal, as the case may be, will have an opportunity to be heard, to present evidence and to hear the evidence of others at the hearing and,
- 27 (21) if the parties to whom the notice of the hearing is sent, do not appear personally, or by agent at the hearing, the Board may proceed to decide the matter during their absence."

The foregoing appeal relates to a decision of the Municipal Planning Commission dated \_\_\_\_\_ which is as follows:

RED DEER DEVELOPMENT APPEAL BOARD

Per:

Secretary

**APPENDIX L**

FORM 3

**CITY OF RED DEER - DEVELOPMENT APPEAL BOARD****NOTICE OF HEARING**

Pursuant to Section 27(17) of the Committees Bylaw , we are obligated to notify all persons who are the registered owners of land within a radius of 200 feet of the land upon which an Appeal has been filed with the Red Deer Development Appeal Board.

RE: APPEAL NO.

As a property owner within 200 feet of the land upon which an Appeal has been filed, you are hereby given Notice that the Red Deer Development Appeal Board will hear this Appeal at its meeting to be held in the COUNCIL CHAMBERS, located on the Second Floor of City Hall, Red Deer, commencing at 7:00 p.m. on Thursday, the \_\_\_\_\_ day of \_\_\_\_\_, A.D. \_\_\_\_\_.

Pursuant to Section 27(17) of the Committees Bylaw, I am required to inform you:

27 (19) (c) that the Appellant and the objectors, or the original Applicant or the persons who may be affected by the subject of the appeal, as the case may be, will have an opportunity to be heard, to present evidence and to hear the evidence of others at the hearing, and,

27 (21) if the parties to whom the notice of the hearing is sent do not appear personally, or by agent at the hearing, the Board may proceed to decide the matter during their absence.

The foregoing Appeal relates to a decision of the Municipal Planning Commission dated \_\_\_\_\_, which is as follows:

If you have any questions, please contact the City Clerk's Department.

RED DEER DEVELOPMENT APPEAL BOARD

SECRETARY

**APPENDIX L**

FORM 4

**RED DEER DEVELOPMENT APPEAL BOARD****NOTICE OF DECISION**

Pursuant to Section 27 (23) (b) of the Committees Bylaw

DATE:

TO:

COPY OF APPEAL BOARD MINUTES STATING SUBJECT OF APPEAL, DATE OF HEARING, THE DECISION, AND REASONS THEREFOR

RE:

DATE OF HEARING:

DECISION OF BOARD:

A decision of the Development Appeal Board is not a Development or Building Permit. Such permits may be obtained separately from City Hall after the expiration of the 30 day appeal period above stated has expired and if leave to appeal has not been granted.

**RED DEER DEVELOPMENT APPEAL BOARD**

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

Chairperson

c.c. Building Inspection  
Planning Director

**APPENDIX M**

Upon the service of a Notice of Appeal upon the Secretary of the Board under Section 27.13 of the Committee Bylaw, the Appellant shall pay to the City the following fees:

- (a) Where the Appellant does not have a legal or equitable claim in the site, or is not the agent of the person having such interest, a fee in the sum of \$20.00;
- (b) Where the Appellant does have a legal or equitable interest in the site, or is the agent of a person having such an interest, a fee as prescribed below calculated on the cost as estimated by the development officer of the proposed development as follows;

All home occupations . . . . .	\$30.00
All signs . . . . .	\$40.00
\$10,000.00 or less . . . . .	\$30.00
\$10,000.01 to \$25,000.00 . . . . .	\$40.00
\$25,000.01 to \$50,000.00 . . . . .	\$60.00
\$50,000.01 to \$100,000.00 . . . . .	\$100.00
\$100,000.01 to \$500,000.00 . . . . .	\$150.00
\$500,000.01 and higher . . . . .	\$200.00
 All other applications . . . . .	 \$30.00

- (c) The Applicant for a development permit shall be responsible for and shall make payment to the City of, any advertising costs incurred by the City related to any appeal respecting such development.

**BYLAW NO. 3143/95**

Being a Bylaw to close portions of road in The City of Red Deer as described herein.

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

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

(a) "Road Plan 2082 EO (SE 31-38-27-4)

EXCEPTING THEREOUT ALL MINES AND MINERALS".

(b) "Road Plan 5770 AG (SE 31-38-27-4)

EXCEPTING THEREOUT ALL MINES AND MINERALS".

(c) "All that portion of original Road Allowance adjoining the east boundary of SE 1/4 Sec. 31, Twp. 38, Rge 27, W4M lying to the north of the northerly limit of Railway Plan C & E No. 1 and the southerly limit of Road Plan 952 \_\_\_\_\_ containing 0.172 hectares (0.43 acres) more or less.

EXCEPTING THEREOUT ALL MINES AND MINERALS".

2 Bylaw No. 3138/95 is hereby repealed.

3 This Bylaw shall come into full force and effect upon the passage of third reading.

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

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

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

AND SIGNED by the Mayor and City Clerk the       day of       A.D. 1995.

\_\_\_\_\_  
MAYOR

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

**BYLAW NO. 3144/95**

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

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

- 1 The following portion of roadway in The City of Red Deer is hereby closed:

"All that portion of 59 Avenue as shown on Plan 822-2393  
lying within the limits of Subdivision Plan 952 \_\_\_\_\_  
containing 0.163 hectares (0.40 acres) more or less.

EXCEPTING THEREOUT ALL MINES AND MINERALS."

- 2 This Bylaw shall come into full force and effect upon the passage of third reading.

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

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

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

AND SIGNED by the Mayor and City Clerk the       day of       A.D. 1995.

\_\_\_\_\_  
MAYOR

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

**BYLAW NO. 3145/95**

Being a Bylaw to authorize the Municipal Council of The City of Red Deer to impose a special frontage assessment for construction of a paved lane and storm sewer.

WHEREAS it is deemed expedient and proper pursuant to the provisions of Sections 397 (1) and 398(1) of the Municipal Government Act that the Council shall issue a bylaw to authorize undertaking and completing and to levy a special frontage assessment for construction of a paved land and storm sewer;

AND WHEREAS plans, specifications, and estimates for such work have been made by the Manager of the Engineering Department, whereby the total cost of the said project is \$52,900;

AND WHEREAS the estimated lifetime of the project is 20 years;

AND WHEREAS the proposed construction will serve about 168.25 assessable metres of frontage;

AND WHEREAS pursuant to the provisions of Section 396(1) of the Municipal Government Act, the Council has given proper notice of intention to undertake and complete the construction of a paved lane and storm sewer, the costs or a portion of the costs thereof to be assessed against abutting (or benefiting) owners in accordance with the attached Schedule "A", and no valid petition against the said proposal has been received by the Council;

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



- 1 The Municipal Council of The City of Red Deer is hereby empowered and authorized to enter into contracts for the purpose of constructing a paved lane and storm sewer as may be necessary.
- 2 That for the purpose aforesaid, the General Fund Operating Surplus will loan the sum of Fifty-two Thousand Nine Hundred Dollars (\$52,900) of which amount the sum of \$26,450 is to be paid by The City of Red Deer at large and \$26,450 is to be collected by way of special assessment as herein provided in attached Schedule "A".
- 3 There shall be raised annually for payment of the owners' portion of the cost and interest thereon, by special assessment under the Municipal Government Act, the respective sums shown as yearly payments on Schedule "A" hereby attached, and there is hereby imposed on all lands fronting or abutting on that portion of the streets or places whereon the said improvements are to be laid, a special assessment sufficient to cover the owners' portion of the cost of the said work and the interest thereon payable at the unit rate or rates set forth in said Schedule "A". The said special assessment shall be in addition to all other rates and taxes.
- 4 Nothing in this Bylaw shall prohibit the owner of the lands herein described from making payment in full of the balance of assessment and interest accruing thereon which may be owing from time to time at any time prior to the expiration of the term of 20 years.

5 This Bylaw shall come into full force and effect upon the passage of third reading.

\

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

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

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

AND SIGNED by the Mayor and City Clerk this       day of       A.D. 1995.

---

MAYOR

---

CITY CLERK

## SCHEDULE "A"

Page 1 of 1

LOCAL IMPROVEMENT - SPECIAL FRONTAGE ASSESSMENT  
FOR CONSTRUCTION OF A PAVED LANE AND STORM SEWER

---

1 Properties to be assessed:

<u>ON</u>	<u>FROM</u>	<u>TO</u>	<u>SIDE</u>	<u>FRONTAGE</u>
Lane west of Gaetz Avenue	47 Street	46 Street	Both	84.125 m each side

2 TOTAL FRONTAGE 168.25 m

3 Total Special Assessment  
against all properties \$52,900

4 Total Special Assessment  
per metre \$314.41 per assessable metre

5 Annual Unit Rate per metre  
of frontage to be payable for  
a period of 20 years calculated  
at 8% \$32.02 per assessable metre

6 Total annual assessment against  
all above properties \$5,387.37

**BYLAW NO. 3146/95**

Being a Bylaw to permit seniors who live in self-contained units to vote at an institutional vote.

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

- 1 That in accordance with the Local Authorities Election Act, a modified voting procedure is adopted to permit seniors who live in self-contained units to vote at an institutional vote.
- 2 This Bylaw shall come into full force and effect upon the passage of third reading.

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

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

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

AND SIGNED by the Mayor and City Clerk the       day of       A.D. 1995.

---

MAYOR

---

CITY CLERK

## **ADDITIONAL AGENDA**

---

FOR THE **REGULAR MEETING** OF RED DEER  
CITY COUNCIL TO BE HELD ON **MONDAY, SEPTEMBER 11, 1995,**  
IN THE COUNCIL CHAMBERS OF CITY HALL,  
RED DEER, COMMENCING AT 4:30 P.M.

---

- 1) City Assessor - Re: 1995 Tax Sale

.. 1

**DATE: August 30, 1995**  
**TO: City Clerk**  
**FROM: City Assessor**  
**RE: 1995 TAX SALE**

---

The attached report contains an itemized list of properties that are eligible for the 1995 tax sale. Section 419 of the Municipal Government Act states:

"The Council must set:

- a) for each parcel of land to be offered for sale at a public auction, a reserve bid that is as close as reasonably possible to the market value of the parcel, and
- b) any conditions that apply to the sale.

For Council's convenience, the suggested reserve bid is indicated in the report, along with the terms and dates that are applicable for the various advertisements.

We respectfully request Council to approve and pass the resolution as required to facilitate the tax sale for 1995.



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

AK/ngl

Enc.

## PROPOSED 1995 TAX SALE

ADVERTISEMENT IN THE ALBERTA GAZETTE:     OCTOBER 15, 1995

ADVERTISEMENT IN THE RED DEER ADVOCATE: NOVEMBER 17, 1995

TAX SALE:     DECEMBER 1, 1995 - 11:00 A.M.

TERMS:     CASH

ROLL #	LOT	BLK	PLAN	ADDRESS	LAND ASMT	IMP. ASMT	TOTAL	TAX ARREARS	SUGGESTED RESERVE BID
15-1-0710	3	4	842-1931	100 Erickson Dr	30530	81990	112520	4911.71	128,000
15-4-4155	Unit 8	CDE	892-2992	8-45 Cosgrove Cr	9830	49470	59300	1598.61	60,000
15-4-4210	Unit 7	CDE	892-3122	7-41 Cosgrove Cr	9240	47710	56950	2598.93	59,000
15-4-4225	Unit 10	CDE	892-3122	10-41 Cosgrove Cr	9880	48970	58850	3901.22	60,000
17-1-0170	1	6	5879 HW	5202-54 Av	44700	177930	222630	3956.54	230,000
20-2-1295	16	4	4175 MC	25 Freemont Cl	38640	48830	87470	5877.11	94,000

COMMENTS:

I concur with the recommendation of the City Assessor.

"M.C. DAY"  
City Manager

**FILE**

**DATE: September 12, 1995**

**TO: City Assessor**

**FROM: City Clerk**

**RE: 1995 TAX SALE**

---

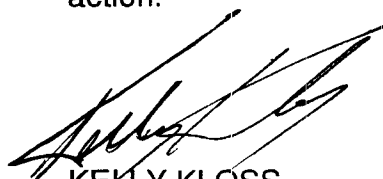
At the Council Meeting of September 11, 1995, consideration was given to your report dated August 30, 1995, concerning the above topic, and at which meeting the following resolution was passed:

"RESOLVED that Council of The City of Red Deer, having considered the report from the City Assessor dated August 30, 1995, Re: 1995 Tax Sale, hereby approves proceeding with the Tax Sales for those properties outlined in the above noted report, subject to the following conditions:

- 1) That said sale be held in the Council Chambers of City Hall, Red Deer, Alberta, December 1, 1995 at 11:00 a.m.;
- 2) Terms cash;
- 3) The minimum sale price for each parcel, and the terms and dates that are applicable for the various advertisements, are to be as outlined in the above noted report;

and as presented to Council, September 11, 1995."

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



KELLY KLOSS  
City Clerk

KK/fm

cc. Director of Corporate Services



# **COUNCIL MEETING OF SEPTEMBER 11, 1995**

## **ATTACHMENT TO REPORT ON OPEN AGENDA**

**RE: 1995 DAY CARE REVIEW**

**1995 DAY CARE REVIEW**

**RED DEER**

**REVIEW COMPLETED FOR CITY COUNCIL**

**SEPTEMBER, 1995**

**September 5, 1995**

**1995 DAY CARE REVIEW  
RED DEER**

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- B. Economic Development re: Fair Market Value
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- D. Expressions Child Care Centre Ltd.
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- G. Management Agreement with Red Deer Child Care Society

## **I. PARAMETERS OF THE REVIEW**

City Council of Red Deer, during 1995 budget deliberations, recommended to the Social Planning Department that a review of the City's involvement in day care should be undertaken. Specific direction from the January 23, 1995, minutes of Council read:

*"a review to be conducted in 1995 of how Day Care should be funded and how the service should be provided."*

- The review went beyond The City's long-term involvement with the Red Deer Child Care Society to look at the broader picture of the delivery of day care in Red Deer.
- The Committee endeavoured to "make recommendations that Council can support as to The City's role in providing good care for children".
- The Committee was aware of the danger of raising expectations in the community, particularly as funding from the federal and provincial governments for social concerns is diminishing.
- The Committee realized that agreements for facilities now occupied by the Red Deer Child Care Society carry into 1998 and 2002 because of debentures.
- Funding for day care is only cost shareable with the Canada Assistance Plan if not-for-profit day cares are involved.
- Support for a review of day care in the city of Red Deer is found in the 1991 Community Services Master Plan:

*The Social Planning Department considers that an external review of the Child Care Program would be beneficial, including a review of the current needs such as spaces for families requiring subsidy, inclusion of special needs children and the possible need for expansion in the future.*

- *The Social Planning Department should continue to support the decentralized service delivery system for child care services by contracting with the Red Deer Child Care Society.*
- *The Social Planning Department should review the Day Care Management Agreement prior to its renewal in 1993 and, subsequently, prior to each renewal, as per the agreement.*
- *The Social Planning Department, in conjunction with the Red Deer Child Care Society, should promote a major external review of the Pre-School Child Care Program to examine current needs and service delivery.*

## **II. REVIEW COMMITTEE MEMBERS**

Recognition should be given to the Committee members whose research and soul searching went into the report's recommendations.

Rick Assinger	Chair of the Review Committee
Larry Pimm	City Council Representative on the Red Deer Child Care Society Board
Jason Volk	City Council Representative
Karen Thompson	Alberta Family and Social Services (Social Care Facilities Licensing)

## **III. HISTORICAL PERSPECTIVE**

Prior to July 1, 1978, The City of Red Deer was involved in day care through the Preventive Social Services (PSS) program, the forerunner to Family and Community Support Services. Day care programs operated as PSS projects and offered subsidies to parents using their services. Parents paid a fee for service dependent on income. Private centres were not able to offer this assistance so charged a flat rate. The two subsidized projects were the Red Deer College Child Care Centre, Red Deer Day Care and the Family Day Home Program. The City was not directly involved with the five commercial day care operations: Sunshine, Riverside, Funland, Parkland and Lotsa Tots Day Cares.

### **Provincial Day Care Program (1979)**

In 1978 new provincial day care regulations allowed subsidies to individual families rather than to specific centres. Consequently, funding via Preventive Social Services was discontinued and The City of Red Deer entered into the provincial day care program effective April 1, 1979.

The new day care system contained three main components:

- a) Licensing of Day Care Centres - a municipal or provincial responsibility
- b) Administration of Day Care Subsidies - a municipal responsibility
- c) Program Development - a municipal responsibility

The City of Red Deer established that an agreement would be necessary between The City and any day care operator who wished to participate in the program. Day care operators would:

- establish parent advisory boards
- encourage staff training and development
- participate in a day care association
- provide a financial report, annually

A day care program coordinator was employed to develop the local program.

Three local commercial operators signed agreements in the summer of 1979: Riverside,

Sunshine and Lotsa Tots. In addition, staff support services and financial support were continued with Red Deer College Child Care Centre and the Red Deer Day Care Society.

In August 1979 the Preventive Social Services Board established the Day Care Policy Review and Appeals Committee to review day care policy issues and make recommendations to the Board as well as to act as an appeal body to rule on unusual circumstances regarding day care subsidies or day care policy. A Long Term Day Care Planning Committee was also established to plan for the future of day care in Red Deer.

Effective August 1, 1980, the Province of Alberta agreed to provide 100% of the basic family subsidy which had been cost-shared 80% by the Province and 20% by the Municipality. Municipalities who wished to maintain publicly-funded centres at a higher level than provincial standards could redirect their 20% funding. Day care licensing was to be administered only by the Province and regulations were simplified. The Province withdrew its support for capital projects, forcing start-up costs to be absorbed by the day care. The Province did not make a continued commitment for staff training, parent advisory boards, development of new facilities or expansion of programs. Agreements with commercial operations were no longer in effect and the Day Care Policy Review and Appeals Committee no longer required.

Red Deer Day Care moved to its new facility in Lindsay Thurber Comprehensive High School in 1980, from the Parkland Christian Church.

#### **Day Care Management Board (1980)**

As a result of the provincial government's new initiatives, the Preventive Social Services Board and City Council considered municipal involvement in day care. At this time, the Red Deer Day Care Society also requested that The City of Red Deer assume responsibility for the operations of the Red Deer Day Care Society. The following recommendations were approved by City Council in June 1980:

1. "RESOLVED that Council of The City of Red Deer having considered report from the City Treasurer dated June 27, 1980, re: Day Care Program, hereby agree to adopt alternative #3 as proposed by the City Treasurer on page 2 of this report and as presented to Council July 7, 1980."
2. Alternative #3 read that The City "maintain existing level of day care but allow new public centres to be developed or expansion of existing programs with City financial assistance".
3. "THAT the above resolution be amended by adding thereto the following words: 'and further that the City Treasurer be authorized to investigate the feasibility of The City providing accounting services to the Red Deer Day Care Society'." The City did provide accounting services for the Red Deer Day Care Society for the next decade.

The Preventive Social Services Board had recommended to Council "that The City of Red Deer reaffirm its commitment to publicly supported day care operations and improvement of day care services in this community" and "continue to assist day care operations in staff training, development, parent advisory boards and coordination of day care services". Financial support was to be continued to non-profit day care operations.

A Day Care Management Board, responsible to the Preventive Social Services Board (Family and Community Support Services Board, after 1981) and, ultimately to City Council, was established. The responsibilities of the Board included management of Red Deer Day Care Services and long-term planning for day care in the city as a whole.

Normandeau Day Care, attached to Normandeau School, began operations in June 1982. Approval to build the day care was given in early 1981 and included the cooperation of the Red Deer Day Care Society, Red Deer Public School District and City of Red Deer. The lease between the Public School District and The City of Red Deer is for ninety-nine years. The City provided the debenture for the entire cost of building of the day care.

In 1986, expansion of enrollment at Lindsay Thurber Comprehensive High School forced Red Deer Day Care to seek other facilities. Atco trailers purchased from Nova Corporation at the cost of \$1.00 were assembled behind Lindsay Thurber Comprehensive High School to form the new Red Deer Day Care. The City of Red Deer provided a debenture for renovations of the facility. A lease agreement with the Public School Board is in place for occupation of the land, renewable for ninety-nine years.

#### **Report of Long Range Planning Committee (1986)**

In 1986, the Long Range Planning Committee of the Day Care Management Board released a report containing fifteen recommendations regarding child care in the city of Red Deer for the subsequent five years. Recommendations included:

- a third public day care in east Red Deer
- expansion of Family Day Homes, particularly for sick children, shift work
- drop-in day care and infant care
- 100% trained staff
- review of local and provincial fee scales for low income families
- review of provincial standards
- cooperation with private day cares to see the needs of all children and their families are being met
- community education re: quality child care
- counselling for families, children, if necessary
- land use bylaw changes regarding day cares

#### **Red Deer Child Care Society (1990)**

Effective January 1, 1990, City Council approved the establishment of the Red Deer Child Care Society to manage Red Deer Day Care Services at arms-length from The City of Red Deer (a return to the structure in place prior to 1980). City Council appointed one Council member, five citizens-at-large and six representatives of the Red Deer Child Care Society to sit on the Society board. The bylaws of the Society were amended in 1994 to reduce the size of the board to nine members and no longer required City Council to appoint board members.

#### IV. CURRENT SITUATION

##### A. Provincial Involvement

The Province of Alberta provides minimum standards for the day care industry in Alberta. Regulations are in place for staff to child ratio, indoor and outdoor space per child, programming, staff training and play equipment.

In return, each day care operator in Alberta, non-profit or private, is in receipt of a Provincial Operating Allowance for each child enrolled or, in the case of Family Day Homes, an Administration Fee. Alberta is the exception in providing this operating allowance to both private and non-profit. As the chart illustrates, operating allowances are decreasing in the province.

DAY CARE OPERATING ALLOWANCE				
AGE GROUPS OF CHILDREN	CURRENT MONTHLY RATES	NEW REDUCTION SCHEDULE		
		Effective Apr 1/94	Proposed Apr 1/95	Proposed Apr 1/96
Birth - 12 months	\$180	\$170	\$165	\$160
13 - 18 months	140	130	125	120
19 - 35 months	100	90	85	80
3 - 4½ years	78	70	65	60
4½ - 6 years	65	58	53	48

FAMILY DAY HOME ADMINISTRATION FEE					
AGE GROUPS	CURRENT MONTHLY RATES	NEW RATES AND REDUCTION SCHEDULE			
			Effective Apr 1/94	Proposed Apr 1/95	Proposed Apr 1/96
Birth - 35 months	\$95	1st 10 enrolled	95	95	95
		Over 10	88	71	63
3 - 6 years	\$65	1st 10 enrolled	65	65	65
		Over 10	62	51	45

EFFECTIVE DATE: January 1, 1994

### **Family Subsidy**

In addition, families accessing provincially licensed or approved services, may be eligible for subsidies to assist in the payment of day care costs. Assessment of eligibility for the provincial subsidy includes an incomes test and confirmation of the reason for service, i.e., employed, seeking employment, education or training.

Note: In the city of Red Deer, monthly day care fees exceed provincial subsidy maximums by \$40 to \$230.

### **Redesign of Services to Children**

The impact on day care of the Redesign of Services to Children initiated by the provincial government is not yet known. Community committees are now being formed to plan children's services in the Red Deer area. One would expect that all child care will be an area of interest in any redesign.

#### **B. Day Care In the City (March 1995)**

	Non-Profit	Private
Number of Spaces (1,079 total)	465	614
Centre (group) based spaces	250	404
Family day home spaces	215	210
Capacity utilized	87%	74%
Percentage of part-time care	22%	29%
Subsidized (provincial) users	61%	55%

#### **C. City of Red Deer Involvement in Day Care**

### **Management Agreement**

The City of Red Deer and the Red Deer Child Care Society are committed to a three-year Day Care Management Agreement dated December 31, 1993, and renewable if both parties agree on January 1, 1996 and 1999. If either party wishes to terminate the agreement, 90 days' notice prior to the expiration of the term of the agreement (December 31, 1995/1998) must be given.

The Management Agreement provides "an annual grant to assist in the operation of facilities and programs". The facilities involved are the Red Deer Day Care Centre and the Normandeau Day Care Centre. The programs are Red Deer Day Care, Normandeau Day Care and the Red Deer



Family Day Home (including the special needs component). Major expectations in the Management Agreement include:

- to operate the programs as a high standard, affordable and accessible service to the residents of the city of Red Deer and surrounding district.
- to give preference to low income and single parent residents of the city who require child care.
- to promote integration of children with special needs and ensure their individual needs are met throughout the programs.
- to establish program advisory committees encouraging parental involvement and community participation thereby promoting greater public accountability.
- to promote continued training and development of child care staff.
- to respond to new and emerging child care needs in the city and surrounding district by developing or assisting in the development of additional community resources.

### **Canada Assistance Plan**

The City of Red Deer also applies for Canada Assistance Plan (CAP) funding on behalf of the Red Deer Child Care Society. This funding can only be accessed by a municipality on behalf of a non-profit day care. CAP is to be disbanded in March 1996 and the replacement program Canada Health and Social Transfer's regulations are as yet unknown.

### **Facilities**

The City of Red Deer owns the two facilities from which Red Deer Child Care Society operates. Red Deer Child Care Society pays rent which is applied to the debentures held for the facilities.

Rent	1995 Current Rent
<b>Red Deer Day Care (7,880 sq. ft.)</b>	
- principle	9,037
- interest	16,024
- to reserve	10,800
- additional loan	7,300
- less interest subsidy	(1,204)
Subtotal	<b>41,957</b> (5.33/sq. ft.)
<b>Normandeau Day Care (5,250 sq. ft.)</b>	
- principle	22,648
- interest	33,427
- less interest subsidy	(2,507)
Subtotal	<b>53,568</b> (10.21/sq. ft.)
TOTAL	<b>95,525</b>

The day care facilities are included in The City of Red Deer Infrastructure Maintenance Plan because of City ownership, for major maintenance items and with the Social Planning Department's operating budget for minor maintenance. Funds provided by The City of Red Deer for maintenance are used as matching funds for the Red Deer Child Care Society to access the Community Facility Enhancement Program (CFEP).

The debentures for the two facilities will be paid in full in 1998 for Red Deer Day Care and in 2003 for Normandeau Day Care.

Red Deer Child Care Society and The City had expressed concern regarding the longevity of Red Deer Day Care's trailers. A report commissioned by the Social Planning Department and completed by Group<sup>2</sup> Architects (July 1995) predicted approximately 10 to 15 years of useful life remaining in the trailer complex (See report in Appendix A).

The Review Committee also requested, from the Economic Development Department, an estimate of the fair market value for rental on the two facilities. This report to the Committee is contained in Appendix B and states that for both centres the fair market value would be between \$5.50 and \$7.50 a square foot, not including triple net.

### **Financial Summary**

FUNDING TO RED DEER CHILD CARE SOCIETY		1994 (Actual)	1995 (Budget)	1996 (Budget)
Management Agreement (tax levy)		104,025	106,105	99,900 *
Canada Assistance Plan (federal funds via the City)		90,058	98,760	0
Maintenance (not including CFEP)**		19,000	14,500	12,200
TOTAL		213,083	219,305	112,100
* approved in principle		Net Loss to Red Deer Child Care Society \$107,265		
** available as matching funds to access CFEP				

The Management Agreement with the Red Deer Child Care Society can be reviewed by City Council under any of the following circumstances:

- a significant change in the percentage of subsidized users of day care
- a major change in provincial day care funding
- a major change in the day care program that has an effect on cost sharing provisions under CAP
- a major change in fees to day care users

(See Appendix G for current Management Agreement).

## **V. OTHER ALBERTA CITIES' INVOLVEMENT IN DAY CARE**

### **A. Calgary**

- became involved to set a trend for all providers; set municipal standards above provincial standards.
- has operated three centres, directly, in areas where no other operators would become involved (298 spaces).
- users of these centres are mainly low income, single parents.
- August 31, 1995, will withdraw from all three centres (staff are trying to save two of the three; a private operator may assume the third) but will provide temporary assistance to the end of 1995.

### **B. Edmonton**

- presently support, directly, 16.5 day cares with \$913,282 funding for low income families
- 6,000 families receiving provincial subsidy, 580 families in municipal centres.
- set municipal standards higher than provincial standards.
- preliminary direction for 1997 is to combine present day care funding plus other funding for families and children (approximately \$2.1 million); day cares and other agencies could access funds **only** if they were offering integrated family and child services; feel day care operators too isolated, do not know or refer to programs that families need. Integrated services will support families in all aspects of their lives and is more preventive. 1996 will be a transition year.

### **C. Lethbridge**

- never been involved in day care in any capacity.
- have both non-profit (5) and private (11) day cares in the city with a range of quality in those centres.

### **D. Medicine Hat**

- involved in day care for 25 years.
- fifteen day cares (three City, two non-profit, ten private) in city.
- in 1992 a transition plan approved by City stated that the City would phase out of day care; eventually no tax levy would be utilized.
- agreement, funding via lower rent to one private day care (55 spaces).
- changing from direct administration with three non-profit day cares -- one with Medicine Hat College, second with the school district and third, tentatively, with the school district.

City Council in Red Deer approved, in 1990, that The City be less involved in the delivery of day care services in the city. The disbanding of the Red Deer Day Care Management Board and the establishment of an agreement with the Red Deer Child Care Society to operate day care at arms-length from The City of Red Deer facilitated less City involvement. Day care services delivered in this manner are supported by the 1991 Community Services Master Plan which states that the Community Services Division should, *"in general not directly deliver or operate a program or facility similar to one operated by the private for profit or non-profit sector"*.

The City of Red Deer does not have a set of municipal standards regarding day care but expects Red Deer Child Care Society to offer a program above provincial regulations and defines the terms of the program in the Management Agreement.

The City of Red Deer has no involvement with private day care in 1995; any relationship was withdrawn in 1980 when the provincial program for subsidy was initiated.

## **VI. EXPLORATION WITH GROUPS INVOLVED IN DAY CARE**

The Review Committee met through the summer with several groups involved with day care in the city: private operators, non-profit operators, parents of children in day care and day care resource people. A summary of the points made by each group follows.

### **A. Private Sector**

Operators from three of the five private day care organizations attended the June 22, 1995, meeting. Four operators, New Dimensions Family Day Home Program Inc., Expressions Child Care Centre Ltd., the Red Deer Child Care Society and the Red Deer College Child Care Program also submitted briefs which are included in Appendices C, D, E and F respectively. Not all statements listed here are the thoughts of **all** private operators.

- agree with provincial standards, think Red Deer Child Care Society used to set standard for the community.
- would increase staff salaries if fees allowed.
- disagree with double subsidy to "elite" group of Red Deer Child Care Society parents.
- a second subsidy is not needed or should be offered to all low income parents.
- have many low income families in their programs who qualify for a provincial subsidy.
- think that the provincial subsidy is not keeping pace with the need.
- resent the statement that private operators are only interested in profit.
- all operators "carry" some families because of financial difficulties.
- if The City of Red Deer were to withdraw from funding child care, the void would quickly fill with other non-profit and/or private operators.
- rent, repairs and maintenance of facilities and grounds are a large portion of the private operators' expenses.
- special needs children are attending private day cares too.
- non-profit day cares are recipients of staff trained at private centres because non-profits

- offer better benefits and hours.
- private operators are not competing on a 'level playing field'.

## **B. Non-Profit Sector**

Only the Red Deer Child Care Society attended a meeting with the Review Committee; however, both Red Deer Child Care Society and Red Deer College/Play Matters submitted a brief. The following statements are contained in either brief or were made at the public meeting.

- private operations appear to operate more economically than non-profit centres because the support services offered to families are not taken into consideration.
- non-profit organizations expend funds in order to be accountable to the public and its community board of directors.
- non-profit day cares have an enviable record of community involvement.
- staff training directly affects the quality of care.
- integration of special needs children and support to their families is an ongoing commitment in non-profit child care.
- non-profit believe child care is a career and pay wages, benefits to encourage that career choice.
- non-profit societies supply educational opportunities for parents.
- private operators must make a profit to stay in business; non-profit day care turn any savings back into the program.
- non-profit day cares operate to provide benefits for the families using the program.
- research has shown that non-profit day care maintains, overall, higher standards than provincial regulations and private operations.
- private day cares can access low interest government loans.
- Red Deer Child Care Society salaries (and those of other day cares) are low, especially considering the important task they undertake.
- funding from The City of Red Deer assists families.

## **C. Parents of Children in Day Care**

Parents from Kasmir Day Care (Highland Green and Morrisroe), Towne Centre Day Care, Lotsa Tots Day Care and Red Deer Child Care Society attended a meeting with the Review Committee July 5, 1995.

In general, parents were very supportive of day care in the city. Most parents described "shopping" for the highest quality service for their children. Location and cost were also reasons for choosing a day care. Parents had concerns about staff turnover and low wages. Parents also wanted a higher level of staff training, especially for entry level staff.

The City subsidy available at Red Deer Child Care Society was very important to parents who received that subsidy. One parent discussed her difficulties coping with a family income of \$14,000 per annum. Another parent suggested that day care subsidy was less expensive than Supports for Independence (social assistance).

Parents were supportive of a subsidy available to families using any day care in the city if that subsidy did not go to the profit of the day care and if the administration did not become excessive. Any subsidy would also need to ensure a good quality program. In fact, some parents of children not now attending Red Deer Child Care Society felt that the subsidy to Red Deer Child Care Society only was unfair.

The integration of special needs children in day care was considered important. Parents felt those programs with special needs children (both for profit and not for profit) were handling the integration well.

To quote a final comment at the parents' meeting *"do not cut day care funding; the kids benefit"*.

#### **D. Day Care Resource People**

The Family Service Bureau and Children's Services Centre staff are available to child care operations in the city, both private and non-profit. Representatives of each service met with the Review Committee in August 1995 to give their impressions of day care in Red Deer.

#### **Family Service Bureau - Counselling Service**

- highest use from Red Deer Child Care Society, attributed to awareness.
- **some** private centres feel that requesting a counsellor reflects badly on their day care.
- downtown day cares appealing to families without transportation.
- decrease in Supports for Independence (social assistance) has meant an increase in low income families using downtown day care while they work at job placements.
- higher stress families, immigrant families using downtown day care.
- less resourceful programs have demonstrated a commitment to working with children and families equal to that of the non-profit centres.
- the level of awareness and commitment consistently shown by the non-profit centres in Red Deer is perhaps due in part to membership in the Child Care Society -- providing a greater sense of belonging and purpose.
- in general, non-profit in Red Deer more concerned about wellbeing of the child, family.
- the degree of openness of the system (i.e., public scrutiny) improves the system.
- number of staff in day care not as great a concern as quality of the staff; however, the numbers of staff and the interaction between staff and children are significant factors in the quality of program delivered.
- day care workers report frustration, feel not valued as workers.
- some day care workers bring difficult personal backgrounds to their jobs.
- staff turnover in all day cares less than expected, partially because Red Deer is a desirable place to live.
- parents of day care children are fearful and apprehensive: in order to keep their jobs they need day care.
- some middle income families have disappeared from day care; are making marginal care decisions.
- some parents are choosing to work opposing shifts to accommodate child care; children are confused by inconsistent expectations.
- many families requesting help are families receiving full subsidy.
- families are not easy to access, cannot leave work for counselling; exhausted at night.

- counselling is given to families 'incidentally' -- before work, after work.
- people juggle for a long time before stress overcomes them; the stress they are under requires tremendous resourcefulness not always available to families seeking help; the service is crisis driven.
- the day care system is a difficult system to work in with so many issues to surmount.

**Pam Thompson (speaking from an individual perspective; rather than an employee of Children's Services Centre)**

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- the individual day care should stand on its own merits without reference to private vs. non-profit status.
- parents' reasons for their choice of day care should be respected (ease of travel, familiarity with staff location, supportive friendships, ability to pay fees).
- low income and single parents often feel a sense of powerlessness in many aspects of their lives. Control over needed resources can help alleviate this.
- parents who need child care in order to be able to work or attend school often spend a disproportionate amount of income on child care fees. Discreetly offered financial support within a choice of licensed centres gives parents more control over managing their lives.
- parents can feel supported and helped to grow in parenting skills by caring non-judgmental staff. However, staff may, at times, unwittingly undermine parents' confidence.
- the core of successful day care is relationships between staff/parents, staff/children and within the child care team. Training can enhance reflective practices and give perspective to both child and parent needs.
- individual operators may find it difficult to support staff training and other benefits. Larger organizations have more flexibility in this.
- time allowed for unhurried staff communication with parents, without affecting ratios, is essential.
- staff qualifications; ratios; individual centre's choice of cost cutting measures; maintenance standards, etc., are matters for licensing. The general perception is that non-profit centres have more qualified staff, private centres have more flexibility in creative financial management strategies, but this is not necessarily true.
- leadership in day care innovation is important. Day care centres are in a position to be of benefit to the wider community (e.g., as a family centre).
- playroom staff also need additional planning and meeting time to consult with parents and professionals when a child with special needs is being mainstreamed in the setting.
- the availability of subsidies is crucial to families of children with special needs who enroll their children in day care programs to meet specific developmental objectives and to access respite care.

## **VII. RECOMMENDATIONS TO CITY COUNCIL**

### **I. PHILOSOPHY**

#### **Recommendation #1**

**That The City formally recognize that it is in the public interest that all children be well-raised.**

#### **Rationale**

The Community Audit, completed in February 1995, strongly supports this recommendation. Based on a response by 700 plus community people and agencies to 50 statements of need (also generated by the community) *"protection of children from harm and abuse"* ranked #1 and *"education and support for people to become better parents and understand the importance of raising children"* ranked #11.

Raising children is a huge task which can bear the rewards and joy of seeing positive development of potential and character ... a desire to learn, a sense of humour, a sense of respect and kindness, to name a few. Failure to do the job well, however, plants the seeds of future social problems which are both damaging to individuals and society, as well as being expensive to deal with. The costs come as direct costs of dealing with social problems, damage and loss to innocent third parties, and the often ignored loss of undeveloped human potential -- what might have been if good child rearing had been in place.

#### **Recommendation #2**

**That The City formally reaffirm the value of day care as a family support service.**

#### **Rationale**

- It provides an acceptable, safe, nurturing alternative care system for those who choose to return to the work force and can afford to pay the complete cost.
- It assists some parents to become more self sufficient through acquiring additional training or moving directly into the work force. Knowing that the children are well cared for reduces stress greatly for any parent who is struggling to make ends meet on a minimal income.
- In instances where parenting knowledge and skills are weak, an approved child care service can assist the parent to develop appropriate skills and knowledge while giving the child the benefit of a more supportive and nurturing environment for a significant part of the day.



**Recommendation #3**

**That The City formally recognize that it is best served by the continued existence of both privately owned and operated day cares and not for profit day cares.**

**Rationale**

The City as a public entity, as well as the non-profit sector, cannot meet the demand and need documented in the city. The Community Services Master Plan states that *"The City should view the private sector as a partner for the provision of additional day care"*.

Each player has a role. The private sector brings the discipline of the market place. The non-profit sector is in a position to address special needs, and in some cases, to provide leadership to the day care community. The City's role is to facilitate cooperation, planning and location; to make opportunities available that address the financially and socially disadvantaged.

**II. FACILITY**

**Recommendation #4**

**That The City rent the two City-owned day care facilities to Red Deer Child Care Society at the following rates:**

- **Red Deer Day Care Centre - \$5.33/sq. ft. for a total rent of \$41,957/year**
- **Normandeau Day Care Centre - \$6.50/sq. ft. for a total rent of \$34,125/year**

**Rationale**

In order to compensate for loss of Canada Assistance Plan revenue (see chart page 10), The City will adjust rents such that rental payments are not as difficult for the Red Deer Child Care Society. Charging market value rates, as determined by the Economic Development Department (see Appendix B) is also a fair practice to follow.

**Recommendation #5**

**That The City amortize the financing for Normandeau Day Care over a longer period of time, such that \$6.50/sq. ft. will generate adequate revenue to make yearly payments.**

**Rationale**

Such refinancing will be of no additional cost to The City and will be of benefit to Red Deer Child Care Society in offsetting the loss of the Canada Assistance Plan. Normandeau Day Care is in excellent condition, with many future years' use projected.

**Recommendation #6**

**That The City continue to provide adequate funding for the maintenance of Red Deer Day Care Centre and Normandeau Day Care Centre.**

**Rationale**

In owning and providing facilities for rent, it is the owner's responsibility to provide major capital repairs and improvements. In this case, The City provides minor maintenance as well to keep City buildings up to standard and to reduce any City liability. Funding will be generated within the Social Planning Department operating budget, through The City Infrastructure Maintenance Fund and through any potential grants which may be available.

**Recommendation #7**

**That The City, subsequent to December 31, 1998, when loans and debentures are paid in full, be prepared to rent Red Deer Day Care Centre to Red Deer Child Care Society at \$5.33/sq. ft.; and provide adequate funding for continued maintenance of the facility.**

**Rationale**

Based on the evaluation at the Red Deer Day Care Centre, as completed by Group<sup>2</sup> Architects in July 1995 (See Appendix A), it is indicated that that facility has a potential 10 to 15 year lifespan. Continued rental of the facility, at a very reasonable rate, will allow Red Deer Child Care Society to extend their practice of offering quality, affordable care.

A possible alternative to rental which could be explored is for The City to offer to sell Red Deer Day Care to Red Deer Child Care Society. Price could be negotiated as this option is explored.

### III. PROGRAM

#### **Recommendation #8**

**That The City maintain monetary support to Red Deer Child Care Society at the rate of \$99,900 (approved in principle for 1996) for the term of the next Management Agreement.**

#### **Recommendation #9**

**That the grant of \$99,900 be utilized to meet the covenants of the new agreement with the understanding that emphasis will be on providing program access to children from families with low income and children with special needs.**

#### **Rationale**

There is a recognition of the importance of raising children in safe, healthy environments with appropriate care, stimulants and programs to foster the wellbeing of the child.

Further it is recognized that in today's climate of poor economy and high stress, families are struggling on many levels to remain healthy and independent.

City support to day care helps to provide support to families and children, in that an opportunity to access affordable, quality care is made available. Limited funds dictate the number of families that can be assisted, whether in two centres or ten.

Red Deer Child Care Society will already be absorbing a net loss of revenue amounting to \$107,265 (See chart page 10). The majority of the loss is due to the fact that the Canada Assistance Plan funding will no longer be available. To further decrease City support to them may jeopardize their ability to provide high quality, affordable child care, particularly when targeting low income users.

Although it has been clearly expressed that the granting of all of the funds to one operator is less than ideal, the Committee has still chosen to recommend the continuation of this practice. In exploring many options, some of which would appear more equitable, increased administration was a primary deterrent.

**Example #1** - assess each family to determine appropriate subsidy and allow the family to choose any day care program. Who would be the objective assessor? Current City staffing levels could not handle the added workload.

**Example #2** - provide a small amount of funding to each centre/family day home operator to allow subsidy to be given to a limited number of families (in all likelihood the number of spaces would range from five to twenty-five depending on the licensed number of spaces for that operator).

Funding could only be provided to a centre if certain City standards (child/staff ratio, training) and reporting requirements (audits, operating statistics/reports) were met. Who would ensure City standards/requirements are being met? Again current staffing does not allow for added workload.

Also spreading the limited subsidy to many centres could decrease the effective use of funds. Many private centres may also resist the auditing and reporting requirements.

Further supporting rationale is that the Red Deer Child Care Society does have a centre on both the north and south sides of the city, plus family day homes across the city, thereby giving at least a choice in location. The Society also has a long history of an open system which provides quality care and leadership in the child care community. It is the Committee's belief that these characteristics are likely to continue. Subsequently it can be logically deduced that The City is supporting a healthy and adequate service.

The Committee acknowledges that the proposed direction is not perfect and does not address the concerns of choice. However, based on a desire to be efficient and effective and to get the most support possible to the people who need it, using minimal administration, it is felt that Recommendations #8 and #9 are appropriate.

**Recommendation #10**

**That a management audit of Red Deer Child Care Society be done in 1996 related to the funding provided by The City.**

**Rationale**

The City, particularly in times of fiscal restraint, must be assured that City funding support that is provided to Red Deer Child Care Society is being used efficiently and effectively to meet the terms of the Day Care Management Agreement. As a public body, The City promotes high standards, but must also be accountable to the public. Concerns were expressed in presentations re: use of public funds given by The City.

**IV. CANADA ASSISTANCE PLAN FUNDING**

**Recommendation #11**

**That the Canada Assistance Plan funding which The City will likely receive for the first quarter of 1996 be utilized to fund the proposed management audit. Any unused funds should be retained by The City.**

**Rationale**

The Committee, as noted in the rationale for Recommendation #10, feels that a management audit is important to ensure accountability. The Social Planning Department

does not have staff resources or funding available. The management audit would also be seen as more valid and credible if done by an external assessment.

Given that the management audit is likely to have benefits to the Red Deer Child Care Society as well, the Committee feels that CAP funding is an appropriate source.

**Recommendation #12**

**That The City retain any federal funding which it may access through the new Canada Health and Social Transfer Program, beginning April 1, 1996, and utilize it to offset City costs related to day care facilities and operations.**

**Rationale**

Based on the information currently available, it would appear that the potential for municipalities to access Canada Health and Social Transfer funding is slim. Should there be any available, this funding could assist with items such as maintenance costs which may put funding to other social programs at risk.

**V. DAY CARE MANAGEMENT AGREEMENT**

**Recommendation #13**

**That The City renew the Day Care Management Agreement with Red Deer Child Care Society for a further three-year term.**

**Rationale**

See Recommendations #8 and #9.

**Recommendation #14**

**That The City revise the Day Care Management Agreement Section 2.2 -- reasons why the agreement is "subject to revision" (see page 10 or Appendix G) by adding e) Recommendations resulting from the external management audit of Red Deer Child Care Society viewed as significant by either party.**

**Rationale**

The Committee felt that it was important to recognize the potential impact of the management audit, particularly as it relates to accountability.

## **VIII. CONCLUSION**

The rationale for the Recommendations explain that the Committee has looked at many alternatives to address Council's concern regarding the "nature and level of City involvement in day care". In reviewing Red Deer's current arrangement, compared to other cities, it can be noted that Red Deer has already done what some communities are now moving towards(i.e., Medicine Hat's move to indirect service). It can also be noted by the various models in other cities, as well as past experience in Red Deer, that there is no "right" answer -- just many possible solutions.

The rationale for Recommendations #8 and #9 explains that solutions put forward by this Committee are not perfect. What Council is being asked to approve, however, is a continued commitment to day care through the provision of facilities for rent and through the Management Agreement with Red Deer Child Care Society.

With the limitations of our current environment, which include few staff and monetary resources, the proposed recommendations are the best alternatives that the Committee can justify.

August 21, 1995

City of Red Deer  
**Attn: Mr. R. Roberts**  
Recreation, Parks and Culture  
4914 - 48 Avenue  
Red Deer, Alberta  
T4N 3T3

RE: **RED DEER DAYCARE CENTRE: EVALUATION UPDATE**

Dear Sir:

As requested, we carried out a site review of the Red Deer Day Care Facility on July 18, 1995. At that time we interviewed the Director, Karrie Miner and reviewed our 1988 Report (Moisture Problems at the Red Deer Daycare Centre) with respect to the additional building concerns that we had noted in Section 5.0 (included as part Appendix A).

Subsequent to the 1988 report being issued, the City of Red Deer carried out several of the report's recommendations including:

- Mechanical upgrading to reduce and control humidity levels in key areas.
- Sealing of major air barrier leaks in the ceiling.
- Repair of the floor areas most damaged by water leaks.

In addition to these repairs and upgrades, the following maintenance work has been undertaken recently:

- New roofing which has eliminated several chronic leaks.
- Extensive painting of walls and trim.
- New carpeting installed throughout (with the exception of the Director's office). Also, most areas of the original residential quality sheet flooring have been replaced with commercial quality flooring.
- The hot water tank was replaced this year.
- Kitchen counters were refinished with epoxy paint.

The general condition of the interior of the centre is good. No life safety concerns were noted.

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The functional operation of the building, according to the Director, is very good and allows a full program implementation.

Our major concerns are:

- The full extent of framing and sheathing damage in the roof and crawl space caused by previous moisture problems (from various sources) remains unclear.
- Utility costs would be expected to be substantially higher than a building of similar area and less perimeter (see Item 5.3, Appendix).
- Quality of construction relating to the crawl space (mechanical, electrical, skirting, insulation and ground cover). Some minor code infractions relating to crawl space venting and moisture control are evident (see photos 1-4, Appendix).
- Limited life expectancy of existing wood-framed exit stairs, entry ramp and decks. (See photos 4-5, Appendix).

**Conclusions:**

The recent various repairs, upgrades and maintenance improvements to the Day Care Building have greatly improved the operational functioning of the Centre. This, coupled with its reported good capability to run the required programs, would indicate an extended life for the building of at least 10 to 15 years.

**Recommendations:**

1. An assessment of the crawl space should be carried out to evaluate code infractions, extent of skirting deterioration, status of mechanical and electrical services and conditions of the seal between units (see photos 1-4). Estimated cost \$3,000.00
2. Replacement of the existing wood stairs, ramps and decks at each door should be included as part of the Day Care's maintenance program (see photos 5-6).

Yours truly,

**Group 2 Architects**



John Hull  
JH:jm



DATE: August 9, 1995

TO: Barbara Jeffrey, Project Supervisor  
Social Planning Department

FROM: Alan Scott, Land and Economic Development Manager

RE: **FAIR MARKET VALUE OF RENTAL SPACE**

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In response to your memo of August 2, 1995, we have made a number of contacts on a discreet basis with rental agents, representing various types of accommodation. We also reviewed the assessed value of both the Normandeau and Lindsay Thurber Comprehensive High Schools in an effort to determine square footage value. Unfortunately, we were not able to obtain total square footage for these schools, and therefore we could not pro-rate the value to the space being leased by the day care operations.

We reviewed three types of accommodation which seem to be typical for day care operations. One is the warehouse style accommodation, as seen in Northlands Industrial Park. The second is strip mall accommodation as seen in a couple of locations at the south end of the city, while the third would be residential accommodation, which is prevalent in various locations within the city. We would estimate the lease rates as follows:

Warehouse Style	\$5.50/sq. ft.
Residential Style	\$7.50/sq. ft.
Strip Mall Style	\$10 to \$14/sq. ft.

In our view, the type of accommodation available in the two schools is perhaps the most suitable for this use. The schools offer large outdoor playing areas, which often times are unavailable in some of the other styles of accommodation. On the other hand, the type of accommodation available at Lindsay Thurber Comprehensive High School (i.e. former ATCO trailers) is not of high quality.

We would therefore think that something in the \$5.50 to \$7.50/sq. ft. range would be appropriate rental for the type of accommodation you offer.



Alan V. Scott

AVS/mm

# NEW DIMENSIONS

FAMILY DAY HOME PROGRAM INC.

June 22, 1995

The City of Red Deer  
Social Planning Department  
P.O. Box 5008  
Red Deer, AB T4N 3T4

Attention: Barbara Jeffrey  
Day Care Review Committee

Dear Ms. Jeffrey:

This is written in response to a letter from the Social Planning Department, City of Red Deer, May 17, 1995 that states the City's involvement in Day Care is under review, and asks for feedback from those involved in providing child care in the city of Red Deer. This submission is on behalf of New Dimensions Family Day Home Program Inc. which has operated successfully in Red Deer since November 1984. At present New Dimensions provides child care for approximately 200 children monthly, providing services for low income and full fee parents requiring either shift hours or regular hours of care. New Dimensions is contracted with the Alberta Government to provide extended hours of care.

I have been interested in child care in Red Deer for many years, having actually attended the first meeting to discuss the issue of Day Care in Red Deer, in 1970. At that time there was no regulated child care in Red Deer and a group of interested individuals organized and eventually became the Red Deer Day Care Society. City Council was supportive of this endeavour and a small percent of the operating budget was provided by City Council, who recognized the need for regulated child care in Red Deer.



It is my submission that, as a private child care operator, I have no objections to the City of Red Deer operating non-profit child care programs; however, there is absolutely no reason why these programs cannot and should not be operating on a cost effective basis, in the same manner that the private programs have to operate. My reasons for the position that the City of Red Deer should not fund or subsidize its child care programs are as follows:

1. Historically the City of Red Deer became involved in child care because the city, in conjunction with the Province of Alberta, saw a need for regulated child care in the City of Red Deer. Since that time, Provincially regulated non-profit, city-funded and private programs have established themselves in the City of Red Deer to provide for the child care needs of the City. These programs are all regulated by the Province to ensure an acceptable standard of child care is provided across the Province.

It is my contention that if the City of Red Deer were to withdraw entirely from the child care field, which I am not advocating, the void would quickly be filled by further non-profit or private programs.

2. It is no more costly to a child care program to provide care for low income families with children than it is to provide care for full fee paying parents with children.
  - a) There is an Alberta Government Subsidy Program that is in effect, and to which all low income families have access, which permits them to obtain child care, if they so desire. The subsidy provided by the City to some low income parents is a matter of choice on their part, rather than a need. There is a large number of low income parents in the private programs whose financial situation is no different from the financial situation of the low income parents in the city-funded program, who receive a second subsidy.
  - b) New Dimensions Family Day Home Program Inc. can state from its data and from experience -- the program has been providing quality child care and operating in the "black" for the past 11 years -- that providing quality care for low income parents and children can be provided on a cost effective basis.

Page 3  
June 22, 1995

- c) In total, I do not know the number of children the Red Deer Child Care Society provides care for per year, however, for your information, from April 1994 to March 1995, New Dimensions provided care for the following number of children:

See attached sheet marked Schedule "A"

In conclusion, and I believe this is in answer to part four of issues to be considered, the present child care programs are adequately looking after the child care needs of the City of Red Deer; however, there is no reason whatsoever that we cannot all operate on the same level playing field, that is, operate our programs on a cost effective basis without financial assistance or subsidies from the City of Red Deer.

Please find enclosed, copies of this submission for all committee members.

Respectfully,

A handwritten signature in cursive script, appearing to read "G. Siewert".

Gy. Siewert  
Director

enc. 1

## **SCHEDULE "A"**

**APRIL 1994 - MARCH 1995**

<b>Total number of children</b>	<b>2317</b>
<b>Total number of subsidized children</b>	<b>890</b>
<b>Total children requiring shift care</b>	<b>508</b>
<b>Total number of full fee children</b>	<b>1453</b>



# Expressions''

## CHILD CARE CENTRE LTD. EAST

(Child Care with a Difference)



#4 - Ellenwood Drive, Red Deer, Alberta T4R 2A2 • Phone: 340-8711 / 346-8706 (24 Hour)

June 22, 1995

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

Dear Barbara Jeffrey,

In response to your letters dated May 17th and June 9th, I would like to thank you for the opportunity to share my thoughts and feelings on child care in the city.

Due to the nature of the questions, I could write many pages, however, I will try to keep this in point form, asking that my representative be able to speak to "Regulations/Standards" and to staffing (recruiting, education and training.)

1. I feel that day care in Red Deer is meeting the needs of children and their families. Constant evaluating of our programs indicate that this is true.
2. My experience with day care in the following are:
  - a) Enrollment and waiting lists: we have experienced 85% to full capacity over the years, however this last year attendance of children has been lower. We do not use a waiting list, only deposits for guaranteed spaces.
  - b) Ability to pay fees: low income families make up 90% of our child attendance at one location, 79% at another and 37% at the third location. All outstanding accounts (and we have many) all come from low income families. If our families had a second subsidy it would lower our outstanding accounts, possibly by one third.
  - c) Facilities: Other than wages, repairs and maintenance of facilities and grounds take a very large portion out of our budget. I would like to know who pays for the repairs and maintenance of the Societies facilities?
  - d) Impact of Provincial changes: when the province decided to change the standards for cribs, we purchased 24 brand new cribs that met the standards. Six months later, those new cribs had to be destroyed and new ones purchased again. May I ask, did the city pick up the cost of the cribs for the Society at that time?
  - e) Regulations/Standards: My experience has been that reg./standards has not been fair across the board. May Carol Peterson, my representative address this?

- f) Ratios of children to staff: ratios are always the topic of conversation when communicating about children. We would all like less children per adult, but finances dictate what you can do.
- g) Special Needs children: My experience and policy has been to keep space available for special needs children. They have been very successful in their development while attending our programs.
- h) Family situations (and children experiencing difficulty): Our past record indicates that with the assistance of outside agencies, we have been able to support most families. However, we have referred some families to the city's 'focus programs', when we felt the child needed smaller group care.
- i) Staffing (recruiting, education and training): May Carol Peterson address this issue? My experience with staffing has been as follows: We hire directly from the Red Deer College level III employees because of affordability. We offer a good benefit package and long term benefits, such as an RRSP. Once the employees have been here long enough to gain experience, then they often take employment with the Red Deer College or the city programs that guarantee an eight hour day and short term benefits, such as sick pay.
3. A sensible system for meeting the needs of these families to me would be, to keep the city programs in place. Families need choices. Social Services have a good monitoring tool coming into place that will ensure that all programs will provide the quality of care our children deserve.
4. My comment on the issue of cost effectiveness for the city to provide quality care is this: All child care programs in Red Deer have a very high ratio of low income families which we all support. As a tax payer and business owner, I feel that I am doubly supporting an elite group of people that may only use the city run programs to receive the second subsidy.
- I think the Society should have to operate on parent fees, Alberta Gov't Subsidies, fund-raising and Grants, the same as we do.
- May I ask, does the city pay for such things as Taxes, utilities, repair and maintenance equipment, transportation, yard care, and buildings? If this is true, how can we as business owners compete with such an unfair playing field?
- If the city does not pay for these things, perhaps they could offer the second subsidy to all parents, so that these parents can have a real choice of the quality and centres they wish to choose.

Once again, thank you for inviting me to participate in this review and giving me the opportunity to express my thoughts and feelings on child care issues in Red Deer.

Yours Truly,

Lynn Gustum  
Owner/Director



RED DEER CHILD CARE SOCIETY

SUBMISSION TO THE

1995

CITY OF RED DEER

DAY CARE REVIEW



## **CITY OF RED DEER 1995 DAY CARE REVIEW**

For the purposes of this document the assumption has been made that Day Care as used in the request for submissions for the 1995 Day Care Review means child care. The documentation we are providing relates to care for children from birth to twelve years of age in a variety of centers. Licensed child care is implied unless otherwise stated.

### **CHILD CARE IN THE CITY OF RED DEER**

Child care should be a priority in the community service sector of the City of Red Deer. Compared with the provincial average the City of Red Deer has a high population of single parents. Further, changes to government funding at all levels have sent families back into the work force or to further their education. The demand for child care in the City has increased with the increase in parents returning to the workforce or continuing their education. The number of licensed day cares in the City has decreased by two in the last three years.

The Red Deer Child Care Society provides non-profit, community based programs for families. The Society programs are the only community/parent volunteer operated child care option in Red Deer. The only other non-profit child care programs in the city are the Red Deer College child care programs. They cater primarily to college students and do not have a community board structure that is specific to their child care programs. Our programs have parents and community members actively involved in setting the priorities

through the Board ( Society Bylaws, Schedule A). The Board of the Society is responsible for such things as:

- determining program budgets
- setting program fees
- establishing Society policy
- reviewing program standards and the quality of care provided in our programs
- ensuring that Society programs meet the current needs of families in Red Deer
- establishing short and long term plans for the Society.

In short, parents identify their needs and the Society Board responds. In order to strengthen the link between the Board and the families utilizing the Society Programs, the Board has facilitated the founding of the Red Deer Children's Foundation. This foundation will further advise the Board of the Society on the needs of the community.( Objects of the Red Deer Children's Foundation, Schedule B).

The Red Deer Child Care Society Board works at ensuring that parents in Red Deer have non-profit options in whatever their choice of child care is ( List of Programs, Schedule C). For instance, currently the Society is struggling to continue to provide a group care ( day care) infant program in the wake of the FCSS funding cuts to the Infant Care Program. The Society works to meet the needs of families that are not met in the private sector. Some examples of the services the Society provides for the community in addition to our regular programming include:

- accommodating in the Family Day Home Program weekend care and longer hours or unusual shift care
- utilizing specialized Family Day Home Care (usually nurses or other health care professionals) for ill children from any program who continue to need care

- providing respite and emergency care ( Schedule D, Board Policy on Emergency Care) at reduced or no cost for families who are in need of support
- including drop in care as space permits in the day cares and school age programs
- providing opportunities for families to spend time together without spending money, such as our Carnival, Beach Party, Christmas Evenings and program get togethers
- supplying educational opportunities for parents, as all our staff professional development activities are open to parents ( past topics include self esteem, HIV awareness, and professionalism in child care).

The 1987 Review of Day Care recommended a balance between private and public child care in the City of 1:2 public : private. At the time of the 1987 review of day care in the City of Red Deer the programs we now know as the Red Deer Child Care Society were operated by the City of Red Deer under the Red Deer Day Care Management Board as public centers. Since that time there has been a material change in the manner in which the centers formerly operated by the city are operated. As public centers, the programs were deficit funded by the city. Currently the centers are operated as part of a non-profit corporation (society) and are operated by, respond to the needs of, and are responsible to the membership of the society. We believe that the ratio stated as a goal for the city in 1987 is still valid, but with there not currently being any public centers in the city the ratio should be considered as 1:2 not - for - profit : profit.

The major differences that exist between the profit : not - for - profit centers stem from the manner in which the corporations are operated. In a profit center, even if the owners are socially minded individuals, the reason for doing business is to make a living, that is to receive some financial benefit from operating their child care program. In a not - for - profit center the objective is to provide benefit for the members of the organization i.e. the parents using the program. Any operating surpluses that may exist in a non - profit

corporation are used to decrease the cost to the members ( users ) or to increase the quality of the program. The membership themselves make the decisions about the programming and finances. These decisions made by a non profit Board are not biased by profit motives.

A profit center may cater to identified specific needs in the community to enhance their business. For example centers may locate next to major employers, or cater to certain times that parents need care. This makes good business sense. Anything that can attract additional families to their programs enhances their business. A non - profit program by its very nature must cater to all the needs of its members. The needs served by a non - profit organization are those identified by its member users rather than those designed to attract more customers. In the end both serve the community needs. The non profit organization, however, inherently is catering to those needs that may not lead to a financial gain for the organization but are necessary for the families they serve. Families are able to receive services from a non profit center that they may not be able to find in the private sector.

## ENROLLMENT

Overall the society has seen an increase in enrollment over the last five years ( Enrollment statistics, Schedule E ). Changes to the Supports for Independence ( welfare ) program and economic conditions for families may account for this increase. More parents are working outside of the home or are attending school so there is a higher need for child care to support the family. The Red Deer Child Care Society receives referrals from community agencies we work closely with. Families that have previously used our services also refer other families to our programs and return to our programs for their current

needs. Families choose the Red Deer Child Care Society Programs, not always because of the price, but because of the value and quality they receive.

On a waiting list priority is given to low income families, as determined by their eligibility for subsidy ( Schedule F, Low Income Subsidy Schedule ). Families seldom have to wait for care in our programs as interagency referrals are made to Red Deer Child Care Society Programs and to other community programs.

## PARENT'S ABILITY TO PAY

The Red Deer Child Care Society serves parents from a wide range of family incomes. With the uncertainty of today's job market and salary reductions in most business sectors the individual family's ability to pay has diminished. The Society works with parents on an individual basis to accommodate a payment structure that is suited to their family's needs. It is the philosophy of the Red Deer Child Care Society that the family's ability to pay should never dictate the quality of care their children receive. Families in Red Deer must have access to quality care regardless of their income. The Mission Statement of the Red Deer Child Care Society is "Choices in Quality Child Care". The Society believes that for a child care program to be a choice for families it must be AFFORDABLE AND ACCESSIBLE .

## CHILD CARE FACILITIES

The location for a child care program is important, especially for families who rely on public transportation. Many families in the Normandeau and Glendale area access

Normandeau Day Care as it is the only quality non - profit center available in that area. Modifications will be necessary at Normandeau Day Care in the near future to remain compliant with groupings of children as outlined by Provincial Regulations. The center was built when day care standards allowed large rooms with many children in them. We now understand that it is a better standard of care to have smaller groupings of children in separate areas.

Using the schools for the School Age Programs means that children are in a safe atmosphere suited to our recreation based program. Parents do not have to worry about the safe transportation of children to and from their before and after school program.

Regular maintenance at Red Deer Day Care ensures that the center continues to operate as a quality facility. The location along the park system is unequalled by any other day care in the City. Changes to the city bus routes within the last four years ( the closest bus stop is on 55th Street ) has meant that it is difficult for families without their own transportation to access the center. Despite that we still have families that come to center for care that are dependent upon public transportation. Vandalism is a concern at Red Deer Day Care because of the isolated location. An alarm system for the facility must be given serious consideration.

The facilities that the Red Deer Child Care Society operates their day cares out of are both City of Red Deer owned. Maintenance on the two centers has been a joint venture since the Society became independent of the city in 1990. The Society pays to the City the full amount of the City debenture payments on the two centers ( \$ 41,957.00 for Red Deer Day Care, and \$53,568.00 for Normandeau Day Care ) as "rent". The City then in return claims Federal CAP funding for the Society deficits on the two day care operations. The two day cares operate in a deficit position and the deficit is made up through surpluses in

other programs and from the CAP funding. CAP funding to the society ranges from \$85,000.00 to \$94,000.00. This Federal funding will end March 30, 1996. The net result of this arrangement to the City of Red Deer is that the debenture payments on the two facilities are paid for. A corresponding amount ( ranging from \$94,665.00 in 1990 to \$106,105.00 in 1995 ) is paid to the Society as outlined in the Management Agreement ( Schedule G ) with the City. The Red Deer Child Care Society uses the Management Agreement funding for Low Income Subsidies to parents ( Low Income Subsidies, Schedule H ). In short, the City of Red Deer would be paying the debenture payments on the facilities if the Society were not operating programs out of them. This arrangement allows the City to put tax dollars to the citizens of Red Deer rather than putting tax dollars towards paying for the facilities.

Based on these "rents" that the Society pays to the city, the Society is paying \$5.33 per square foot for Red Deer Day Care ( 7880 sq. ft. ) and \$12.21 per square foot for Normandeau Day Care ( 4390 sq. ft. ). The Society also assumes full responsibility for all utilities payable on the facilities. These amounts payable to the City compare with the average city commercial lease rates of about \$7.00 - \$14.00 square foot plus triple net costs for prime downtown space to \$4.50 - \$5.00 square foot plus triple net costs on the North Side commercial areas ( as quoted by Weddell, Mehling, Pander ).

Profit centers have opportunities for purchasing property that are not available to not - for - profit operations. A private business can purchase property and receive government assistance through low interest loans. Alberta Opportunity Company is one source of assistance that is only available to private operations. Not - for - profit organizations cannot borrow funding for capital purchases unless they have a long history of positive financial management. Thus, not - for - profit organizations are often dependent upon community support for their facilities and it is difficult to ever reduce capital overhead

costs. The Red Deer Child Care Society has been supported by the municipality directing Federal CAP funding to the society to help support our capital costs. This has enabled us to be on par with centers in the private sector who have received provincial start up grants or low interest loans to purchase property.

The future tenancy of the Red Deer Child Care Society in the City facilities has not been confirmed. This leaves the Society Board with a difficulty in completing long range plans, especially in the case of Red Deer Day Care as we approach the 1998 payout of the City debenture. Negotiations are currently underway with the City to determine the future of the facility and we trust that a suitable arrangement can be completed to allow the Society to operate a South Side facility. It is appropriate that a long range plan for the facilities be negotiated with the City of Red Deer immediately.

## PROVINCIAL / MUNICIPAL REGULATIONS

The Alberta Government Provincial Child Care regulations and Municipal School Age Standards establish minimum program requirements. The Board of the Red Deer Child Care Society recognizes that these standards are MINIMUM indicators of quality care and strives to exceed these standards wherever possible. Some of the ways that the Society exceeds these minimums are:

- any policy recommendations put forth by the Provincial government or the municipality are to be implemented
- the former Provincial regulations for child: staff ratios are used in society day care programs ( Schedule I )



- if children are absent and the number of children we have is below what was expected we do not send staff home as is the practice in some centers ( staff : child ratios are often better than provincial regulations due to keeping staff at their shifts )
- the Society has implemented additional health and safety regulations for Family Day Home Providers such as more restrictive policies surrounding diapering, having fire extinguishers and smoke alarms in the home, and pets in the home
- the Family Day Home Program screening procedure includes five visits with the prospective provider rather than the required two
- trained staff at both day cares dramatically exceeds the Provincial minimums, due to the policy of hiring trained staff whenever possible ( at Red Deer Day Care 100% of staff have one or two years of Early Childhood Development education )
- a significant number of School Age staff have university degrees
- all Provincial Day Care Monitoring Reports are posted and explained to existing and new parents
- space requirements are exceeded at both day cares
- menus that offer a variety of nutritious meals and snacks are served at both day care and the school age programs ( quality is confirmed by a Regional Community Health review, and quantity is unrestricted as we recognize the need for our low income children to have as much of their daily nutritional requirements met during the program hours as possible ).

Provincial Operating Allowance Funding to day cares and Administration Allowance funding to Family Day Homes is decreasing (Schedule J, Provincial Operating Allowance and Administration Allowance changes ).

## STAFFING

The Red Deer Child Care Society is lucky to have on staff a group of dedicated professionals. The Society has stable, consistent caregivers with very little staff turnover when compared with the industry as a whole.

Quality care is promoted through giving priority to the hiring of trained staff. As previously mentioned the Society exceeds the provincial standards for qualified staff.

Staff salaries are low. Our staff have only had minimal increases since 1990 and they were a 4% increase in 1992 and a 2% increase in 1993. In addition to that staff have been frozen on the salary grid ( Schedule K ) since 1991. The Board, in 1995 had to make the difficult decision to increase our staff work day by half an hour to maintain their same monthly wage. Thus far the Society has managed to retain an excellent benefit program ( extended health and dental, life insurance and long term disability ) for permanent staff that is almost entirely Society paid ( it could not continue as a staff paid program because most staff could not afford to pay the premiums on the plan ). Although the Society has had to withdraw from the Local Authorities Pension Plan for employees it continues to offer permanent staff a 4% matching funds registered retirement savings plan. Sick time benefits and better than average vacation times help compensate staff for their low wages ( Schedule L Personnel Policy ).

The Red Deer Child Care Society board values the staff and takes every opportunity to compensate them for the job they do. It is difficult to balance the need for affordable child care with paying staff the wages they are worth. Unfortunately the society has had to make the choice to keep fees within a reasonable level at the expense of increasing staff salaries.

## **SPECIAL NEEDS CHILDREN**

Special needs children are welcomed in any program within the Red Deer Child Care Society. The Society believes strongly in the principles of inclusion and practices them in all programs. The Red Deer Child Care Society provides the only special needs Family Day Home option for parents in the City through its Focus Program. Additional special needs funding for families has been in the past accessed through Integrated Child Care ( Children's Services Center ), Program Unit Grants ( ECS ), Handicapped Children's Services and Child Welfare. Special needs staff funded through these programs are never counted in our staff child ratios. The Red Deer Child Care Society also works collaboratively with other community resources such as Children's Services Center, Family Service Bureau, Family School Wellness Program, and Child Welfare to support families with special needs children.

## **FAMILY SITUATIONS / COMMUNITY CONNECTIONS**

Over the past few years we have observed a change to families. They are increasingly under more stress due to job situations and changes, financial restrictions, and family pressures. The Red Deer Child Care Society assists families on an individual need basis working with other community agencies, gathering information, sharing ideas and making referrals when necessary. All of our programs have particularly accessed the services of counselors through the Family Service Bureau for families experiencing difficulties. Staff are becoming very knowledgeable about community resources and where families can go to access the help they need.

Over the past years the Society has experienced an increase in the number of subsidized users ( Schedule M ).

The Red Deer Child Care Society has built a strong network of agencies in the Red Deer that we receive referrals from and refer families to or that we work with to better family life in the city. A list of some of the agencies we work with include:

- Red Deer Family Service Bureau
- Native Friendship Center
- Children's Council
- Central Alberta Women's Outreach Center
- Central Alberta Refugee Effort
- Parkland Community Living Association
- Women's Shelter
- Sexual Assault Center
- Children's Services Center
- Family School Wellness Program
- Red Deer Public School Division
- Red Deer Catholic School Division
- Red Deer Community Health
- Handicapped Children's Services
- Child Welfare
- Supports for Independence ( Alberta Family and Social Services)
- City of Red Deer
- Central Alberta Aids Network

Society staff are also active within professional child care organizations both locally and provincially.

## IMPACT OF PROVINCIAL ECS CHANGES ON DAY CARE

The changes to ECS funding in Alberta have had no real impact on the child care needs of families. There have been requests from other professionals in the City to the Society requesting services for families of ECS aged children that have chosen not to place their children in ECS because of the cost imposed by the school divisions, but these families generally are not in need of child care.

The two day cares operated by the Red Deer Child Care Society both have integrated ECS programs. We have an ECS teacher at each center for four hours each day to provide specific programming for the five year olds and to coordinate the programming for the other age groups at the center. The classroom ECS teachers are not included for any of that time in the staff : child ratios.

## AN ACCOUNTABLE AND EQUITABLE FAMILY SYSTEM

Child care is a social issue and not just a business issue. The City of Red Deer has recognized that and has worked towards ensuring that the community has access to quality affordable child care. This has been achieved though working with a community agency that is committed to providing the services that are not available through the private sector.

The City's involvement in day care has been and should continue to be support for families in need. In a non profit environment the families receive the support that they need to be

self sufficient community members. Research shows that given the same regulatory environment and funding, non profit child care centers are more likely to be of a higher quality ( Schedule N, Child Care Policy in Canada, Reprint ). It makes good economic sense for the City to ensure that families in need receive support, and high quality care.

The easiest way to ensure this is to fund families to attend non profit child care programs.

In a recent survey of parents, when asked to evaluate common characteristics reflecting quality care an overwhelming majority of parents gave the Red Deer Child Care Society Programs the highest rating for overall quality of care. ( Schedule O, Parent Survey Results)

The City of Red Deer Management Agreement funding does not support the Red Deer Child Care Society. The city funding assists families. The low income families attending the Red Deer Child Care Society preschool programs receive financial support to remain in the workforce or to continue their education. The Red Deer Child Care Society is accountable to City Council, via the Social Planning Department to ensure that the funding is directed to families. It is a system of maximum benefit for the City of Red Deer because it has built in accountability, minimum administration of the funding, and maximum benefit to families. Should the City ever decide to have the funding follow the family, as it has been suggested the city would sacrifice the fiscal efficiency that it now achieves. More money would be spent on administering the subsidies for parents ( this is currently all being done by the Red Deer Child Care Society ), and monitoring the services received by parents. Ultimately the families in Red Deer would be the big losers because there would be less money to support their need for quality child care.

The City of Red Deer had great foresight in divesting themselves of the direct provision of child care services when it did. This change was initiated at a time when other city's in the province were still supporting municipally funded child care centers. Those municipalities are now left without a community structure in place through which they may efficiently support their families. It is the families in those communities that will suffer because without the structure in place the municipalities are forced to withdraw from child care all together. The families of Red Deer will continue to benefit into the future from our City's forward thinking and planning.

Red College Child Care Program  
Box 5005, Red Deer, Alberta

To Whom It May Concern:

Due to unforeseen circumstances I was unable to attend the forum on the review of funding for Red Deer Child Care Society. However, I would like to share some of my concerns about the review. My major concern is that funding will be withdrawn and the result will be that the low income families and children will be the real losers.

There are only two non-profit day cares in Red Deer. There are some significant differences between non-profit day care and profit day care. The budget lines in non-profit day care are extremely tight. There are a number of reasons for this:

- 1.) We do not get the tax breaks and the write-offs that profit centres receive.
- 2.) We believe that quality care requires certain levels of staffing. Non-profit centres staff with level 2 and 3 ECD graduates because research indicates that level of training directly affects the quality of care. Profit centres tend to staff with the minimum number of level 2 and level 3 staff. Family Day Home does not require that providers have any training, although a new minimal, training self study program is now available.
- 3.) Non-profit believes that caregiving is a career and therefore pay wages, benefits, etc. to encourage staff to make child care a career choice. The profit centres tend to pay minimum wages, no benefits and to send staff home depending on numbers. Also, the college care givers have had wage roll backs last year and this year.
- 4.) Quality child care believes that provision for the children is a priority. This requires a continuing outlay for equipment and supplies. Many profit areas provide only the minimum in these areas. Requirements are set by Provincial Licensing but generally, non-profit care exceeds these as they feel the standards are minimal.
- 5.) Profit centres are private business and take a profit from the business. All money in non-profit care is returned to the centre and the children's programs. It is my belief that in order to take a profit out of a day care the centre has to be cutting corners in other areas; i.e. staffing, equipment, supplies, food, etc.
- 6.) The parents that receive the extra subsidy through Red Deer Day Care Society are low income families. Low income families that receive extra subsidy have additional needs that exceed those of families who receive regular provincial subsidy. If they do not receive this subsidy they will be unable to continue at the centre. Alternative, affordable care may lack quality.
- 7.) The administration of this funding requires vetting of the parents, tracking, reporting and monitoring. This funding is in essence taxpayers money, therefore I feel that it is



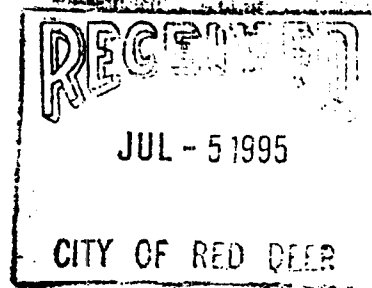
essential that those who receive it must be accountable. Are profit centres going to be willing to open their books to the City's scrutiny?

The review committee has an opportunity to make a decision that will have far-reaching effects on the children and families in Red Deer. I believe that the extra funding currently available for low income families at Red Deer Day Care Society should continue. I would strongly encourage that this funding remain under the umbrella of non-profit day care.

Yours sincerely,



Linda Carnew  
Manager of Child Care  
Red Deer College Children's Programs



**THIS AGREEMENT made effective this 31st day of December, 1992, TO PROVIDE FOR THE LEASE AND OPERATION OF CITY-FUNDED CHILD CARE FACILITIES AND PROGRAMS.**

**BETWEEN:**

**THE CITY OF RED DEER**  
a municipal corporation duly incorporated  
under the laws of the Province of Alberta  
(hereinafter called the "Lessor")

**OF THE FIRST PART**

**-and-**

**THE RED DEER CHILD CARE SOCIETY**  
a society duly incorporated under the laws of the Province of Alberta  
and having its head office in Red Deer, Alberta  
(hereinafter called the "Lessee")

**OF THE SECOND PART**

**WHEREAS:**

A. The Lessor leases a portion of lands described in Schedule "A" upon which the Lessor has constructed the following facilities:

1. the Red Deer Day Care Centre facility;
  2. the Normandeau Day care Centre Facility;
- (herein called "the facilities")

B. The Lessee wishes to lease and utilize those facilities and other areas to offer the following programs:

1. the Red Deer Day Care Centre;
  2. the Normandeau Day Care Centre;
  3. the Red Deer Family Day Home Program, including the special needs Focus component;
- (herein called "the programs")

**NOW THEREFORE THIS AGREEMENT WITNESSETH** that in consideration of the premises, and the mutual covenants herein contained, and the payment of grant as hereinafter provided,

the parties hereto covenant and agree together as follows:

**1. TERM**

1.1 The Lessor hereby demises and leases unto the Lessee the facilities for a term of three (3) years commencing upon the 1st day of January, 1993, (the "commencement date") and terminating on the 31st day of December, 1995.

**2. PAYMENT OF GRANT**

2.1 The Lessor shall pay the Lessee an annual grant to assist in the operation of the facilities and programs hereinbefore described as follows:

- a) in the year 1993, \$101,985.00 plus funding available under the Canada Assistance Plan, to a maximum of 5% more than the previous year's actual claim, and a minimum of \$85,000.00;
- b) in the year 1994, \$104,025.00 plus funding available under the Canada Assistance Plan, to a maximum of 5% more than the previous year's actual claim, and a minimum of \$85,000.00;
- c) in the year 1995, \$106,105.00 plus funding available under the Canada Assistance Plan, to a maximum of 5% more than the previous year's actual claim, and a minimum of \$85,000.00.

2.2 The grant to the Lessee is subject to revision by City Council under any of the following circumstances upon recommendation and review by the Social Planning Manager of the City and/or Red Deer Child Care Society:

- a) A significant change in the percentage of subsidized users of day care services;
- b) A major change in provincial day care funding;
- c) A major change in the day care program that has an effect on cost-sharing provisions under the Canada Assistance Plan;
- d) A major change in fees to day care users.

2.3 The grant payable by the lessor to the Lessee shall be paid in advance by way of equal installments commencing on the 1st day of January, 1993.

2.4 The Lessor shall provide operating advances in agreed upon amounts as approved by the Lessor's Director of Financial Services to meet the Lessee's needs from time to time.

2.5 Nothing herein shall prevent or restrict the Lessee from receiving or holding funds from sources other than the City and to expend such funds as it deems appropriate or advisable, including interest earned, fund raising revenue and other grants as may be received from time to time for operating purposes or for the establishment of a capital project fund.

### 3. LESSEE'S COVENANTS

3.1 The Lessee covenants with the Lessor as follows:

a) in the provisions of services:

- i) to operate the programs as a high standard, affordable and accessible service to the residents of the City of Red Deer (herein called "the City") and surrounding district;
- ii) to give preference to low income and single parent residents of the City who require child care;
- iii) to promote integration of children with special needs and ensure their individual needs are met throughout the programs;
- iv) to establish program advisory committees encouraging parental involvement and community participation thereby promoting greater public accountability;
- v) to promote continued training and development of child care staff;
- vi) to respond to new and emerging child care needs in the City and surrounding district by developing or assisting in the development of additional community resources;
- vii) to comply with all the Federal, Provincial and Municipal regulations including fire and health requirements;
- viii) to provide to the Lessor an audited financial statement within ninety (90) days following the end of each fiscal year of the Lessee;
- ix) to provide to the Lessor's Social Planning Manager all agendas and minutes of all general and special meetings of the Society or its Board of Directors and annual budget documents, including preliminary budget details submitted to the Social Planning Manager on or about the 21st day of

September of each year, and such other documents and information as the Manager may require, from time to time, with respect to the maintenance and operation of the facilities and services;

- x) to remain in good standing at all times as a registered society pursuant to the Societies Act of Alberta, or any replacement legislation;
- xi) not to hold itself out as an agent for the Lessor, but shall, at all times, represent itself as an independent society;

b) in the operation and maintenance of the facilities:

- i) to use and occupy the facilities only for the purpose of operating programs for children and child care, the services herein provided, and such other programs as the Lessor may approve in writing from time to time;
- ii) to operate the facilities in a manner compatible with the overall objectives of the Society;
- iii) to operate the facilities safely, efficiently and effectively and in a manner that will provide fair and equitable treatment for all users;
- iv) not to carry on or permit to be carried on upon or in the facilities, any activity in contravention of the laws of the City, the Province of Alberta or the Dominion of Canada;
- v) to operate the facilities within the grant provided by the City;
- vi) to pay all occupancy costs of the facilities set forth in Clause 5;
- vii) to pay all business, sales, equipment, machinery or other taxes, charges and license fees levied or imposed by any competent authority in respect to the personnel, business, sales, equipment, machinery or income of the Lessee;
- viii) to repair, maintain and keep the facilities, including all chattels and equipment, in good and substantial repair, excepting only:
  - (A) repairs required by this agreement to be made by the Lessor; and
  - (B) repairs necessitated by damage from hazards against which the Lessor is required to insure hereunder unless such accepted repairs are necessitated by the acts or omissions of the Lessee;
- ix) to observe and comply with all municipal bylaws and regulations, all health regulations and all statutory provisions and regulations made by any duly constituted authority, and all provisions contained in any policy

of insurance related to the facility of which notice in writing is given by the Lessor to the Lessee;

- x) to forthwith notify the Facility Operations Supervisor as the Lessor's agent of any defect in the structural components of the facilities;
- xi) to permit the Lessor to inspect the facilities at all reasonable times;
- xii) to leave the facilities and all of the chattels and equipment therein in good repair and condition upon termination of this agreement;
- xiii) to keep the facilities in an orderly, clean and sanitary condition and not allow any refuse or garbage to accumulate in or about the facilities;
- xiv) to include as part of the operating budget, the pro-rated payment, as determined yearly by the City of Red Deer Recreation & Culture Department, for the services of the Facilities Operations Supervisor, in order that the Facilities Management Maintenance Plan (FMMP), with respect to the Red Deer & Normandeau Day Care Centres, can be kept current and implemented as intended.

#### 4. OCCUPANCY COSTS

4.1 It is the intent of this agreement and agreed by both parties hereto that all and every operating, maintenance, building occupancy and land occupancy cost, expense, rate or charge in any way related to the facilities will be borne by the Lessee without variation, set-off, or deduction whatsoever.

4.2 "Building occupancy costs" as referred to in this agreement shall, without limiting the generality of the foregoing, include:

- a) the cost of gas, oil, power, electricity, water, sewer, communications, and all other utilities and services, together with the direct cost of administering such utility services;
- b) janitorial costs and services; and
- c) the cost of servicing and maintaining all heating, air-conditioning, plumbing, electrical and other Machinery and equipment.

4.3 "Land occupancy costs" as referred to in this agreement shall, without limiting the generality of the foregoing, include all insurance, irrigation, landscaping and maintenance thereof.

## **5. LESSOR'S COVENANTS**

### **5.1 The Lessor hereby covenants with the Lessee that:**

- a) the Lessee, performing and observing the covenants and conditions herein contained, shall peaceably and quietly hold and enjoy the facilities during the said term without any interruption by the Lessor or any person rightfully claiming under or in trust from it;
- b) the Lessor shall make any required structural repairs to the perimeter wall, roof, bearing structure and foundation of any building included in the facilities, provided that any and all such repairs necessitated by fire, explosion, lightning, tempest or other casualty whatsoever shall be made only in accordance with the provisions of Clause 8, and provided always that the Lessor will not be required to make any repairs necessitated by reason of the negligence or default of the Lessee, its servants, agents or licensees;
- c) the Lessor shall place and maintain at its cost insurance against fire and other risks as are included in a standard fire and extended coverage contract in an amount equal to the full replacement value (excluding excavations and foundations) of the buildings, furniture and fixtures and related equipment constructed on, contained in or affixed to the facilities; and
- d) the Lessor shall place and maintain, during the term of this agreement, comprehensive tenants and public liability insurance protecting and indemnifying the Lessee and the Lessor against any and all claims for injury or damage to person or property or for loss of life occurring upon, in or about the facilities, such insurance to offer immediate protection of the limit of not less than One Million (\$1,000,000.00) Dollars and which policy shall name the Lessor and the Lessee as insured, and shall contain a clause that the insurer will not cancel or change the insurance without first giving the Lessor and the Lessee prior written notice.

## **6. LEASEHOLD IMPROVEMENTS**

**6.1** Except as herein provided, the Lessee may at any time and from time to time make such changes, alterations or improvements to the facilities in such manner as shall, in the opinion of the Lessee, best adapt the facilities for the purposes of the Lessee provided that such

changes, alterations, or improvements to the facilities shall not be made without the prior written consent of the Lessor, such consent not to be unreasonably withheld. All such improvements shall, upon completion, belong to the Lessor. Requests for such changes, alterations or improvements are to be made to the Lessor's Social Planning Manager.

6.2 The Lessee shall not purchase any equipment or effect any parking lot improvements or building expansions or make any capital expenditures upon the facility or lands adjacent thereto in excess of the sum of Ten Thousand (\$10,000.00) Dollars without the consent of the Municipal Council of the City.

6.3 The Lessee shall not, under any circumstances, whether in respect of changes, alterations and improvements of the facilities or otherwise, knowingly permit any builder's

lien to be filed against the facilities, and shall forthwith discharge any builder's lien which may be filed.

6.4 All leasehold equipment installed by the Lessee as a permanent part of the facilities shall belong to the Lessor on termination of this agreement.

## 7. TERMINATION

7.1 Should any of the Lessee's covenants herein contained not be performed or observed within thirty (30) days of receipt of written notice of a default, or if the Lessee shall be adjudicated a bankrupt or enter into an agreement for the benefit of its creditors, or suffer any distress or execution be levied on its goods, or if the Lessee should enter into liquidation or receivership either compulsorily or voluntarily, then this agreement at the option of the Lessor may be terminated and it shall be lawful for the Lessor at any time thereafter to re-enter upon the facilities and thereupon this agreement shall be absolutely determined.

7.2 The Lessee may terminate this agreement should the Lessor default in payment of the Grant to the lessee and should such default continue for Thirty (30) days thereafter.

7.3 The Lessor may terminate this agreement without notice if any member of the Board of Directors of the lessee shall breach the Conflict of Interest provisions of the By-law of the Lessee's society.



## **8. FIRE**

8.1 If, during the term of this agreement or any renewal thereof, any building forming part of the facilities or any part thereof shall be damaged or destroyed by fire, explosion; lightning, tempest or other casualty whatsoever and for which there is insurance coverage in place which is recoverable, then the Lessor shall use its best efforts and exercise reasonable diligence to repair and/or replace that portion of the facilities which has been destroyed or damaged, with all reasonable speed. In the event of such damage or destruction, the grant payable hereunder shall be adjusted and be abated in the proportion that that part of the facilities rendered unfit for occupancy bears to the whole of the facilities having regard to the method and means by which the grant is allocated for the operation of the different components of the facilities as a whole as may be agreed by the parties hereto, until the damaged portions of

the facilities are repaired or rebuilt. In the event of a disagreement between the parties, then such disagreement shall be resolved by Municipal Council of the City.

8.2 In the event that any building comprising part of the facilities shall be damaged by fire, explosion, lightning, tempest or other casualty whatsoever and for whatever reason no insurance coverage may be recovered, or the proceeds of insurance so recovered are not sufficient to replace or repair the premises so damaged, then upon written notice by the Lessor this agreement shall cease and be at an end, the Lessee shall surrender possession of the same to the Lessor, and the Lessor shall make payment to the Lessee of the grant monies adjusted to the date of termination.

## **9. RIGHT TO RENEW**

9.1 This agreement shall automatically be renewed sequentially for two (2) further terms of three (3) years each, unless either the Lessee or the Lessor notifies the other party in writing no later than ninety (90) days prior to the expiration of the term of this agreement, or the then current renewed term, of the Lessee's or the Lessor's intention to terminate or to initiate changes to this agreement. The grant payable for such renewed terms shall be as agreed between the parties. All other terms, conditions and provisions of this agreement will remain the same for the renewed terms.

## **10. NOTICE**

10.1 Any notice may be served under the lease upon the Lessor by personal service upon the City Clerk at City Hall, Red Deer, Alberta, or by mailing same in a registered letter addressed to the Lessor at:

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

or at such address as the Lessee may be notified of in writing.

10.2 Any notice required to be given to the Lessee shall be sufficiently given by personal service upon the Chairman of the Society, or by mailing the same in a prepaid registered letter addressed to the Lessee at:

Suite #101, 4922-53rd Street  
Red Deer, Alberta  
T4N 2E9

or at such address as the Lessor may be notified of in writing.

10.3 Such notice shall be deemed to have been received by the Lessor or the Lessee respectively on the date on which it shall have been so delivered or five (5) days after it is so mailed, provided that in the event that there is an obvious and known disruption of the postal service, then any notice required to be served shall be served by actual delivery to the address for service as herein provided.

## **11. STAFF USE POLICY**

11.1 Should the Lessee propose to or provide any free or subsidized use of the facilities to any of its employees, the cost of this employee benefit shall be included in the Lessee's budget and be reviewed by Council of the City on an annual basis.

## **12. ASSIGNMENT**

12.1 The Lessee shall not sublet the facilities, and this agreement shall not be assigned

by the Lessee without the consent in writing of the Lessor first had and obtained.

### 13. GENERAL

13.1 The Lessor's Social Planning Manager or designate may attend meetings of the Society and of its Board of Directors upon request of either party, but shall not be entitled to vote thereat.

13.2 This agreement shall be binding upon the parties hereto, their permitted successors and assigns.

13.3 This agreement, including any schedules hereto, constitutes the entire agreement between the parties regarding the facilities and operations of the Society. There are not now and shall not be any verbal statements, representations, warranties, undertakings or agreements between the parties. This agreement may not be amended or modified in any respect except by written instrument executed by all parties hereto in the same manner and with the same formality as this agreement is executed.

IN WITNESS WHEREOF the parties by their proper officers have executed this agreement the day and year above written.

THE CITY OF RED DEER

Per: 

Per: 



THE RED DEER CHILD CARE SOCIETY

Per: 

Per: 

## **SCHEDULE "A"**

1. Plan Red Deer 4154 RS  
Lot S  
(S.E. 21-38-27-W4th)  
Excepting thereout all mines and minerals.
  
2. Plan Red Deer 812 0505  
Block R - 4  
Lot 1 - SR (school reserve)  
Containing 1.53 hectares more or less  
(N.E. 29 - 38 - 27 - W4th)  
Excepting thereout all mines and minerals.

Effective this 31st day of December, 1992

.....

**BETWEEN:**

**THE CITY OF RED DEER**  
a municipal corporation duly incorporated  
under the laws of the Province of Alberta  
(hereinafter called the "Lessor")

OF THE FIRST PART

-and-

**THE RED DEER CHILD CARE SOCIETY**  
a society duly incorporated under the laws of the  
Province of Alberta  
and having its head office in Red Deer, Alberta  
(hereinafter called the "Lessee")

OF THE SECOND PART

.....

THIS AGREEMENT TO PROVIDE FOR THE LEASE AND  
OPERATION OF CITY-FUNDED CHILD CARE  
FACILITIES AND PROGRAMS

.....

Chapman Riebeek Simpson Chapman Wanless  
Barristers & Solicitors  
#208, 4808 Ross Street  
Red Deer, Alberta  
T4N 1X5

File No. GEN 09/92 THC