

**FILE .**

DATE: September 26, 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 25, 1995,**

COMMENCING AT 4:30 P.M.

★ ★

- (1) Confirmation of the Minutes of the Regular Meeting of September 11, 1995

**DECISION - CONFIRMED AS TRANSCRIBED**

PAGE

(2) **UNFINISHED BUSINESS**

- 1) City Clerk - Re: Updated Land Bank Administration Business Plan, 1994-1999 and Review of Land Sales First Half 1995 .. 1

**DECISION - AGREED TO ADOPT THE UPDATED LAND BANK ADMINISTRATION BUSINESS PLAN, 1995-1999**

- 2) City Clerk - Re: Councillor D. Lawrence/Notice of Motion\Disconnection of Power to Residences .. 5

**DECISION - REPORT RECEIVED AS INFORMATION**

- 3) City Clerk - Re: 32 Street Widening (40 Avenue to 47 Avenue)/Traffic Noise Study/Council Policy . . 10

**DECISION - AGREED TO COUNCIL POLICY ENTITLED TRAFFIC NOISE ATTENUATION AND TABLED FOR TWO WEEKS THE REQUEST FROM RESIDENTS OF STANLEY CRESCENT FOR THE INSTALLATION OF A CONCRETE NOISE WALL**

- 4) City Clerk - Re: Grade Level on West Side of Phase V/Victoria in Anders Park . . 19

**DECISION - AGREED TO CHANGES TO THE ANDERS EAST OUTLINE PLAN AND DEVELOPMENT REQUIREMENT FOR AIKMAN CLOSE**

- 5) City Clerk - Re: Land Use Bylaw Amendment 2672/Q-95/Glendale Outline Plan/S.E. Corner of 77 Street and Taylor Drive . . 29

**DECISION - REPORT RECEIVED AS INFORMATION**

- 6) City Clerk - Re: Day Care Management Review Report . . 48

**DECISION - AGREED IN PRINCIPLE TO RECOMMENDATIONS IN THE DAY CARE MANAGEMENT REVIEW REPORT, SUBJECT TO NEGOTIATION OF A THREE YEAR MANAGEMENT AGREEMENT WITH THE RED DEER CHILD CARE SOCIETY. AGREED TO RECOMMEND TO THE NEXT COUNCIL TO CONSIDER \$50,000 IN 1996 BUDGET FOR LOW INCOME USERS OF PRIVATE DAY CARE, AND FURTHER AGREED TO SEND LETTERS TO THE PROVINCIAL AND FEDERAL GOVERNMENTS REGARDING DAY CARE FUNDING**

(3) **PUBLIC HEARINGS**

(4) **REPORTS**

- 1) Engineering Department Manager - Re: Taylor Drive Reconstruction from 76 Street to North of Kennedy Drive/Speed Zone/One-Way Operation/Traffic Bylaw Amendment 2800/A-95 . . 67

**DECISION - AGREED TO CHANGES IN SPEED LIMIT, ONE-WAY OPERATION AND REMOVAL OF SCHOOL ZONE ON TAYLOR DRIVE FROM 76 STREET TO NORTH OF KENNEDY DRIVE**

- 2) City Clerk - Re: Amendments to Various Bylaws . . 71

**DECISION - REPORT RECEIVED AS INFORMATION**

- 3) City Clerk - Re: Permit Fee Bylaw No. 3149/95 . . 72

**DECISION - REPORT RECEIVED AS INFORMATION**

- 4) Land and Economic Development Manager - Re: Option to Purchase Former CP Rail Yards - Gelmon Corporation . . 73

**DECISION - AGREED TO TABLE THE DISPOSITION OF THE FORMER RAILWAY LAND FOR 30 DAYS TO ALLOW FURTHER REVIEW BY THE LAND AND ECONOMIC DEVELOPMENT DEPARTMENT**

(5) **CORRESPONDENCE**

- 1) Alberta Municipal Affairs - Re: Land Use Policies Discussion Paper . . 78

**DECISION - AGREED TO FORWARD A JOINT REPORT FROM THE ADMINISTRATION TO THE PROVINCE AND ASK FOR THE OPPORTUNITY FOR ADDITIONAL COMMENTS ON THE PROPOSED POLICY**

- 2) Gerig, Hamilton, Neeland - Re: Gary and Geraldine Pfahler/61  
Wright Avenue/Basement Suite . . 87

**DECISION - DENIED REQUEST FOR AN EXCEPTION TO THE LAND USE  
BYLAW TO ALLOW FOR A BASEMENT SUITE**

- 3) Municipality of Annapolis County - Re: Proposed  
Commemoration of Port Royal on the new \$2 Coin . . 94

**DECISION - CORRESPONDENCE RECEIVED AS INFORMATION**

(6) **PETITIONS AND DELEGATIONS**

(7) **NOTICES OF MOTION**

- 1) Councillor Dan Lawrence - Re: Commercial Utility Deposits . . 98

**DECISION - NOTICE OF MOTION TO RETAIN DEPOSITS ON  
COMMERCIAL UTILITIES WAS WITHDRAWN**

(8) **WRITTEN ENQUIRIES**

(9) **BYLAWS**

- 1) 2672/Q-95 - Land Use Bylaw Amendment/Glendale Outline  
Plan/S.E. Corner of 77 Street and Taylor Drive - 2nd & 3rd  
readings . . 29

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- 2) 2794/A-95 - The Dating and Escort Service Bylaw Amendment  
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**DECISION - 3 READINGS GIVEN**



3)	2800/A-95 - Traffic Bylaw Amendment/Speed Limit Change/77 Street and Taylor Drive - 3 readings	.. 67 ..103
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**DECISION - 3 READINGS GIVEN**

4)	2934/A-95 - The Health Bylaw Amendment - 3 readings	.. 71 ..104
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**DECISION - 3 READINGS GIVEN**

5)	3009/A-95 - The Cat Bylaw Amendment - 3 readings	.. 71 ..105
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**DECISION - 3 READINGS GIVEN**

6)	3140/95 - The Procedure Bylaw - 3 readings	.. 71 ..106
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**DECISION - 3 READINGS GIVEN**

7)	3147/95 - Fence Bylaw - 3 readings	.. 71 ..118
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**DECISION - 3 READINGS GIVEN**

8)	3148/95 - The Interpretation Bylaw - 3 readings	.. 71 ..120
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**DECISION - 3 READINGS GIVEN**

9)	3149/95 - Permit Fee Bylaw - 3 readings	.. 72 ..134
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**DECISION - 3 READINGS GIVEN**

### ADDITIONAL ITEM

- 1) 2672/AA-95 - Land Use Bylaw Amendment/Glendale Outline Plan/S.E. Corner of 77 Street and Taylor Drive, Change from R2 to P1 - 1st reading

**DECISION - BYLAW GIVEN 1ST READING**

# **A G E N D A**

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FOR THE REGULAR MEETING OF RED DEER CITY COUNCIL

TO BE HELD IN THE COUNCIL CHAMBERS, CITY HALL,

**MONDAY, SEPTEMBER 25, 1995**

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

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| 3) | City Clerk - Re: 32 Street Widening (40 Avenue to 47 Avenue)/Traffic Noise Study/Council Policy                     | .. 10 |
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Committee of the Whole:

- 1) Administrative Matter
- 2) Personnel Matter

U N F I N I S H E D B U S I N E S SNO. 1

DATE: September 19, 1995

TO: City Council

FROM: City Clerk

RE: UPDATED LAND BANK ADMINISTRATION BUSINESS PLAN, 1994 - 1999  
AND REVIEW OF LAND SALES FIRST HALF 1995

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At the Council meeting of July 4, 1995, consideration was given to 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 Land and Economic Development Manager dated June 22, 1995 re: Updated Land Bank Administration Plan, 1994 - 1999 and Review of Land Sales first half of 1995, hereby agrees that the Land Bank Administration Business Plan 1994 - 1999 be adopted, and as presented to Council July 4, 1995."

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

"RESOLVED that Council of The City of Red Deer hereby agrees to table the resolution relative to the Updated Land Bank Administration Business Plan, 1994 - 1999 pending written comments from organizations that had originally commented on the Land Bank Administration Business Plan and any other interested parties."

Attached is the new report from the Land & Economic Development Manager dated September 19, 1995 as well as his report dated June 22, 1995 that appeared on the July 4, 1995 Council Agenda.

For Council's information, the title of the updated Land Bank Administration Business Plan should reflect the date "1995 - 1999" and not "1994 - 1999". Amendment to the original resolution should be passed to reflect this change.



Kelly Kloss  
City Clerk

KK/ds

DATE: September 19, 1995  
TO: Kelly Kloss, City Clerk  
FROM: Alan Scott, Land and Economic Development Manager  
RE: **CITY OF RED DEER LAND BANK BUSINESS PLAN**

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The Land Bank Business Administration Business Plan 1994 - 1999, was tabled with Council on July 4, 1995. Council was asked to approve the Plan, however, prior to doing so, the following tabling motion received approval:

"RESOLVED that Council of The City of Red Deer hereby agrees to table the resolution relative to the updated Land Bank Administration Business Plan, 1994 - 1999 pending written comments from organizations that had originally commented on the Land Bank Administration Business Plan and any other interested parties."

Subsequent to the passage of that resolution, the Business Plan was circulated to the following organizations:

Red Deer Chamber of Commerce  
Urban Development Institute of Red Deer  
Red Deer Home Builders Association  
Red Deer and District Real Estate Board  
Red Deer Construction Association

We advised each organization that if they wished to make written comments with respect to the Plan or policies, they should be received by the City no later than August 31, 1995. As of this date, we have received no written comments, nor have we had any verbal inquiries.

#### **RECOMMENDATION**

We therefore recommend that the updated Land Bank Administration Business Plan, 1994 - 1999, be adopted by Council.



Alan V. Scott

AVS/mm

DATE: June 22, 1995

TO: Kelly Kloss, City Clerk

FROM: Alan Scott, Land and Economic Development Manager

RE: **UPDATED LAND BANK ADMINISTRATION BUSINESS PLAN  
1994 - 1999 AND REVIEW OF LAND SALES FIRST HALF 1995**

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Please find attached an updated Land Bank Administration Business Plan which extends performance projections through 1999. The report incorporates changes to the City structure over the past year, and updates the City's land holdings to take into account sales to December 31, 1994.

There are several changes to the Business Plan which we would like to point out to Council. They are as follows:

- ▶ Page 7, TABLE 1 is an inventory of land held for subdivision development. This table does not include any land which has been serviced and is available for sale. We have added two tables on the following page 8, to reflect both residential and industrial land, which is serviced and available for sale. We have also restated market value of our land inventory held for subdivision development, to better reflect December 1994 land values. Because we have separated undeveloped and developed land, it appears that the market value of our Land Bank is reduced. We have indeed lowered per acre values to better reflect the current market, but we also show increased market values in land which is subdivided and serviced, making it ready for sale.
- ▶ The second area where major changes are reflected is in TABLE 9 on page 26, which provides an estimate of the five-year cash flow. Reduced sales in 1994 and projected lower sales for 1995 have an impact on the revenues. In addition, the price reduction approved by Council also lowers revenues, resulting in less money being provided to reduce the long term debt over the five year period.

Nevertheless, it is still anticipated that the Land Bank will contribute \$431,000 annually to general revenues, while reducing the long term debt, after interest, by some half a million dollars in the five year period.

### **Summary of Land Sales - January 1 to June 30, 1995**

#### ***Residential***

Residential land sales continue to be soft for the second year in a row. In 1994, City residential land sales were below average, largely because of a lack of inventory. We knew we would not be in a position last year to supply our percentage of the market, but that decision was made in order to postpone major investments into the new Lancaster Meadows area.



City Clerk  
Page 2  
June 22, 1995

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We are now proceeding with the servicing of Lancaster Meadows and have completed a pre-sale in Phase 1, resulting in the sale of 8 single family and 7 duplex lots. This brings our residential lot sales to 16 for the year, valued at \$769,300. We are carrying an inventory of 90 residential building lots, which represent slightly more than a one year supply.

We continue to receive a good number of inquiries with respect to residential building lots in both Lancaster Meadows and Oriole Park. While the Oriole Park lots continue to move slowly, we are satisfied that they fill a need in the upper end of the market and, over a period of time, will be purchased and developed into an attractive subdivision.

During budget debate, we indicated to Council that a decision with respect to proceeding with Phase 2 of Lancaster Meadows in 1995 would be made based upon sales in Phase 1. Phase 1 contains 43 single family lots and 8 duplex lots, with 35 singles and 1 duplex remaining in inventory. Based on this inventory, we would recommend that we delay development of Phase 2 until 1996. The existing inventory of residential building lots is adequate to carry us through to the 1996 construction year.

### ***Industrial***

For the second consecutive year, we are enjoying excellent sales of industrial and commercial land. To date, 15.49 acres of industrial land, valued at \$832,134, have been sold, with pending sales on an additional 5.78 acres, valued at \$427,500. This is well above average and has already exceeded our total sales for 1994. We continue to respond to inquiries on industrial land on a regular basis, and are confident that total sales for the year will approach \$2 million.

### **RECOMMENDATION**

I would recommend that Council adopt the Land Bank Administration Business Plan 1994 - 1999. I would further recommend that we not proceed with the servicing of Phase 2 of Lancaster Meadows in 1995, as our supply of residential building lots in inventory is adequate to meet our needs over the next 12 months.

I would be pleased to answer any questions of Council.

  
Alan V. Scott

### **COMMENTS:**

AVS/mm

We concur with the recommendation of the  
Land & Economic Development Manager.

Att.

"G. SURKAN"

Mayor

"M.C. DAY"

City Manager

**COUNCIL MEETING OF SEPTEMBER 25, 1995**

**ATTACHMENT TO REPORT ON  
OPEN AGENDA**

**RE: Land Bank Administration Business Plan  
1995 - 1999**

# **LAND BANK ADMINISTRATION**

## **BUSINESS PLAN**

**1995 - 1999**





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### **SUMMARY OF RECOMMENDATIONS**

#### **1.0 BACKGROUND**

- 1.1 Land Bank Audit**
- 1.2 Strategic Plan**
- 1.3 Business Plan**

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- 2.1 Inventory**
- 2.2 Land Absorption**

#### **3.0 PROPOSED BUSINESS PLAN**

- 3.1 Administration**
- 3.2 Marketing**
- 3.3 Front End Servicing**
- 3.4 Financial Reporting**
- 3.5 Financial Projections**

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##### **STRATEGIC PLAN**

**SCHEDULE "A" - CITY LAND SALES  
PROCESS FOR SALE OF BLOCKS OF RAW LAND**

**SCHEDULE "B" - INDUSTRIAL AND COMMERCIAL LAND SALES APPROVAL**



## **1.0 BACKGROUND**

The City of Red Deer has been involved in land banking for approximately 35 years. The City's decision to land bank was a result of many factors, primarily related to great demand and lack of supply of serviced lands. The encouragement of federal and provincial governments to communities to undertake land banking was also a significant factor in deciding to land bank and develop lots.

Land banking in Red Deer was initially established to satisfy residential housing need, but was extended to industrial, commercial and recreational uses.

Prior to 1970, the City was the primary developer of serviced lots to homeowners and contractors. Over the past 20 years, the development industry has assumed a greater responsibility in this regard. During the late 1970's and early 1980's, developer interest in Red Deer was keen despite the predominant role of the City in land ownership and participation in development. With the recession in the 1980's, the City was again placed in a position of being the major owner and developer of lands in the city.

Through Council initiatives and private sector encouragement, the role of the City Land Bank has been redefined in recent years to encourage greater private sector participation in residential development. At the present time, The City of Red Deer is the primary provider of serviced industrial lots in the city.

In the past, City Council adhered to policies which had a direct impact on the performance of the Land Bank. For many years, residential building lots were sold to the public at below market values, with control being maintained through a number of restrictions on the purchaser. Over the years, the controls were removed and the sale price was brought in line with market values.

Council also adopted a policy which provided Municipal Reserves in greater quantities than the 10% required under the Planning Act. This policy proved too costly and was rescinded a number of years ago.

The Land Bank has also been used to acquire land for uses unrelated to land development. Examples include Waskasoo Park, Westerner relocation, and the railroad portion of the Major Continuous Corridor Project.

## **1.1 LAND BANK AUDIT**

In January 1990, City Council appointed a Land Bank Audit Task Force and in August, the IBI - Price Waterhouse Group was appointed to carry out a "value for money audit" of the Land Bank.

The operational audit was completed in six months. The process for carrying out the operational audit involved a cooperative and interactive effort between the consultant, the task force, City departments involved in administering the Land Bank, and the development community as represented by the Urban Development Institute, the Red Deer Home Builders' Association, and the Red Deer Real Estate Board.

These groups, individually and collectively, were involved in addressing the performance issues and operational aspects of the Land Bank, and contributed to the development of the recommendations of the consulting team.

The recommendations in the final report entitled, "Land Bank Operational Audit", dated March 1991, may be summarized as follows:

- ▶ Development of a formal, centralized, single authority to oversee and be responsible for the operation of the Land Bank.
- ▶ Preparation of a strategic plan for the Land Bank. The plan should reflect the goals and objectives of the City's economic development strategy for industrial land.
- ▶ Development of a detailed Land Bank management/inventory system.
- ▶ Preparation of a 5-10 year business plan.
- ▶ Continuation of the general philosophy, whereby, the City "front ends" the construction of major trunk facilities.
- ▶ Adjustment of the recorded value of industrial lands to reflect the lower of cost or market.
- ▶ City and private sector should examine ways to maximize private sector involvement in all facets of land development and marketing.
- ▶ Quarterly reporting of subdivision activity at the administrative level, with semi-annual and annual reporting to Council.

The final report was considered by City Council at its meeting on May 13, 1991, when the following resolution was adopted:

"RESOLVED that Council of The City of Red Deer, having considered the report from the Audit Task Force - Land Bank dated March 20, 1991 re: Land Bank Operational Audit submitted by IBI - Price Waterhouse Group dated March 1991, hereby agrees that same be approved in principle and



that the City administration be directed to review the report and present back to Council an implementation program for consideration, and as presented to Council May 13, 1991."

A report on the Land Bank Operational Audit by the City Commissioner was considered by City Council in Committee of the Whole on October 15, 1991. At this meeting, City Council endorsed the following recommendations:

- ▶ That the Economic Development Manager be assigned full control of all "business functions" related to the Land Bank and the responsibility for preparation of the necessary planning and policy documents.
- ▶ That the Director of Community Services be assigned to provide direction and assistance to the Economic Development Manager in broad policy planning for the Land Bank, on a part-time basis, for one year.

## **1.2 STRATEGIC PLAN**

A draft strategic plan for the Land Bank was completed by the administration in early 1992, based on the following recommendation and the Land Bank Operational Audit:

- ▶ **Initiate Strategic Planning Process**

"A strategic planning process needs to be initiated in order to develop goals, objectives, strategies and plans for all elements of the Land Bank operations. Fundamentals such as a mission statement for the Land Bank need to be developed. Based on the mission statement, the goals of the Land Bank need to be clearly articulated, and the objectives developed by which Council can monitor the performance of the Land Bank operation. The strategic plan should also identify when and how the City should participate in development through the Land Bank.

The strategic plan will identify the organizational structure for administering and managing the Land Bank asset."

(Land Bank Operational Audit pg. vi)

The strategic plan was prepared in consultation with representatives of the Red Deer Chamber of Commerce, Red Deer Real Estate Board, Red Deer Home Builders' Association, and the Urban Development Institute. The draft recommendations were also advertised in the media, and the public was given an opportunity to participate through a public open house at the Red Deer & District Museum & Archives.

The strategic plan includes the following definition, mission statement and goals for the land bank:

► **Definition:**

The land bank consists of all lands which are held or have been acquired by the City, specifically for development and resale as residential, commercial or industrial parcels. Services front ended by the City related to the development of City and private land are deemed to be an asset of the Land Bank.

► **Mission Statement:**

The function of the Land Bank administration is to ensure that there is an adequate supply of serviced and unserviced industrial, commercial and residential land, to provide for economic and orderly development of the city of Red Deer.

► **Goals:**

- To manage the Land Bank in a manner that will encourage private sector development.
- To sell or lease industrial, commercial or residential land at market value.
- To administer the Land Bank through a single department, with appropriate input from relevant City departments and the industry related private sector.
- To develop innovated marketing for the sale of industrial, commercial and residential land.
- To reduce the present inventory of industrial, commercial and residential land held by the City.
- To provide for the economic, orderly and well-planned development of the city.
- To provide for the administration of all expenditures related to the servicing of industrial, commercial and residential subdivisions.

The complete strategy, including all goals and objectives, is included as Section 4.0.

The strategic plan was considered by City Council at its meeting on March 30, 1992, when the following resolution was adopted:

"RESOLVED that Council of The City of Red Deer, having considered report from the Economic Development Manager dated March 23, 1992 re: Land Bank Administration Proposed Strategic Plan, hereby agrees as follows:

1. That the Land Bank Administration Strategic Plan be approved and adopted subject to deleting therefrom Section 1.1 and substituting therefore the following:

'To encourage the private sector to increase its share of serviced residential land development from 60% to approximately 75% on a phased basis;'

2. That the Land Bank Committee be authorized to proceed with the development of a business plan for the Land Bank;
3. That once the business plan as noted in 2. has been completed and submitted to Council, Council reserves the right to again review its participation rate in residential land development;

and as presented to Council March 30, 1992."

### **1.3 BUSINESS PLAN**

The administration has now completed a Five-Year Business Plan for the Land Bank, based on the following recommendation in the Land Bank Operational Audit:

► **Business Plan Development**

A 5 to 10 year business plan should be developed immediately by staff. The purpose of the business plan is to understand and ultimately respond to changing market conditions and to develop a business strategy which meets the objectives and goals of the Land Bank. The key elements which should be included in the business plans are:

- historic market analyses including competition;
- identification of target markets;
- projected product requirements;
- immediate, mid and long term development strategies, and financial sensitivity analyses related to development;
- risk assessment;
- marketing strategies;
- current market value of land estimates; and
- implementation schedule.

Business plans need to be developed for both residential and industrial components. The business plan needs to be reviewed and revised annually based on most recent projections, and the direction of the strategic plan."

(Land Bank Operational Audit pg. vii)

## **2.0 EXISTING SITUATION**

This section outlines in detail the existing status of the Land Bank in regard to inventory, land absorption, front ending and financial status.

### **2.1 INVENTORY**

The current Land Bank inventory, as of December 31, 1994, is shown on Table 1, which indicates the original cost of land, together with estimates of current market value. Plan 1 shows the location of those lands in the city by type.

The current Land Bank inventory comprises:

- ▶ Serviced residential lots - 45 single family and 14 duplex lots.
- ▶ 268.09ha (662.45 acres) of land proposed for residential purposes.
- ▶ 169.15ha (418.23 acres) of land proposed for industrial purposes.

### **2.2 LAND ABSORPTION**

The historic development and absorption of residential and industrial land is summarized in Table 2. Although demand has fluctuated in relation to the economy of the region and the province, one can draw the following broad conclusions:

- ▶ Since 1980 the annual demand for residential lots has been approximately 300 lots per annum. Of this total, the City has provided an average of 129 lots, or 47.8 per cent of the total.
- ▶ Since 1980, the City has sold 79.75ha (197.08 acres) of industrial land, or an average of approximately 5.31ha (13.13 acres) per annum.

**TABLE 1**  
**Land Inventory Held for Subdivision Development**  
**December 31, 1994**

SUBDIVISION	LEGAL DESCRIPTION	AREA (ha)	AREA (acres)	ORIGINAL COST	CURRENT MARKET VALUE
<u>Residential:</u>					
Lancaster	Pt. SW 1/4 11	34.40	85.00	\$554,710.00	\$1,955,000
Lancaster	NW 1/4 2	64.75	160.00	640,000.00	3,200,000
Kentwood	Pt. SW 1/4 32	14.63	36.15	71,323.95	831,450
Kentwood	Pt. SW 1/4 32	12.14	30.00	700,000.00	690,000
Kentwood	Pt. SE 1/4 31	57.92	143.12	792,392.00	2,146,800
	Pt. NE 1/4 31	15.50	38.30	68,629.77	574,500
Madison	Pt. SW 1/4 27	24.28	60.00	981,558.00	300,000
C & E No. 1	Pt. NE 1/4 30	2.52	6.22	93,300.00	143,060
Oriole Park Mera West	Pt. SW 1/4 19	32.57	80.49	845,145.00	1,207,350
Oriole Park CP Area 1	Pt. NE 1/4 19	7.03	17.36	260,040.00	260,040
Oriole Park CP Area 4	Pt. NE 1/4 18	2.35	5.81	87,150.00	133,630
<b>Total Residential</b>		<b>268.09</b>	<b>662.45</b>	<b>\$5,094,248.72</b>	<b>\$11,441,830</b>
<u>Industrial:</u>					
Edgar	W 1/2 31	81.59	201.62	\$ 290,405.38	\$ 2,016,200
Edgar	W 1/2 30	76.96	190.17	5,378,400.00	1,901,700
Edgar	Pt. NE 1/4 31	10.70	26.44	47,377.84	396,600
<b>Total Industrial</b>		<b>169.25</b>	<b>418.23</b>	<b>\$ 5,716,183.22</b>	<b>\$ 4,314,500</b>
<b>TOTAL LAND BANK</b>		<b>437.34</b>	<b>1080.68</b>	<b>\$10,810,431.94</b>	<b>\$15,756,330</b>

**TABLE 1A**  
**Developed Land in Inventory**  
**December 31, 1994**

RESIDENTIAL	NUMBER AND TYPE OF LOT		LAND AND DEVELOPMENT COSTS	CURRENT MARKET VALUE
<u>Subdivision</u>				
Kentwood 4B	1	Single Family	\$ 26,500	\$ 51,285
Oriole Park 2A	26	Single Family	994,770	1,497,680
Oriole Park 2B	18	Single Family	345,627	928,114
CPR Phase 7A	16	Duplex	310,490	336,530
<b>Total Residential</b>	<b>45</b>	<b>Single Family</b>	<b>\$ 1,677,387</b>	<b>\$ 2,813,609</b>
	<b>16</b>	<b>Duplex</b>		

**TABLE 1B**  
**Developed Land in Inventory**  
**December 31, 1994**

SUBDIVISION	LEGAL DESCRIPTION	AREA (ha)	AREA (acres)	LAND AND DEVELOPMENT COSTS	CURRENT MARKET VALUE
<u>Subdivision</u>					
Edgar	Pt. NW 1/4 32	3.78	9.35	\$ 484,254.27	\$ 561,000
Edgar	Pt. NE 1/4 31	12.45	30.76	1,582,305.47	1,845,600
Riverside Light	Pt. NW 1/4 21	6.69	16.54	876,438.06	1,157,800
Riverside Light	SE 1/4 33-38	9.39	23.54	726,379.67	823,900
Riverside Light		1.94	4.79	194,496.19	200,000
Westerner	NW 1/4 33-37	1.65	3.00	239,412.00	450,000
Northlands	NW 1/4 33-38	2.14	5.28	281,492.64	792,000
Northlands	NW 1/4 33-38	2.05	5.06	269,763.78	354,200
<b>Total Industrial</b>		<b>40.09</b>	<b>98.32</b>	<b>\$ 4,654,542.08</b>	<b>\$ 6,184,500</b>

**TABLE 2**  
**LAND ABSORPTION**  
**1980 - 1994**

YEAR	CITY POPULATION	TOTAL RESIDENTIAL LOTS DEVELOPED	CITY RESIDENTIAL LOTS SOLD	CITY INDUSTRIAL LAND ha (acres)
1980	41,371	460	529	11.9 (29.4)
1981	45,405	920	150	14.7 (36.2)
1982	48,562	126	97	- -
1983	50,257	3	79	0.6 (1.6)
1984	51,070	106	71	0.2 (0.6)
1985	52,620	88	170	2.5 (6.2)
1986	54,192	304	162	2.3 (5.6)
1987	54,309	563	96	1.9 (4.6)
1988	54,839	278	53	5.0 (12.4)
1989	55,947	191	91	3.4 (8.5)
1990	56,922	284	90	13.1 (32.4)
1991	58,252	237	110	4.2 (10.3)
1992	58,656	268	101	4.3 (10.65)
1993	59,826	296	106	9.3* (23.0)*
1994	59,826	325	29	6.3 (15.63)
<b>TOTAL</b>		<b>4449</b>	<b>1,934</b>	<b>79.7 (197.08)</b>
<b>Average 1980-94</b>		<b>297</b>	<b>129</b>	<b>5.3 (13.14)</b>

\*Includes 11 acres former railway lands, consolidated with Golden West properties.

## 2.3 FRONT END SERVICES

The City of Red Deer builds the necessary trunk services to lands to be developed and finances this activity through debentures. Developers are assessed a recovery on a developable area basis. This approach permits the City to direct development in an orderly and cost effective manner. In order to achieve this degree of control, the City makes a substantial financial commitment, with the intent that costs will be recovered from the developer over time, through area assessments.

The approach of front ending services by the City is favourable for the developer who can maximize financial resources on the task of developing lots. In this manner, more affordable lots are provided, front end services are more efficiently developed by the City, which has greater experience in this area, and equity is achieved for all participants, including the developer, City and property purchasers.

The City's net investment, excluding interest (recovery of offsites), as at the end of 1994, is approximately \$4 million, shown in Table 3. It should be noted that in 1987, the City wrote off \$5,881,719.00 (including interest), which had accumulated in the Offsite Levies Account, due to costs associated with premature extension of services over the years.

**TABLE 3**  
**NET INVESTMENT (RECOVERY) OF OFFSITES**  
**December 31, 1994**

<b>Description Of Offsite</b>	<b>Balance Incl. Interest</b>	<b>Deduct Interest</b>	<b>Balance Excl. Interest</b>
Public Roadways	(\$1,988,496)	(\$1,633,391)	(\$ 355,105)
Trunk Water Lines	5,948,367	4,487,690	1,460,677
Trunk Sanitary Lines	1,762,735	437,579	1,325,156
Trunk Storm Lines	10,472,044	8,938,903	1,533,141
<b>TOTAL</b>	<b>\$16,194,650</b>	<b>\$12,230,781</b>	<b>\$3,963,869</b>

## 2.4 FINANCIAL STATUS

The financial status of the Land Bank is shown in Tables 4 and 5. Table 4 shows a balance sheet for the Land Bank as of the end of 1994. Table 5 shows revenues and expenditures for the 1994 fiscal year.

The financial status of the Land Bank may be summarized as follows:

- ▶ The total assets of the Land Bank are valued at \$26,073,569.
- ▶ The total debenture debt of the Land Bank is \$8,701,920. However, this is offset by "working capital" due from the general operating fund in the sum of \$4,267,593.



- ▶ The operation of the Land Bank in 1994 had a deficit of \$45,857.

**TABLE 4**  
**LAND BANK BALANCE SHEET**  
**December 31, 1994**

<b>ASSETS:</b>	
Developed Residential and Industrial lots - at cost (market value is \$8,998,109)	\$ 493,422
Due from General Operating Fund	4,267,593
Unserviced Land for Resale - at cost (market value is \$15,756,330)	10,878,884
Investment in Servicing Costs for Subdivisions	6,469,801
Investment in Offsite Services	3,963,869
<b>TOTAL ASSETS</b>	<b>\$ 26,073,569</b>
<b>LIABILITIES:</b>	
Long Term Debt	\$ 8,701,920
<b>SURPLUS</b>	17,371,649
<b>TOTAL LIABILITY AND SURPLUS</b>	<b>\$ 26,073,569</b>

**TABLE 5**  
**LAND BANK: STATEMENT OF REVENUES & EXPENDITURES**  
**YEAR ENDED DECEMBER 31, 1994**

DESCRIPTION	INDUSTRIAL and COMMERCIAL	RESIDENTIAL	OFFSITES	GENERAL	TOTAL
<b>REVENUES:</b>					
Land Sales	\$ 1,132,580	\$ 3,100,115	\$ 20,000	\$ 0	\$ 4,252,695
Other Revenue	17,196	7,734	0	99,830	124,760
Developers' Levies	837	882,151	215,596	0	1,098,584
From Own Functions*	5,779	0	1,800,921	21,473	1,828,173
Offsite Recoveries	0	0	0	0	0
	<b>\$ 1,156,392</b>	<b>\$ 3,990,000</b>	<b>\$ 2,036,517</b>	<b>\$ 121,303</b>	<b>\$ 7,304,212</b>
<b>EXPENDITURES:</b>					
Miscellaneous	\$ 25,888	\$ 47,268	\$ 11,999	\$ 0	\$ 85,155
Paved roads construction	278,354	469,269	0	0	747,623
Gravel roads construction	0	0	0	0	0
Sidewalk/curb/gutter/const.	0	0	0	0	0
Water mains construction	132,356	106,705	47,284	0	286,345
Sanitary sewer const.	55,827	17,221	333,281	0	406,329
Storm sewer construction	92,628	45,240	581,423	0	719,291
Offsite levies	514,967	1,148,293	0	0	1,663,260
Street lighting const.	0	4,702	0	0	4,702
Traffic light const.	0	0	0	0	0
Underground power const.	109,083	486,161	0	0	595,244
Land acquisition & Prelevel.	16,508	337,096	0	0	353,604
Administration fee**	0	0	0	1,877,726	1,877,726
Recreation levies	0	208,539	0	0	208,539
Parks levies	263	101,310	0	0	101,573
Survey fees	7,139	55,897	0	0	63,036
Eng. design/supervision	54,215	183,427	0	0	237,642
	<b>\$ 1,287,228</b>	<b>\$ 3,211,128</b>	<b>\$ 973,987</b>	<b>\$ 1,877,726</b>	<b>\$ 7,350,069</b>
Development Surplus (Def.)	<b>(\$ 130,836)</b>	<b>\$ 778,872</b>	<b>\$1,062,530</b>	<b>(\$ 1,756,423)</b>	<b>(\$ 45,857)</b>

\* Includes contributions from City Utilities and Westerner relocation.

\*\* Includes interest on Land Bank debt.

### **3.0 BUSINESS PLAN**

Following the development of the Golden West Industrial Subdivision by private developers, as a partially serviced industrial park, the City recognized the need for fully serviced industrial land. Small areas, such as Riverside Industrial Park, had been available for many years, but it was with the development of Northland Industrial Park that the City made a major step forward in this area. Because of radical and regular swings in the economy, private sector developers expressed no interest in developing fully serviced industrial land. Industrial land development was, therefore, identified as a market requiring public sector involvement. Coupled with their existing role in residential land development, the City remained the dominant Red Deer land developer.

With the adoption of the new Strategic Plan, the City's role will be reduced to 25% of residential land development, and the private sector will be encouraged to assume a role in industrial land development.

Administration of the City Land Bank will be consolidated into one department, providing full accountability to City Council and the public.

### **3.1 ADMINISTRATION**

"To administer the Land Bank through a single department, with appropriate input from relevant City departments and the industry related private sector."

#### **3.1.1 A Land Bank Committee shall consist of:**

City Manager  
Directors of the City Administration  
Representative of Parkland Community Planning Services  
Land Bank Administration (Chairman)

The Land Bank Committee shall meet at least quarterly, and have the following objectives:

1. To make recommendations with respect to the phasing development
2. To review the inventory of land within the context of the Strategic Plan and make recommendations with respect to the acquisition and sale

- 
3. To review and make recommendations on the Business Plan for the Land Bank
  4. To review the market analysis prepared by the Land Bank Manager, and make recommendations to Council
  5. To review the management as required, of the Land Bank

**3.1.2 A Subdivision Committee** shall consist of:

Representatives of:

- Parks Department
- Engineering Department
- Electric Light and Power Department
- Parkland Community Planning Services
- Fire Department
- Land and Appraisal Coordinator (Chairman)

In addition, there will be the following ad hoc members:

Representatives of:

- Land and Economic Development Department
- City Assessor
- Bylaws and Inspections
- Alberta Government Telephones
- Northwestern Utilities
- Shaw Cable

The Subdivision Committee shall meet on a monthly basis and have the following objectives:

1. To review and make recommendations on the design of outline plans for neighbourhood, following circulation by individual departments
2. To review cost associated with detailed design and report to the Land Bank Committee
3. To review the detailed design of subdivision developments
4. To review costs and detailed design of servicing of city subdivisions and report to the Land Bank Committee
5. To monitor scheduling and construction of subdivisions

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**3.1.3** The staff responsible for the administration of the Land Bank shall consist of the following, with estimates of time required:

50% Land Bank Manager (Economic Development Manager)  
50% Land and Appraisal Coordinator  
50% Land Bank Marketing Officer (Economic Development Officer)  
90% Land Conveyancing\Property Values Clerk  
25% Land Bank Secretary (Economic Development Clerk)

*(% indicates an estimate of the amount of each position's time devoted to Land Bank administration. These numbers will be adjusted as we gain experience.)*

**3.1.4** The **Land Bank Manager** is responsible for the management of the Land Bank. The position:

1. Acts as Chairman of the Land Bank Committee.
2. Reports on a quarterly basis to the Administration and, on an annual basis, to City Council on the status of the Land Bank, including expenditures, revenues, forecasts, inventory and other assets.
3. Negotiates with the private sector on annual and long-term participation rates in residential land development.
4. Prepares pro forma statements for approval by City Council on new subdivision development.
5. Prepares marketing plans and participates in the marketing of residential, commercial and industrial land.
6. Supervises the Land and Appraisal Coordinator in his Land Bank related activities, the Land Bank Marketing Officer, the Land Conveyancing/Property Values Clerk, and the Land Bank Secretary.

**3.1.5** The **Land Bank Marketing Officer** is responsible for implementing the marketing program for industrial and commercial land. The position:

1. Reports to the Land Bank Manager.

2. Assists in developing marketing material and advertising.
3. Monitors the market and provides input on land values and industry requirements, such as size, shape and servicing standards.
4. Maintains an ongoing contact with the real estate industry to provide information on City land and responds to their requirements.
5. Calls on businesses on a regular basis, making them aware of available industrial and commercial land, and assists them in cases where they wish to buy or lease City land.
6. Assists in the preparation of industrial and commercial land sales agreements.

**3.1.6** The **Land and Appraisal Coordinator** administers the day-to-day operation of the Land Bank. The position:

1. Reports to the Land Bank Manager.
2. Acts as Chairman of the Subdivision Committee.
3. Administers public residential land sales and lot draws, pricing and sale policy recommendations, and ensures all land transactions comply with municipal policies and provincial regulations.
4. Advises developers on the availability and development restrictions of City-owned land.
5. Reviews land sale and lease agreements and land development contracts with the City.
6. Reviews subdivision applications and processes tenders for legal survey work and allocates same for City subdivisions.
7. Monitors the development of City subdivisions to ensure agreement to scheduling is maintained.

**3.1.7** The **Land Conveyancing/Property Values Clerk** is responsible for accounting procedures related to all Land Bank land transactions. The position:

1. Reports to the Land Bank Manager.
2. Records payments received for land on a daily basis and ensures that payments are made in accordance with the corresponding Land Sales and Lease Agreements.
3. Lists Land Bank inventory at month end.
4. Reviews Accounts Receivable listing on a monthly basis as to outstanding payments to ensure the proper billing and collection of funds and sale proceeds and terms of development, and reviews with Land Bank Manager as to action to be taken.
5. Prepares and maintains files for each property and prepares Land Sales and Lease Agreements for residential lot sales.
6. Transfers properties when conditions in corresponding agreements have been met. Submits legal documents to Optionee's solicitor and/or Land Titles Office for registration purposes.
7. Prepares all correspondence and legal documents in the sale or lease of residential building lots. Reviews documents with the Manager, obtains signatures from authorized City officials and submits documents to optionee's solicitor or Land Titles Office for registration.
8. Provides routine information on the availability and sale of lots, lot draws, payments due, withdrawal of caveats, etc. Explains related City policies and distributes brochures on building lots.
9. Maintains a filing system for all Land Bank land sales. Files and retrieves information as required.
10. Maintains a current knowledge of City land sales policies and regulations as established by Council, and as described in land sales brochures for each land sales program.
11. Liaises with other City Departments as required (e.g. Accounting for month-end listings; City Clerks for official signatures and corporate seal; Building Inspections for building permits and occupancy approvals; Economic Development for status of industrial and commercial land sales.)

**3.1.8** The **Land Bank Secretary** is responsible for general secretarial duties associated with the management of the Land Bank, and assists with marketing of industrial and commercial land. The position:

1. Reports to the Land Bank Manager.
2. Assists in the preparation of industrial and commercial land sale brochures.
3. Assists in the preparation of land sales and lease agreements for industrial and commercial land.
4. Prepares and maintains files for each industrial and commercial land sale and lease. Ensures that agreements are signed by the City and optionee/lessee and ensures that the optionee/lessee is aware of all conditions and City policies associated with the transaction.
5. Maintains a current knowledge of City industrial and commercial land sales policies and regulations as established by City Council, and as described in land sale brochures for each land sales program.
6. Liaises with other departments as required on matters related to the development of industrial and commercial land.

The Land Bank Administration shall manage the City's Land Bank within the guidelines adopted by Council in the Land Bank Strategic Plan.

## **3.2 MARKETING**

The Marketing Plan for the City's Land Bank will be designed around two goals:

- a) To reduce the inventory of industrial land
- b) To reduce, on a phased basis, the City's participation in residential land development to 25% of the market

In the context of this plan, the private sector will be encouraged as much as possible in land development and marketing. Mechanisms will be provided to improve communications with the private sector and to use their resources to achieve the goals and objectives of the Land Bank.



### **3.2.1 Industrial Land Bank**

Quality development in an orderly and controlled fashion will continue to be emphasized. To achieve these goals, the following policies will apply to the sale and lease of City-owned industrial land:

- ▶ Removal of construction requirements on Edgar Industrial and Riverside Heavy Industrial Park land purchases.
- ▶ Construction commencement and completion requirements extended to three and four years, respectively, on Riverside Light and Northland Industrial Park land purchases.
- ▶ Purchase and lease prices to be established by Council on an annual basis, or more frequently, if necessary. Land Bank Manager shall have authority to enter into agreement on behalf of the City on offers at approved prices.
- ▶ Development standards to conform to The City of Red Deer Land Use Bylaw.
- ▶ Three methods of acquiring City industrial land shall be made available:
  - a) Cash at the time agreement is signed.
  - b) Offer to Purchase with conditions which shall be removed within 30 days of the agreement being signed. Must be accompanied by a 5% deposit, refundable if conditions are not removed.
  - c) Option to Purchase, which can be exercised within 90 days of the agreement being signed. Must be accompanied by a 5% deposit, refundable in the event the City rejects the proposal.

Terms beyond 90-day option period are subject to negotiations.

- ▶ Amendment see Schedule "B"

### **3.2.2 Commercial Land Bank**

Commercial land is developed from time to time in industrial, commercial and residential subdivisions. Because of the uniqueness of these parcels, special conditions will be applied on an individual basis.

- ▶ Existing commercial land, zoned C-4, will continue to be available under existing development guidelines with development approval, construction time frames and payment plans to remain as they currently exist.
- ▶ Commercial land developed within new subdivisions will be marketed based on recommendations from the Land Bank Committee.

### **3.2.3 Residential Land Bank**

Residential land development will continue to be important to the overall administration of the City's Land Bank. A phased reduction to 25% of the annual demand will be introduced over a period of time, and based on negotiations and discussions with the private sector. A wide variety of building lots, catering to the needs of all citizens, groups and organizations, will continue to be a critical component of the Land Bank. However, the private sector, with its increased participation in land development, will assume a greater responsibility for meeting the needs of the purchaser. The City will limit its development and sale of special use building lots to a percentage equal to its overall land development participation.

- ▶ Residential building lots will continue to be offered to individuals and contractors at market value.
- ▶ Selling price will be approved by Council as new subdivisions are developed, and terms of purchase will remain as they currently exist.
- ▶ The City will explore opportunities for joint development with the private sector.
- ▶ A one and five year projection will be completed by the Land Bank Administration for adoption by City Council. The plan will be developed with input from the private sector and will include projections for their short- and long-term development plans.

### **3.2.4 Unserved Land Bank**

A new aspect of the Land Bank Marketing Plan will be the sale of unserved and partially serviced land to developers for residential and industrial land development. This should provide more private sector developers with the opportunity to become involved in subdivision development and marketing and, in concert with existing developers, offer the customer a broader selection from which to choose.

- ▶ In keeping with the City's General Plan, quality development of both residential and industrial subdivisions will be stressed. Of prime importance will be the need for all proposals to conform with the approved subdivision outline plan.
- ▶ Sales will be according to the policy approved by City Council, as outlined in Schedule A.
- ▶ Sale price will be done based on standard appraisal practise and will be established through an independent appraisal, subject to City Council approval.

### **3.3 FRONT END SERVICING**

The City will continue to pay for the extension of trunk services and roads to ensure developers can afford to participate in land development. In assessing the feasibility and need to extend front end services, the City will:

- ▶ Ensure trunk services will be extended in a logical and cost effective fashion, i.e., not "leap-frogging" bare land.
- ▶ Encourage lands within existing service basins be developed prior to extending trunks and roads.
- ▶ Ensure the pay back for front ending can be achieved in a timely manner.
- ▶ Determine the expenditure achieves its objectives and is a sound investment.

A study into future service extensions has been undertaken by the City Engineering Department. Upon its completion and approval by City Council, further recommendations may be proposed for the City's participation in front end servicing.

### **3.4 FINANCIAL REPORTING**

The Land Bank Administration will report to the Land Bank Committee quarterly, and City Council annually, on expenditures, revenues, inventory and other assets. The reports will contain forecasts and provide recommendations for both short and long term, in relation to the City's participation in land development.

**3.4.1** Forming the basis of the annual report will be a budget outlining plans for development over the next twelve months. It will include a projection of land development plans, showing the rate of participation by the City and the private sector. The layout of the pro-forma statement is as follows:

**TABLE 6**  
**Development Revenues and Expenditures**  
**for the Year Ended December \_\_\_\_, 19\_\_**

Account No.	Description	Industrial & Commercial	Residential	Offsites	General	TOTAL
	<b>REVENUES:</b>					
	Land Sales					
	Other Revenue					
	Developer's Levies					
	From Own Functions					
	Offsite Recoveries					
	<b>EXPENDITURES:</b>					
6-6XXX-00	Miscellaneous					
6-6XXX-01	Paved roads construction					
6-6XXX-02	Gravel roads construction					
6-6XXX-03	Sidewalk, curb/gutter const.					
6-6XXX-04	Water mains construction					
6-6XXX-05	Sanitary sewer construction					
6-6XXX-06	Storm sewer construction					
6-6XXX-07	Offsite levies					
6-6XXX-08						
6-6XXX-09	Traffic light construction					
6-6XXX-10	Power constr. distribution					
6-6XXX-11	Land acquisition					
6-6XXX-12	Prelevelling					
6-6XXX-13	Administration fee					
6-6XXX-14	Recreation levies					
6-6XXX-15	Landscape development					
6-6XXX-16	Survey fees					
6-6XXX-19	Engineering design/s'vision					
	<b>Development Surplus (Deficit)</b>					

A similar form will be used at the end of the year to show actual performance and any variances from the approved pro-forma statement.

**3.4.2** For each request for expenditures on new subdivision development, a pro-forma statement will be prepared, which will indicate to Council an estimate of all costs involved and a projection of revenues from land sales. The statement will clearly indicate the profitability of each new investment in land development.

**TABLE 7****Subdivision Development**
**Revenues and Expenditures for \_\_\_\_\_ Subdivision**

<b><u>REVENUES:</u></b>	
Lot Sales	
Deferred Revenues	
<b>Total Revenue</b>	
<b><u>EXPENDITURES:</u></b>	
Offsite levies	
Recreation levies	
Oversize Contribution	
Boundary Conditions	
Area Contribution	
Prelevelling	
Recreation site servicing costs	
Utility servicing costs	
Surface improvements	
Legal survey	
Maintenance fee	
Engineering design	
Carrying costs	
Marketing	
Administration	
Taxes	
<b>Total Expenditures</b>	
<b>Estimated Recovery</b>	

**3.4.3** The budget for the Land Bank administration has been structured to include all costs associated with administering the Land Bank. Costs related to the Land Bank but accumulated by other departments are estimated at \$94,300. Under the existing Land Bank administration, at least five City employees devote some of their time to Land Bank related duties. The structure proposed does nothing more than recognize this time commitment and assign the salary costs directly to the Land Bank. The proposed budget is consistent with the amount allocated for administration of the Land Bank over previous years.

**TABLE 8**  
**Land Bank Salaries**

Including the following personnel and percentage of their time devoted to the administration of the Land Bank.

POSITION	% OF TIME	
Manager	40%	
Land and Appraisal Coordinator	40%	
Marketing Officer	50%	
Land Conveyancing and Property Values Clerk	80%	
Land Secretary	25%	
<b>Total Salaries</b>		<b>\$ 98,137</b>
Fringe Benefits		19,380
Capital Equipment		6,000
Marketing, Advertising		5,500
Travel		4,000
Printing, Stationery and Supplies		1,900
Professional Development		2,600
Contribution to Other Departments for Land Bank related services* (under review)		94,300
<b>TOTAL</b>		<b>\$ 231,817</b>

\* Examples of costs covered by this account would include engineering design, accounting, planning, appraisals, etc.

### 3.5 FINANCIAL PROJECTIONS

A financial projection covering the five-year period 1995 - 1999 has been developed, based on Council's resolution which calls for the City to reduce its participation in land development to 25% of the market. Our projections are calculated using the following information:

- ▶ Five Year Plan (1995 - 1999)<sup>1</sup>

1995	1996	1997	1998	1999
308	314	320	326	333

- ▶ City participation in land developing being phased down to 25% by 1996

	1995	1996	1997	1998	1999
Percentage	27.5%	25%	25%	25%	25%
Number of Lots	(85)	(79)	(80)	(82)	(83)

- ▶ Industrial land sales averaging 6.0ha (15 ac.) per year
- ▶ Commercial land sales averaging 0.6ha (1.5 ac.) per year
- ▶ Raw land sales averaging 4.0ha (10 ac.) per year
- ▶ Projections are expressed in 1995 dollars.

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<sup>1</sup> Five Year Plan revised January, 1995

**TABLE 9**  
**City Land Bank**  
**Five-Year Cash Flow Statement**

	1995	1996	1997	1998	1999
Projected Total Development	308	314	320	326	333
City Portion	85 (27.5%)	79 (25%)	80 (25%)	82 (25%)	83 (25%)
<b>Revenue</b>					
Residential Sales	3,621,000	3,365,400	3,408,000	3,493,200	3,535,800
Industrial Sales	900,000	900,000	900,000	900,000	900,000
Commercial Sales	225,000	225,000	225,000	225,000	225,000
Offsite Levies (Private)	970,050	1,022,250	1,044,000	1,061,400	1,087,500
<b>Total Revenue</b>	<b>5,716,050</b>	<b>5,512,650</b>	<b>5,577,000</b>	<b>5,679,600</b>	<b>5,748,300</b>
<b>Expenditures</b>					
Internal Servicing	1,479,000	2,065,000	1,900,000	1,940,000	1,960,000
Service Extensions	640,000	250,000	487,000	500,000	500,000
Offsite Levies	467,200	540,200	539,200	551,150	554,800
Marketing & Administration	568,000	568,000	568,000	568,000	568,000
Recreation Levies	60,775	56,485	57,200	58,630	59,345
Interest on Debt	539,000	474,000	401,000	320,000	240,000
Miscellaneous Expenses	20,000	20,000	20,000	20,000	20,000
<b>Total Expenditures</b>	<b>3,773,975</b>	<b>3,973,685</b>	<b>3,972,400</b>	<b>3,957,780</b>	<b>3,902,145</b>
<b>GROSS MARGIN</b>	<b>1,942,075</b>	<b>1,538,965</b>	<b>1,604,600</b>	<b>1,721,820</b>	<b>1,846,155</b>
<b>Disbursement of Funds</b>					
Offsite Levies	1,595,000	885,000	1,080,000	1,460,000	1,100,000
Transfer to General Revenue	431,000	431,000	431,000	431,000	431,000
<b>Net Land Bank Revenue</b>	<b>( 83,925)</b>	<b>222,965</b>	<b>93,600</b>	<b>(169,180)</b>	<b>315,155</b>
Land Bank Debt Beginning	4,434,327	4,518,252	4,295,287	4,201,687	4,370,867
Land Bank Debt Year Ending	4,518,252	4,295,287	4,201,687	4,370,867	4,055,712



Based on the five-year forecast, the status of the Land Bank at December 31, 1999 would be as follows:

Outstanding unrecovered expenditure:           \$ 4,055,712.00

► **Land Inventory:**

(a) Residential Land	227.19ha (561.39 acres)
(b) Industrial Land	<u>135.87ha (335.73 acres)</u>
<b>Total</b>	<b>363.06ha (897.12 acres)</b>

- These estimates are calculated on the understanding that additional land will not be acquired for the Land Bank.

**APPROVED STRATEGIC PLAN****Definition:**

The Land Bank consists of all lands which are held or have been acquired by the City, specifically for development and resale as residential, commercial or industrial parcels. Services front ended by the City related to the development of City and private lands are deemed to be an asset of the Land Bank.

**Mission Statement**

The function of the Land Bank administration is to ensure that there is an adequate supply of serviced and unserved industrial, commercial and residential land to provide for economic and orderly development of the City of Red Deer.

**Goals**

- 1. To manage the Land Bank in a manner that will encourage private sector development.**
  - 1.1 To encourage the private sector to increase its share of serviced residential land development from 60% to approximately 75%, on a phased basis.
  - 1.2 To encourage the private sector to assume a role in the development of industrial and commercial land.
  - 1.3 To re-evaluate the role of the land bank on a regular basis, based on the success of the private sector in assuming a greater role in land development.
- 2. To sell or lease residential, commercial and industrial land at market value.**

- 
- 
- 2.1 An independent market analysis shall be conducted at least annually, or more frequently, if required, and market prices shall be reviewed by the Land Bank Committee and approved by City Council.
  - 2.2 Market value related to specific lots shall take into account such things as shape, location, restrictive covenants, development requirements, etc.
- 3. To administer the Land Bank through a single department, with appropriate input from relevant City departments and the industry related private sector.**
- 3.1. To clearly define financial performance measures of the Land Bank.
  - 3.2 All costs associated with administration, marketing, development, including interest, and maintenance of the Land Bank shall be borne by the Land Bank.
  - 3.3 All land purchase costs, when the primary purpose is subdivision development, shall be charged to the Land Bank.
  - 3.4 To develop and implement an inventory management system. Such inventory shall be reported annually.
  - 3.5 To define and categorize all lands contained within the Land Bank.
  - 3.6 To develop a reporting system to advise both administration, quarterly, and City Council, annually, on expenditures, revenues, forecasts, inventory and other assets and recommendations.
  - 3.7 To develop a process by which the public and the industry related private sector can meet, at least annually, and participate in major policy decisions affecting the Land Bank.
  - 3.8 To establish a Land Bank Committee which will meet at least quarterly, to make recommendations for the phasing of all development, to review the inventory of land, and the sale of lands. The Land Bank Committee shall include the City Manager, Directors of Community Services, Development Services and Corporate Services, and representatives of the Parkland Community Planning Services and Land Bank administration.
  - 3.9 Land shall be valued on an annual basis at current market value.

3.10 To make the Land Bank self-financing by using Land Bank surpluses to provide funds for future expenditures.

**4. To develop innovative marketing for the sale of industrial, commercial and residential land.**

4.1 To maximize the sale of industrial and commercial land.

4.2 To reduce the sale of serviced residential lots on a phased basis, allowing the private sector to assume an increased share of residential land development, as outlined in 1.1 above. The City shall develop additional land if it is shown the demand is not being met.

4.3 To review all policies relating to land sales and land use and make recommendations designed to encourage the marketing of City developed land.

4.4 To sell blocks of suitably sized parcels of land to private developers for resale as serviced lots.

**5. To reduce the present land inventory of residential, commercial and industrial land held by the City.**

5.1 To reduce the current inventory of residential land on a phased basis.

5.2 To reduce the current inventory of industrial land by permitting the sale of parcels to the private sector, without the current development and servicing requirements.

**6. To provide for the economic, orderly and well-planned development of the city.**

6.1 To provide for a direction of growth which will ensure the logical development of the city.

6.2 To continue to provide a high standard of design and high quality living environment.

- 6.3 To provide commercial sites within land subdivisions as defined in the relevant Area Structure and Area Redevelopment Plans.
  - 6.4 To provide serviced residential lots for home builders and individuals wanting to build their own homes. With the increased role of the private sector, these sites should be provided in both private and public subdivision developments.
  - 6.5 To provide land for a variety of uses benefitting the public, including lots for churches, child care centres, social care facilities, and other special uses. With the increased role of the private sector in residential land development, new standards shall be adopted to ensure the provision of sites for these purposes in private subdivisions.
  - 6.6 To establish a Subdivision Committee, comprised of representatives of servicing and planning departments, to coordinate development.
- 7. To provide for the administration of all expenditures related to the servicing of residential, commercial and industrial subdivisions.**
- 7.1 To review the sequencing of servicing, to minimize leap-frogging, and ensure efficient and cost effective use of trunk services.
  - 7.2 To recover servicing costs related to private and city developments through applicable development charges under terms as approved by City Council.
  - 7.3 To review the potential for joint development which would be mutually beneficial to the private and public sector.



## **SCHEDULE "A"**

# **CITY LAND SALES PROCESS FOR SALE OF BLOCKS OF RAW LAND**

1. Where the property has been openly available for sale, and where the proposal matches the Land Use Bylaw designation or the City Council adopted plans for the site, the Land and Economic Development Department will circulate the proposal for City Department comments. Following review of these comments, the Land and Economic Development Department shall make a recommendation to Council regarding the sale. City Council may accept, reject or vary this recommendation.
2. Where the property has not been available for sale, and where the proposal does match the City Council adopted plans or Land Use Bylaw designation for the area, the Land and Economic Development Department shall seek Council approval to sell the land. If Council agrees, the Department shall advertise the site for sale to solicit any and all proposals. Upon receipt of any proposals, they will be circulated for City Department comments. The City Land Bank Committee shall review the proposals and comments and make recommendations to Council. City Council may accept, reject or vary this recommendation.
3. Where the proposal does not match the City Council adopted plans or Land Use Bylaw designation, and whether the property has been openly available for sale or not, the Land Bank Committee shall consider the merit of changing the planned use of the site. Where it is deemed that a change in the planned use has merit, the Land Bank Committee shall advise Council of the proposal to change the planned use and request permission to have planning staff discuss the proposed land use change with the affected neighbourhood. Following consideration, planning staff will present a report detailing neighbourhood input and present this to Council. City Council will either reject the proposal or initiate a process to change the planned land use. Following the change in planned land use, the property shall be advertised for sale to solicit any and all proposals. Upon receipt of any proposals, they will be circulated for City Department comments. The Land Bank Committee shall review the proposals and comments and make recommendations to Council. City Council may accept, reject or vary these recommendations.





## **CITY LAND**

### **PROCESS FOR SALE OF BLOCKS OF RAW LAND**

#### **Situation #1**

City Land openly available for sale/  
Proposal to purchase matches the zoning or adopted plans



Circulate for City Department comments



Land and Economic Development Department makes a recommendation to Council



Council may accept, reject or vary this recommendation

## Situation #2

City Land has not been available for sale/  
Proposal to purchase matches the zoning or adopted plans



Seek Council approval for sale



Land Bank shall advertise the site to solicit additional proposals



Circulate for City Department comments



Proposals to purchase evaluated by the City Land Bank Committee



City Land Bank Committee makes a recommendation to Council



Council may accept, reject or vary this recommendation

### Situation #3

City land may or may not have been available for sale/  
Proposal to purchase conflicts with zoning or adopted plans



City Land Bank Committee considers the merit of changing the planned  
use of the site



If the City Land Bank Committee agrees that a change in planned land use has merit,  
Council permission would be sought to have planning staff discuss the proposal  
with the affected neighbourhood



Planning staff would discuss the proposed change in land use with the affected  
neighbourhood and present a report to council outlining the views of the affected neighbourhood



### Situation #3 (cont'd)

Council will consider neighbourhood views and either reject the proposal to change the planned use or accept the proposal to change the planned use and initiate a process to change the planned use



Following the change in planned land use, the property shall be advertised for sale to solicit any and all proposals



Circulate for City Department comments



Proposals to purchase evaluated by the City Land Bank Committee



City Land Bank Committee makes a recommendation to Council



Council may accept, reject or vary this recommendation

## **SCHEDULE "B"**

# **INDUSTRIAL AND COMMERCIAL LAND SALES APPROVAL**

At the Council Meeting of February 13, 1995, the following resolution was passed:

"RESOLVED that Council of The City of Red Deer having considered report from the Land and Economic Development Manager dated February 7, 1995, re: Industrial and Commercial Land Sales hereby approves an amendment to the Land Bank Administration Business Plan 1994-1998 to reflect the following:

1. Purchase and lease prices for City owned industrial and commercial land are to be established by Council on an annual basis or more frequently, if necessary. The Land and Economic Development Manager shall have the authority to enter into an agreement on behalf of the City on all offers which conform with Council approved prices, and meet other requirements contained within the current industrial and commercial land sale policies.
2. In cases where offers are at less than prices established by Council, but where it can be shown that for a variety of reasons (e.g. shape, size, location, etc.) the offer reflects market value, the City Manager shall have the authority to approve such sales.

and as presented to Council February 13, 1995."

**FILE**

**DATE:** September 26, 1995

**TO:** Land & Economic Development Manager

**FROM:** City Clerk


**RE:** CITY OF RED DEER LAND BANK BUSINESS PLAN - 1995 - 1999

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At the City of Red Deer Council Meeting held on September 25, 1995, consideration was again given to 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 Land and Economic Development Manager dated June 22, 1995, Re: Updated Land Bank Administration Plan, 1994 - 1999 and Review of Land Sales First Half of 1995, hereby agrees that the Land Bank Administration Plan 1995 - 1999 be adopted, and as presented to Council July 4, 1995."

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



EY KLOSS  
City Clerk

KK/fm

cc. Director of Development Services

NO. 2

**DATE: SEPTEMBER 19, 1995**  
**TO: CITY COUNCIL**  
**FROM: CITY CLERK**  
**RE: NOTICE OF MOTION: COUNCILLOR DAN LAWRENCE**  
**DISCONNECTION OF POWER TO RESIDENCES**

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At the Council Meeting of March 14, 1994, consideration was given to the above topic and at which meeting the following motion was passed:

"WHEREAS the disconnection of power to the residences of Red Deer is causing hardship to residents;

THEREFORE BE IT RESOLVED that The City review its present disconnection policies.

Council further agrees as follows:

- a) That any costs associated with the advertising of Public Hearings be charged to the Utility Department;
- b) That Alderman Lawrence, Alderman Statnyk and Alderman Campbell-Cardwell be appointed as the Committee to review said policies."

Attached is the final report from the Utility Review Committee as well as the results of the survey conducted by the Committee.



KELLY KLOSS  
City Clerk

**DATE:** September 5, 1995  
**TO:** City Council  
**FROM:** Councillor D. Lawrence, Utility Review Committee  
**RE:** RESULTS OF REVIEW

---

The Utility Review Committee met on two occasions in November 1994 and once in August 1995.

During the first two meetings, members discussed the present procedures followed in collecting overdue accounts. Also considered was the process followed by other suppliers of utility services (i.e. Northwestern Utilities).

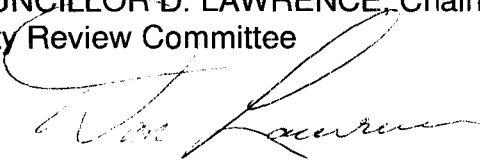
The Committee carried out a survey in early 1995 through a utility bill insert, a copy of which is attached hereto. There were approximately 300 responses received. Many were satisfied with the current procedures; some indicated cut offs were too quick; two or three others suggested each person send extra money to assist those in need (a program of this nature is run in Spokane, Washington and was considered by the Committee).

The Utility Collections Department have implemented some changes to the process they follow in an attempt to assist the customer in bringing their account up to date. Attached is a report from T. Bergman, Utilities Billing Supervisor, explaining those changes.

At the last meeting of the Committee held August 29, 1995, members were unable to come to a unanimous decision as the full Committee of voting members did not attend the meetings held.

The above is submitted for the information of Council.

COUNCILLOR D. LAWRENCE, Chairman  
Utility Review Committee





Approximately 90% of all utilities accounts do not require any collections action. For the 10% of utilities accounts that go into arrears, actions are triggered based on previous payment history and amount owed on the account.

This process is as follows:

**A. First Time Arrears - Summer Months**

- Step 1** Message on next bill as a reminder that payment is required
- Step 2** If payment is not made by the due date on the next bill a "Disconnect Notice" is issued
- Step 3** 10 days is allowed for receipt of payment
- Step 4** During the above 10 days a third bill is issued advising the customer of the "Disconnect Notice"
- Step 5** If no payment is received by the "Disconnect Due Date" a "Cutoff of Utilities Order" is issued
- Step 6** The customer's utility service is disconnected

This is the process that would occur during the summer months. By the time the customer has their utility service disconnected they would not have paid their utility bill for 2 months. The third month's bill would be due in the near future.

**B. First Time Arrears - Winter Months**

- Step 1** Message on next bill as a reminder that payment is required
- Step 2** If payment is not made by due date on the next bill, a "Disconnect Notice" is issued
- Step 3** 10 days is allowed for receipt of payment
- Step 4** During the above 10 day period a third bill is issued advising the customer of the "Disconnect Notice"
- Step 5** If no payment is received by the "Disconnect Due Date", City Staff attempt to contact customer by phone before a "Cutoff of Utilities Order" is issued
- Step 6A** For single family homes, a "Load Limiter" is installed which provides enough electricity to operate a furnace and perhaps a light or two
- Step 6B** For homes other than single family homes, the customer's service is disconnected

**C. Customers with poor payment records**

- Step 1** The next bill includes a "Disconnect Notice"
- Step 2** 10 days is allowed for receipt of payment
- Step 3** During the above 10 day period a second bill is issued advising the customer of the "Disconnect Notice"
- Step 4** If no payment is received by the "Disconnect Due Date" a "Cutoff of Utilities Order" is issued
- Step 5** The customer's utility service is disconnected

Deposits equal to a three month billing can be charged to a customer's account the first time the account is not paid, according to the Utilities Bylaw. The deposits are always charged the second time the account has two months arrears in a six month period, or if the account has the service cut off for non payment.

8  
**THE CITY OF RED DEER**  
**UTILITY COLLECTION POLICY REVIEW COMMITTEE**

**We need your help!**

The Council and Staff of The City of Red Deer are serious about finding better ways to serve our customers. This past summer, City Council formed a task force, chaired by Alderman D. Lawrence, to review Utility Collection/Service policies and procedures presently in effect to determine if customers could be better served by changes to these procedures.

We encourage you, our customer, to submit any comments or suggestions that you feel would be helpful to the task force, in recommending possible changes to The City's collection policies and procedures. A brief outline of the policies appears on the reverse side of this sheet.

Please send your comments in writing, before the end of February 1995, to:

***The City of Red Deer***  
***Utility Policy Review Committee***  
***Attention: C. Adams, Secretary***  
***Box 5008***  
***Red Deer, Alberta***  
***T4N 3T4***

Please help us to better serve you!

Alderman D. Lawrence,  
Chairman  
Utility Collection Policy Review Committee

<b>COMMENTS / SUGGESTIONS</b> (Please attach additional page(s) if more space required)

For Further Information Please See Reverse

DATE: August 30, 1995  
TO: Cheryl Adams, Council and Committee Secretary  
FROM: Tony Bergman, Utilities Billing Supervisor  
RE: Changes in Cut Off Procedure

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The following are the changes made to the process when utilities service is discontinued:

The community referral number is given to customers when they suggest they are unaware of options they have to obtaining help or of how to deal with the outstanding utilities billings. Through the community referral number customers are given options and connected with social agencies in the city who may be able to provide assistance.

If the utilities department is aware of life support systems the power is not discontinued. Further arrangements are made or as an option the water service is discontinued. Again the community referral number would be given out.

Increase in deposits are deferred over a three month period and deposits are on occasion deferred over longer periods. Deposit increases have also been waived based on new information on the account as opposed to historical payment record. ie. deposit waived as customer now has a job and will maintain the account current.

The collections of utilities is always trying to work with customers to collect the outstanding utilities and maintain flexible payment arrangements to meet the customer situation.

Thank you

COMMENTS:

The attached is submitted for the information of Council.

"G. SURKAN"  
Mayor

"M.C. DAY"  
City Manager

# **COUNCIL MEETING OF SEPTEMBER 25, 1995**

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

**RE: Utility Collection Policy Review Committee**

## UTILITY COLLECTION POLICY REVIEW COMMITTEE - RESULTS OF SURVEY

I think the steps you have outlined are more than fair. If a customer before your final disconnect step has not paid then it is likely a customer who is trying to use the system. Sending out a copy of these steps to all customers once a year is perhaps a good idea just to let everyone know that for people who are cut off they have not been treated as badly as THEY sometimes paint the picture! I found this informative and was totally unaware of the steps you take in each case.

---

Include addressed envelopes to customers that would like then - me!

---

Dear Mr. Lawrence: After reviewing your utility collection service policies outlined on the back, I feel the procedures presently in place are more than fair and reasonable. Please do not make any changes. You are doing a good job. Thank you for allowing us to comment in this manner.

---

My wife and I are quite satisfied with the present method of collection. We pay our city account along with other utilities at our bank at the end of each month.

Len Tomalty

---

Dear Dan: The faithful paying customers should not be threatened with disconnection. Especially if they own the property and pay taxes. They are not really going anywhere. Sending a disconnection notice to elderly people only creates pain and worry and could very well jeopardize their health. More consideration from City Hall and aldermen would be appreciated. This survey only costs the tax payers more money which we cannot afford. Please use common sense. Thank you.

---

I am interested in equal monthly payments taken out of my checking account on a regular basis. It is presently occurring for taxes, N.W.U. for natural gas and also A.G.T. Why is it taking so long to provide this service for paying City of Red Deer bills? To me this is the most important issue I am interested in. This would save money as well. Thank you.

Darlene Undershute

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The city should look into the necessity of meter readings when the person is on equal payment. As I assume if you are on equal payment you have an excellent payment rating. I'm sure this would save you money and your customer frustration.

---

I didn't see you cut off Woodwards when they were in arrears probably never did collect. And how many other businesses. You talk of only residential customers here, we should be able to declare bankruptcy too and pay a percentage.

We would really appreciate it if you could put in place a system whereby payments could be taken directly out of our account each month.

---

Customer called in concerning survey, but did not want to fill it in. She wanted utility staff to relay ideas. 1. Charge \$84.00 hook up fee of which \$70. would be put into a fund to offset bad accounts. 2. Suggested that landlords be held responsible for unpaid utilities if tenant does not pay. Do this by changes to the bylaw.

---

An automatic debit system similar to N.W.U. and A.G.T. would definitely serve you customers better. You're the only one left that requires a special trip to you or a bank to pay your bill. Your 'late payment' charge is unreasonably high. A \$12.18 late charge on a \$121.77 bill equals 10% monthly or 120% annually. I think that is ridiculous for anyone other than habitual late payers. N.W.U. and A.G.T. have much lower late charge rates. Is there something special about the City Utilities Department that warrants such a high rate?

Jerry Kitzen

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I would like to be able to pay by touch tone phone.

D. Stone

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If the customer is on social services or UIC then should there be a mechanism in place so the payment is deducted before they get their cheque. No apartments or homes housing children or seniors should be disconnected during the winter regardless of the arrears, however some portion of the bill should be paid with higher payments in the summer. There are programs in other cities (Spokane) where people who can afford it can add a donation to their payment which goes into an account to pay bills for those less fortunate.

---

Give us a break. We pay out expenses on time and have done so for the past 45 years plus - 12 of the above years in Red Deer; prior - Edmonton - Calgary and Lethbridge. Anyone going into arrears get near 3 months to clear up the situation. Surely by that time some kind of arrangements could be handled. If not, cut them off. They would do it to me if my utilities weren't paid.

---

It looks to me you have a pretty adequate number of options for both summer and winter. It wouldn't matter what policy you had someone would complain about it. Keep up the good work.

---

Enclose with billing postage paid return envelope. The cost would outweigh extra billings (would speed up persons paying on time, instead of waiting to go to bank or waiting for the day they will be downtown for other reasons).

First of all treat business as you do personal accounts and don't allow them to get into arrears (eg. Woodward's). Shut the power off (and water) to businesses that have gone bankrupt thus saving money and firefighting costs (i.e. Windsor Hotel). Don't you feel it is up to each of us individually and local government and special interest groups to save money. Just because grants are available we don't have to be pigs. Blue boxes could be collected every 2 weeks from households. And Dan Lawrence - we have not had trouble with neighbours dogs - but the cats are a problem - they are kept in during the day and allowed to run at night. What are you going to do about this before next election? Maybe when we are considered honorary 'Third World Country' we should get our priorities straight. Instead of separate ethnic groups - which is dividing us - why can't we be a group of nationalities

---

I'm wondering if there is anyway you could check on illness, stroke, etc. before cutting off. I know of one person who went in the hospital for mental illness and hers would have been cut off but for paying them from a kind hearted person. Even after leaving the hospital this person wasn't reliable for over a year. I had the experience of having to pay an extra month after I left because my landlord and I had both forgot to notify the city I was moving. It was tough paying double plus the hook up fees. With computers can this be caught before it entails too much expense?

---

As I had said before and had sent in a dollar extra and had it returned. I would be willing and if all tax payers would send in \$1.00 per month extra for a reserve fund to help those that at times are hard pressed to pay. I do not feel the power should be disconnected especially in cold weather.

---

The policy is great just the way it is. Council needs to consider the benefit of the majority, not try to change a perfectly good system for the sake of very few complaints, some of which were sensationalized in the media and reporting only half of the story. No change to the policy is required.

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I would like to be able to pay my utility bill through my bank the same as my Northwestern Utilities and my phone bill - is this possible? I have two power bills to pay - they are due on different dates and it seems I am always running to City Hall. I would appreciate this service very much.

Laureen M. Anderson

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The City charges too much for this service.

---

I would like to have payments taken directly out of my chequing account as opposed to writing monthly cheques and sending them in.

---

I don't have any problems with payment of city bills being monthly but would like to see payments computerized to be able to come out of bank account instead of using the postal system and you sending out statements only. I do not agree on charges for blue box being mandatory.

Jan Pugh

---

I'm afraid that I'm in your 10% (only late once in 4 years). I do agree with your policy, the only thing would be the '10 days'. Is it 10 days from when you printed the bill, day you mailed it or 10 days from when I receive the bill? You should maybe change to 15 days from the date showing on bill, because you do lose a few days due to mail. Your collection department is very kind and helpful. I couldn't come up with the full amount owing and they allowed me to 'pay it off'. I think that that is important, because I was late paying due to shortage of money, so it is very unlikely that it could be made immediately. Thank you for allowing me my thoughts.

---

Allow some flexible procedures: direct debit to customers chequing account; direct billing to customers visa/mastercard account.

---

I think there should always be communication other than mail. Method "B" should be used at all times - maybe excluding the load limiter during summer months. I experienced a situation myself where between moves I misplaced a bill and always miscalculated my payment amount i.e. being behind. I got the disconnect notice and didn't think it was right, but it was. If I wouldn't have gotten that notice or was out of town - a 10 day period without a phone call would not have been a good scene if power was cut off. The staff were great in helping me and gave a little extra time to get caught up beyond the 10 days. What if I wouldn't have gotten the notice though?. Thanks for the opportunity.

Ken Ward

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I think the policy is acceptable. However, I would like to make a suggestion to reduce the cost of utilities i.e. for garbage collection. Why can't garbage be collected every second week in the winter months? This should cut down costs for at least 1/3 of the year. Thanks.

David B. Jaipani

---

The policies which are on the reverse side of this sheet seem reasonable to me and I see no reason for change. While some clemency might be granted to customers who in writing, state their inability to pay and their intentions to arrange payment in future, I can see no reason to continue service to those who simply disregard their utility bill. Regardless of financial status, everyone must practise financial management and that involves dialogue with creditors when there is an inability to pay.



The procedures appear to be appropriate. The service has a cost and this cost must be paid by the person using the service, not the taxpayer in general who would absorb higher costs in their taxes if bad debts increased. It is unfair that a small minority gets sympathy for seeking special treatment. Times are hard, but the vast majority do everything in their power to pay their bills. I suppose this doesn't make for a dramatic 'homely' by Alderman Lawrence fishing for votes!

---

Having worked in municipal government for almost 20 years (not Red Deer), your current practices and policies are more than generous. If ratepayers knew what it cost in administration time to send out so many warnings and bills they would be shocked.

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I see nothing wrong with the way collection is handled.

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The rotation of your 'due dates' can be a real problem for landlords. In some cases they fall due in the last 5-10 days of the month. Often, the money in the account has been disbursed and there will be no more until after the first of the following month. It would seem that some arrangement should be possible when the source of funds is the same time every month.

Clarence Torgerson, C.C.I.M.  
Realty Investments Corp.

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I believe firmly if over due, first see if logical if not fine. We do not need to be reminded we know but absolutely do not cut power or cut down before looking into matter. May ended hospital or vary, or no job. If no job their responsibility to contact you - especially if trying. But is say can't afford and drinking smoking it fine first then disconnect to low. It caused 2 deaths already. If single parent and can't afford - no job unable to get one - see into matter if got assistance. But do look into matter - if illness NO - no job but again must contact you and dead against smoke drink and don't pay bill put on low. It's like murder to do so if ill or can't afford it and trying hard to pay.

Mary Bloomer

---

Sounds more than fair to me! Very fair!

---

Dear Mr. Lawrence: The best thing to do is pick the brains of the staff who have to deal with these unpleasant situations every day. It's not an easy job and they have to live with their decisions, good or bad. Make it easier on them and you'll be a hero.

LMR, Spencer Street

---

Policies being followed on the reserve side are acceptable to me. I suggest that the City of Red Deer follow the example of the City of Lethbridge and let those who are willing have their utility bill paid by 'automatic' bank deduction on a monthly basis.

Re: Winter months - Step 6B - If the building (multiple homes) has individual power meters I think they should be treated the same as single family homes. If the building (i.e. apartment ) has only one meter (the building owners) I think the tenants should be warned in some way of the intended power shut off.

---

May I suggest direct debit each month on approved accounts?

---

I feel the current system is very adequate and fair.

---

Current procedure very fair. However, other countries have opted to installing coin metering units. pay as use basis. Eg. loonies inserted into metering device provides limited power. Foreign coins etc. or break in then rightfully warrants legal action. Negative aspect - collections/cash necessary. A lesser measurement given could cover water/garbage. Through same power meter. Most people would not tolerate these conditions for long. Consumer and Corporate Affairs could advise on legal metering.

R. Crisp

---

Utilities on vacated/unrented revenue units should not be continued without consent of property owner. The rationale that doing so prevents frozen pipes does not apply in many cases (i.e. fourplexes) and certainly does not in summer. The automatic hook-up fee of \$14.00 and the power during unrented periods to the landlord is unfair, unnecessary and is financially exploitive and does not allow property owners to make their own choice in this matter.

---

I would like to know how our water readings are being taken as there has been no one enter the house to take a reading in several months.

B.M. Brown, 4411-35 Street

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You should consider taking Visa so we would not have to worry about paying our bill. Have it charged every month to our bill automatically would sure help and why is it that the city bill is really no different between summer and winter. I feel our city bill is way to high for the average person. I think the city could find way for once to reduce the city bill. Thank you.

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Garbage should be collected bi-weekly except at Christmas. Households should be allowed two cans - level - not heaped for garbage - extra tags can be purchased for \$1.00 per extra can over the 2 limit a household puts out every other week.

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Offer a discount to those customers who wish to be on automatic withdrawal eliminating costly paperwork - extra billing - maybe even eliminating a position of employment. Then cut off power after 2 consecutive arrears.

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I see nothing wrong with the system you now have in place. People have to pay their own bills. I for one do not want to subsidize in any way those that don't.

Margaret Lunt

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Sounds more than fair to me. The City of Red Deer should not be in the 'social' services. I do not agree with a fund for people with overdue accounts to draw from. It would be terribly abused and virtually impossible to administer. I hope the committee understands that the majority of responses will be from people to which this policy affects. Statistics show that survey responses come from those who are affected by the outcome.

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I think the present policy is quite adequate and fair.

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Like every other utility company you should include a self addressed envelope with your bills to ensure ease of return. Also, I just received my bill today, Friday January 13. I'll not mail my cheque until Monday obviously, and since my bill is due February 1, I have only 2 weeks to hope the post office does not delay it, and that you people process it. I have in the past had a 'balance forward' due to these circumstances and I feel you should allow more time to process bills.

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I agree with the present procedure and feel that as long as clients are given notice of arrears and a documented warning that the present system is appropriate.

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Procedure provides ample opportunity and notice to customer before city is in a position to follow through with procedures. I assume that if a customer is having financial problems, they can contact utilities to set up a payment schedule which would avoid procedure even if account may not be paid in full. I do understand the intent of penalty deposit but am curious how a customer pays the penalty amount if they haven't been able to pay the monthly bill. Does collecting the penalty involve a lot of time and associated cost? Overall, is penalty cost efficient to city operation? I believe some of the customers can be quick to blame the city and the procedures if the customer is the one who can not successfully manage their financial affairs.

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I would suggest that a method of direct debit be instituted similar to Northwestern Utilities to facilitate payment if desired. The alternative would be to charge to a credit card as AGT does.

A - Summer months - proposed policy looks o.k. B - Winter months - I feel no home should have power cut off during winter months. A load limiter should be installed. C - Poor payment customers - Install a load limiter for winter months and cut off during summer months.

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The rules as they are now are more than fair. Food, shelter, heat, light and water are basic necessities of any household and should have priority over any other expenses.

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A suggested way to serve your customers would be not to monthly offend them with excessive and outrageous interest charges (or late payment penalties or whatever fancy name you rationalize or categorize them as being). Let's face it, at 4.766% monthly or 57% annualized nominal rate is outrageous. There are federal laws against gorging. Even the worst credit card company doesn't charge 1/3 what you guys do. Come on - get real. My dream is to one day is to sell something to the city, expect payment with 21 days (less mail time), and bill you guys for 56%.

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Hi! Everything is fine but please hurry up and get it so you can just withdraw the payment from my account. Thanks in advance.

P. Michals

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There is the service of bank payments that can be made by customers. This service is set up by the bank and the City of Red Deer Utility. Yet if the bank is late in getting the money to the City of Red Deer, it is taken out of the customer. If you give this service to the public you should make good the service and deal with the bank as the main service when paying through the bank is between the banks and the City of Red Deer, not the customer. I don't have the bank paying service.

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Alderman D. Lawrence: Thank you for this chance to say how I feel. When people are behind on the 'power' bill they are often behind on many other bills too. This can quickly become very overwhelming and frightening. If there is some way, with the disconnection notice, a short note could be included encouraging people to call and make arrangements. Anytime we have been behind this is what we have done, but that call is ever so hard to make; encouragement would help. Thanks again.

Kathleen Van Someren

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Change 'due date' on billing to the second of each month, as the majority of people are paid at the middle and last days of each month, thus payment could easier be made from the end of the month cheque. Allow at least 15 days between notices to disconnect - this allows ten full working/banking days for finances to be corrected and payment made to your offices. Banks can make mistakes and can take their own sweet time in correcting them!

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Canada is a very cold climate country, especially during the winter months! Power to homes should never be cut off during these months. Ever! Where is your compassion ? A 'load limiter' is a good idea. I wonder where your compassion was when you set your load limit. Let's keep in mind that people who don't pay their bills are still alive. Their dependents are still alive, and they all have feelings and hurt just like you. Perhaps Social Services could be called in to assist the family. I know if the city asked for the family, it would get a more prompt and polite response. I do not support your current policy. Social Services should pay the city directly.

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Yes, I do not like your computer estimates. What ever happened to good old fashion pay what you use. Also what about the people who pay their bills early; we should charge the city interest paying early in the same manner you charge interest. He who makes the rules can break them. Sounds a little like Comocracy. Signed Pissed off.

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With numerous rental properties it would really help if billing 'due dates'/'readings' were set up to be DUE on the 2nd or 3rd of each month rather than numerous dues dates throughout a given month. Thanks

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I feel the city is doing a fine job of serving the residents of Red Deer. Even when times are tough, people need utilities and have to budget for the payment. I myself have been in the same situation. Our family is careful about the use of energy and if more people think that each use costs \$money\$, they will think twice. Keep up the good work!

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My major complaint is the uncompromising due date. The due date on my billing is always one or two days before the month end. My banking is done usually on the first of each month and I have paid my bills at the bank. As it stands now I send a post dated check on receipt of the billing. Why can't the due date be the 2nd of the month following so month end banking could be utilized?

---

Dear Sir: Having read the Utility Policy on reverse side I feel that it is very generous and should not be relaxed in any way except under extenuating circumstances which can be verified. Thank you for the opportunity to give city taxpayers some input as we are usually the ones who end up paying for those who shirk their responsibility.

Maureen Duncan

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We both agree with your collection policy and see no reason to change as long as the really needy people are given some assistance through welfare and/or instalment plans, if they're honest rather than deadbeats.

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Policies outlined on reverse appears to me to be adequate. The 3 month billing rule should be enforced the 1st time around. It costs money and frustration to keep after these people. I suggest a get tougher approach.

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No problem with A. Problem with B - I think Step 1 should be followed through to February then Step 2,3 & 4 is o.k. But under no circumstance should we/you cut the power off in the winter months to a family residence. Come on folks, have a heart. Just compare the total that it may cost to the total that we loose every year through mistakes. Miscalculations and just plain stupidity. We may just all feel a little bit better.

Jim Gaddy

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I disagree with your 3 month billing deposit. If a customer has difficulty meeting his financial obligations, is it reasonable to think he can afford 3 months up front? We will see increasing hardship cases as unemployment escalates. Perhaps the humane thing to do for arrears would be to install 'load limiters' in all situations. Do we want to push residents financially to a point of hopelessness, homelessness or perhaps, to the extreme, suicide? Ease up. We must make allowances for those most needy. I would be willing to pay a little more to offset the loss.

---

I am one of the 90% of accounts that pays bills promptly. I would like to see the city implement automatic billing from chequing accounts as is offered by A.G.T. As far as the treatment of the 10% of accounts that are hard to collect, I am generally in favour of maintaining the current policies and procedures. I believe that every effort should be made to collect these accounts as I understand is already happening. I am opposed to any softening of the city's current position in regards to collection.

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In those cases where the customer is facing financial hardship as a result of severe cuts in social programs, job loss, sickness, reduced pay, the customer should be given the opportunity, on compassionate grounds, to make payments over an extended period of time. In some cases the community as a whole may have to absorb the financial loss of non-payment. This would be preferable to having this type of customer punished further by having their utilities disconnected.

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There appear to be ample steps in the process. Those who do not pay for their services should not receive them. For those in 'extreme' circumstances, is there an avenue for appeal? Could partial payments be made? Could a 'load limiter be requested?

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I find the existing policy o.k.

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The present system gives people the opportunity to make minimal payments when they are in financial difficulty. The citizens of Red Deer already pay taxes that assist those in need. We do not feel we should have to pay more. There is not only the person in need we have to be concerned about but also the abuser of the system. Many are tired of paying their way. The present system is very acceptable.

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Dear Council & Staff of The City of Red Deer: We have read and reviewed your utility collection/service policies and procedures which are presently in effect and feel that it is unnecessary to change them because they are both fair and reasonable. Therefore, they should be left as they are.

Yvonne & Alex Dmetrichuk

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I find my utility account 600872901 is often unintelligible. Last month I apparently was over billed. This month some correction was made but my impression is that some items are still over billed (eg. water). Penalties 'after due date' seem to be charged at 10% of this estimated over billed amount PER MONTH. If there is any thought of cut offs I feel that accurate readings should be used. The penalty seems excessive compared to most other businesses or credit facilities.

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Never mind harassing the poor about collecting your god almighty dollar and try to make it easier. You could take a pay cut in councillor wages to help out too. Why not have automatic withdrawal from checking accounts.

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Dear Alderman Lawrence: The city has a good policy as outlined on the reverse side. However, I feel the 10% levied as a fine is too severe a penalty for payments that are late (unless they are fully a month late). There should be a 2% charge for each over due day of utility payment up to 10% per month maximum. Please consider a rebate on this basis.

G. Bradley

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I believe your policies in this regard are fair and just. People have to pay their bills. No changes are necessary.

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As circled on the other side, there should be no deviation from this policy under any circumstances. (A - Steps 2, 5, & 6; B - Steps 2, 5, & 6A or 6B; C - Steps 1, 4 & 5).

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Summer months - A - Steps 2, 5 and 6 - NO exceptions. B - Winter months - Steps 2, 5 6A or 6B as applicable - NO exceptions. C - Steps 1, 4 and 5 - NO exceptions.

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The present policy appears to be very fair. If the householder 'cannot' pay they should make certain they contact the city and discuss the matter. The city should have a plan in place for those people who are in the situation where payment is next to impossible. In these situations the family would or should be on social assistance. The 'load limiter' is an excellent step.

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I have no patience with people that do not pay their bills. I am all for C.

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As far as I'm concerned, the city gives more than enough time for a person to pay their bill. Your policy is far more generous than a private business would be. As a taxpayer, I realize that if someone refuses to pay then we all end up paying more in the long run. Don't be any more lenient.

Helen Craig

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Lady customer had called to ask if she had to fill out the questionnaire. I told her she did not have too. She said she would not waste her time and money placing a stamp for something like this because it doesn't matter what the issue is, Alderman Lawrence will always have something to complain about. (call taken by M. Burns, Utility Staff)

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I think the present way the city handles bill payment is just fine. People have to realize that bills are a fact of life and should give priority to paying their bills and then spend their money on other things.

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After reading the procedure that is followed I question why any member of council would want to make any change. That policy was obviously arrived at after many years of trial and error. Why should some customers not pay their utility bills when over 90% pay their way. Some people play bingo and slot machines first and if they have money left they buy groceries and if funds are available pay their required accounts. I do not support any change in the present, very good policy. The write-off of utility bills each year is a substantial dollar amount and will increase if a major change is made for non-paying customers.

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Dan L.: I hope your read this. Please bring this to his attention. I believe that 6B is discrimination against renters that are in apartments. There are at least 3,000 rental units in apartments in Red Deer. Some of us choose to live in apartments for various reasons (single, seniors, lower income), but still pay our bills. What about renters in houses. Why should they get better treatment than renters of apartments. Discrimination should not be practiced.

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Present system appears fair and reasonable. No change recommended.

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Non payment for carelessness or procrastination or lack of concern should be treated as severely as possible. BUT - This city has to show heart. If someone through illness or extreme poverty, etc. hasn't paid they need help, not added stress. In other words, ignorance is not an acceptable excuse for the city to shut off utilities. Doesn't Spokane add a buck to utility bills to help the unfortunate keep heat and light in their homes?

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Existing policy appears to be fine.

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I believe the collection policy to be fair. If people are having temporary problems paying, they should be encouraged to take responsibility, notify the city and seek help from the various service and community groups that may have the ability to truly assist, not just pay.

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Nothing wrong with your present policy. To do otherwise is usually to subsidize bingo and cigarettes.

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Automatic payment withdrawals from bank accounts, visa or matcard would be very helpful to some people. You already do this with taxes - can't you do it with utilities?

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I believe as adults we should be able to pay our bills as they are due. Due to some unknown circumstances bills do get forgotten but to have the city utility department issue seconde and third reminders is a big joke wasting money and time for everyone. I do understand legally you need to issue a second reminder and then it should also have a cut-off notice stated on this second notice i.e. you wait 10 days for payment and if no payment received, services should be cut off 14 days from the time the customer receives his/her notice.

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A. - First time summer - eliminate step 4 - act on initial disconnect notice. B - First time winter - eliminate step 4 - contact immediately. C - customer with poor payment records - 2-3 month deposit should be held plus a requirement to prepay each month's estimated bill. After a good record for one year, hold only one month's deposit.

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All new clients should be checked on their passed bill paying profile and if they have a poor record they should be made to make a very large deposit. If a person is on either UIC or welfare, their utility bills should be sent to these organizations and the dues owing be deducted from their UIC or welfare benefits.

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We have lived here since July 1969. We have always paid our bill on time and have had no problems. Thank you for your service over the years.

Abe and Ruth Zacharias

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When will the city arrange for pre-authorization in the payment of utility accounts? I would be very helpful for seniors.

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I think the re-connect deposit is out of line. If a customer is having problems paying the initial bill, I fail to see how they can be expected to find the money to pay their bill plus the equivalent of three months of bills. I feel a re-connection fee of \$25.00 is more in line. I know from experience when my bill wasn't paid - it was because I did not have the money. A person who lives on \$500.00 (often less) does not always have enough money to go around when power bills average \$118.00 per month for their house. I do not believe many, if any, people refuse to pay their bills intentionally. Thank you.

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During times of financial difficulty, perhaps a partial payment agreement between the customer and the city could be worked out. Before power is cut off all customers should be contacted by phone and advised of the disconnect notice. Thank you.

Carol Nightingale

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A direct payment plan, where funds are taken directly out of the customer's bank account each month may be a policy the city might adopt. The most difficult part of paying a bill is taking the time and effort to make the actual payment. Automatic withdrawal would ease the effort and time required into bill payment. Also, people would be conscientious about making sure money was in the account to avoid problems with the bank. It would alleviate late payments as funds would automatically be collected on the due date. The city of Lethbridge recently adopted this voluntary payment program. You might check with them if this has helped with utility collection. By reading the collection action on the reverse, the actions seem reasonable.

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I agree with the attached policy! I do not agree with the fact that if I pay an equal amount each month that there should be a penalty for late payment. You are already holding a large credit on my account. I also want the service of automatic bank withdrawal on my account. You are the only utility that does not provide this service.

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Customers with poor payment records should have to pay up front deposits. That's the penalty for not paying your account. In most cases they have the money, but don't want to use it to pay their bills because they know they can get away without paying for 2 or 3 months.

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The present pattern of 'bill averaging' I believe starts in May and this month has been selected as the city takes in more money than is due, during the summer months. I believe the city should allow 'bill averaging' payments to commence in any month. Or if that is not practical, how about starting it in any month from January through June. I would join the plan in February if available. Thanks

Vic Mulhall

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A - Steps 1, 5 and 6 only. B - Steps 1-4 and 6 only - 6A-6B. C - Steps 1, 2 and 5 only.

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The City Policy seems very reasonable and does not require any changes.

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Customers who have had an excellent credit rating for years upon years, who have paid their bill always within one or two days after receiving the bill, should be given a break. Eg. Because I was out of town for 11 months after renting my residence out, when power transfer was back to me in my residence, I was not allowed to go on monthly credit billing for one year, when it could have been based on the previous years. Therefore I had to worry to cover the high amount in winter months.

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I can see no problem with the utilities collection/service policies.

Ruby Furber

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I would like to know, when you say 'computer estimate' on the electric bills, how is this achieved? Does the Landlord's main meter get divided among his tenants? Is this amount what the average amount of consumption has been for this apartment in the past? Thank you for your concern.

Andrew A. Myram

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It looks fair. B-5 - You should do more than attempt. Sometimes people are away all day when you attempt, but home other times. People should come first. When people get behind cause they can't afford it, they can't very easily pay double next time so should be allowed time to catch up. Utilities are much too high, increasing about 100% in the last few short years.

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I believe that the current policies are fair.

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I would like to see the due dates for the city bills to fall on regular pay day dates. eg. 15th & 30th. These dates are important for people on a fixed salary income - prevent a lot of confusion. Thanks

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Establish direct payment services for any home on budget planning. Keep disconnection services same as present.

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I believe the city is fair. If people would know how to budget they wouldn't have the problems. More power to you Alderman Lawrence. The best.

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We would like the city to institute electronic collection of utility bills from customer chartered banks. The same as for our tax collections. The banks charge fees if the bills are just mailed to them but there is no fee if electronically billed. Thanks

Jim & Marg Muza

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We are pleased with the service, realizing the media and those who do not pay bills are a minority. Good job. Would like to keep hearing about ways to conserve energy and household efficiency.

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A large number of people have experienced job loss, layoffs and wage reductions. In the last six years utility bills have doubled, along with food increases, other utilities and phone rates. Most people are having a hard time paying because they simply do not have the money. By adding deposits you are only making a very difficult situation worse. A little compassion on the part of the city would go a long way. People are willing to try to come to an arrangement if the city would offer some flexibility and not force people into a situation where their utilities are disconnected e.g. The sole wage earner for the family loses his job. The family is forced on unemployment insurance. It is nearly impossible to provide the necessities on U.I. Sometimes it comes to a choice of feeding your family or paying a bill. Which would you do? I think each case needs to be assessed. If a person is temporarily without a job a minimum payment (\$30-50) arrangement could be made for an allotted time. The deposit (just another hardship) could be waived.

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B - Step 5 - some direct contact with customer. Telephone is not enough. Bylaw officer should try personal contact for example. Customers with adequate payment record should be able to pay by pre-arrangement with city and bank.

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You don't have to change anything!! The bill arrives 3-4 weeks ahead of the due date so that is enough time to make a payment. If payment is not made by the due date (accidentally or deliberately) your current policy allows ample (more than, in fact) time in which to correct this 'error' or 'neglect'. In my opinion we cater too much to the 'very loud' minority nowadays. It is time we forced them to live according to the rules. If they choose not to do so, only they can be held responsible for the consequences. Anybody who is in

a temporary slump can find somebody or something to help them out!! Don't waste our precious tax dollars on this; they can be used at a place where they are more needed!!

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My comments probably won't be of much help to you as I think the City is doing a fair and square job of bill collection now. A money management course might be in order. Even people on welfare can budget to pay bills first and buy groceries second. Families can eat healthy meals on a fraction of what many pay in grocery bills. I congratulate the city for its concerned attitude, and think you are doing o.k. I've been in homes with lights on all over the house and no one in the rooms. Teach kids to turn lights off when they leave a room. Same goes for water - conserve. I just can't imagine three months arrears on a bill! Unless of course there is no income.

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Please allow people to have automatic debit from bank accounts. Yours is the only bill I have to pay and as such sometimes it gets forgotten. Automatic debit would eliminate late payments and missed payments for a lot of people.

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I think a load limiter should be placed on all bad debt customers. This should be kept on until the customer has balanced their budget. Maybe the load limiter could be increased in watts when the bill is paid but not fully re-instated. Similar to AGT who place a stop on all long distance calls when bills become a problem. To make unfortunate customers, mostly single parents, pay another deposit possibly \$150-200 is ridiculous. This money has to be found somewhere, so its either the families food money, rent money or its borrowed and will have to be paid back. I don't see how the city can warrant this and let Food City run an electric bill up to \$18,000. and walk away from it. People are heartbroken when service is disconnected. Help them by offering budget counselling. Encourage them to make drop in payments if only \$5. any time they pass city offices. Hope these comments help. The city lesson for today how to create further hardship. If a customer cannot pay their utility bill how can they pay another security deposit? I hope you read these yourself Dan Lawrence.

Hilda Farmer-Andersen

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In reviewing the policies it would seem that the city is 'bending over backwards' to accommodate people who now fail to live up to their own obligations and responsibilities.

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Need a regulation regarding possible prepayment after a third disconnect notice in a six month period; when service has not been actually disconnected.

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Would it help if customers could choose their billing date? (people could match to pay periods). Should 'poor accounts' (always late, etc.) be forced to go on equal 12 month payments so 'winter highs' are not so staggering? If a family has no money what good is it to cut them off. I do not like 'cutting off' any family. Any family could be in serious financial trouble in two months if a job was lost. Given the Alberta situation (are there any nurses still working???). I would hate for a family to go without electricity. Cut off garbage pick up or reduce service but 'cutting off' a desperate family - it's immoral!! Our city needs to look closely at the services forced on people. Is garbage pick up every week necessary? We only take out 2 bags every 2 weeks but are paying for a weekly (unneeded service). I think blue box is a waste. A person should take care of their own recyclable materials just like going to the bottle depot.

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I think the current policy is more than fair for people who are seriously short of money but trying (and I suppose this would have to be a judgement call). I wonder how they would be able to find the 3 month deposit if they should have their service disconnected.

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It aggravates me to have to pay more for garbage collection because we now have the blue box. If recycling can't pay for itself, drop it.

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Spokane has a system where people volunteer to put (pay) more on their utility bills. This is kept separately to pay for negligent accounts. Seniors and handicapped people should never have their power shut off. A contact person should be in charge of arranging a payment plan, contacting Social Services or charity organizations when people need help. I believe people are doing their best to cope financially and basically most people are honest and will pay if given a break/chance.

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The fellow who is doing the meter reading and can't get in should wait after ringing the bell. I am a senior, live in a duplex that has 13 stairs, if the door bell rings, I don't make it downstairs before the person has left. Annoying! As a senior we only live on our pension cheques which only come out once, on month. If a billing date is before that, I can't pay until I get the money, then the bill is late and a bad record which isn't our fault, hence a penalty is not fair. Mr Lawrence you are a poor sportsman not wanting to give the Sports Hall or Museum any money. Shame!

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We would like to pay the city utilities by direct bank withdrawal either the correct amount or an even monthly withdrawal and the correct amount to be adjusted at the end of the city's financial year.

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Mr. & Mrs. J.J. Terpstra

Reduce costs: Reduce pick up of blue boxes to once per month. Reduce garbage pick up in winter months to once every two weeks - October to April (with exceptions of Christmas period perhaps). Be less pre-occupied with collection of monies and be more pro-active in cutting costs. Use more effective/efficient system for billing of utilities - use flat rate for water and electricity and reduce need for meter readers - monitor use at source?

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The present system is acceptable. I think there is a small group in society who know how to play the system and to try to gain public sympathy as the recent high profile cases did.

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We have only had one problem with our utility bill. We ended up having a rental property for a few months. The tenants wouldn't transfer the utilities to their own name. We tried to get them disconnected but we were told that wasn't allowed. The tenant also didn't pay the bills. When the tenant moved out 3 months later we got stuck for the bill. We were paying the utility bill on our new home so the city just lumped it all on our bill and didn't even try to understand our circumstances or even care. We had to try and pay it all off and we were threatened with a disconnect notice on every bill because it took us a few months to pay it off. The other thing is the policy of having to come down and sign when moving - all other utilities you can do it over the phone.

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Present policy is good, but service charges should be applied. Do re-connect without \$250. deposit and bill paid in full. If household is on social assistance, bill social services instead of household. Renters should be billed through landlord so as to notify landlord of possible damage due to disconnection.

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Introduce a pre-authorized payment plan to allow payment to be withdrawn from bank on due date (as with Northwestern Utilities).

J. Dohlmann

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The procedure sounds reasonable as it is!

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We believe your procedures are reasonable as defined and do not require changes. We do however hope that you will reduce frequency of blue box pick up to once every 2 weeks.

J. Oleksow

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I don't like paying the city early or late so I have to diarize my bill payment through my bank. Why doesn't the city implement a pre-authorized payment program like by cable or insurance or RSP deduction? I receive my bill notice in plenty of time to complain if any discrepancy is evident. Perpetual NSF utility users can be put on advance cash payment.

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I believe the policy as outlined on the reverse is fair and reasonable. I would not favor any softening of said policy.

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First of all everyone knows they get a utility bill. They should budget for it. If not, what should happen is when people sign up for service they should have to pay a deposit of \$200. It could be used if their bill is not paid. If they always pay their bill after a few years they could get it back or when they move out of the city. Another way is to give real heavy fines for not paying bills. After not paying at least two times the service should be unhooked.

Candace Ross

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I feel that the present policies are fair, considering the number and amount of deposits held by the city. I am concerned whether duplexes are considered single family homes. Overall the services provided by the utility department appear to be very good. Possibly the committee should be looking at ways of putting a stop to the ever increasing costs of our utility services.

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I would like to see automatic bank withdrawals for payment of city utilities. Except for credit card payments, all my other bills are paid in this fashion. If this is not feasible I think envelopes for those people paying by mail would be appreciated. Paying at the bank requires a fee higher than a postage stamp and paying at city hall requires a special trip and parking fees; if one can find a parking stall available in the proximity of city hall. Thank you for your concern.

Diane Backer

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Dear Alderman Lawrence: I would suggest that every effort be made to determine the reason for utility default. A long term illness or sudden loss of employment could be a reason for some compassion where an agreement could be worked out to give the customer a little more time to either recover financially or get some assistance. Waiting periods for UIC or medical insurance can be several weeks at times. A 'load limiter' should never be used where a serious health problem exists in the winter months. A computer timed to print out bills regularly has no conscience, so when a problem account appears there could be a system in place to do some research and perhaps a more humane conclusion could be reached.

Viola Wettlaufer

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I feel really bad that the suicide last year was blamed on utility cut off. Having power costs money and you have no choice but to remove the service. No payment, no service, cut and dry. For those of us who are limited in income we choose to pay the bill before any others. If you don't enforce payment people will abuse it.

Tracy Annable

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I believe that the current policy is fair and reasonable. We the people who do faithfully pay our bills even though difficult at times, end up paying for the bad debts eventually. It would be nice if the utility bill was more readable i.e. less codes, more lay persons language. I do not understand why you are allowing people with arrears to waste so much time in paying. Everybody knows when the bills are due just like they know when loan payments are to be made, etc. and when deposits are made into their accounts from employers, government, social assistance. I do not see why arrears with utility payments cannot be handled in the same manner as the banks. After 5 days a notice is forwarded to the client reminding him when payment was due. Follow up is done either by way of a phone to the work number or a direct call to the residence. If no contact can be made within say 10 days a disconnect notice should be issued with a 5 day grace period. After that disconnection will take place. Now while I realize that banks do not operate in quite the same manner the principle is the same. You know when payments are due so ensure that they are made on time. I am sure that in some instances utility charges are increased to cover the shortfalls of delinquent people. Why should we pay their payments. In the long run up to date records could be maintained regarding employment for easier contact in the future. People that pull 'a midnight express' should be required to pay utility charges in cash only at the main office to avoid similar circumstances happening again. There should be a registrar of delinquent utility payments owing set up in each area so if and when these people move to another city/province, a search can be conducted and if payments are owing the money can be collected and forwarded to the proper city before new utility hook ups can be made. Granted this may involve more people/man hours to begin with but in the long run it may be more beneficial to all concerned. A delinquency may be reduced sooner and a record can be kept of customers who have a bad payment record. It may even help to lower costs for utility charges as far as the deficit by curtailing needless assistance (if there is any) in maintaining a standard of utility service that we can all afford.

Mrs. S. Keitges

The policy as outlined on the back of this sheet appears to be very fair to the customer. If extenuating circumstances are revealed on inquiry, perhaps a further leeway might be considered on compassionate grounds.

Mr. & Mrs. S. Paulsen

For delinquent customers, do you have an optional payment plan; of pay what you can. It may not be the whole amount, but if they are showing an effort to pay wouldn't it be better to collect a little than nothing. The people who pay their bills are obviously subsidizing the people who don't, so is there a way of reducing rate costs for persons below a certain income. This way hopefully making it more affordable for the 10% and an incentive to pay their bills. After working with the City of Whitecourt I know for some people the action of cut off was the only way to get them to pay. But there has to be a better way.

I think we are spending too much to collect on a small % of accounts. Your information does not state final 'success' and payment on the 10%. Suggest in A & B: Step 2 happen in Step 1. Overall shorten process. When you 'contract' for utility service you share responsibility - if you are using the service and haven't paid a utility bill for a while - - chances are you should call City Hall and discover the status of your account. Policy appears flexible for those who call and are trying to catch up arrears. I do not hold City or any City department responsible in publicized case last year - sad though it was. One rarely hears 'all the facts' from public media.

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I would like to see the city have a pre-authorized payment plan so the bills may be automatically taken from my bank account. It's a pain to have to come down town to pay the bill.

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Including a return envelope would be helpful in paying bills. Even better would be for collection to be handled using direct payment methods.

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I think the reverse is very fair. One comment I have and I don't know if it is the case, but in my business each collection notice is different. Perhaps a different colour or BIG PRINT on the Notice to Disconnect would get attention. I feel each case is different, but I'm tired of paying for people that don't on utilities and Northwood Estates Taxes.

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Please note circled on reserve (deposit requirement) and explain the logic of demanding payment of a deposit in addition to the o/s amount. If the o/s amount can't be paid or isn't paid how can anyone pay the deposit demand and the o/s before the cut off date?? There has to be a better way (eg. option at start of new service of 3 month deposit or a 10% additional on each bill until three month deposit is built up with a nominal interest paid similar to a rental damage deposit refunded when service discontinued). When someone falls in arrears legitimately (unemployment, hardship) then their fund can subsidize their monthly o/s 50/50 or 1/3 to 2/3 until they get on their feet over 6 to 9 months.

Dalt McCambley

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Payment of utility bills to be payable 1st or 15th of month. More for the customer instead of the City. Please do not consider combining property taxes and utilities. Terrible idea! Collection policy okay by us. Not sure any different approach would result in any different outcome. Will always have that 10%.

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Please have automatic payment from bank accounts and consolidate all bills on one.

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Sir: I think this review cost a lot of money, so why don't you do what you have to do, everybody has to pay their dues. My concern is: when Woodward's closed 'how come' they had their account overdrawn by such a huge amount, who pays for that ??? Why weren't they disconnected??? Are the businesses getting a better deal? Are you just out to get the little people who maybe fall behind once or twice. I bet there is a lot of businesses who are behind in payment so why don't you go after them to the same way. Be fair to everybody. Thank you

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Well I am a retired senior. I have no problem with utility bill payments as they are now. However, you need someone in city hall who would control non-payment of accounts before they got into the mess Woodward's were in and the bill left to be picked up by the taxpayer. You don't have to go on a retreat to figure that out. All the stuff on other side of this sheet is for the birds and only leads to non-payment of bills. Any one who goes for suggestions of lumping all bills together is only asking for more problems. I can see that when Council after using the brain they have in refusing smilie McGee for a \$24-30,000 donation so he could get his name on a plaque in new hall of fame building and then at budget time turn around and give it to him should not be sitting in city hall. Get off your butts and drive around and see how taxpayer's money is spent. A man in a vehicle is sent out to do a job - 2 or 3 more each in a vehicle goes along to keep him company. As for your buses take a look and except for school hours see how many 40 plus buses drive around empty so raise the fare to cut the debt.

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There are times that people get behind (Christmas etc.). If the customer shows a willingness to pay (smaller payments) and makes those payments, it should not be cut off. If they send a letter advising of problems the City should allow them the extra time. We have trouble from time to time, but do not wish to let the City go without payment. I also think that the estimated billings should not be based on the last year/same month billing during the cold weather. It should be based on the previous months actual billing (Nov. ← Dec.). It is not fair if the estimated month is warmer than the year prior.

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My comments are not in regard to those policies on the reverse side of this sheet, however, I do have a suggestion. It would be much easier for those of us who budget monthly, to have the City bill due on the same day of each month. My billing date, at present, can fluctuate anywhere from the 28th of the month to the 2nd of the following month. I have been told this is due to the time fluctuation in which the meters are read, however, this meter is not the only one attached to the house (NWU) and all other utility due dates are the same each month.

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Supply an envelope to mail in the payment. I work and do not have to pack this down to the bank or the City Hall. I am late at times for this very reason. If it takes 10¢/month for a pre-addressed envelope, I'll pay. I really would like this service. I also understand it creates more paper waste. Maybe use recyclable envelopes? Another option may be to arrange to be able to pay for at bank machines.

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The City has a right to be paid for utilities - electricity etc. The 'load limiter' is an excellent idea. But die you know - a man 50ish was found sleeping out in a field this winter - he has no money for rent or utilities - also, a couple with 2 pre-school children are living in a makeshift dwelling made from cardboard boxes. He was injured on the job but got no help from W.C.B. 4 years ago. She helps the family to survive as a parttime waitress. They have no money for rent or utilities. I believe that hostels should be provided for these and others. Hostel residents could pay for this service through volunteer work. Many paid workers - even at the hospital have been replaced by fee volunteers. I believe that the majority of people prefer to work and to live with dignity. No one should be left out in the cold.

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We have 9 different sites and pay our invoices twice a month. It would be helpful if all invoices could have the same billing date.

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Dear Dan: This policy review really does not apply to us, because of the harsh treatment on default, and further, at 75 years of age, I do not ask the bank to participate in payment services, and I deliver payment on time direct to utility service, in person. I take a dim view of the City's collection practice pertaining to cutting off power/water connections rather hastily when some citizens are having a difficult time under the current conditions, without previous arrangements, and a proper time table. Also, for the 'kill', I recall the City Commissioner having the audacity to suggest (see Advocate article) that the seniors would not mind if they were asked to pay an extra 10% increase on various expenditures that applied to them. Under this sentiment I do not accept 'City Commissioner' expresses his opinion on behalf of myself as a senior citizen. Also, his scrooge attitude that he would take a pay cut of 1.2% on his exorbitant salary (yes, I know how much) and then he has a solicitor at his side for advice a great deal of the time.

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Perhaps the committee should look at the overall rates. If the rates were not so costly, people could afford to pay their utility bills in a timely matter, then a need for a committee to review your utility collection policy would not be necessary. Personally, I feel our utility bill is outrageous. However, you cannot fight 'City Hall', can you? Does anyone really care how the consumer feels? I think not!!! I bet these comments end up in the garbage can. You can consider these comments to be from the 'majority of residents of Red Deer and surrounding areas'.

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Ten days seems rather short if you consider slow mail delivery. Disconnect Notices should be hand delivered by someone from City Hall. No utilities should be discontinued until the customer is contacted in person to find out why payments are not made. If a customer is having trouble paying the monthly bill, I am sure they will have greater difficulty paying 3 months deposit. Customers are people and should receive some respect regardless of financial state. Summer or winter customers need electrical service.

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As I have never received a disconnect order I am unaware what is written on the order. If it is not done now, I would like to see a contact person name & number to be called if payments need to be arranged. I understand this is a possibility so customer should be informed. Collections on the basis of what is now being done do not seem unreasonable to me.

Margaret Meeres-Alton

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It's wise to review all policies from time to time. If this is not standard procedure, it should be. On this particular matter (utilities) I have no suggestions for improvement; the current policy seems fine to me. Of course, if it can be improved, please do so.

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Why can the City of Red Deer not collect the utility bill at the end of the month. N.W. Utilities do this. It is a lot better for seniors to pay at the end of the month. The bill comes 2 to 4 days prior to senior pay day.

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Penalties for late payment are atrocious. They should be calculated more in line with current interest rates - at least for the first 60 days. Why are they so high? Agree with most of the 'flip side', except a 'load limiter' should also be used for type 'C' customers as well.

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Would be of assistance to me if utility bill could be automatically taken direct from bank account. Is this being considered similar to our property taxes?

C.D. Munro

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Why are we paying for blue box when Laidlaw only takes what they want. They won't take example: clean 3' x 30' clear plastic floor runners, some cans even though they are clean, clean aluminum strips 3 x 36". All these things and more still end up in our garbage so what advantage is the blue box. Also other cities in Canada do not charge for blue boxes. Cities equal and larger than Red Deer. This is just a money grab by Red Deer and Laidlaw. If you still insist on a blue box then we need competition. Four families use one blue box per week.

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As a resident of Red Deer since October 1994, I would suggest part of the problem is the staff itself down in City Hall. I went down to get the billing changed and they told me in no uncertain terms I had 7 days to pay my bills or I would not have any utilities. They would be cut off. I have since phoned other people at City Hall and have been told anywhere from two weeks to one month as the shut off date. Perhaps part of the problem is there is no policy of the shut off days, at least that anyone at City Hall knows about. Perhaps a P.R. course for the staff will help. They treated me like I was not wanted in Red Deer. Is the process on the back for real?

W.E. Hanson

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Re: Step No. 5 under "B". Since so many are in a financial bind during these times and maybe destitute, we feel every effort should be made to contact them under "A" and "C" as well. We believe Spokane has such a plan whereby people who can, pay a slight increase of their own bill to help pay the utilities for those who can't.

G.M. Kish

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Being a citizen of Red Deer for 22 years should make a difference also. You wouldn't cut off a customer if you own a business. Some of us that are self employed or when work slows down need to be given a bit more time then the person that comes into town and rips the City off. Show mercy and it will be shown to you. Meet with person personally not over the phone. Life is pretty cheap when you can't give a guy a break for a couple hundred dollars. Just a talk with a guy could have made the difference. Are we so callous that we forget that we are our brother's keeper. We are fellow citizens are we not?

Preauthorized payment plan (bank withdrawal).

Joe Engelmann

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I believe your policy is very generous. However, I suggest the following though it may be too generous or involved: With the first reminder, suggest that if there is temporary financial difficulties, they would come in and discuss their problems and make some suitable arrangement to pay.

S. Streight

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I own a Red Deer rental property. On a Thursday night I had a message to call City Hall. I left for holidays in the states Thursday night. I called City Hall Friday morning from Pincher Creek and was told the utilities were being cut off at my rental. I asked that the amount be billed to my residential account and was told that was not allowed and the only way to handle it was to come and pay cash in person (rather impossible when I'm due to be in Idaho). I offered to use visa and was told that was no good. If my renters kids tried to use power with a current limiter and tripped the circuit and left without realizing the damage they could cause in winter I would have a major problem. I find that after 15 years as a rate and tax payer the fact that you could not help me protect my property by putting my renters delinquent payment on my personal account is ludicrous.

Ken Adams

We believe the City should NOT be so lenient in its collection procedures. Non-payment of bills should result in cut off at all times of the year. The City should not extend credit to certain citizens at the cost to other honest citizens. If the City had a reputation for stringent collection policies, then that would encourage more people to pay on time and not expect a 'free ride'. All of these personal contacts and arrangements end up costing us more in lost wages which probably never gets charged against the person's bill. Of course, the 90% of the payers must bear the burden of the 10% of dead beats, as usual!! City Council should not support the spending of our tax dollars on these losers!

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The present system is more than fair. Everyone needs to realize that these services are a privilege and as such there is a responsibility to meet the financial obligation. The majority of people who faithfully pay their bills on time should not have to subsidize those who can always find someone or something else to balance for their financial mess.

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The policies outlined seem very fair and even generous, but I am not one of the 10%. I am sure you must be co-ordinating your policies with the gas company and welfare agencies. A good indicator of your policies is how well they do in collecting the monies owed. Maybe collection agencies are needed?

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I am presently on the equalization plan which I like very much, however our bill comes several days 'after' I have sat down to pay all of my other bills. Thus, I have ended up 'forgetting' to pay this bill because it doesn't come at the same time as all the other bills. A solution that would work for me would be to have automatic bank withdrawals for those on the equal payment plan, or to have 'all' bills sent out a week 'before' the end of the month. Thank you for considering these suggestions.

Lynn Danyluk

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Some consideration should be given to customers who are on holidays in the U.S. and other countries. By the delays in mail quite often the bills are not received until after the due date. Perhaps cash deposit or some such arrangement could be made before leaving the country to offset late payment charges could be made.

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Deposit should be charged (equal to two months billing) after the first time the account is in arrears (2 months) in a six month period. If account ever goes into arrears a second time within six months, an additional one month deposit should be charged. In effect account in arrears two months in first six months would then need three month deposit if it again went into a two month arrear position in any six month period. Message on next bill should demand immediate payment for that months arrears with notation to customer that a disconnect will take place on the due date of this bill. Certainly an additional 10 to 30 days is not required for notification that a disconnect is going to take place. As in other

businesses, it is the customers responsibility to make arrangements with you as to settlement of the account. There appears to be no customer responsibility in your procedures!.

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I think your existing policy is more than reasonable. Those of us who always pay on time shouldn't suffer by having some cumbersome system installed to deal with the minority 'delinquent' accounts. Maybe Step 2A could be telephone call to the party involved. Open the lines of communication early in the process.

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Companies could read their own meters and call the reading in, eliminating this ongoing and ever increasing cost of administration. This also could be implemented to private dwellings/individuals as well.

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Your policy seems very fair.

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Alderman D. Lawrence: It was with interest and surprise that I heard of the matter that brought about the forming of the Utility Collection Review Committee. The cypress was that, an elected politician would have some concern for anyone who might be in dire financial circumstances. Alderman Lawrence is indeed to be commended for his action. It would seem that this is failed social policy on the part of the provincial government. Does social services no longer pay utility bills for people that have no means? Does it take them too long to responde? Maybe the fault is with us as a society who scream at tax increases and yell welfare bum. I have often felt it would be worth the cost to hold seminars that would show people on low income and social assistance how to better manage their money. At any rate, I think Mr. Lawrence deserves a pat on the back for at least caring.

Muriel Lee

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One major complaint! The 10% per month penalty charged on over due is much too harsh. In fact it is obscene! 5% is the normal for other Alberta cities. Please make this change immediately if for no other reason than the penalty rate is the worst type of loan sharking. If the City does not make this change, the penalty amounts should not be added to total amount owing when considering 'action' to take.

Jim Swain

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A bill dated the end of the month arrives at my door the following week - usually 4 days later - the due date of the bill is the 23 of the month - that is 15 working days to pay the bill on time - since I like to pay my bills at months end - I would be late. Secondly, doesn't everyone have 30 days to pay a bill? Isn't this a right everyone has? How can a company charge interest before 30 days? Give people 30 days please to pay not 15! All utilities and companies should do this!!!



Reduce taxes or at least blow the snow off our street more than once a winter. We don't need any more park or recreation facilities if you think we need them please have them open to the public on holidays eg. like the skate rink at Golden Circle. Reduce recycle cost. I am in favour of pick up garbage every second if people have a place to store it like garage not outside.

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My bills have been paid on time usually and as in this past month. Payment was made at bank on the 6th. It was received at City Hall on the 11th and a new bill was issued on the 12th. With a balance forward this not the way we run a business. Check that payment has not been received before threatening with a deposit required or disconnection.

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I think a person's past record i.e. employment, salary (there are employers that do not pay enough to live on). On the other hand there are people who play the system - some cases where it is almost like hereditary. This part is another issue: recently I paid my utility bill at my bank but for reasons unknown to me the City did not receive payment until after the due date. I was charged late payment penalty. I inquired about it and the late payment charge was waived, which was great but was told it could be waived only once. I think that could be increased according to his record of payment. Thank you.

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The policies outlined on the reverse seem more than fair. I work for Northwestern Utilities and find that your collection procedures are very similar to ours, and seem to give the customer every opportunity to pay or make suitable arrangements.

T. McClelland

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We would like to see the direct debit system initiated for our utility bills.

R.C. Smith

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I would strongly like to see a direct payment of utility bill from my banking account. Allowing customers to designate an automatic withdrawal from an account of their choice should also help somewhat with your arrears problems/procedure.

Maureen Sonnenberg

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Arrange with customers to work out a payment plan they can afford. Recognize most people want to pay their bills, if however they are having difficulty doing so - disconnecting services and charging large fees to reconnect can only be very discouraging and humiliating to those who are in trouble financially already. Work out reasonable payment plans. Have some compassion!

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Please keep reading the meters for many over-estimates have been made!

P.J. Donnelly

Organize automatic bank withdrawal. If not possible, at least send an envelope (addressed) to return bill with cheque!

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The only changes you could make to help anyone would be lower rates.

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Seems fair to me. Perhaps you could entertain some sort of review of cut offs in extenuating circumstances like the man who committed suicide. Possibly he was not 'with it' enough to notify you of his plight, however.

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One bill for all City services would be better. Send a return envelope with address and postage. Thanks

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We do not see a problem with your present procedure. People cannot expect to receive services without payment and 2 months is ample time. Extend this length of time and people will push even further. 'Give an inch and they'll take a mile!'

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Instead of your employees writing letters and using stamps, envelopes, paper, have them phone the people in arrears with the same message as you have been using in your letters. I am sure you will get better results and your cost to collect will be less.

M. Wexler

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Make the payment dates close to pay days i.e. the 1-5 of any month or 15-18 of any month. Mine is due on the 24 of this month - it is not close to a pay period - make it so it is due on a pay period and more people would pay on time. Why should the City have my money 10 days earlier than it is due. I pay my bills on time but I have a few friends who are always late and have to pay the penalty because of your due dates. Most people get there big cheques at the end of the month. So if payments were due then they could pay on time. Because when you get behind it is hard to catch up.

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I have over the years spoken to representatives at City Hall requesting our billing be changed from 'due on 24th' to 'due anytime in first week of month' as our pay days are at the end of each month. As they have never been able to accommodate us, each month we are penalized 10%, so end up paying more than one extra payment each year. I feel this is very unfair and it is difficult enough making dollars stretch in today's economy without the City further bleeding it's residents.

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We agree with the suggested rules.

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These look to me to be equitable solutions.

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I think the 'winter policy' should be the only policy. Communication is the best way to solve a problem. Personal contact with arrears customers should always be attempted. Prepayment of utility bills is a great way for the City and the customer to be taken care of when arrears problems arise. Payment terms should not be out of the question either i.e. accumulating the 3 month up front by adding \$50. extra to each month utility bill until the full 3 mo. prepayment is accumulated. We are a community not an unfeeling conglomerate or Dictatorship - we can work together to help each other! Thank you

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The due date must be moved up! I (and others) on AISH have a very limited income (\$810. mo. single person) and most months - very few exceptions, we receive our cheques on the second last day/sometimes the last day of the month, which means we are always charged a late payment fee - through no fault of our own. I pay my bills the same day my cheque comes in normally, except the bill owing in December, because I am never in Red Deer for Christmas (this past year I returned Jan. 4/95 - left before the cheque came in). Please make an exception for AISH recipients and reconsider the present due date for them. Please review my payment record - except for December, taking into account when my cheque is received, I pay as early as I can. I have never not paid each month's bill. My suggestion is valid if you look at the bank's stamp - several times they have been at fault and I have spoken to them each time it has happened.

C.R. Mironoff

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Item "A" Summer months plan is very fair. Item "B" 1-5 6A and 6B - more than fair. Item "C" Very good idea, but put a 7 day period for allowance of payment instead of 10 days.

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I feel angry at Council that they do not understand some people have good pay days and not good pay days. Let me explain, I use to work for a company that paid a two week salary one a month, and we were told by the employer the staff would be paid at the owners convenience. So I had to ask my landlord for a couple days grace before I received a second pay day supposedly at the end of each month. This company is going against labour laws but who has the money to challenge this millionaire, I needed my job to live and try to pay my bills on time. Anonymous

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I would comment that Red Deer is the only vendor who is inflexible and seemingly too harsh on penalty charges. Regarding 101656000 on a \$943.34 bill the penalty is \$94.33. In the past I've had to pay the penalty even if you phone and explain something went wrong and it will be a day late. The City of Edmonton look at the fact we are a big account, always pay and will be fair and give some leeway when there is extenuating circumstances. I really wish there was a competitor to go to.

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I feel the process described on this paper is more than adequate. I do not feel it needs adjustment. If more than or approximately 90% of the accounts are not a problem, then it is the problem for such a small proportion, the steps described are and seem adequate to me. To give them any more latitude, except under very unusual circumstances, seems unnecessary.

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Thank you first of all for asking about our comments/suggestions. What is with all the notices sent out? If you do not pay by due date, then only 1 (one) notice should be mailed out stating that they have exactly 2 weeks to pay or they are disconnected. That's all there's to it! What are you spending on postage for the process on the other side?

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Unless there are extenuating circumstances i.e. unable to leave house due to illness or is hospitalized - this area must be checked out. I find the program outlined and in use as more than fair.

Bernice Blair

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People living in poverty have a terrible time paying light bills as the amount given by Social Services is totally inadequate as to amount i.e. single person gets \$28. when the bill is really \$35. It would be good if the City had some kind of emergency fund set up for poor people could access when they needed help. Single mothers on assistance could benefit from a more compassionate, caring City Hall.

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I think your actions for collecting utility bills are appropriate. If they can't pay their bill after that long, they need help from other sources.

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Utility collection/service policies and procedures presently in effect are quite fair in my opinion.

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The process currently in effect is quite satisfactory.

Frank Budd

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Present manner of collecting should be alright. But the manner of collecting garbage and recycling is most ridiculous in such cases as a single person (i.e. senior) in a home. \$9.34 plus GST per month to take away such tiny amount of garbage or recycles. One container in a village such as Horizon could be ample and a blue box collection once a month. Or - one blue box could do for several homes. CUT COSTS - CUT CHARGES please. Thank you.

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Dear Dan: Thanks for the opportunity to give us a say about the money grab. A 10% penalty for payment late by a day or two is an out and out money grab, and I don't feel it can be justified. If a punitive measure has to be taken against someone who is already having financial difficulties or because of a very busy schedule just didn't pay on the due date, a 5% penalty should be sufficient.

Yvonne Perram

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Procedure looks more than fair to me.

B.C. Mitchell

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These current policies are very fair to both parties, especially to City Hall with their moral obligations. Bad accounts should be serviced from a deposit basis until they clean up their credit record.

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Everyone who uses the service of utilities is responsible to pay! No excuses please. Thank you.

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I concur with the present collection policy, with the following changes: Customers with poor payment records should be charged deposits equal to three months billings. Customers need to take responsibility for their debts. First time arrears - Winter months B. - eliminate step 5 as a load limiter provides the necessary service.

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The cut off notice is fair. It is time people learned to pay their bills first, then spend their money as they choose. Usually the ones who expect help are the same repeat customers who you observe lots of places except paying bills.

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Communication on personal matters is important. The quicker you notify by phone or in person of delayed payment the quicker a response or payment is made. Communicate! You must have a policy for first time offenders different or less stringent than repeat offenders. How about looking into rental property - make the owners responsible for the bills if tenants don't pay. Place outstanding utility charges on the owners property tax bill. You may need to bill a write off charge to highly risky potential customers. Or charge more to high risk default type clients. A bigger deposit held indefinitely.

Please do not change the existing policies. Utility payments are not unexpected costs and are equally important as food costs. No warmth - freeze. No food - die. Simple isn't it? There could possibly be very few isolated cases that may need special consideration, which are best treated on an individual basis after facts are known.

G. Klaudt

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The suggestions that all utilities accounts be assessed a dollar a month to cover non-payers would seem to suggest those who do pay should be penalized for doing so. If non-payers have a legitimate reason for not paying there must be some form of aid. Many of the non-payers will take advantage of the assessment to sluff off. Our vote is a definite NO.

James & Grace Murdock

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When sending bills to customers, could you make the due date more practical, such as a day beyond the last or first days of the months. The fifth or so would be workable. At present this system of due dates on the 18th or each month is a scam. Who gets their pay cheque on the 18th? This is out of sync with every other agency's collection systems.

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My only complaint with utilities is that quite often the account is due before the cheque comes at the end of the month. Then we have to pay the penalty charge. We don't always have that much extra to pay a bill at that time.

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I don't think that under any circumstances anyone's power and heat should be turned off; especially during the winter. These people are human beings. Big business seems to forget that. Everything we buy, including utilities, goes up, but wages and jobs go down. If people are in such dire need, without any hope of help, maybe you could dip into that utilities fund we have helped to build up, and then try to find some assistance for those in need. Forget some of your grandiose ideas and plans for now and put the money where it should go. We do not need to be either Edmonton or Calgary. I'm tired of hearing about them. Also when I phone your utilities office with a question, I don't want to be told the computer did it. I expect an answer. I'll save my comments on recycling for another time. Please have a survey on that. Thank you.

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As a customer I'd like to know if the same applies to businesses. I worked for Woodward's Department Store and understood that the company was in the arrears for an extended time. I personally don't believe the regular home owner should have to absorb the cost of losing thousands of dollars to large companies who don't pay their bills. Everyone who uses a service should lose the privilege if they don't pay in the same manner. The losses would be much smaller for all. More time should not be given to business who don't pay. You are doing us all a favour to be consistent with everyone the same. People need to learn to operate within their means. That's just my humble opinion.

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The City should collect utilities via Preauthorized bank withdrawal. This is one of the last bills I get that requires a trip up town to pay. Telephone, gas, insurance and others are all auto withdrawals.

D. Vanden Linden

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Having worked in a similar field for a service company, I see nothing wrong with the current system. I would expect that the clerical staff/supervisor is allowed the leeway to make reasonable payment arrangements with the customer such as extend the date or whatever. The customer has an obligation to pay their bill, and if you delay treatment, the account gets out of hand. The situation that created Alderman Lawrence's concern had many other ramifications and had nothing to do with the City's handling of the account collection. I do not want to be assessed a dollar or two or three (as time goes on) to cover delinquent accounts.

D. MacDonald

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I have no problems with the collection methods you have listed on the reverse side of this page. What I do not agree with is the way the billing dates are done. My billing date (due date) is always approximately 4-7 days before the end of the month. As a government employee, and as most people are paid, I receive my pay cheque on the 2nd last banking day of the month which is always after your due date. This results in me having to pay the after due date charge monthly. Why can't utility bill due dates all be for the last day of the month? I don't know about most people, but I end up paying \$96. or more extra a year and I feel this is totally unfair! (just because of the early due date!). I have checked with a few friends that live in other areas of the city (near 67 Street, Eastview and deer Park) and their bills due dates are all on the 1st, 2nd or 3rd day of the following month so they always are paying them before the due day when paying them at the end of the month. I feel this early due date is unfair and should be checked into and changed. If you have any questions, please feel free to call me.

Bev Lassesen 343-1438

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A. Summer Months - 1. - Message on 'next bill' as reminder that payment is required by due date. 2. - If payment is not made by due date on 'next bill' issue disconnect date. B. - Winter Months - Same as Steps 1-3 above. Use load limiter in Step 3. C. - Poor Payment - 1. - The 'next bill' includes a disconnect notice. 2. - Disconnect service on date shown on disconnect notice. Service disconnection should be performed by crew of two people. Disconnection to occur before 2:00 p.m. No same day reconnection if payment received after 4:00 p.m. Collect \$100.00 cash reconnection fee to cover office and field work. Do not take deposit because interest must be paid and tracking deposits is costly. Every effort must be made by disconnect crew to determine if customer is away for a prolonged period, elderly and shut in, etc. before actual disconnection. Check with landlord, neighbours, etc. \$100.00 reconnection fee required EVEN IF reconnection is requested in name of other family member or different member of same household.

W. Bell

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Twice per month pick up for the blue box is ample for residential units.

S, Zinn

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Dear Alderman Lawrence: We find the collection methods fair, and are satisfied with the Utility Department's procedures. There was a small problem - namely - the due dates were too short for firms who pay accounts once per month. Most firms attend to bill paying once a month - To avoid penalties - we had Utility Departments send our invoices to the bank - They in turn settle the account promptly - in turn we avoid penalties. We are well pleased with the present system. Regards

P. C. Hansum

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As I am in receipt of a Disability Pension, I cannot rely on it to pay discount by due date!! I understand Old Age Pensioners are in same situation! I myself have meagre savings to which I must withdraw monies each month to meet discount! Which runs out in 5 months. Please Resort to discount date occurring last working day of each month. Disregard February as it is only month allows us an extension!!

Marilyn Uhl

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To Whom It May Concern: We feel the City of Red Deer is more than fair with their present policy of arrears. We also felt that the suicides last winter blamed on the City of Red Deer cutting off power were unfair and unjust. I'm certain the idea was already in place before power cut off. The survivors however needed someone to blame so why not the City. They needed someone to strike out at. Not the selfish person that left them to bear the grief of the suicide.

---

Who the hell do you think you are ? God or something? Nobody in this town should have their power shut off. If you guys think you can do that, then I think it's time a change come about. How would you like it if your power was cut off. Any of you that thinks it should, then I hope you rot in hell. Need I say more? Have a great day while it lasts.

---

I strongly suggest the blue box pick up be every two weeks instead of every week which is not necessary and this could cut the cost. Also the cost of pick up to the home owners could be cut some.

Donald & Gail Bodwell

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You forgot to mention the step that adds 120% per annum to the bill (?). You also forgot to mention that there is no credit shown on next bill even if payment is received within 10 days. (voice of experience). This is unsigned due to the possibility of reprisals. Nuf Sed.

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I think the City should follow "B" the year round. If customer has poor credit record 3 months deposit should be collected up front or before power is turned back on. Commercial accounts should be disconnected 10 days after disconnect notice and not turned back on without 3 month deposit.

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Low income families should be subsidized for a certain amount of power and water every month. An amount that would encourage people to save power and water rather than have a higher rate imposed on their bill.

Edith McClure

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To cut blue box collection from a week to once a month. I only put out our recycle items once a month. Red Deer's power and water rates are much higher than Calgary. Rates should be consistent throughout cities and municipalities in Alberta. Clive rates are far lower than Red Deer.

---

There are four adults in our family and we all read and discussed the current policy. As far as we are concerned the policy is very generous as it is. In approximately 70 days anyone has ample opportunity to contact City Hall and make arrangements for payment of bills. We therefore do not think the policy should be changed.

---

I've lived here 18 years and always paid my bill, sometimes late. Last month I was 15 days late - this month I was penalized \$11.44 on my bill of \$109.51. That works out to be .76¢ a day or \$278. a year. An annual percentage it works out to 125% interest. We complain about credit card interest, and wasted government spending. Ha! The biggest thief of all is our own city! How do you justify 125% interest charges? It's a big rip off!! With all that money you should send out preaddressed envelopes. You might get your money back faster.

---

I personally support option C as it clearly is directed at the problem. The 90% who pay their bills on time should not be penalized or be subjected to other changes because of a minority group. There may be an other alternative for some hardship cases. Some communities (mostly in USA) pay a surcharge to help less fortunate persons, particularly through winter months. Apparently this is a \$1-\$5. donation through a billing process. It may help but will not likely solve all of the problem.

Wayne Curtis

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Get tough, follow these people for a day or so, you might find them at Bingo, Video game machines or bars. Maybe at all three. When they get old, they'll be receiving and the full OAS supplement, government will pay their medicare and they'll live in subsidized housing. There is much adult parenting needed. There is no excuse for trendiness! But of course there are always exceptions for everything.

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I would really appreciate the enclosing of a self-addressed envelope with the monthly bill. This would make payment easier.

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A - leave as is. B - leave as is. Step 6B should be the same treatment as single family in the event when multiple units with separate utilities. C - correct - people have to learn to be responsible. Pay on time or make prior arrangement with sufficient collateral. People have to have their priorities straight. Utilities or beer? Potatoes and carrots are still cheap! and healthy! When I compare power cost City versus TransAlta I feel raped (commercial comparison). Taxpayers money for Hall of Fame and who knows what next, by residents approval only with Election Ballots! I strongly disapprove to waste tax dollars on H.O.F. project.

Harry Veenstra

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Have one charge per kw. Now big variations in E by group (11.7 - 13.0 - 16.5 - 23.5 - 25 C kw). Results of 5 different power bills! New bylaws or amendments on previous bylaws effecting small bus in particular - included with utility bill and explanation what it is all about instead of expensive ad in paper (meaningless). Do like N.W.U. - read meters over phone!! Less labour cost - vehicle expense - dog bites - pollution.

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We feel the current policy is more than fair.

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This has been done in other communities with success: Give your customers the option to contribute towards a 'hardship fund' where each month .50¢ - \$1. is added to their bill. This money is put aside to pay on accounts in arrears if facing power shut off. The customer will be informed of this support and remit this. It is one time only. This is not a substitute for a Social Services shortfall, but assistance for genuine need.

---

Basically, we find "A", "B" and "C" procedures good and fair. However, special attention and consideration should be given to customers who have a history of reliable and prompt payment AND have encountered unexpected financial difficulties. While service would be continued, a contingent plan for partial payment should be allowed.

Earl & Jeannine Mosten

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When regular payments have been made to account, not send a bill for 2 months owing. If one payment is missed, do not send utility disconnection (orange) sheet. Have made regular payments. Many times when I've paid every month, I'm charged for 2 months. Now, I deal at Canada Trust on Bennet Street. At end of Feb., I will pay \$32.72 only. It's what I owe.

---

The procedure outlined on this sheet sounds reasonable to me. Utility bills are high for all of us. The ones paying will have to pay for those who do not pay making our utility rates higher. I do think it should be stressed to the public that they should and are responsible for contacting City Hall if they are not able to pay the bill and arrangements for payments can be arranged. Ignoring or running from our responsibilities does not eliminate the problem but adds to it.

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The current policy of holding utility connection (or re-connection) deposits until 12 consecutive payments are made should be changed to 6 consecutive payments. As it stands now, a customer can make 11 consecutive payments, miss the 12th and still not get their deposit back. When I complained about mine, I was told that some customers hadn't recovered their deposits since 1962! They couldn't tell me how long they had been holding mine!

---

I think that your current policy is fine, if people aren't threatened with a cut off of utilities, then no one would pay their bills.

---

I feel your present procedure schedule to be quite fair. It is unfortunate that a dramatic scenario occurred resulting in this process. However, review and evaluation of current systems is an important process. For some individuals, the depletion of their standard of living and loss of control can be very devastating. Perhaps an item of consideration would be to enclose a community resources card/ slip in the 'Disconnect Notice' identifying local agencies that can help people get their finances in order and other local support services. Granted you have no way of knowing an individual's situational needs, but even through the provision of something like the Community Information and Referral Service brochure, you are assisting people in identifying possible areas for assistance. It is still their choice whether to access support, but the City raises its profile as a concerned caring system. Good luck with the evaluation. If you are in need of any information regarding the experiences of change and loss that may indicate thoughts of suicide, we are available to you.

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Monica Flexhaug, Suicide Prevention Services

The policy is rather draconian, cruel and unfair. Even a 'limiter' should never be installed without a face to face assessment of the situation by a trained social worker. The poor or unfortunate, the stupid and weak should not be further penalized by an insensitive, powerful and comfortable bureaucracy. The City should serve the needs of all its citizens, not pander to a greedy and insensitive business community which wants to overturn the humane system that was built up over decades! Shame on Council for its present trend. Re-institute a reasonable rise in taxation and make those who were fortunate to do well in this beautiful city pay their fair and reasonable share. C. Adams: please do not ignore this note on the basis that it does not provide a message that is wanted by your administration. It is a widely held sentiment.

---

Procedures of billing show duplication in some areas because of tack on charges like blue box, G.S.T. Fees. Try to use computers to fullest in amalgamation of service charges to make sense to the payers of such.

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Set up payment plans. Don't disconnect and leave people 'stranded'.

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Consider bank withdrawal! Consider negotiating a plan that will work for those who can't pay i.e. more flexible equal billing plan.

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The existing policies seem fair to us.

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I would like to know how much money is lost through delinquents? The policy on reverse side seems reasonable - perhaps too lenient. The paragraph at the bottom of page "deposits equal to three months ....." can be changed. I hope this is enforced early.

H. Reed

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My husband and I came to Red Deer in 1955 and I can honestly say we have never missed a payment. I think a 10 day notice is not enough. Why can't you pick up the phone and contact that person and find out the reason they haven't paid. I'm sure there is only a small percentage who cannot or do not pay. I'm wondering why our last bill is so high. Our car was never plugged in and our oven was only used on Christmas Day. It's never been used since. Now the days are longer and the lights aren't turned on till later. I'm hoping next month we get a break.

---

The method which is being employed at present sounds fair to all parties concerned. I think the collection policy should be left as is.

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I think all bills should come at the end of the month. City Hall and gas bill. That way saving everyone one trip out instead of two to pay them. Also no power should be cut off in winter where there are children and old people. Try and work something out before doing that. Its cruel and inhumane. I know the bills have to be paid but you must be able to come up with a solution of some kind. Suggest people pay ahead when they can.

---

I think during winter the time period should be lengthened and perhaps some one could visit the non-paying person in person to find out the circumstances and arrange something. I must also pay that. I used to find it easier to pay my bill when I knew I would get money off instead of being penalized for not paying on time. Maybe it's in phraseology but it's the old saying 'you get more flies with honey than vinegar'.

---

According to the procedures on the reverse, the City is going more than out of its way to advise people of cut off notices. The City is not a social assistance program. I feel the process is more than fair. All the people need to do is be in contact with the utilities department to make arrangements for payment. People who are responsible for making payments (and it's not always easy, but we can't spend our money on bingo and cigarettes) should not have to pay while others don't. The process gives ample warning and is fair to all - don't coddle these people anymore!

---

The due date is sometimes inconvenient. It would be easier to set down and write all cheques/pay bills at the first of the month rather than paying one before the rest.

B - Step 5 - "Staff attempt to contract by phone" - how diligent is the 'attempt'? Do staff go the extra mile to call early a.m. or after supper or are calls made only during City office hours when customer may be working? If no phone, what then? Do staff visit residence to give notice? On the other side, the public must be accountable and responsible to ensure bills incurred are paid first. Unfortunately, the additions take precedence in some cases and in others, people just don't have enough income due to choices they have made. In general the policies seem reasonable to me.

---

I have requested on several occasions to have my due date standardized to the 26th of the month. Payday is always the 25th, and a 'late' charge for one day is annoying. I know due dates vary around the city, and since we have always paid our utility bill, we would appreciate having the date changed to coincide with our payday. Thank you for your consideration.

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Mrs. K. Ainscough #201092700

I would request that billing date for utilities in my case be such that it is on or after pay dates. My billing is 2-4 days before my pay date of the 25th of the month, even though I realize that the month charged could theoretically be paid in advance. I find I must always pay the 'After Due Date' and I thus find that I often have 'Balance Forward'. So, I must go in person to City Hall to straighten this out - much inconvenience.

K. Mallett

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I feel that the steps are adequate. If a customer has problems paying they have enough time to get caught up. But perhaps once a bill falls a month behind that the next months bill is already due maybe a payment plan needs to be applied where half is due in 2 weeks, half due again in another week, etc. until the person is caught up? I'm not sure how it could work, but I really feel that the system now in place is a fair system.

---

I'm grateful to finally get the chance to air an opinion regarding the City's collection procedures. I am a married woman with a 10 month old baby. My husband & I both work full time, but are unable to make ends meet. We have lived in Red Deer for over 20 years and ALWAYS pay our City bill. Unfortunately, we often end up 2 months in arrears - due NOT to neglect, but due to financial difficulties. I always call the City of Red Deer to arrange a payment schedule (as I have to with all other bills i.e. Shaw Cable, AGT & Northwestern Utilities). To do this is humiliating, yet I do not want the City to feel we have disregarded their bills. The above mentioned companies are always willing to wait for money - except for the City of Red Deer. There is a late payment charge in place which we always pay - yet the City did cut our power while I was in the hospital having our son. The City has also already raised our deposit by \$50.00 and now threaten to raise it by another \$250.00. Please tell me what sense it makes to increase the amount of a bill I am already unable to pay on time?! Again - we always pay our bill - it may be late, but it's always paid! The City has made me personally feel degraded, doubted and humiliated. I am not alone in this feeling. Many of our friends and co-workers at times feel like giving up! The bills are so high and the constant threat of disconnection hangs over us. I understand why the Red Deer gentleman committed suicide - it's just too bad that it took that tragedy to have the City review its procedures. I have also felt the way he did! Please give the people of Red Deer a little leeway and compassion - these are extreme economic times and the City only adds to our difficulties. NO ONE LIKES to have unpaid bills! I will sign my name as I'm sure I'll be dealing with the City again soon.

Marlene Wanner

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Why not have customers pre-pay one month in advance like a damage deposit: if customer is gone or falls behind, then they would have 30 days grace. Ten days is not enough time. People today are often gone for 2 weeks or more at a time. Ten days should be adjusted to at least 20 days.

C. Nicholson

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I don't think changes are necessary to the City's collection policies and procedures. It appears all delinquents are given ample time to pay and if they make no effort to come in to make a payment or request an extension then your present policy should be administered.

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Perhaps the second notice could include some sort of payment option to allow someone in good faith to at least put some money down on an overdue account. Either charge a surcharge on overdue accounts and fix that increased rate for a 6 month period which then would be reduced to normal rate after regular payments are made, OR encourage people to pay bills regularly by offering reduced rates or 'special customer' rates after one year trouble free payment.

---

I believe that by asking for money deposits equal to 3 months is extremely unrealistic of these people because they are very obviously suffering financial problems to begin with or else they never would have gone into arrears. To preserve dignity and create a 'win win' situation for all, perhaps an alternative option in the equivalent of 3 months service for deposit could be providing manpower to the City till the amount was made up - like the fine option program. The City has to keep cutting positions and I'm sure they'd welcome an extra 'free' hand for a month or so in many departments. With the City's use of ACE positions no one would know for sure what this person is working for.

---

I think the provisions in place for problem bill payers are very adequate. A minor suggestion - the bill should carry a notation that if there are problems contact the department for referral to the appropriate agencies. I do NOT consider that anymore time, effort or money should be spent in this area. People do have to accept some responsibility for themselves and their actions and if there are problems then they have to ask for help and advise. A suggestion to the people at the payment desk - Please remember to keep a smile in the voice and on the face and be pleasant to everyone - That has been lacking on occasion.

---

Stop charging late fees on people's bills that are paid on the last day of the month. Just because you get paid twice a month doesn't mean everyone does. Some employers only pay on the last day. My bill is always paid the last day of the month every month for almost 4 years now. Show some incentive you'll get further.

---

Please designate the codes i.e. I have no idea what the difference is between a 'normal actual reading' and a 'customer reading'. And NO, it is not okay that a man can walk #1: into my backyard without my permission OR expect to be welcomed into my home at his convenience - I WILL GLADLY CALL IN MY READINGS.

---

Pat Conner

I feel that there should be a Cat Bylaw. I do not have a cat yet I have to clean up after cats. They use my flower bed as a bathroom. If I wanted to clean up after a cat I would have one. This makes me very mad that owners can just let their cat out to run free.

Loretta Sonnenberg

---

We have read the summary on the reserve side and conclude that the current policy is very reasonable. With the warnings now in place, anyone should be aware of the consequences and have an opportunity to notify the City if there are extenuating circumstances that should be considered.

Ralph and Rita Wold

---

I have read your outline on the back and feel it is most wise and fair to all concerned. I see no reason for any change. **KEEP UP THE GOOD WORK with no changes.**

---

I do not believe any changes need to be made. I think what is done is very fair and we should all be happy with this lenient procedure. Thanks for asking.

---

A 10% late charge is out of line, especially when the due date is in the middle of the month. Many people in this town are living hand to mouth and these are the people you penalize. Have the bills due on the first of the month not anytime that suits your computer. This by the way does not affect me.

Stan McKinty

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- A. Step 3 - Does 10 days allow sufficient time for the receipt of mail and the return of a cheque by mail?
- B. Step 6B - Why is 6B different from 6A?

On another matter: Mr. Lawrence, I am not in support of your idea that Christmas Day be treated as a normal working day at recreational facilities. People are quite capable of arranging for their own comfort needs by planning a family outing in advance. It is really necessary to provide washroom facilities something like a 'johnny on the spot' would meet the need.

---

Alderman D. Lawrence: I am writing to you regarding the City's policy of late charges on the light bill. The due date was 24th Feb. It was paid on the 23 at my bank. But because it didn't get to the utilities until the 1st of March, they then added on a \$17.77 late charge., when in actual fact it was not late if the City gives the banks permission to collect the money for the utilities. It was paid before due date at the bank. This is not right!! And I refuse to pay late charges when it wasn't late!! We are on a very limited budget. And \$17. could help to pay something else.

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Find the late charges very high especially for those who have to work 3-4 jobs to make ends meet and pay periods don't fall on due dates.

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JANUARY 16, 1995

ALDERMAN D. LAWRENCE, CHAIRMAN  
UTILITY COLLECTION POLICY REVIEW COMMITTEE  
CITY OF RED DEER

DEAR ALDERMAN LAWRENCE:

I am writing in response to your request for some suggestions that your committee may find helpful in recommending possible changes to the procedures that the City currently uses to collect utility accounts which are in arrears.

After reading the current methods of collection, I can find little fault with the current policy as it now stands. The fact that the policy only affects approximately 10% of all utility accounts is not really serious and for the most part it should remain very much the way it now stands. Utilities collection is an important source of revenue for services rendered and unpaid utility bills which are treated as write-offs do cost the taxpayers money which we cannot really ignore.

However, I do have some problems with some of the ways of communication involved should there be a necessity to cut off the utilities to homes and these would only apply in some very rare cases and should be handled with discretion by persons who are able to deal in special circumstances.

For example, there are cases where people who do not read, write or speak English and therefore do not understand the procedures need to be dealt with at a much different level. In these cases, written notices nor phone calls would be of any help in preventing cut off during the crucial winter months when utilities are needed.

There are also cases where illness in the family which force people to be away for long periods of time, as well as be distracted from the everyday functioning of their homes which need to be dealt with at a different level than the use of written communication or phone calls.

I would like to be assured that in cases such as the above two I just mentioned that there could be some extra leeway given before the utilities are disconnected, such as a personal or "in person" attempt by city personnel to contact these people or neighbours and if such is the case, an extra amount of time be granted until difficulties are remedied.

I guess what I am trying to say is that in some cases, the utilities are in arrears because of circumstances that the customer is unable to control and in these cases, the City must also display a certain amount of judicial sympathy as well. It is my idea that this latter information need not be made public but given to those involved in the collection of such accounts as private information to be used at their discretion.

I am hoping that my thoughts will aid you in your deliberations as your committee attempts to review the current utility collection policy.

*Yours truly*  
*Karen Sevcik*  
*27 McCune Ave*  
*Red Deer*  
*T4N 0A3*

347-2816

The City of Red Deer should make the utility bill due either on the 15th or 30th of each month. If the public had a confirmed date to pay it would be a lot easier to budget for. The present system is not consistent and the consumption dates go from 22 days one month to 28 or 30 days another month, resulting in lower and higher bills always due on a different date.

By being consistent on due dates each month, the collection staff would have less phone calls and less reminder notices to send (saving dollars). Most places of employment and even social services, old age pensions, etc. pay by the 15th or 30th. Receiving your cheque and utility bill approximately at the same time would sway more individuals to pay regularly.

There will be disagreement with the suggestions above; however, I am sure if the committee were to check with Northwestern Utilities Limited (they service a lot more than the population of Red Deer) TransAlta, etc., they will see it can be done very successfully.

**February 14 th, 1995**

**Bruce MacArthur  
37 - Parkside Drive  
RED DEER AB T4P 1K1**

**The City of Red Deer  
Utility Policy Review Committee  
Box 5008  
RED DEER AB T4N 3T4**

**Attention: C. Adams, Secretary**

**RE: UTILITY POLICY REVIEW**

**To Who It May Concern**

**It is my understanding that this review of the collection of utility payments is the result of a couple of isolated incidents whereby the misfortune of a small number of persons in this city was supposedly the result of the actions of the City of Red Deer.**

**Every utility customer has a responsibility to ensure payment is made to the City for the services they have purchased. I feel the guidelines now in place for the collection of the utilities are not out of line. Utility services such as electricity, water, sewer, garbage and gas may be deemed by some to be a necessity, but, still, the consumer must pay for the consumption and use of these services. The payment for these services must be a priority with every consumer. Again, the responsibility for making sure the payment is made as required by the City, lies solely with the individual customer.**

**When a customer is going to be away from the area for a considerable period of time, they have a responsibility for ensuring the utility account is dealt with in advance.**

**Should a customer experience financial problems, they must realize that as payment for utilities is in most cases based upon demand / consumption, care must be taken to not waste or misuse the service. No doubt there have been cases whereby persons are into arrears with the City Utilities and still, a considerable electrical or water consumption waste takes place.**

In the extreme and minority of cases, where full utility bill payment cannot be made and no outside agency can offer assistance to the customer, they do have avenues open whereby they can approach the City and discuss the problem with them. Before the problem has reached the point of possible utility cut off, the customer has the responsibility to contact the City and deal with the matter. The guidelines now in place do provide for a good deal of notice to the customer regarding account problems.

One area of thought might be to provide customers with "prepay" utility meters similar in idea to a parking meter. This idea is used in a number of European countries. The idea is for the customer to prepay for the service with coin or token. The use of "smart cards" would lower vandalism and misuse and at the same time provide the customer a "user friendly" method of crediting the prepay meter.

Should the payment collection guidelines be changed to allow for more lenient policies, and thus extra City staff hours are required for administration and account collection, this cost will no doubt be passed onto those utility customers who are responsible and ensure utility bill payments are made on time and in full. As well, the responsible customer will be covering the lost revenue from a greater number of unpaid / uncollectable accounts.

Thankyou for your time.

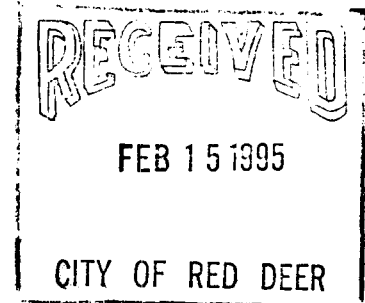
A handwritten signature in cursive script, appearing to read "B. MacArthur".

Bruce MacArthur

H. Weiss  
B203 - 20641 Logan Avenue  
Langley, B.C.  
V3A 7R3

February 9, 1995

The City of Red Deer  
Utility Policy Review Committee  
Box 5008  
Red Deer, Alberta  
T4N 3T4



ATTENTION: C. Adams  
Secretary

Gentlemen,

In response to your to your letter requesting alternate ways to improve your collection of utility invoices. I make this comment from past experience. Threats and the action of cutting off utility services, serves no purpose, along with costs associated with this action you accomplish nothing!

I would suggest that you give several alternate methods to your utility service clients to lodge security.

1. Master Card and Visa deposits
2. Bank letters of credit for commercial customers
3. Acknowledgement by registered property owners of the City's right to transfer to the property tax roll outstanding utility invoices unpaid

For the latter this would work for both commercial and residential users of your city services. In the case of commercial users this would work extremely well. If the owner of title would not agree then he cannot think much of his tenant. Therefore the City could then insist on a bond for security. In the case of residential properties you are pretty well guaranteed of payment on your current tax rolls. I am sure your delinquency rate is very small and also recoverable.

Thank you

Yours truly,

Harvey Weiss

Overall cutting off of utilities along with penalties hurts the ones that probably need the service the most.



IN0. 1964 Bldg. 172  
808 W. SPOKANE FALLS BLVD.  
SPOKANE, WASHINGTON 99201-3333  
(509) 625-6000

Post-it™ Fax Note	7671	Date 4-20-95	# of Pages 2
To	From		
Co./Dept.	Co.		
Phone #	Phone #		
Fax #	Fax #		

April 20, 1995

BACKUP INFORMATION  
NOT SUBMITTED TO COUNCIL

Cheryl Adams  
City of Red Deer  
PO Box 5008  
Red Deer, Alberta, Canada T4N-3T4

Phone (403) 342-8303  
Fax (403) 346-6195

Subject: City of Spokane, U-help Program

Dear Cheryl:

I am sending a copy of the program guide lines.

We the City collect the monies and keep them in a separate account.  
When the centers distribute the funds, they send us a voucher  
and the monies are transferred.

All the monies collected go to the fund. None of it is used to  
administer or advertise for it. Those expenses are paid by the  
Utilities Department.

If you have any questions, please call me at (509) 625-6180.

Sincerely,

Donald D. Soehren  
Commercial Accounts Supervisor

lg

U-HELP DISTRIBUTION PROGRAM:

1. Funds will administered by the Neighborhood Centers.
2. The payments will only pertain to City utilities.
3. The payments will only be made on behalf of residential accounts, whether they are for owners or renters.
4. Recipients may live outside the City limits, as long as their residence is billed for a City utilit(y/ies).
5. The City should attempt to use the program instead of discontinuing service, but shut-offs may still occur.
6. Funds may be used to reconnect utilities by payment of the reconnect fee.
7. Funds may not be used for repairs, such as broken pipes, because funds will only be available for application to a utility account.
8. The eligibility criteria for application to individual cases is generally to utilize 125 percent of the current poverty level guidelines issued by the U. S. Department of Health and Human Services.
9. The maximum amount of assistance (per year) to any one household is not to exceed two months billing.
10. Assistance should be given only once a year to a family or individual, unless there are unusual circumstances.
11. The recipients of the program are encouraged to repay the money, and the recipient will be asked to develop a budget plan so that the need is not constantly reoccurring.

BACKUP INFORMATION  
NOT SUBMITTED TO COUNCIL



NO. 3

**DATE: SEPTEMBER 19, 1995**

**TO: CITY COUNCIL**

**FROM: CITY CLERK**

**RE: 32 STREET WIDENING (40 AVENUE TO 47 AVENUE) /  
TRAFFIC NOISE STUDY**

---


At the Council Meeting of January 30, 1995, consideration was given to the above topic and at which meeting the following resolution was passed:

"RESOLVED that Council of The City of Red Deer, having considered report from the Engineering Department Manager dated January 23, 1995, re: 32nd Street Widening - 40th Avenue to 47th Avenue / Traffic Noise Study, hereby agrees as follows:

1. That The City adopt a 24 hour, continuous noise level equivalent (L eq) of 60 dBA as a maximum design criteria for roadways constructed in new development areas. In older existing areas, the warrant for noise attenuation measures should consider how much the measured noise levels exceed the 60 dBA criteria, the cost of the noise attenuation solution, the resulting noise reduction, the number of residents benefiting from the noise reduction, and other associated benefits and problems.
2. That the request from the residents of Stanley Crescent for the installation of a noise wall along 32 Street be deferred until such time as a further traffic noise study is completed in June of 1995 with the cost of said study being charged to the 32 Street Road Widening Project,

and as presented to Council January 30, 1995."

This matter is again presented to Council for consideration along with the relevant Administrative reports.



KELLY KLOSS  
City Clerk

September 19, 1995

Irene and Gerry Motta  
3 Stanley Crescent  
Red Deer, AB  
T4N 0E9

Mayor Gail Surkan and City Council  
City of Red Deer  
Red Deer, AB

Dear Mayor Surkan:

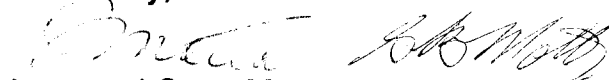
**RE: 32nd Street Sound Wall**

With the 1995 sound test completed we still find ourselves in a "number" quandary as it all depends on how a person wishes to translate the information. We are informed that council will be requested to pass a bylaw regarding the criteria for the requirements justifying a sound barrier. This is probably a very good idea for it will solve future dilemma's regarding their requirement. In the present we would express our dilemma.

1. The 1994 sound test showed an average reading of 57.9 dBA in our yard, but it also stated that without our picket fence the readings would be approximately 62.2 dBA.
2. We were told a 2.5 metre sound wall would only drop the noise level by .9 dBA which, as for our fence dropped it by 4.3 dBA. (Should the cities use picket fences?)
3. The 1995 sound test showed a 24 hour average of 57.6 dBA, but if one takes an 8 day average (page 4 of test results) we find a reading of 59.525 for daytime and 52.2 for night time. This also was one of the quietest weeks of the summer as 30th avenue construction was not started and house construction was way down as well. To average the two readings looks good on paper but who uses their yard at night.
4. It would appear that until the reconstruction of 32 street there was no consideration given for increased noise due to traffic and we in older areas are to be happy and suffer because of progress. Yes the road was there when we all bought our homes but consider the increased traffic and now more traffic is using the improved barrier free route, and why not it is great access to and from all subdivisions to the east of us.
5. In full realization that this is an election year we feel a decision in our favor will not be a debatable issue as a precedent is not being set for no criteria. At present exists for the requirement of sound barriers and our readings are only a part of a dBA below the proposed bylaw and 32 street was rebuilt.

Show the city that council really does care about its citizens vote yes for our wall and give us some quiet!

Yours truly,



Irene and Gerry Motta  
3 Stanley Crescent

Carol Preece  
6 Stanley Crescent  
Red Deer, AB  
T4N 0E9  
August 21, 1995

Mayor Surkan and Council Members,  
City of Red Deer,  
Red Deer, AB

Dear Mayor Surkan:

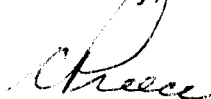
I have contacted the engineering department. They have told me that the noise level from 32nd Street into the back yards of the homes on Stanley Crescent is less than 60 decibels, the arbitrary level of sound mentioned as the level required to warrant a sound fence.

On behalf of myself and the other residents of Stanley Crescent, I am inviting you and the members of city council to come into my backyard (I do not have a fenced in yard so please feel free to come in even if no one is home) **for 10 minutes, any day and any time** to sit so you can see for yourself if our concerns with the noise level is warranted.

Considering the sound test was completed in June and will not come before council until the end of August or the beginning of September, this visit would then give you a concept to what the sound test results mean in actual comfort levels of sound.

Thank you for your time.

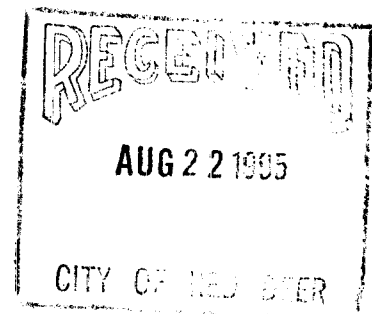
Sincerely,



C. Preece

cc. Council Members

*Dir. of Develop. Services*



DATE: September 18, 1995

TO: City Clerk

FROM: Engineering Department Manager

**RE: NOISE ATTENUATION COUNCIL POLICY  
32 STREET WIDENING - TRAFFIC NOISE STUDY**

---

On January 30, 1995, City Council made the following resolutions with respect to noise attenuation:

1. That the City adopt a 24 hour, continuous noise level equivalent ( $L_{eq}$ ) of 60 dBA as a maximum design criteria for roadways constructed in new development areas. In older areas, the warrant for noise attenuation measures should consider how much the measured noise levels exceed the 60 dBA criteria, the cost of the noise attenuation solution, the resulting noise reduction, the number of residents benefiting from the noise reduction, and other associated benefits and problems.
2. That the request from the residents of Stanley Crescent, for the installation of a noise wall along 32 Street, be deferred until such time as a further traffic noise study is completed in June of 1995, with the cost of said study being charged to the 32 Street Road Widening Project.

With respect to item 1, the Engineering Department has drafted a Policy for the consideration of Council. As directed under item 2, the Engineering Department has commissioned a further noise study, the results of which are discussed below. For the information of Council, we have also included the following summary of some of the discussions from our previous submission to Council.

#### **1994 NOISE STUDY**

In May 1994, the Engineering Department hired Patching Associates Acoustical Consultants Ltd. to measure noise levels emitted from traffic on 32 Street adjacent to Stanley Crescent and to project what noise levels would be in the future as traffic volumes increase. This study was commissioned in response to concerns voiced by the residents of Stanley Crescent. They indicated that the noise in their backyards was already bad and that it would get worse with the widening of 32 Street (south curb moved 5 m closer to the homes) and with future traffic increases.

City Clerk  
Page 2  
September 18, 1995

The Noise Study was completed in November 1994 and was taken to Council in January 1995 after it was reviewed with the Stanley Crescent residents. Some of the highlights of the 1994 report are summarized below.

- The City of Red Deer currently has no specific criteria governing maximum allowable noise levels. The Transportation Association of Canada's (TAC) Manual of Geometric Design Standards for Canadian Roads does not have a definite criteria, but indicates that a noise level up to 55 dBA is acceptable to most people; the range between 55 dBA and 60 dBA is considered transitional, wherein many people would find the situation acceptable; and when noise levels exceed 60 dBA, noise attenuation is normally required. The noise level referred to by TAC is the equivalent continuous noise level ( $L_{eq}$ ) measured in decibels (dBA) over a 24 hour period. The design criteria established in Calgary and Edmonton is 60 dBA.
- The consultant measured noise levels in the backyard of 3 Stanley Crescent in June 1994 to assess traffic noise levels prior to the 32 Street widening. Noise levels were then predicted for future traffic volumes outlined in the 1990 Transportation Study. The 80,000 and 115,000 population plateaus were used in the calculations. The following table indicates the readings under the existing conditions and predictions with a 2.5 m high solid wall.

CITY POPULATION HORIZON	NOISE ATTENUATION DEVICE	NOISE LEVEL
Current Population	Existing Fence	57.9 dBA - measured
Current Population	No Fence	62.2 dBA - estimated
80,000 Population	Existing Fence	59.1 dBA - projected
115,000 Population	Existing Fence	60.6 dBA - projected
115,000 Population	2.5 m Wall	59.7 dBA - projected

- Readings in the backyard of 3 Stanley Crescent indicate that the existing fence, adjacent trees, and garage provide a relatively effective barrier. However, the fence will not likely be adequate to keep noise levels below the 60 dBA criteria in the future. However, even with a 2.5 m high wall, the noise level will only be reduced by approximately 0.9 dBA, to a level just below the 60 dBA criteria. According to TAC, the minimum difference in noise level noticeable to the human listener is 3 dBA, while a 10 dBA increase is perceived as double the loudness.

City Clerk  
Page 3  
September 18, 1995

Various noise attenuation options were reviewed with the Stanley Crescent residents. The option favoured by the residents was a 2.5 m high concrete post and plank wall, located about 0.3 m north of their property line. The wall would be similar to the one along 67 Street, north of the Parkland Mall. The cost of this wall was estimated at approximately \$55,000.

A concern voiced in our previous report to Council was that if Council approved the construction of some type of noise wall in this location, it would set a precedent to necessitate construction of noise walls in other locations in the City where noise levels are estimated to be at similar or higher levels than adjacent to Stanley Crescent.

### **1995 NOISE STUDY**

As directed by Council in March 1995, the Engineering Department hired Patching Associates Acoustical Consultants Ltd. to measure noise levels emitted from traffic on the newly widened section of 32 Street adjacent to Stanley Crescent. The noise levels were measured in June 1995 to provide a reasonable comparison to the measurements taken in June 1994, prior to the widening of 32 Street. Attached is a copy of the 1995 Noise Study - Executive Summary for Council review. Members of Council can obtain a copy of the full report from the Engineering Department, if desired.

As indicated by Mr. Patching, the noise levels have not increased significantly from the levels measured in 1994, before the widening of 32 Street. The average noise levels (24 hour  $L_{eq}$ ) are still below the 60 dBA criteria.

The full report and executive summary have been presented to the Stanley Crescent residents. They have advised us that, while they do not have technical concerns with the noise measurements, they maintain that the noise level is too high, and that the City should construct a 2.5 m high concrete wall to reduce same. They have advised that they would like to present their concerns directly to Council.

We would like to express our appreciation to the Stanley Crescent residents, especially Mr. and Mrs. Motta, for their cooperation and assistance in completing this work.

### **CONCLUSIONS**

While we sympathize with the residents having to endure an ever-increasing amount of traffic noise, we do not feel that this situation can be considered in isolation. There are several areas of the City that endure similar noise problems. Whatever solution we implement for Stanley Crescent should be considered in other problem areas.

City Clerk  
Page 4  
September 18, 1995

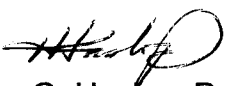
In the case of Stanley Crescent,

- the noise levels measured in the backyards of these homes did not increase significantly with the widening of 32 Street last year;
- the noise levels do not yet exceed the proposed 60 dBA criteria and are not expected to exceed it in the near future;
- the suggested noise attenuation solution is relatively expensive (i.e. \$55,000) and only benefits 4 lots; and
- the noise attenuation expected to be achieved by constructing a noise wall is nearly insignificant (i.e. 0.9 dBA).

We, therefore, cannot support the installation of the concrete wall requested by the residents of Stanley Crescent.

### **RECOMMENDATIONS**

1. That the City adopt the attached Council Policy, outlining the maximum design criteria for noise levels adjacent to roadways constructed in new development areas and a warrant system for constructing retro-fit noise attenuation facilities in older existing areas.
2. That the request from the residents of Stanley Crescent for the installation of a concrete noise wall along 32 Street be denied.

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

TCW/emg  
Att.

c.c. Director of Development Services  
c.c. Public Works Manager  
c.c. Streets and Utilities Engineer  
c.c. Stanley Crescent Residents  
c.c. Mr. Richard Patching

### **COMMENTS:**

We concur with the recommendations of the Engineering Department Manager.

"G. SURKAN", Mayor

"M.C. DAY", City Manager

**THE CITY OF RED DEER****COUNCIL POLICY MANUAL**

Policy Section:  
Engineering

Page: 1 of 2

Policy Subject  
Traffic Noise Attenuation

Policy Reference:

Lead Role:  
Streets and Utilities Engineer

Resolution/By-law:

**PURPOSE**

To define the maximum design criteria for noise levels adjacent to roadways constructed in new development areas.

To define a warrant system for constructing retro-fit noise attenuation facilities in older existing areas.

**POLICY STATEMENT**

1. **Maximum Design Criteria for Noise Levels Adjacent to New Roadways**

When designing new arterial roadways in the City of Red Deer, traffic noise should be estimated based on traffic volumes projected 20 years ahead. The estimated noise level calculated at ground level within the properties of the adjacent residential development should not exceed a maximum 24 hour, continuous noise level equivalent ( $L_{eq}$ ) of 60 dBA.

2. **Warrant System for Retro-fit Noise Attenuation in Existing Areas**

In existing areas, it may be prohibitive to retro-fit roadways, even when reconstructing them, to meet the 60 dBA design criteria noted above. In these situations, the warrant for noise attenuation measures should consider how much the measured noise levels exceed the 60 dBA criteria, the cost of the noise attenuation solution, the resulting noise reduction, the number of residents benefiting from the noise reduction, and other associated benefits and problems.

Cross Reference

Remarks

Date of Approval:

Effective Date:

Date of Revision:



THE CITY OF RED DEERCOUNCIL POLICY MANUAL

Policy Section:  
Engineering

Page: 2 of 2

Policy Subject  
Traffic Noise Attenuation

Policy Reference:

Lead Role:  
Streets and Utilities Engineer

Resolution/By-law:

The following criteria should be met for retro-fit noise attenuation in existing areas:

1. Residential dwelling units must be exposed to noise levels greater than 60 dBA  $L_{eq}$  (24 hr) at ground level.
2. Installation of a noise barrier must be technically and economically feasible.
3. Noise barriers must achieve at least a 5 dBA noise level reduction.
4. Noise barrier installation should be addressed at the time of road reconstruction for roadways scheduled to be upgraded.
5. Evaluation of noise attenuation facilities should consider the number of affected residents, the severity of the noise problem, the amount of noise reduction provided by the barrier, the total cost of the barrier, and other benefits and problems. The result of the following benefit-cost equation should be greater than 1.0:

$$\frac{R \times (NL - 60) \times NR \times 1,000}{\$}$$

where:

R	=	The number of residential units affected by the traffic noise
NL	=	The existing 24 hour, continuous noise equivalent ( $L_{eq}$ )
NR	=	The estimated reduction in noise level (24 hr $L_{eq}$ ) with the noise barrier installed
\$	=	Cost of the noise barrier

---

Cross Reference

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Remarks

---

Date of Approval:

Effective Date:

Date of Revision:



## THE CITY OF RED DEER

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

FAX: (403) 346-6195

# FILE

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

September 26, 1995

Irene and Gerry Motta  
3 Stanley Crescent  
Red Deer, Alberta  
T4N 0E9

Dear Mr. & Mrs. Motta:

RE: 32ND STREET SOUND WALL

---

At the City of Red Deer Council meeting held on September 25, 1995, consideration was again given to the above topic, and at which meeting the following resolution was introduced:

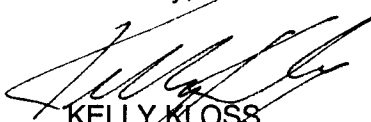
"RESOLVED that Council of The City of Red Deer, having considered various correspondence and reports relative to the 32nd Street Road Widening (40th Avenue to 47th Avenue)/Traffic Noise Study, hereby agrees that the request of the residents of Stanley Crescent for the installation of a concrete noise wall along 32nd Street be denied, and as presented to Council September 25, 1995."

Prior to voting on the above resolution however, this matter was tabled to the Council Meeting of Tuesday, October 10, 1995, in order to allow time for the Administration to gather costs relative to the erection of various styles of fence.

The administrative reports relative to this matter will be available to you on Friday, October 6, 1995, at the City Clerk's Department. If you wish to again speak to Council relative to this matter, please contact us also on October 6 so as we may set a time when the item will appear on the agenda.

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. Director of Engineering Services  
Carol Preece, 6 Stanley Crescent, Red Deer, Alberta T4N 0E9



*a delight  
to discover!*

**FILE**

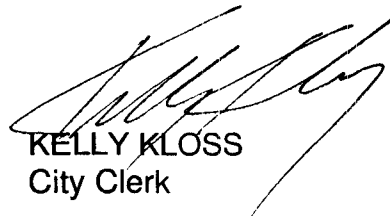
**DATE:** September 26, 1995  
**TO:** Director of Engineering Services  
**FROM:** City Clerk  
**RE:** 32ND STREET WIDENING (40TH AVENUE TO 47TH AVENUE)/ COUNCIL  
POLICY - TRAFFIC NOISE ATTENUATION

---

At the Council Meeting of September 25, 1995, consideration was given to your report dated September 18, 1995 concerning the above topic, and at which meeting Council passed the following resolution:

"RESOLVED that Council of The City of Red Deer, having considered correspondence and reports relative to the 32nd Street Widening (40th Avenue to 47th Avenue)/Traffic Noise Study, hereby agrees that the Council Policy entitled 'Traffic Noise Attenuation' as presented to Council September 25, 1995, be adopted."

The decision of Council in this instance is submitted for your information. Our office will be circulating an updated copy of the now approved Policy for inclusion in the Council Policy Manual.



KELLY KLOSS  
City Clerk

KK/fm

cc. Public Works Manager

**FILE**

**DATE:** September 26, 1995

**TO:** Director of Engineering Services

**FROM:** City Clerk

**RE:** 32ND STREET WIDENING (40TH AVENUE TO 47TH AVENUE)/TRAFFIC NOISE STUDY

---

At the Council Meeting of September 25, 1995, consideration was given to the above topic, and at which meeting the following resolution was introduced:

"RESOLVED that Council of The City of Red Deer, having considered various correspondence and reports relative to the 32nd Street Road Widening (40th Avenue to 47th Avenue)/Traffic Noise Study, hereby agrees that the request of the residents of Stanley Crescent for the installation of a concrete noise wall along 32nd Street be denied, and as presented to Council September 25, 1995."

Prior to voting on the above resolution, same was tabled to the October 10, 1995 Council Meeting in order that your department obtain the cost of various alternative styles of fencing to act as a noise attenuation barrier along the properties in question.

In addition to the cost, the following information would be helpful to Council:

1. Would the local improvement be calculated on the front foot or the rear foot as the fence would be placed at the rear of the property;
2. What would be the approximate annual cost if the improvement was charged over 10 years or 20 years;
3. Could this set a precedent for other areas requesting a noise attenuation barrier and what would the approximate cost be to The City if Council were to fund these barriers.

As this item is going on the October 10, 1995 Council Meeting, I would request your report be submitted to this office by Monday, October 2, 1995.



KELLY KLOSS  
City Clerk

cc. Director of Corporate Services  
Director of Community Services  
Recreation, Parks & Culture Manager

NO. 4

DATE: September 19, 1995  
TO: City Council  
FROM: City Clerk  
RE: GRADE LEVEL ON WEST SIDE OF PHASE V/VICTORIA IN ANDERS PARK

---

At the Council Meeting of August 14, 1995, consideration was given to correspondence from Anders Park residents dated August 1, 1995, concerning the above topic and at which meeting the following tabling resolution was passed.

"RESOLVED that Council of The City of Red Deer having considered correspondence from Anders Park residents dated August 1, 1995, re: Grade Level on West Side of Phase V, Victoria in Anders Park, hereby agrees to table said correspondence pending a meeting of the Parkland Community Planning Services with the developer to discuss the issue of limiting the height of the residences in the area in question and further that the Parkland Community Planning Services facilitate a meeting between the developer and the residents to discuss possible compromises to this issue, and as presented to Council August 14, 1995."

This matter is again presented to Council for consideration.



Kelly Kloss  
City Clerk

KK/ds

*Previous Correspondence from  
August 14, 1995 Council Agenda.*

68 Aikman Close  
Red Deer, AB  
T4R 1G2  
1st August, 1995

Her Worship, Mayor Gail Surkan  
City Hall  
RED DEER Alberta

Dear Mayor Surkan

We, as home owners, on the east side of Aikman Close are very disturbed with the new grade level on the west side of Phase 5, Victoria in Anders Park which is adjacent to our properties. The developer has built the grade up to a height in excess of 2.5 metres above the alley level.

The proposed development plan obtained from the City Engineering Department shows a gradual grade from 888.8 metres in the the alley to 889 metres in the centre of the lots to 890.47 at the new road level. The current earth deposits do not follow the contours on this proposed plan.

The potential height of homes built on this artificially elevated land concerns us in their proximity to our homes. We understand that this grade height increase has, in previous development, caused devaluation of adjacent property and an intrusion in privacy which does not fit the concept of single family dwellings. In the development on the west side of Victoria in Anders Park to the north, the height of the homes with a walk-out basement is, in effect, equivalent to that of a three storey apartment block.

We request that the developer be required to follow the natural incline of the land which would result in the land being levelled to just 1 metre above the existing alley level.

An alternative solution would be to require the developer to conform strictly to the contour lines on the proposed plan submitted to the City Engineering Department on 27th of July, 1995 and to restrict the sale of the lots adjacent to the west alley to single storey house designs.

Yours very truly,

Kim and David Browatzke

*Kim & Dave Browatzke*

Lesley and Gordon Denny

*Lesley & Gordon Denny*

Shirley and David Lamb

*Shirley C. Lamb      David W. Lamb*

Gladys and Peter Lucien

*Gladys and Peter Lucien*

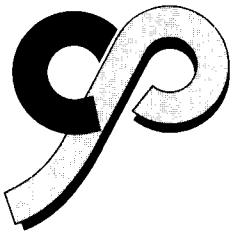
Milo Manning

*Muriel T. Manning*

Barbara and Bob Scammell

*Barbara and Bob Scammell*

cc Members of City Council  
Melcor Developments



**PARKLAND  
COMMUNITY  
PLANNING  
SERVICES**

Suite 500, 4808 Ross Street  
Red Deer, Alberta T4N 1X5  
Phone: (403) 343-3394  
FAX: (403) 346-1570

**TO:** City Clerk                      **DATE:** September 20, 1995

**FROM:** Paul Meyette, Principal Planner

**RE:** Height of Houses which border the lane east of Aikman Close

On August 14, City Council considered a letter from residents of Anders Park wherein they expressed concern regarding Phases 5 and 7 in Anders East (Victoria in Anders Park); they were concerned over the grade elevation on the site and wanted to have the grade reduced or the houses restricted to single storey designs. In addressing this issue, Council passed the following resolution:

“Resolved that Council of the City of Red Deer, having considered correspondence from Anders Park Residents dated August 1, 1995, re Grade Level on West Side of Phase 5, Victoria in Anders Park, hereby agrees to table said correspondence pending a meeting of the Parkland Community Planning Services with the developer to discuss the issue of limiting the height of the residences in the area in question, and further that the Parkland Community Planning Services facilitate a meeting between the developer and the residents to discuss possible compromises to this issue, and as presented to Council August 14, 1995.”

### **Comments**

In accordance with the direction of Council, Parkland Community Planning Services convened a meeting on September 7, 1995 between the residents, Melcor, the Manager of Engineering Services and planning staff. Neighbourhood concerns were identified and options to resolve these were reviewed. It was agreed that the most practical solution was to limit the height of houses adjacent to the lane located east of Aikman Close. At the meeting, Melcor Developments agreed to limit the six houses directly backing onto the lane to single storey, duplex or split level single family dwellings; no two storey homes would be allowed. This compromise was circulated to the neighbourhood committee for review.

Following their review, the neighbourhood residents expressed concern about allowing split level homes adjacent to the lane; they indicated that these could be as high as and cause the same problems as two storey homes. After a further meeting between the developer and planning staff, Melcor Developments has agreed to restrict the six homes directly backing onto the lane to single storey or bilevel single family homes; neither two storey or split level homes would be allowed on these six lots; the developer will endeavor to limit the height of the remaining four corner lots which border the lane, however these will not be restricted as to the type of house. It was further agreed that Melcor Developments would not seek any height relaxations (land use bylaw) for any of the ten homes which would border the north/south lane located east of Aikman Close; it was also agreed that there



there would be an attempt, through the setbacks to maximize the rear yard, thereby increasing the separation distances between the new houses and the existing houses.

In order to enforce this agreement, the residents and the developer agreed that this agreement should be incorporated into the Anders East Outline Plan. An amendment to the Outline Plan would allow the agreement to be enforced through the Land Use Bylaw. Mrs. Shirley Lamb, on behalf of neighbourhood residents, confirmed on September 20 that the conditions, as outlined above, were acceptable and would address most of the concerns as laid out in the neighbourhood's August 1 letter; the only concerns which are remaining include the original concern related to the height of the berm (previously addressed by the City Engineering Department) and the lack of firm restrictions on the corner lots.

### **Recommendation**

Planning Staff recommend that City Council amend the Anders East Outline Plan by adding the following text and attached map:

***The following development requirements will apply to the lots bordering the north/south lane located east of Aikman Close (part of phases 5 and 7 - see attached map):***

- 1. The six lots located immediately south of proposed Lot 34, as shown on the attached map, shall be restricted to bungalows or bilevels. The developer will endeavor to limit the height of the remaining four lots however there are no restrictions as to the type of housing on these four lots.***
- 2. There shall be no relaxations of the height restrictions for any of the ten proposed homes which will be located on lots bordering the north/south lane located east of Aikman Close. The grading plan shall feature a gradual slope to the lane.***
- 3. The front yard setbacks on the six lots located immediately south of proposed Lot 34, will be designed to maximize the rear yard.***

Since this is a localized amendment which affects very few residents and since this amendment has been accepted by the residents along Aikman Close, we respectfully request that Council waive the requirement for a public meeting and adopt this amendment.

  
Paul Meyette, Principal Planner

cc K. Haslop  
D. Lamb  
F. Lebedoff  
L. Hodgson

## Notes from a Meeting held of Thursday, September 7, 1995

### Regarding the height of buildings in Phase Anders East (Victoria Park)

#### In attendance

Paul Meyette	Parkland Community Planning Services
Martin Brok	Al Terra Engineering
Dr. Peter E. Lucien	62 Aikman Close
Barbara Scammel	68 Aikman Close
Gladys Lucien	62 Aikman Close
Melo Manning	48 Aikman Close
Shirley Lamb	56 Aikman Close
Ken Haslop	Engineering Department, City of Red Deer
Fred Lebedoff	Melcor
David W. Lamb	56 Aikman Close

#### Notes:

Following introductions, David Lamb outlined the concerns of the residents of Aikman Close. These concerns related to the grade elevation at the rear of the properties and the impact that this would have on the height of the residences which would be built there. The residents of Aikman Close indicated that they are concerned about loss of sunlight, loss of privacy and loss of value if two storey houses are allowed east of Aikman Close.

Fred Lebedoff and Martin Brok explained that the grade elevation is the result of the storm sewer depth in this neighbourhood; because the storm sewer is shallow, the housing grades must be built up. He explained that it would be impossible to lower the housing grade without affecting the storm drainage design. Mr. Lebedoff did however acknowledge the residents concern and offered to try to address the issue by limiting the height of the six centre lots as shown on the attachment. He indicated that he was willing to restrict these lots to bilevels, split levels or bungalows. He would also be willing to work with the licensing and inspections department to develop setbacks for the houses which would result in the houses being moved as close to the front of the lot as possible.

In the questions which followed, Mr. Brok indicated that he was not sure that the existing grade east of Aikman Close was the final grade; additional fill may be required. He promised to put out survey stakes as soon as possible to indicate whether any additional fill would be required. The stakes would indicate what additional fill, if any, would be required. Mr. Lebedoff indicated that in addition to the limitation on the six centre lots, he would seek to limit the height of houses on the four corner lots. Mr. Lebedoff indicated that in no case would he support any relaxation of the land use

bylaw height restrictions for houses which border Aikman Close.

The majority of the Aikman Close residents supported this compromise, although there remain some concerns related to loss of privacy resulting from the high elevation of the Melcor property.

Parkland Community Planning Services indicated that notes from this meeting as well as a proposed amendment to the Outline Plan which incorporates the aforementioned development conditions would be forwarded to the residents and Melcor for review. If they are acceptable, they will be forwarded to Council for the September 25 meeting. If Council adopts the Outline Plan amendments, the City will enforce the conditions through the land use bylaw.

## Proposed Outline Plan Amendment

**ANDERS EAST OUTLINE PLAN**

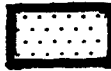
The following development requirements will apply to the lots bordering the lane east of Aikman Close (Phases 5 and 7 - see attached map):

1. The six lots located immediately south of proposed Lot 34, as shown on the attached map, shall be restricted to bungalows or bilevels. The developer will endeavor to limit the height of the remaining four lots however there are no restrictions as to the type of housing on these four lots.
2. There shall be no relaxation of the height restrictions for any of the ten proposed homes which will be located on lots bordering the north/south lane located east of Aikman Close. The grading plan shall feature a gradual slope to the lane.
3. The front yard setbacks on the six lots located immediately south of proposed Lot 34, will be designed to maximize the rear yard.

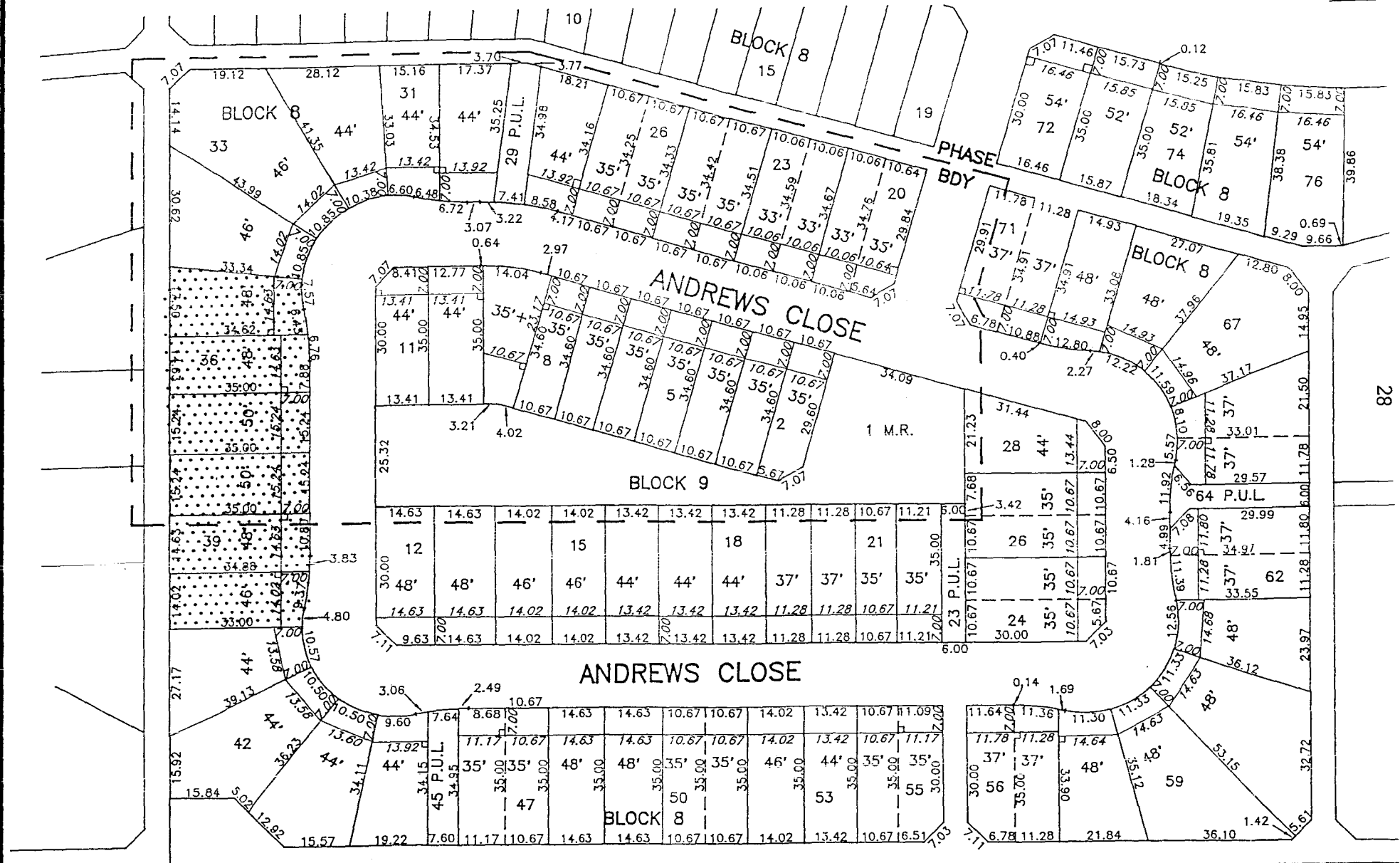
COMMENTS:

I concur with the recommendation of the Parkland Planning Services. I thank all of the participants, particularly the developer and residents who were willing to work very hard to reach common ground on what has been a contentious issue in this area.

"G. SURKAN"  
Mayor



Development Restricted to bilevels  
or bungalows



ANDERS EAST  
ANDERS EAST DEVELOPMENTS LTD.

PHASE 5 ALTERNATIVE 4

NOTES:

- 1.. ALL DIMENSIONS ARE IN METRES  
AND DECIMALS THERE OF.
- 2.. IMPERIAL LOT SIZE SHOWN (ie. 56')  
IS THE LOT WIDTH AT REARLINE SHOWN

SCALE 1:1000 M

PHASE 5 BOUNDARY SHOWN THUS: ---

ORG. DWN.: JAN. 12/95  
REVISED: JAN. 16/95  
REVISED: JAN. 31/95

AL-

ENGINE

**FILE**

**DATE:** September 26, 1995  
**TO:** Principle Planner  
**FROM:** City Clerk  
**RE:** GRADE LEVEL ON WEST SIDE OF PHASE V - VICTORIA IN ANDERS PARK

---

At the Council Meeting of September 25, 1995 consideration was given to 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 Parkland Community Planning Services dated September 20, 1995, Re: Height of Houses which Border the Lane East of Aikman Close, hereby agrees to amend the Anders East Outline Plan by adding the map attached to the above noted report and including the following text:


The following development requirements will apply to the lots bordering the north/south land located east of Aikman Close (part of phases 5 and 7 - see attached map):

1. The six lots located immediately south of proposed Lot 34, as shown on the attached map, shall be restricted to bungalows or bilevels. The developer will endeavour to limit the height of the remaining four lots, however, there are no restrictions as to the type of housing on these four lots;
2. There shall be no relaxations of the height restrictions for any of the ten proposed homes which will be located on lots bordering the north/south land located east of Aikman Close. The grading plan shall feature a gradual slope to the lane;
3. The front yard setbacks on the six lots located immediately south of proposed Lot 34, will be designed to maximize the rear yard;

and as presented to Council September 25, 1995."

Principle Planner  
September 26, 1995  
Page 2

Thank you for your time and efforts in seeing this matter to an agreement acceptable to all parties.



KELLY KLOSS  
City Clerk

KK/fm

cc. Director of Development Services  
Director of Community Services  
Inspections & Licensing Manager





## THE CITY OF RED DEER

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

FAX: (403) 346-6195

**FILE**

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

September 26, 1995

Fred Lebedoff  
Melcor Developments  
400 - 4808 Ross Street  
Red Deer, Alberta  
T4N 1X5

Dear Mr. Lebedoff:

RE: GRADE LEVEL ON WEST SIDE OF PHASE V - VICTORIA IN ANDERS PARK

At the City of Red Deer Council Meeting held on September 25, 1995, consideration was again given to the above noted 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 Parkland Community Planning Services dated September 20, 1995, Re: Height of Houses which Border the Lane East of Aikman Close, hereby agrees to amend the Anders East Outline Plan by adding the map attached to the above noted report and including the following text:

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.../2



*a delight  
to discover!*

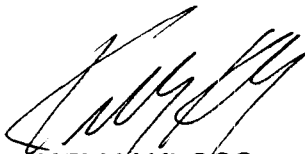
Fred Lebedoff  
Melcor Developments  
September 26, 1995  
Page 2

2. There shall be no relaxations of the height restrictions for any of the ten proposed homes which will be located on lots bordering the north/south land located east of Aikman Close. The grading plan shall feature a gradual slope to the lane;
3. The front yard setbacks on the six lots located immediately south of proposed Lot 34, will be designed to maximize the rear yard;

and as presented to Council September 25, 1995."

On behalf of Council, thank you for your cooperation in working to achieve a solution acceptable to all parties. 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. Principle Planner  
Director of Community Services



# 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 26, 1995

David Lamb  
56 Aikman Close  
Red Deer, Alberta  
T4R 1G2

Dear Mr. Lamb:

RE: GRADE LEVEL ON WEST SIDE OF PHASE V - VICTORIA IN ANDERS PARK

At the City of Red Deer Council Meeting held on September 25, 1995, consideration was again given to the above noted 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 Parkland Community Planning Services dated September 20, 1995, Re: Height of Houses which Border the Lane East of Aikman Close, hereby agrees to amend the Anders East Outline Plan by adding the map attached to the above noted report and including the following text:

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.../2



*a delight  
to discover!*

David Lamb  
September 26, 1995  
Page 2

The grading plan shall feature a gradual slope to the lane;

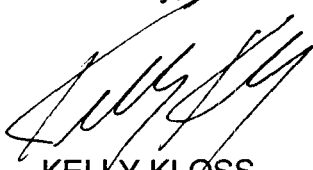
3. The front yard setbacks on the six lots located immediately south of proposed Lot 34, will be designed to maximize the rear yard;

and as presented to Council September 25, 1995."

On behalf of Council, thank you to you and the residents concerned, in achieving a solution that was acceptable to all parties.

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. Principle Planner  
Director of Community Services  
Gladys and Peter Lucien, 62 Aikman Close  
Barbara and Bob Scammell, 68 Aikman Close  
Milo Manning, 48 Aikman Close  
Lesley and Gordon Denny, 52 Aikman Close  
Kim and David Browatzke, 60 Aikman Close

NO. 5

**DATE:** July 18, 1995  
**TO:** City Council  
**FROM:** City Clerk  
**RE:** LAND USE BYLAW AMENDMENT 2672/Q-95

---

At the Council meeting of July 17, 1995, a Public Hearing was held with regard to Land Use Bylaw Amendment 2672/Q-95. This Amendment pertains to the southeast corner of the intersection of 77 Street and Taylor Drive and is brought about as a result of the realignment of this intersection, making available approximately 2.44 hectares (6 acres) for development. This site is proposed to be redesignated from A1 (future development) to R1 (low density residential), R2 (medium density residential), P1 (parks & recreation), and PS (public service) district.

Following the Public Hearing of this Bylaw, second reading was introduced, however, prior to voting on same the following amending resolution was introduced:

"RESOLVED that Council of The City of Red Deer hereby agrees to amend Land Use Bylaw 2672/Q-95 by designating the area identified as R2, to P1."

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

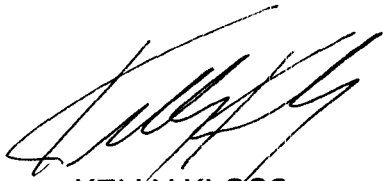
"RESOLVED that Council of The City of Red Deer hereby agrees that Land Use Bylaw Amendment 2672/Q-95 be tabled pending receipt of additional information relative to alternate uses of the R2 site, the economic impact of said change, and any other relevant information regarding the development of the area."

City Council  
July 18, 1995  
Page 2

The additional information as requested by Council has now been compiled and is attached hereto.

RECOMMENDATION:

- 1) That Council lift from the table consideration of this matter;
- 2) That consideration be given to the amendment noted above to Land Use Bylaw Amendment 2672/Q-95;
- 3) Consideration be given to second and third readings of Land Use Bylaw Amendment 2672/Q-95.

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

KELLY KLOSS  
City Clerk

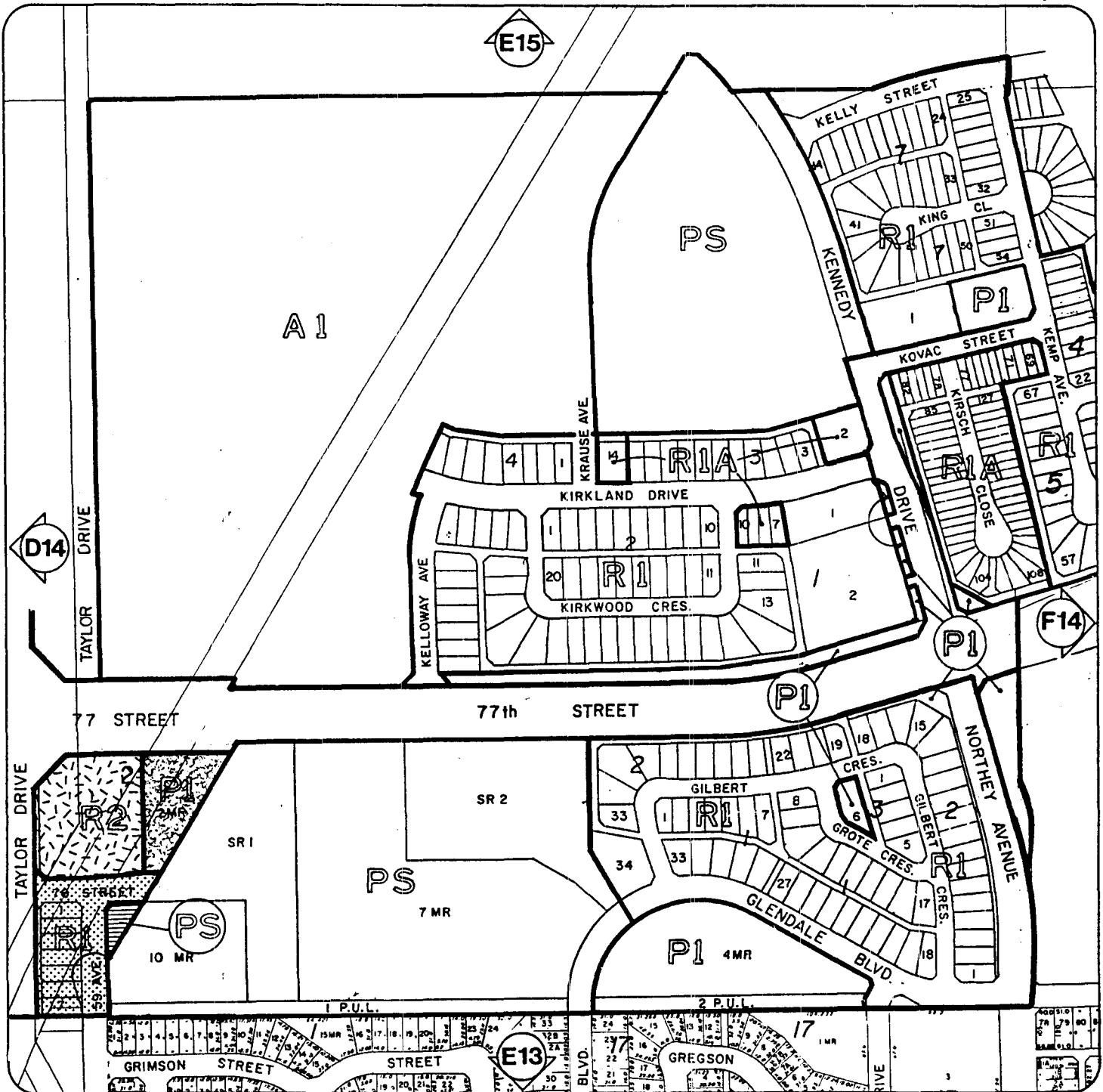
KK/fm

attach.

# City of Red Deer <sup>31</sup> Land Use Bylaw





## Land Use Districts

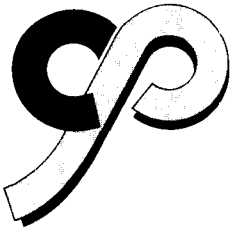
**E 14**



scale in metres

MAP NO. 7/95  
(BYLAW No. 2672/Q-95)

Change from A1 to R1 , R2 ,  
P1 , & PS .



**PARKLAND  
COMMUNITY  
PLANNING  
SERVICES**

Suite 500, 4808 Ross Street  
Red Deer, Alberta T4N 1X5  
Phone: (403) 343-3394  
FAX: (403) 346-1570

**DATE: SEPTEMBER 14, 1995**

**TO: CITY COUNCIL**

**FROM: CITY ADMINISTRATIVE STAFF, JOINT REPORT**

**RE: PROPOSED OUTLINE PLAN  
PHASE 9 - GLENDALE SUBDIVISION**

---

**Background**

As part of the 64th Avenue and 77th Street road construction project in the vicinity of the Glendale Middle School, some former railway and road right-of-way lands will be freed up that could be developed by the City in accordance with the Northwest Area Structure Plan and a tentatively prepared Outline Plan which identifies 3 development parcels. These parcels are identified as the North Parcel, Central Parcel and South Parcel on the attached Plan 1. A Phase 1 subdivision application (consisting of 7 single family lots, a 2.3 acre multiple family site, and some Municipal Reserve parcels) and corresponding Land Use Bylaw amendment have been initiated for City approval covering those lands contained in the North and Central Parcels. City Council on June 19, 1995, gave 1st reading to Land Use Bylaw amendment 2672/Q-95 (Map 2). At the Public Hearing held July 17th, 1995, the Glendale community expressed strong opposition to the proposed R2 zoning of the 2.3 acre North Parcel preferring instead to see this site as an open space (recreation use) parcel in conjunction with the Glendale school. Consequently, City Council deferred any decision on the Land Use Bylaw (zoning) amendment and approval of the Outline Plan pending further discussions between City administrative staff and community representatives.

**Community Group Meeting**

City administrative staff met July 16, 1995 with community representatives. The following three concerns surfaced as contentious issues and occupied much of the discussion:

**1. *Traffic/Road Patterns***

The issue of Grant Street vs. Gunn Street surfaced again. Also the type of intersection (full cross-over vs. right in/right out only) at either of these locations is of concern regarding overall traffic patterns and impact to the Glendale subdivision. It was agreed that a traffic



feasibility study would be undertaken by the City at the time when the southern portion of 64th Avenue (76 St. to Grant Street) is realigned in approximately 5-8 years. This study would examine the Grant/Gunn Street alternatives and related intersection profiles. On the basis that the Glendale community would have input into the proposed traffic feasibility study, the community representatives offered no further objection on this matter.

Concern was also expressed that traffic on Grimson Street would increase if 59th Avenue is extended northward and serve as a new access to both the school and, via 76 Street, to 64th Avenue. It was generally agreed that due to the curvilinear road system that is characteristic of the Glendale subdivision, Grimson Street would not become a short cut through the subdivision and therefore continue to serve only local traffic.

## 2. *Access to Glendale Middle School*

Concern was expressed that when both 64th Avenue and 77th Street are built to their full four lane divided arterial status (in approximately 5-10 years), access to Glendale Middle School through right in/right out turns only, will be limited. This could apply particularly to school traffic that originates east of the school in the Kentwood area. It was pointed out that Kennedy Drive, a proposed collector roadway in the Kentwood subdivision, will eventually connect to 64th Avenue north of 77th Street. Access to the Glendale school from 77th Street will not occur until it becomes a four lane divided arterial roadway. Until that time, the school will continue to be accessible by both north and south bound traffic from the realigned 64 Avenue via 76th Street. See Plans 4 & 5. This arrangement is satisfactory to the community representatives for now.

## 3. *Highest and Best Land Use of the Proposed 2.3 acre North Parcel*

The community representatives are unanimous in their stand that this 2.3 acre North Parcel should become an open space area in conjunction with the Glendale Middle School. They contend that the Glendale School has one of the smallest school grounds in the City and that having to share recreation fields, etc. with the adjoining St. Teresa school does not work well when you consider the total number of students involved. Furthermore the community indicated that although the amount of Municipal Reserve that has been dedicated throughout the Glendale subdivision is consistent with what has happened in other City subdivisions, much of this Reserve contains natural areas (particularly treed areas) and therefore has left the Glendale area with a shortage of active play and sports fields and open space areas. While the tentative Outline Plan indicated a multiple family development (possible 25-30 units) on the proposed 2.3 acre site requiring R2 zoning, the community representatives were not willing to offer support to any compromise that would see the site developed for either 13 single family units or 18 duplex units. These alternative development scenarios, along with applicable development costs and potential revenues to the City, were presented by the City's Land & Economic Department. The community has no objection to single family development on the Central and South Parcels

While acknowledging that the City may take a financial loss on development in the area if the 2.3 acre site is left as open space, community representatives felt very strong in their desire and need for additional open space and recreation areas and the asset that this would be to their community.

While understanding the points of view expressed by community representatives, City administrative staff did not collectively agree to offer support for the open space alternative due to the negative financial impact that this would have on the City. Only City Council can make this determination.

**The future land use of this tentative 2.3 acre parcel is the only remaining, outstanding and unresolved issue with the Glendale community representatives. The consensus of those present at the joint community meeting was that there is nothing further this group can accomplish and therefore recommended referring this issue back to City Council for their decision.**

### **Comments & Recommendations- City Administrative Staff**

The following comments and recommendations from City administrative staff are being provided to aid City Council in their decision:

#### ***1. Engineering Department***

It had been initially determined that if the North Parcel were to be serviced and developed for residential purposes (either R1, R1A or R2), an estimated \$100,000 profit to the City was possible. In view of the strong indication by community representatives to have this North Parcel left as open space, the Engineering Department explored other servicing options to see if another design (servicing from south only) was available and if that design would yield a potential profit to the City. See Tables 1 & 2 for servicing summary costs.

It has been determined that if the North Parcel is not to be developed for residential purposes, an alternative servicing alignment for the R1 residential development of the South and Central Parcels is possible. Servicing could now be extended from the south and not from the reservoir/school area to the east as was previously planned. Under this scenario the estimated average cost per lot to service the South and Central parcels is \$38,440. Included is the cost of the off-sites, recreation levy, and road improvements that would have been recovered from the North Parcel if it were to be developed for residential. Not included are the land or marketing costs. With this relatively high cost of servicing from the south, which is due to one sided servicing and absorption of the North Parcel lost revenues, it is unlikely that development of the Central and South Parcels would be economically viable.

This then leads to yet another option of leaving the North, Central and South parcels as

is. Aside from the cost to convert these lands to park, there would be the additional cost of \$107,000 to upgrade the north portion of 59th Avenue and 76th Street to the proper urban cross section. This cost, as well as the lost revenue from the lack of development, would have to be absorbed by the Land Bank. It should be noted that if the North Parcel is developed as park, both the Land Bank and the Road Right of Way Reserve Fund would lose out on the potential revenue from the sale of the old CP Rail right of way and the old Sylvan Lake Trail right of way.

## 2. *Land & Economic Development Department*

The Land & Economic Development Department has reviewed the various options for the development of Phase 9 in the Glendale Neighbourhood. The costs of servicing the various options were determined by the Engineering Department, while the Land & Economic Development Department considered the potential revenues from the sale of the residential building lots which would be created under the four development options. The only variance in the four options considered was the development of what is referred to as the North Parcel, a 2.3 acre (0.99 ha) piece of land west of the Glendale School. The Northwest Area Structure Plan identifies this site for future residential development. The tentative Glendale Outline Plan further defines this site as being for future multiple family development.

This Department's review of the development area considered the following four scenarios for development of the North Parcel:

- a) R2 Multiple Family (25-30 units)
- b) R1A Duplex (18 units)
- c) R1 Single Family (13 units)
- d) Retention of the area as a green area

The development of the North Parcel in all four of the above scenarios, was assumed to occur as a component of an overall development, which would include the two parcels further south referred to as the Central and South Parcels. These two parcels are planned for future single family development and would include a total of twenty single family lots. Servicing costs associated with the development of both the South and Central Parcels are extremely high and, in actual fact, if developed in isolation, would make the development marginal at best.

This Department estimates, that based on today's market characteristics, a net loss would occur to the City in the development of just the South and Central Parcels. Incorporating these two parcels into an overall development, which would include privately owned land further south (Dentoom property), might make the development more feasible but, in the opinion of this Department, it remains marginal.

Therefore, the potential for profit from development in the area is contained within the

North Parcel, but only if it is developed as residential. A review of the four scenarios outlined earlier is as follows:

a) *R2 Multiple Family Development*

The Land & Economic Development Department estimates the net profit to the City from the overall development of the area, and the development of the North Parcel as R2 multiple family, would be \$104,000. The advantage to this zoning is that we have a developer willing to acquire the property in a raw land state, and proceed with the development at his expense. The City would therefore generate an immediate revenue of approximately \$80,000 from the sale of the land, and obtain a commitment from the developer to cover an additional \$151,000 in servicing costs. In addition, the developer would have full responsibility for the internal servicing of the site and the marketing of the project.

b) *R1A Duplex Development*

The Land & Economic Development Department estimates the net revenue to the City from this type of development at \$97,800. The revenue from duplex development is also positive to the City, however, we are assuming in this scenario that the City would develop the land and market the lots. There may be an opportunity to sell the property to a private developer, however, there is no evidence of interest currently. Given today's market conditions, a need for these lots does not exist, and therefore this development would not be proceeded with at this time.

c) *R1 Single Family Development*

The Land & Economic Development Department estimates the net proceeds to the City from this type of development at \$116,600. This would appear to be the highest return to the City of the three residential development scenarios. However, circumstances are similar to R1A development, in that there is no market for these lots under existing conditions. The residential market is a very volatile one and conditions can change very quickly. We would estimate the need for these lots would not appear for approximately two years plus.

d) *Retain Area as Green Space*

The Land & Economic Development Department estimates the loss to the City in retaining this area as open space at \$135,000, or put another way, approximately \$250,000 less than the best residential development option. From an economic point of view, this option is not viable. Indeed, if the north area was left as open space, perhaps some consideration should be given to leaving both the South and Central Parcels as open space also. Given today's market conditions, and projections for the future, the two southern areas, which include a total of twenty single family building lots, are simply not viable on their own.

*Recommendation of the Land & Economic Development Department:*

Residents of the Glendale subdivision favour retaining the North Parcel as open space or green area. Unfortunately, the costs in doing so are high. At the opposite end of the spectrum, the residents do not favour multiple family development in a subdivision that is already seen as having a relatively high density rate. Perhaps the compromise would be to develop the North Parcel as R1 single family dwellings. There is opportunity to generate net revenues from the overall project under this scenario. The drawback would be that development will be some time in the future, but investment in servicing can be delayed until the development proceeds.

We would therefore recommend that City Council zone the North Parcel for R1 Single Family Development. We would further recommend that the City not proceed with the development of the area at this time, as we have an adequate supply of residential building lots in our inventory. The area should be identified as one which could be marketed to the private sector for residential development.

### 3. *Recreation, Parks & Culture Department*

Based on the four alternatives discussed with the Glendale community representatives on July 16, 1995, it is now apparent that the residents only support park development on the North Parcel, which was originally proposed as R2. Although from a purely economic land management perspective an R2 development would be the most viable, the community demonstrated just cause for the area to be left as public open space.

As stated at Council on July 17, 1995, the Glendale neighbourhood has more parkland than most neighbourhoods; however, as pointed out by the residents, 60% of this parkland is natural treed areas, which cannot be used for active recreation and sport. The Glendale Middle School and the Red Deer City Soccer Association have indicated the need for another Class 'B' (90 x 55 yd.) soccer field in the north district which this site could accommodate.

The Recreation, Parks & Culture Department will be working with the Glendale Parents Council to prepare a design plan for the 1.2 acre triangular park designated west of the school parking lot. This park can be expanded to include the 2.3 acre North Parcel site, which has previously been proposed as R2 multiple family residential. Based on the attached sketch (see Plan 3) development of this possible expanded 3.5 acre park area would be as follows:

- Initial Development:
  - Class 'B' Soccer Field \$ 5,000
  - Landscaping/Tree Planting \$ 15,000
- Future Park Development, i.e.:
  - Tennis Courts \$ 50,000
  - Community Shelter \$140,000
  - Outdoor Rink \$ 10,000
  - Parking Lot Expansion \$ 30,000
  - \$250,000

There is insufficient funds in the Glendale Recreation Levy Fund to proceed with all the above development at this time. A phased development could proceed using funds as they are assembled. Initial development, however, might include the soccer field, landscaping, tree planting and other facilities to be jointly agreed upon by the Glendale School/Parent Council and the Recreation, Parks & Culture Department utilizing the following funding:

- Existing Glendale Recreation Levy \$ 26,000
- Proposed Grants \$ 30,000
- Proposed Contributions:
  - Glendale School Fundraising \$ 7,000
  - Soccer Assoc. Fundraising \$ 2,000
  - \$ 65,000

Additional development could proceed as further grants or additional funding contributions from the school or groups are assembled.

Maintenance of the combined 3.5 acre park site would be minimal. Annual grass mowing and tree maintenance costs for the soccer field and expanded park would not exceed \$2,000 per annum. This figure would increase significantly when other park facilities are developed on site (i.e. tennis courts).

The possible designation of this 3.5 acre parcel as park, as requested by the community representatives, should be considered as a contribution from the Land Bank. This site should not be considered for Municipal Reserve designation as that would jeopardize the allocation of needed park area within the Kentwood neighbourhoods. The addition of this area as parkland or soccer field is not necessary to meet neighbourhood or Community Services Master Plan park standards, but is considered highly desirable by the Glendale community representatives and the Glendale School/Parent Council.

As outlined by the Land & Economic Development Manager and the City Engineer, the designation of the North Parcel (formerly proposed as R2) for R1 development may be a suitable compromise considering the economic viability of this development area and concerns expressed by local residents. However, Council may wish to consider the development of a park on this North Parcel as a contribution from the Land Bank.

*Recommendation of the Recreation, Parks & Culture Department:*

1. That the viability and economic considerations for the Glendale expansion area include the area from 77th Street to Gunn Street.
2. That the provision of an expanded park to 3.5 acres (1.48 ha) be considered by City Council, conditional to site development through a joint partnership with fundraising by the Glendale Middle School/Parent Council, Red Deer Soccer Association, grants and available Recreation Levies.

4. *Parkland Community Planning Services*

Planning staff in our "Planning Report - Proposed Glendale Outline Plan" dated July 4th, 1995 to Council, recommended that the 2.3 acre north site be developed for residential use in accordance with the Northwest Area Structure Plan. This site is serviceable and is located in close proximity to open space and recreation areas. Berms, similar to those found at other major intersections in the City, containing landscaping treatment will be added along the north and west sides of the site abutting the arterial roads to reduce the impact of traffic and noise on the subject site.

We previously supported the proposed R2 zoning of the subject site based on figures from the Land & Economic Development Department indicating that the only viable type of residential use for the site was multiple family development. Since then, by re-examining and re-calculating the development costs of the North Parcel by spreading all the costs out over additional lands to the south, the City's expenditure and potential revenue figures have changed. Furthermore, single family and duplex development now become viable residential alternatives for the site.

Although residential use of the site is not what some of the community residents may want, we feel the City's Land Bank should be viewed as operating in a manner similar to the private sector and therefore we continue to support residential development of this site. In light of the determination that single family lots are now a viable long term alternative use for the site, and in appreciation of the concerns expressed by the community towards any additional multiple family development in the area, planning staff are now prepared to support R1 single family development on the site. We feel that any required additional sports fields or other active recreational uses can be incorporated into future northside subdivisions (i.e. Kentwood).

*Recommendation from Parkland Community Planning Services:*

Planning staff recommend that the 2.3 acre North Parcel be retained and developed for residential purposes in accordance with the direction given in the City's Northwest Area Structure Plan. Furthermore we recommend that City Council rezone the site to R1, Residential to allow for single family development.

## **SUMMARY**

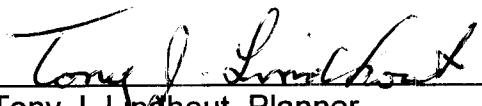
The Engineering Department has given no specific recommendation regarding the future land use of the North Parcel as suitable servicing options exist depending upon the determination of a final land use allocation by Council for the North Parcel. However, the Engineering Department points out that if the North Parcel becomes open space, both the Land Bank and the Road Right of Way Reserve Fund would lose potential revenues.

Two Departments, the Land & Economic Development Department and Parkland Community Planning Services are recommending R1 Single Family development for the North Parcel as a reasonable compromise between multiple family development, which was initially supported by both these Departments, and the open space concept preferred by some of the area residents. The area would not be serviced or marketed until the residential housing market improves.


The Recreation, Parks & Culture Department acknowledges the R1 Single Family use of the site as being a suitable compromise from an economic viability point of view however, they indicate that Council may wish to consider the North Parcel for open space uses as a contribution from the Land Bank.

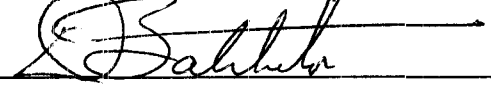
Based on discussions with the City solicitor, if Council supports R1 zoning for the site, Land Use Bylaw Amendment 2672/Q-95 (given 1st reading on June 19, 1995) should be readvertised to reflect this change from the original Bylaw. Council approval to a revised Outline Plan would also be required. If Council decides that the site is to be public open space, then the following action would be recommended:

- a) Land Use Bylaw amendment 2672/Q-95 be readvertised indicating rezoning of the 2.3 acre North Parcel site to P1, Parks and Recreation District.
- b) Amendment to the Northwest Area Structure Plan.
- c) The proposed North Parcel not to be registered as Municipal Reserve.  
(it could be consolidated with the proposed adjoining 1.2 acre open space parcel as an enlarged non-reserve parcel)
- d) Approval of revised Outline Plan.

  
 Tony J. Lindhout, Planner  
 Parkland Community Planning Services

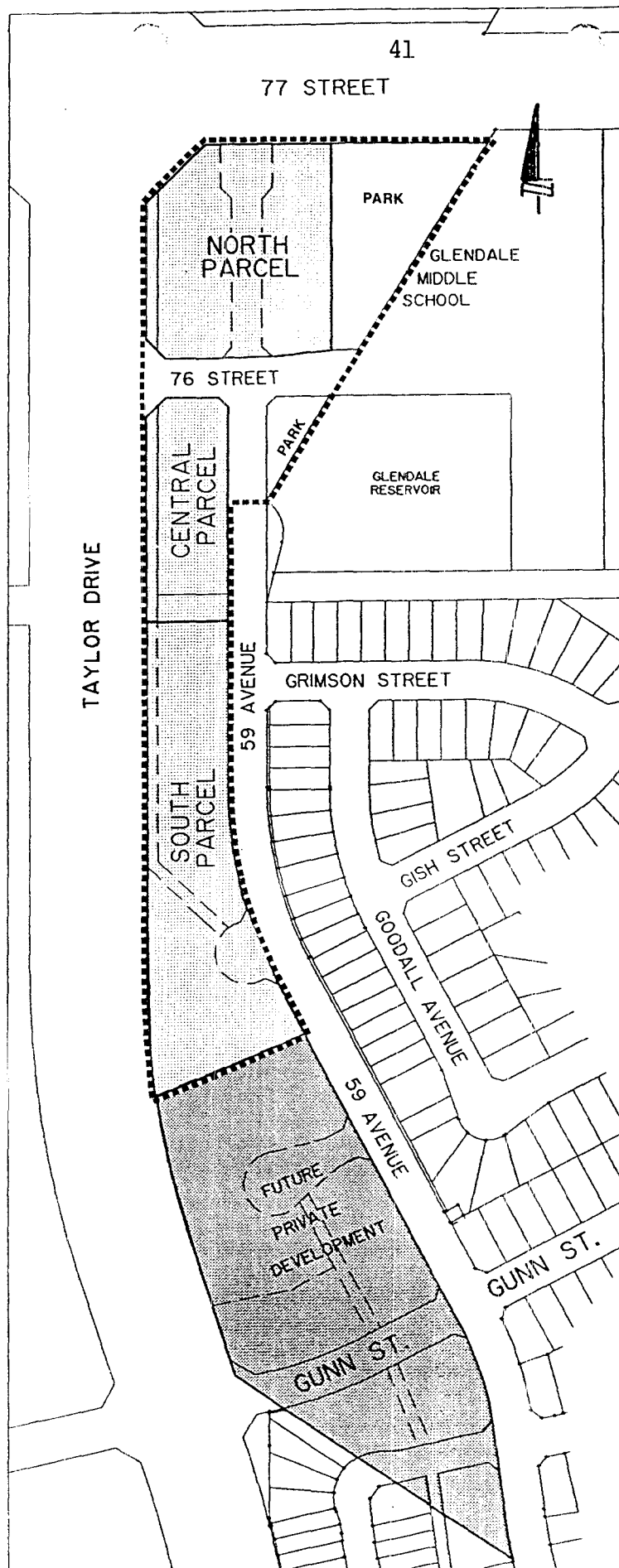
  
 Ken Haslop, Manager  
 Engineering Department

  
 Al Scott, Manager  
 Land & Economic Development

  
 Don Batchelor, Manager  
 Recreation, Parks & Culture

c.c. Lowell Hodgson, Director of Community Services  
 Bryon Jeffers, Director of Development Services



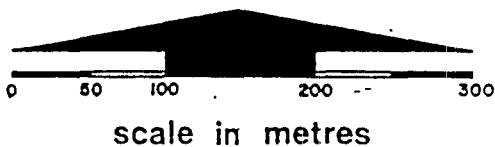
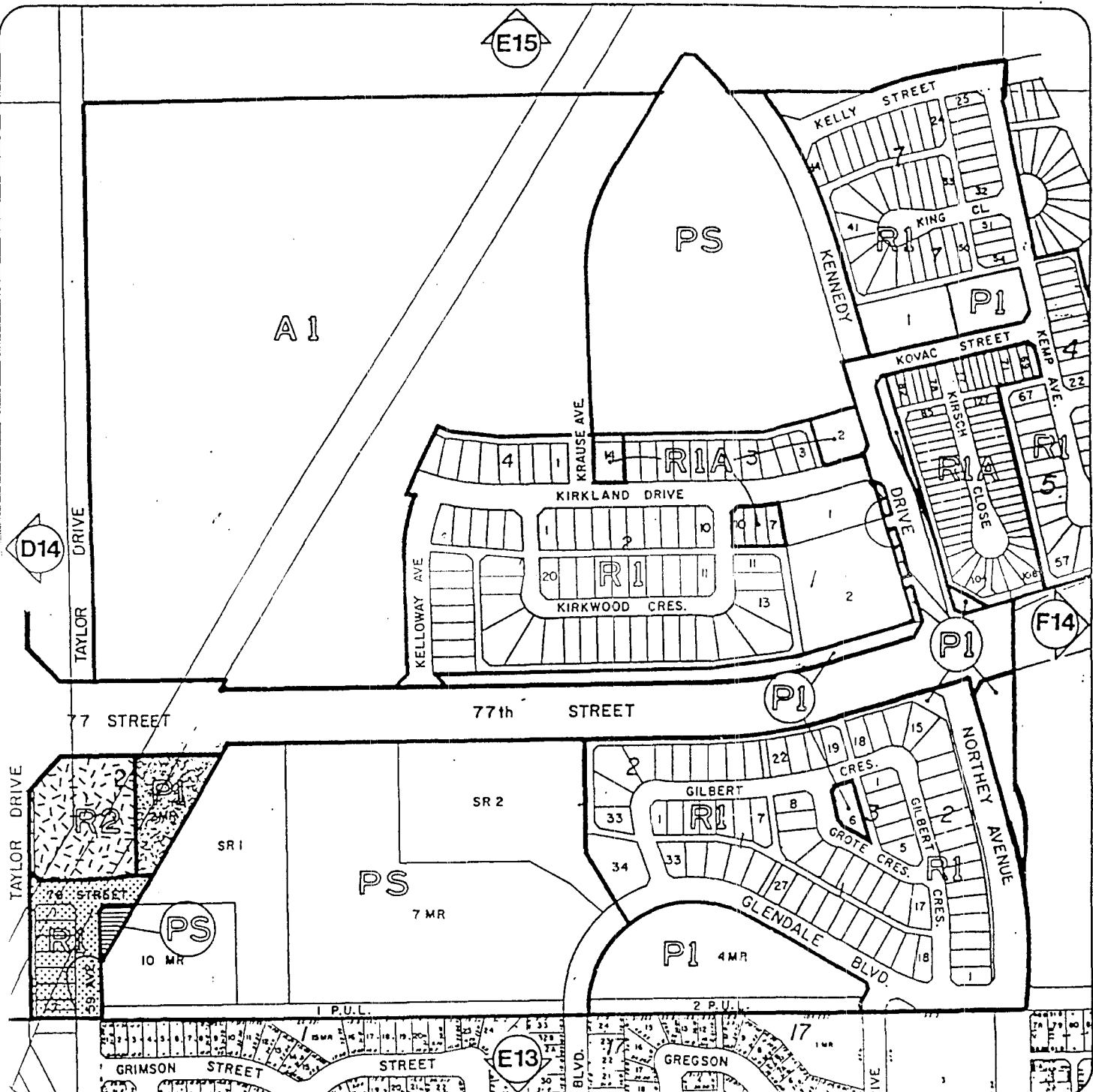


----- City Developable Lands





# City of Red Deer --- Land Use Bylaw

## Land Use Districts

E 14



MAP NO. 7/95  
(BYLAW No. 2672/Q-95)

Change from A1 to R1 , R2 ,  
P1 , & PS .

PLAN 2

77 ST

60.0 R.O.W.

64 ave

HEA. BERM

HEA. BERM

NORTH PARCEL

PUBLIC

LOT/EASEMENT

N.C.L.

CLASS B-3000000  
55yd x 90yd

0.99ha.

FORMER  
R/W  
CAR

0.49ha

add parking

shelter

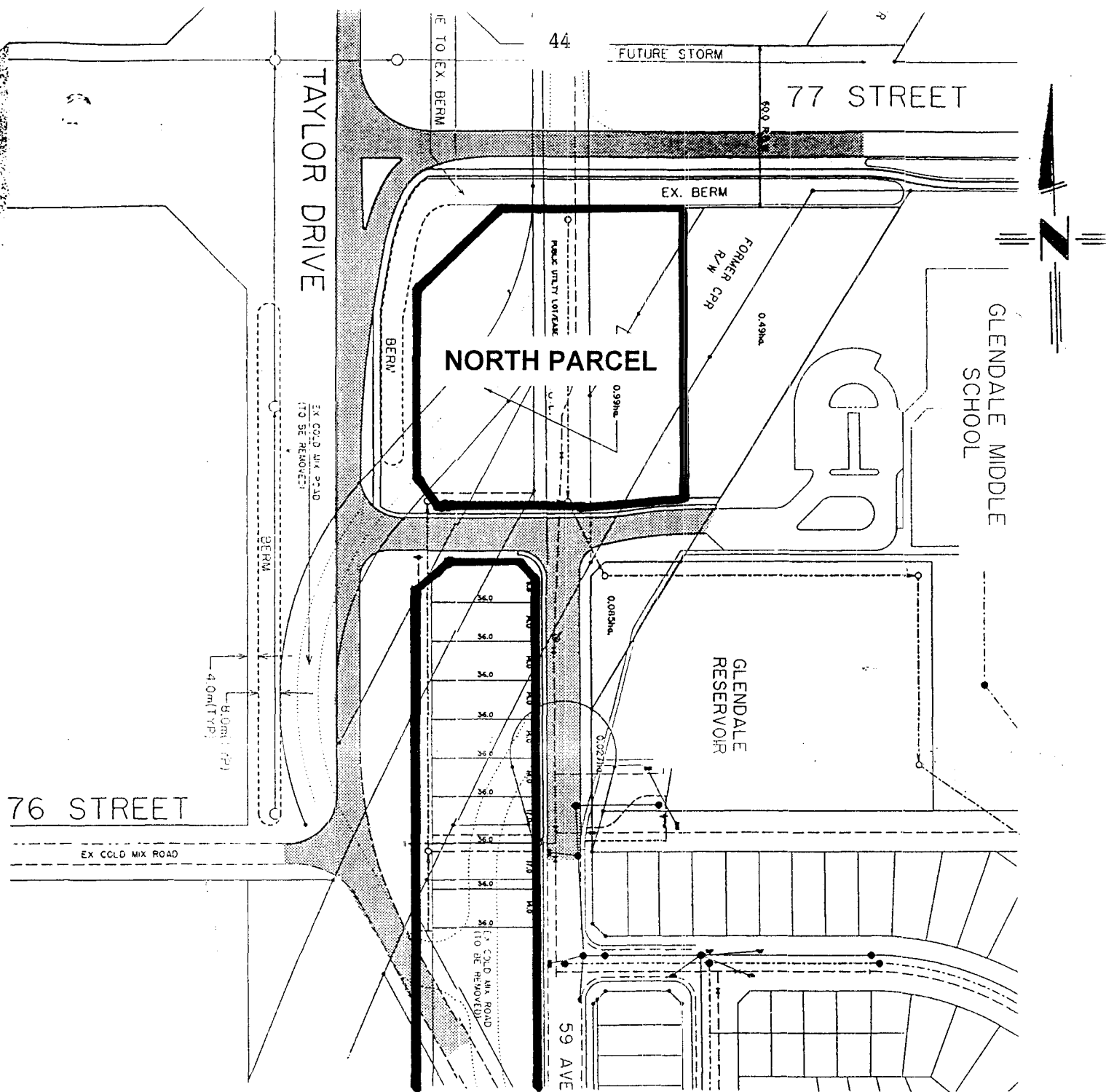
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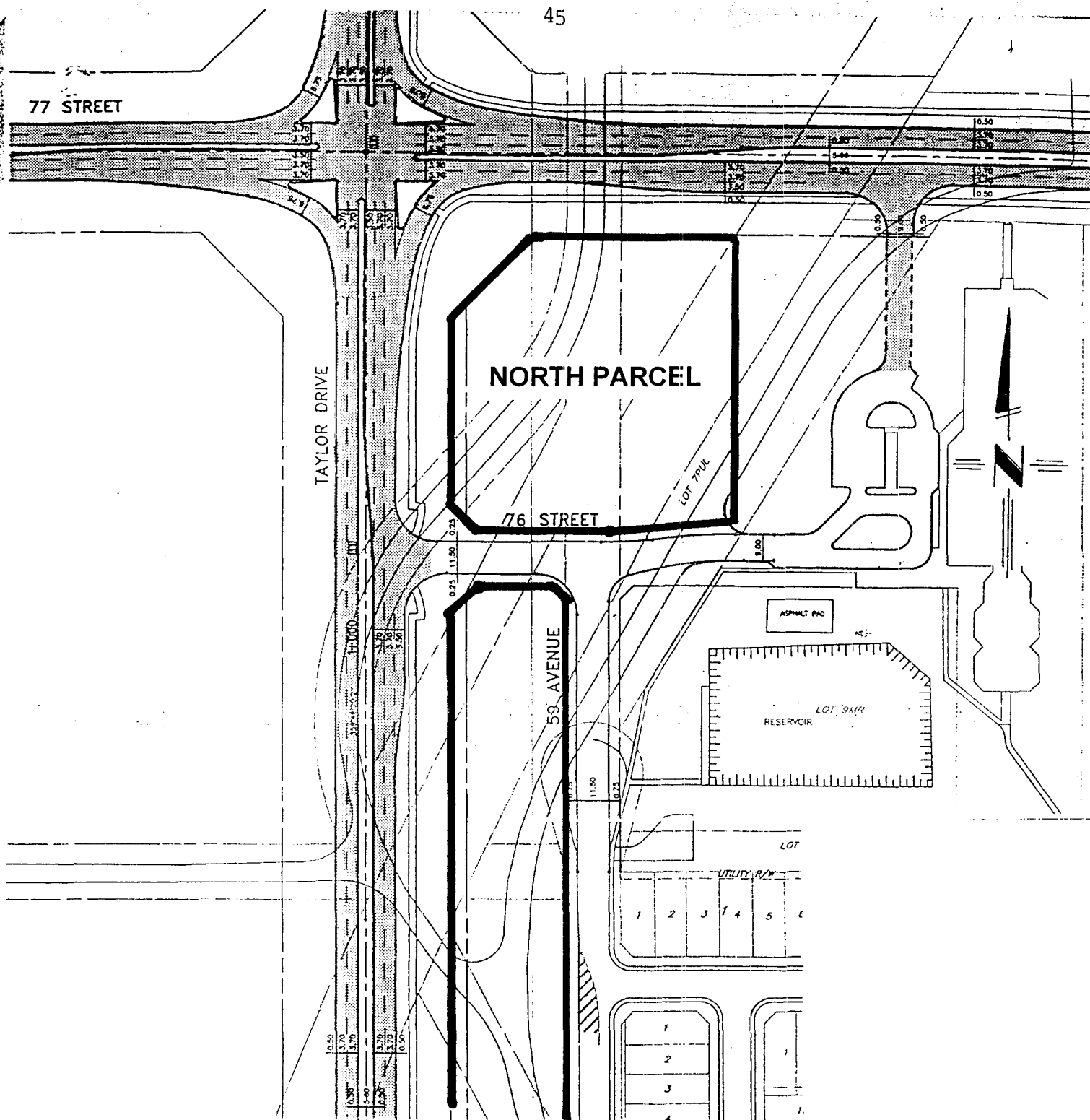
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PHASE I  
ROAD CONSTRUCTION



PHASE 2  
ROAD CONSTRUCTION

**GLENDAL PHASE 9  
(NORTH SERVICING ALIGNMENTS)**

**TABLE 1**

TYPE OF DEVELOPMENT	PARK	R2	R1	R1A
DESCRIPTION	Development of North Parcel as Municipal Reserve, Central Parcel as single family housing, and South Parcel as single family housing.	Development of North Parcel as multi-family housing, Central Parcel as single family housing, and South Parcel as single family housing.	Development of North Parcel, Central Parcel, and South Parcel as single family housing.	Development of North Parcel as duplex housing, Central Parcel as single family housing, and South Parcel as single family housing.
NORTH PARCEL	Servicing costs not applicable. Off-site levies and other servicing costs have been attributed on a pro-rated basis to the Central Parcel and South Parcel areas.	The servicing cost does not include the cost of construction for water main, sanitary sewer main, and roadway to service the individual units within the Multi-family Development, as these costs would be the responsibility of the purchaser of the parcel. \$151,000	\$296,000	\$315,000
CENTRAL PARCEL	\$306,000	\$213,000	\$213,000	\$213,000
SOUTH PARCEL	\$426,000	\$381,000	\$381,000	\$381,000
TOTAL	\$732,000	\$745,000	\$890,000	\$909,000

NOTE: Above costs do not include marketing, legal survey, and other administrative charges.

**GLENDAL PHASE 9  
(SOUTH SERVICING ALIGNMENTS)**

**TABLE 2**

TYPE OF DEVELOPMENT	PARK			
DESCRIPTION	Development of North Parcel as Municipal Reserve, Central Parcel as single family housing, and South Parcel as single family housing.			
NORTH PARCEL	Servicing costs not applicable. Off-site levies and other servicing costs have been attributed on a pro-rated basis to the Central Parcel and South Parcel areas.			
CENTRAL PARCEL	\$340,848			
SOUTH PARCEL	\$427,986			
TOTAL	\$768,834			

NOTE: Above costs do not include marketing, legal survey, and other administrative charges.

COMMENTS:

We concur with the recommendation of the Land & Economic Development Department and Parkland Community Planning Services that the North Parcel be rezoned for R1 Single family as a reasonable compromise between multiple family development and open space.

With respect to the concern regarding the lack of sports field development in the community, Council will be aware that additional sports fields are scheduled to come on in Kentwood, Edgar Athletic Park, Clearview, Lancaster Meadows and in Anders East. Most of these developments will come on stream in the next 2 years and should significantly impact on the availability of playing fields for organized sports activities such as soccer.

We appreciate the neighborhood's desire for additional open space in the community; however, as has been pointed out in the attached material, there is a higher than average amount of natural space already committed in the subdivision, acknowledging that a great portion of it is treed rather than open playing space. Further commitment to open space is not economically feasible given the cost of servicing of the whole subdivision which must be recovered from developable property. Therefore, should the Community still wish to retain the north parcel as open space, we can only recommend this alternative with the understanding that the Community would pay all the associated costs of this parcel through a local improvement tax.

"G. SURKAN"  
Mayor

"M.C. DAY"  
City Manager

**FILE**

**DATE:** September 26, 1995

**TO:** Parkland Community Planning Services

**FROM:** City Clerk

**RE:** LAND USE BYLAW AMENDMENT 2672/Q-95


---

At the Council Meeting of September 25, 1995, consideration was again given to Land Use Bylaw Amendment 2672/Q-95. Prior to consideration of second reading of this Bylaw the following resolution was passed:

"RESOLVED that Council of The City of Red Deer hereby agrees to amend the Land Use Bylaw 2672/Q-95 by deleting therefrom the designation referred to as R2."

The above resolution now amends Land Use Bylaw Amendment 2672/Q-95, by reverting the proposed R2 site back to the original A1 designation. Subsequent to the passage of the above resolution said Bylaw was given second and third reading, as amended. I request that you forward to this office an updated Map, # 7/95, outlining the property in question as A1, so as we may include same in the original Bylaw.

In addition, please provide us with the update pages for the consolidated copy of the Land Use Bylaw so as we may distribute same. I trust you will find this satisfactory.



KELLY KLOSS  
City Clerk

KK/fm

cc. Director of Development Services  
Director of Community Services  
Recreation, Parks & Culture Manager  
Public Works Manager  
Council & Committee Secretary, S. Ladwig





## 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

September 26, 1995

Ms. Sheila Kidd  
20, 7124 Gray Drive  
Red Deer, Alberta  
T4P 2A5

Dear Ms. Kidd:

RE: GLENDALE OUTLINE PLAN/S.E. CORNER OF 77 STREET AND TAYLOR DRIVE

At the City of Red Deer Council Meeting held on September 25, 1995, consideration was again given to the above topic. At this meeting, Council amended the proposed Land Use Bylaw Amendment 2672/Q-95 to remove the designation of R2 from the site located at the corner of 77 Street and Taylor Drive. Subsequent to this, Council passed first reading of Land Use Bylaw Amendment 2672/AA-95 which provides for the rezoning of the above site, from A1 to P1 (parks), a copy of which is attached hereto. In addition, the following resolution was passed:

"RESOLVED that Council of The City of Red Deer, having considered the report from the City Administrative Staff, Joint Report, dated September 14, 1995, Re: Proposed Outline Plan, Phase 9 - Glendale Subdivision, hereby agrees that the area previously designated as R2 in Land Use Bylaw Amendment 2672/Q-95 be redesignated, in principle, to P1 subject to the passage of the necessary Land Use Bylaw Amendment;

Council further agrees that provision of the development of said site for recreational use be conditional to a joint partnership and fundraising with the Glendale Middle School/Parent Council, Red Deer Soccer Association, grants and available Recreation Levies;

and as presented to Council September 25, 1995."

This begins the process of complying with your request to have the corner site zoned as park. This office will now be advertising for a Public Hearing for this rezoning, to be held in Council Chambers on Monday, November 6, 1995 at 7:00 p.m. or as soon thereafter as Council may determine. If you wish to be present at this Public Hearing, you are more than welcome to attend.

.../2



*a delight  
to discover!*

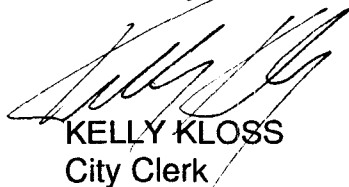
Ms. Sheila Kidd  
September 26, 1995  
Page 2

If there are no objections at the Public Hearing, to rezoning the land to park, Council may give the Bylaw second and third reading which would complete the rezoning.

Once this rezoning is complete it would be appropriate for the parties outlined in the second paragraph of the above resolution to review with the Recreation, Parks & Culture Manager, Don Batchelor, the development and funding of this site for recreation purposes.

On behalf of Council and the Administration, thank you for an excellent presentation to Council, and all your work in regard to this matter. If you have any questions, or require additional information, please do not hesitate to contact the undersigned.

Sincerely,



KELLY KLOSS  
City Clerk

KK/fm

attach.

cc. Director of Community Services  
Recreation, Parks & Culture Manager  
Principal, Glendale Middle School

**FILE**

**DATE:** September 26, 1995

**TO:** Parkland Planning Community Services

**FROM:** City Clerk

**RE:** LAND USE BYLAW AMENDMENT 2672/AA-95/GLENDALE OUTLINE  
PLAN/S.E. CORNER OF 77 STREET AND TAYLOR DRIVE

---


At the Council Meeting of September 25, 1995, first reading was given to Land Use Bylaw Amendment 2672/AA-95, a copy of which is attached hereto.

Land Use Bylaw Amendment 2672/AA-95 provides for the redesignation of the S.E. parcel of land at the corner of 77 Street and Taylor Drive, from A1 to P1.

We will be proceeding with the advertising for a Public Hearing for this Bylaw to be held on Monday, November 6, 1995 at 7:00 p.m., or as soon thereafter as Council may determine.

It is my understanding that you will be preparing the necessary report to be presented to Council on Tuesday, October 10, 1995, relative to an amendment to the N.W. Area Structure Plan, accommodating the above noted change.

I trust you will find this satisfactory.



KELLY KLOSS  
City Clerk

KK/fm

attach.

cc. Director of Community Services  
Recreation, Parks & Culture Manager  
Council & Committee Secretary, S. Ladwig

NO. 6

**DATE: September 18, 1995**

**TO: CITY COUNCIL**

**FROM: City Clerk**

**RE: DAY CARE MANAGEMENT REVIEW REPORT**

---

At the Council Meeting of September 11, 1995, consideration was given to the 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;

City Council  
September 18, 1995  
Page 2

- 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."

Attached are the relevant Administrative reports and correspondence from those interested parties.



KELLY KLOSS  
City Clerk

**DATE:** September 18, 1995

**TO:** KELLY KLOSS  
City Clerk

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

**RE:** DAY CARE MANAGEMENT REVIEW

---

The report from the Social Planning Manager is extensive and responds to the request of City Council for more information on this issue. A great deal of time has been spent in gathering this additional information and in encouraging community input.

It would seem to me that there are three issues needing Council resolution.

1. Should The City continue to provide financial support for day care services and, if so, how much?
2. If the answer to the first question is "yes", then how best do you distribute the support to the families of children who need it?
3. If the answer to the first question is "yes", and if a resolution can be found to the second, the last question is whether or not The City's support needs to also include the provision of facilities.

To question no. 1, I recommend that City Council respond in the affirmative, at least for another three-year term. With this commitment, some stability is given during a period of significant uncertainty. Community needs might be considerably different in three years.

To question no. 2, I suspect there is no decision that will be satisfactory to all involved. What is critical, however, is the realization that our support is for children and their families in need, and not for institutions. Our current level of funding is likely only meeting 20% of the need right now and, thus, the importance of our not using any amount of this to administer the project. The Review Committee recommends status quo on this issue simply because of that, and I have been unable to find a system different from this that would not increase costs.

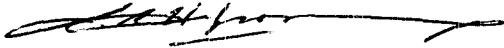
The matter of City ownership of facilities is the third question needing a resolution. However, I would suggest this matter can be put over for a three-year period of time until the debenture is paid on the Red Deer Day Care Centre. At that point in time, a decision can be made as to whether or not to continue with the existing relationship, or to offer that facility to the Red Deer Child Care Society for their ownership and operation.

.../2

City Clerk  
Page 2  
September 18, 1995  
Day Care Management Review

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The Day Care Management Review Committee undertook a task on behalf of City Council, knowing that they had to produce a report that would not satisfy everyone. To the best of their ability, they have considered the options after listening to all parties involved, and they continue to stand by their earlier presented recommendations. While I am aware that the private operators do not consider the current system to be fair, I have been unable to find an alternative that does not increase costs.



LOWELL R. HODGSON

:dmg

c Colleen Jensen, Social Planning Manager

**DATE:** September 15, 1995

**TO:** KELLY KLOSS  
City Clerk

**FROM:** COLLEEN JENSEN  
Social Planning Manager

**RE:** DAY CARE MANAGEMENT REVIEW REPORT

---

**BACKGROUND:**

At the September 11, 1995, meeting of Council, the following resolution was 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."*

In order to address Council's request as noted above, the Social Planning staff:

- hand delivered copies of the report to every child care program in Red Deer, along with a poster and flyers which asked operators and parents to give feedback and suggestions regarding the report either in writing (see enclosed submissions) or by appearing at Council on September 25.



Kelly Kloss, City Clerk  
 September 15, 1995  
 Page 2

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- circulated a brief questionnaire to all operators requesting information on cost/child hour, child:staff ratios and staff training. Four operators (out of eight) responded -- two private and two non-profit, however, one operator requested the information be kept confidential and therefore it is not included in the statistics.
- contacted several other cities to access funding information, in order to provide comparatives.
- contacted the Province (Day Care Services and the Commissioner's Office for Services to Children) to explore administration of funds.

As Council is aware, The City has a dual role in relation to day care, that being:

- owner of two facilities which are "rented" to Red Deer Child Care Society. Maintenance is the responsibility of The City.
- provider of a limited funding allocation which is distributed to low income families as an additional subsidy to allow access to affordable, quality child care. Currently we have an agreement with Red Deer Child Care Society to distribute this funding.

Based on these roles, I will present information as two sections -- Facilities and Family Subsidy.

## **I. FACILITIES**

As detailed in the Day Care Review report, the facilities occupied by Red Deer Day Care and Normandeau Day Care are owned by The City. Both facilities are located on land owned by the Red Deer Public School District. The City has a long-term lease agreement with the School District in order to allow City-owned facilities on this land.

The City supplies the maintenance for these facilities. As per Council's request, the following chart gives specific detail since 1994.

Kelly Kloss, City Clerk  
 September 15, 1995  
 Page 3

	<b>1994 (Actual)</b>	<b>1995 (Projected)</b>	<b>1996 (Projected)</b>
<b>Red Deer Day Care</b>			
-minor maintenance	6,800	4,800	6,000
-major maintenance (over \$5,000)	5,000	0	6,000
-grants -CFEP	5,150	4,100	0
-Canada/Infrastructure	16,000	0	0
<b>TOTAL</b>	<b>32,950</b>	<b>8,900</b>	<b>12,000</b>
<b>Normandeau Day Care</b>			
-minor maintenance	2,200	0	5,300
-major maintenance (over \$5,000)	5,000	10,000	11,000
-grants -CFEP	3,350	7,800	0
-Canada/Infrastructure	0	0	0
<b>TOTAL</b>	<b>10,550</b>	<b>17,800</b>	<b>16,300</b>

The facility used by Red Deer Day Care will be paid for in 1998. The facility used by Normandeau Day Care will be paid for by 2002 (with 1995 rates).

\* See the Day Care Review Report, Recommendations #4, #5, #6 and #7, for suggested direction regarding facilities.

## **II. CITY SUBSIDY FOR LOW INCOME FAMILIES**

The City's involvement in the provision of this subsidy in the past has been based on:

- City support is to assist children and families in need of affordable, quality care, many of whom are low income and are working hard to remain independent and contributing members of the community.
- The method of distributing funds is meant to ensure that the dollars allocated will go to families, and not be eaten up by administration.

Kelly Kloss, City Clerk  
 September 15, 1995  
 Page 4

- The centre from which the subsidy is given becomes the vehicle of distribution, not the recipient of the benefit. City support is not used as operating assistance to the **centre**.

As per the resolution, the following information has been gathered:

**a) Cost per Child Hour (gross cost of operations divided by number of hours of child care)**

Centre-Based		Family Day Homes	
Non-Profit	Private	Non-Profit	Private
*\$4.87	\$3.09	\$3.01	\$3.00

As explained at Council, one must be **very cautious** in comparing the figures, as it is almost impossible to ensure that all the same components have been included when determining cost.

Operators were asked to include costs of:

- facilities
- administration offices and centres
- rent, mortgage, debentures
- utilities
- maintenance
- equipment
- salaries, wages of all staff (and providers in family day home)
- benefits
- food

**Caution:**

- Meeting provincial standards of staff:child ratio will be less costly than if a centre chooses to exceed the provincial standard.
- Equity of facilities for operator-owners not included.
- \*Facilities provided at above market rate increase costs (i.e., Red Deer Child Care Society - Normandeau).
- \*Varying levels of staff training and salaries make the costs very difficult to compare.

Although Council did not request information on training/salaries, etc., it helps to clarify how different the operations are, and why the costs on the previous page are not comparable in any way.

**b) Staff Training and Salary Range**

Centre-Based					Family Day Home (FDH)		
	Non-Profit		Private			Non-Profit	Private
50 hours	19.5% - 28%	\$6.47 - \$8.10/hour	25%	\$6.00 - \$7.00/hour	AAFDHS * Certificate Not Yet Completed	39	15
1 year ECD			20%	\$7.00 - \$9.00/hour	Other Qualifications	2	40
2 year ECD or more	72% - 80.5%	\$8.56 - \$8.88/hour	55%	\$8.00 - \$11.00/hour	Salary	50% of Providers have post-secondary, most in child care field	Unknown
						\$17.50 - \$18.50/child/day	\$17.25 - \$19.00/child/day

**Caution:**

- There are no Provincial Government standards re: training; however, Alberta Association of Family Day Home Services (AAFDHS\*) offers a new (1994) self-directed learning program manual which can be taught by other day care staff. Time spent on each module differs among operations.
- Providers paid higher rates for shift care and special needs care.
- For family day home, daily rates affected by number of children in the home (up to six).
- Benefits not included in salary range. Years of experience with operation may influence salary range.

**c) Child:Staff Ratio**

Centre-Based		Family Day Home	
Non-Profit	Private	Non-Profit	Private
Staffing above Provincial regulations for children 13 - 18 mos., 19 - 35 mos., 4.5 - 5 years.	Staffing meets Provincial regulations.	10% of providers with six children in the home (the maximum).	Staffing meets Provincial regulations.

Kelly Kloss, City Clerk  
 September 15, 1995  
 Page 6

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**Caution:**

- Family day home staffing can meet Provincial regulations but children are "stacked", i.e., never exceeds number at any one time but provider has children through many hours of the day, or weekday and weekend, leading to provider burnout.
- Providers may request less children than the Provincial regulations would allow.
- Some centre-based operations will dismiss staff for the day if enrollment is under number allowed by Provincial regulations. If staff is not dismissed, Provincial regulations may be exceeded in all age groups.

**d) Subsidized Users (Percentage of spaces occupied by children whose families receive Provincial subsidy)**

Centre-Based	
Non-Profit	Private
77% (125 spaces)	72% (184 spaces)

Family Day Home	
Non-Profit	Private
80% (130 spaces)	40% (210 spaces)

**Caution:**

- Percentage will vary depending on percentage of total hours of care or percentage of total number of children served.

**e) Special Needs (Percentage of spaces occupied by children designated as having special needs)**

Centre-Based	
Non-Profit	Private
6% *	2%

Family Day Home	
Non-Profit	Private
3% *	Unknown

**Caution:**

- \*Only includes children receiving additional funding for their special needs (formal definition).

Kelly Kloss, City Clerk  
 September 15, 1995  
 Page 7

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- Special needs designation can be formal, (an independent assessed need for additional staff time) or informal (allergies, behavioral problems, asthma, diabetes, bee stings, attention deficit disorder).
- One private operator has fifteen spaces designated, never all used at one time.

**f) Fees (Per Month)**

Fees for child care are assessed differently by each operation. The Province uses 100 hours per month as full time care. Some operators use 18 or 19 days and charge an extra fee for months with working days over that number. The differences in assessment made a comparison inappropriate.

**g) Subsidy in Other Cities**

Lethbridge - \$0 (has never been involved)  
 Calgary - \$0 (as of January 1, 1996)  
 Edmonton - tentatively \$912,282 for day care rolled into a fund for families and children; day cares and other agencies could access funds **if** they were offering integrated family and child services. The move to this model has not yet been approved.  
 Medicine Hat - \$85,000 in 1996

**h) Ability of Province to Administer City Funds**

Attached is a letter provided by Wayne Doan, Regional Day Care Coordinator for the Province, following a lengthy discussion regarding the potential for the Province to administer City funds. Clearly he states that such an option is **not** feasible. The applicant could bring their own Provincial assessment to the City or day care, however, someone still would need to review the application and disburse the funds.

A second letter is attached from Joan Langille, Regional Director of Services for Children, again following a lengthy discussion regarding the potential use of early intervention monies. Again, this option does not satisfy the need as discussed by Council.

In the long term there may be changes to day care as a result of the redesign of children's services, however, any impact is unknown at this time.

Kelly Kloss, City Clerk  
September 15, 1995  
Page 8

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**i) Administrative Options**

Following are four options, with respective advantages and disadvantages.

**Option 1**

Continue to contract with Red Deer Child Care Society to distribute The City child care subsidy dollars for low income and special needs children (as presented in the Day Care Review).

**Advantage**

Families in need receive the full allotment of funds, with administrative costs being absorbed by Red Deer Child Care Society.

**Disadvantage**

The perceived unfairness of the system because one operator distributes all of the funds. Some concerns have also been expressed because of lack of choice.

**Option 2**

Put the distribution of the \$99,900 out to tender. Specific criteria as to acceptable standards and reporting requirements would need to be developed. It would also need to be understood that the full funding allotment would be distributed to families in need, with no administrative charges on behalf of the operator.

**Advantage**

A perceived fairness, as in any other contract, where all operators would have equal opportunity to get the contract as long as they met criteria.

**Disadvantage**

As soon as standards are developed, someone must monitor them.

The operator distributing funds could change every three years (or less) and therefore parents would be moving from program to program to obtain the subsidy. This would not be beneficial to the children.

If Red Deer Child Care Society were successful in being awarded the contract, other operators would be suspicious of favouritism.

### **Option 3**

Put two blocks of money out to tender of equal portions (\$49,950 each), whereby a non-profit operator would get one block and a for-profit operator would get the other block of funds. Again the contractor would need to meet criteria and be prepared to distribute the full amount of funds to families in need and not retain any for administration. The operator must clearly understand that this funding is not an operating grant.

#### **Advantage**

The non-profit sector and the for-profit sector would have equal opportunity to be the distributor of The City's low income subsidy.

#### **Disadvantage**

Only two operators would have the additional subsidy available, even though it is divided between the public and private sector. Other operators would still see a perceived unfairness.

The operator distributing funds could change every three years (or less) and therefore parents would be moving from program to program to obtain the subsidy. This would not be beneficial to the children.

### **Option 4**

The City would hire a part-time staff person to assess families for eligibility, process claims and monitor financial and statistical reporting of day cares where families received the service. A half-time position would be the **minimum** requirement.

#### **Advantage**

A perceived fairness to all operators.

#### **Disadvantage**

The cost of a half-time position would be a minimum of \$20,000. Additional costs would also be incurred in the processing of monthly cheques, etc., to each of the eight operators.



Kelly Kloss, City Clerk  
September 15, 1995  
Page 10

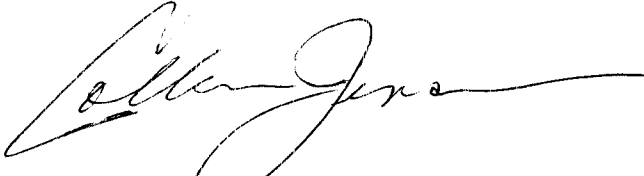
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The \$99,900 will not meet the need once the door is opened to all operators, so how will the limited money be allocated over a year? Will it run out by June? Then what will parents do?

The above is presented for Council's consideration.

**The Day Care Review Committee continues to support the recommendations of the initial report as the best options.**

Council has a difficult decision to make regarding the best method of distributing City funding to ensure it benefits the children of the community. With finite funds available, only a given number of children will be helped no matter who distributes the funds.



COLLEEN JENSEN  
Social Planning Manager

CJ:kt  
Enc.



Day Care Programs  
Central Region  
September 14, 1995

#501, Centre 5010  
5010 - 43 Street  
Red Deer, Alberta  
Canada T4N 5H2

Telephone 403/340-5338

Ms. Colleen Jensen, Director  
Social Planning  
City Hall  
Red Deer, Alberta

Dear Ms. Jensen,

From our conversation of September 12/95, I am writing to answer two questions that arose.

1. Can the provincial Day Care Subsidy system be accessed to administer funds from the City of Red Deer for a supplemental subsidy for low-income parents using day care/family day home programs in the city?

Answer: Unfortunately, the system is provincial in nature. Funds within our system are not, nor can they be targeted to a specific geographic area (ie. City of Red Deer) with a specific dollar amount attached (base amount + city funds). The system is formulated to calculate subsidy payments based on provincially-established rates. It cannot be modified to pay at a differential rate for some users in this city.

2. Can parent application to the province's Day Care Subsidy Program be accessed by the City of Red Deer to more readily assess parents' eligibility for additional subsidy monies from the city's program?

Answer: Information given to provincial Day Care subsidy assessors by parents must be held in confidence. When an application has been signed and submitted to us, the applicable processes under the new Freedom of Information and Protection of Privacy Act would apply to those persons seeking that information. Parents may choose to share the information from their application with the city's program staff. We would not prevent them from doing so.

I am sorry that we cannot be of any great assistance as you deliberate options for alternative administration of the city's child care subsidy dollars. I trust that good judgement will prevail, and that the city's families in need will benefit from your efforts.

Sincerely,

Wayne Boon  
Regional Coordinator

WD:bb



Central Region

15 September 1995

1st Red Deer Building  
4811 - 51 Street  
Red Deer, Alberta  
Canada T4N 6V4

Colleen Jensen  
Social Planning Manager  
4th Floor, City Hall  
Red Deer, Alberta

Dear Colleen;

Thank you for calling regarding the Early Intervention program and potential support to day care services. I offer the following recap of what we discussed.

The EI program is different than the overall redesign of Children's Services. This year \$10 million is being made available through the provincial office of the Commissioner of Services for Children. Monies will be provided to a few projects which practice a new approach to service delivery. Only those projects which embrace all four principles of the redesign of Children's Services will be considered for funding. The application process has two stages involving a Letter of Intent and then a full proposal. Both are reviewed by a committee made up of individuals from this region, which is the body that recommends approval. Early Intervention is not an ongoing program.

As with all service providers, we would always encourage the day cares to collaborate not only with each other, but with any other group which has a common goal for children. The Early Intervention program is not intended for such things as direct subsidies for day care services or for administration of those services. Its intent is to reduce risk factors affecting the lives of children and their families. It is within that context, that day cares may want to get together to look at developing something to be considered for EI support. I would encourage them to read carefully the background information on the program and call one of our facilitators for more information (Linda or Vic).

Colleen, I hope this sums up our discussion. As always, if you have any questions or if I can be of further assistance, please call.

Sincerely;

Joan Langille  
Regional Director  
Central Region

COMMENTS:

To date, the debate regarding the future role of the City in day care has tended to focus on the dilemma of "equitable treatment" for all families in need. We appreciate how difficult this dilemma is to resolve. For example, there are 352 spaces receiving the Provincial day care subsidy. If the City's subsidy was to be divided equally amongst these, the resulting average subsidy would be \$23.56/month. Social Planning staff have outlined the administrative difficulties and costs this choice might create. These concerns aside, the real issue may be that such a distribution of funds would make the contribution to each family too small to make a substantial difference in that family's ability to access day care.

Ultimately, Council must decide first, if the City should be directly involved in subsidizing day care; as a priority within the Social Planning budgets and if so, what method of distribution ensures the City's contribution makes an effective difference.

Having reconsidered the issues in the light of the additional information now available for Council's review, we believe that our original recommendation to Council is still the best long term solution to what is essentially an unresolvable dilemma.

The original recommendation is attached for Council's further consideration. The Management Agreement with the Red Deer Day Care Society proposed for 1996-1998 would provide a period of transition for the Society as well as allow time for the Province's role in day care to be clarified through the current review of all Provincially funded child related services.

"G. SURKAN"  
Mayor

"M.C. DAY"  
City Manager

## COMMENTS FROM COUNCIL AGENDA OF SEPTEMBER 11, 1995

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 FROM COUNCIL AGENDA OF SEPTEMBER 11, 1995 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 25, 1995**

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

**RE: 1995 Day Care Review**

#### **Note:**

**As opposed to reproducing the total Review report, we have included hereafter only the recommendations from that report.**

## **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.

September 17 /95

CC: Mayor  
City Manager  
Directors  
Social Planning Manager  
95/09/25  
LK

Dear City Council

This letter is in regard to the city funding the Red Deer Child Care Society. I am a full time worker and mother of two children ,which I have never had any subsidy for. I do feel that Red Deer Day Care offers the best care in the city of Red Deer and I feel low income families should also have the opportunity to use such a excellent facility.

As a parent I have heard lots of stories about other day care facilities in regards to there cleanliness, adequate care, and proper meal and though they may be up to standard they will never compare to Red Deer Day Care, I have used one other day care in town for a short period only because they opened at 6:00 AM and my husband and myself both had to be at work at this time, I found this day care adequate in most areas but Red Deer Day Care stands out in the fact that the staff is caring and trained impeccably. Not once have I dropped them or picked them up and worried about the care the had recieved,

I feel subsidizing low income families is very important to these children who might not otherwise get the experience my daughter does, These children learn to share, do art activities, play with other children their own age which they might not do otherwise, These subsidies can also be used on Red Deer Child Care Society family day homes, so they don't have to worry about traveling to one area to still recieve good care. I also had my son in the family day home and found it to be very adequate.

Subsidizing all day care monies equally will be more expensive .

Who will monitor how the money is distributed to low income families?

By the time \$100,000 is divided equally will there really be enough money to work with after all your administration fees are taken off?

Will private home day cares be applying for money as well?

If a program has worked well in the past why change it. We all feel we deserve a piece of the pie and lots of times I feel frustrated because I am paying full fee and work just as hard as everyone else to make ends meet. But Red Deer Day Care offers the best program for young families to have that chance to make ends meet even for low income families and single parents who have low paying jobs or have decided to return to school or college.

I feel if people are concerned about having to drive to only one day care to recieve their subsidy ,they should consider putting their children in a family day home in there area. The Child care society has lots of good homes that offer excellent care.

Parents opinions should not be overlooked for it is our opinions that will mould the future for our young children.

Yours Truly

Sharon Patz  
40 Connell Close  
Red Deer Alta T4P 2T8

Submitted To City Council  
Date: Sept 25/95

September 1, 1995

Councilor Hull  
City of Red Deer  
4914 48 Ave  
Box 5008  
RED DEER ALBERTA T4N 3T4

Dear Councilor:

I am writing to you because you requested input and mine is possibly a different side of the story since I am not a low-income parent. I am one of those parents who chooses to use the Red Deer Daycare and fortunately can afford to pay full-fee.

Previously, I was one of those parents who, contrary to reasons given at council this evening, did not feel they received full value at a private day home operation. Unfortunately, at that time I had two children in day care and since our family earned approximately \$25/month too much for any subsidies, I had to enroll them in the least expensive program in the city (\$790/month compared to the Society's program of approximately \$880). The cost difference of nearly \$100 was prohibitive. Therefore, for financial reasons, I put my children in a program that was not my first choice, but I felt there was no alternative. Luckily, through the subsidy, low income parents have a choice. They can truly choose a placement for their child not based entirely on financial concerns, but based on a "fit" with a provider. This is the role the city can continue to provide...ensuring that parents find the support they need, and a care situation they are comfortable with for their children. By providing subsidies to the non-profit centres you ensure that low-income families have a choice. Their well-being contributes to the quality of life in Red Deer.

Eighteen months later, my oldest son is in Grade 1, and I can once again afford the somewhat higher full-fees of the Red Deer Day Care for only one child. I choose them because of the quality of care and the responsiveness to the parents needs. Even knowing that I am personally subsidizing other parents there, the care is worth every cent. I had used the city's day home and day care previous to the birth of our second child and readily returned as soon as I could afford it. I support the subsidy program as it stands.

Finally, one caution: without a continuous assessment of cost per hour of care provided how can you be sure that subsidies provided to private providers will actually be used to directly subsidize low income families?

I hope this letter has provided you with another point of view to consider as you deliberate over this issue. I recognize that other city councils may be moving away from this form of subsidy but they likely don't have the high per-capita ratio of single parent families that Red Deer has. Oddly, even with that distinction Red Deer is often described as family-oriented or family-centered and I hope you will endeavor to keep it that way.

Sincerely,

Lorelei Fiset Cassidy  
Red Deer

*Blaise: Kamie*



September 13, 1995

Red Deer Child Care Society  
101 4922 53 St  
Red Deer Ab  
T4N 2E3

Dear Sir\Madam,

From November 1980 - August 1984 I was a parent of children involved with the Red Deer Child Care Society. I had recently separated from my husband and was poor and busy. The daycare and dayhome programs were the enabling factors in my life at that time.

My daughter, Airyn, attended ECS and daycare, my son Seth started in a day home and spent the next four years in that and in daycare.

During that time I served as a Society Board member, Society president, a member of the Red Deer Day Care City Management Board, lastly as co-chair. I was also a member of the sheering committee for the Normandeau Building Committee. Kathy Barnhart and I were delegates to the second Annual Canadian Conference on Daycare in Winnipeg in 1982.

Having the service of the daycare helped me in countless ways. It enabled me (thanks to subsidies) to work full time to support my family, while ensuring that they were well looked after. The children benefited immensely from the socialization and stimulation they received there. Some friendships formed there continue to this day.

I believe my children's personalities were treated with respect and allowed to mature naturally. I feel they were more than well-served by the Daycare and that their experiences in care gave them immeasurable self-confidence.

My daughter Airyn Van Havere is now almost 20 years old. She is understanding, confident and displays leadership qualities which I believe were nurtured and encouraged at Daycare. She is an actor-singer, having performed in summer musicals at the Red Deer College (most recently as Daisy Mae in Lil' Abner). She is now working toward a B.F.A. and B.E.D. and intends to be a high school drama teacher.

My son Seth Van Havere was a quiet introspective soul with a great sense of humour - he still is! His ability to read before Grade One I attribute partly to the stimulation received at Daycare. After he started school he spent 6 years in the Gateways Program for gifted children. I truly believe that the opportunities afforded him by the daycare allowed him to fully realize his early potential. He is in Grade 12 and plays football.

Both kids have had part time jobs since they were quite young.

I am a Supervisor of Supports for Independence with Family and Social Services in Red Deer. I believe my volunteer work with the Board helped me in my career choice and advancement, as well as preparing me for the reality of meetings, meetings, meetings. I currently also serve as Vice President of Productions for Central Alberta Theatre.

Thank you to all involved for allowing my children and me the opportunities and the support to maintain our family unit and grow in those experiences.

Memories: The Train, Norma, Doreen, mud, Comp. kids, etc, etc, etc.

Thanks for everything!

Erna Soderberg

A handwritten signature in black ink, appearing to be 'Erna Soderberg', with a large, stylized initial 'E' and a long, sweeping horizontal stroke.

To City Council Members:

September 22nd, 1995.

As a 15 year employee of Red Deer Child Care Society I have seen many changes and many improvements over the years, but one thing remains constant; there are those that can afford day care and those that can't. This was true in 1970 when the Society started and remains the same today.

Reverend Stuart Fraser, first President of the Red Deer Day Care Society in 1970 got involved with day care because of some of the distressing situations he came across in his capacity as Pastor of the Parkland Christian Church, he related a story about a mother who was caring for six children in her home and when the noise got too much for her, she would give the children aspirin in milk to calm them down. It was situations such as this that convinced Reverend Fraser there was a great need for subsidized day care in Red Deer. Despite much opposition from the public and the Council at that time, the Red Deer Day Care Society persisted in their efforts to obtain City funding to help low income families. Finally succeeding in 1972.

The Red Deer Day Care started in 1970 with five children and volunteer workers, the programs have now expanded to include 12 on-site School Age Programs, two integrated day care centers and a Family Day Home program which also has a School Age Program component and offers care for Special Needs children.

I have seen many families, single parents and teenage mothers helped to succeed with their career goals because of the extra financial assistance they received through City funding and because of the qualified, caring staff that are employed to look after our children.

Our programs have also been chosen by parents who could afford to go anywhere, but chose to come to our "out of the way" location, because of the quality of care given. I know of parents who travel from North Red Deer and Fairview and from acreages outside of Red Deer because of the good reputation that has been built up by Red Deer Day Care Center over time.

I would like to point out that in recent years many cutbacks have been made by the Society to meet their budgets and to continue to meet their commitment to the families of Red Deer. Not the least of which has been staff wage cuts, remember that Child Care Professionals work for an average wage of \$7.50 per hour, which is pretty low considering the responsibility they carry in their job.

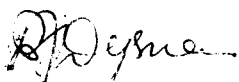
Councillor Cardwell's recommendation that the City kick in another \$300,000 to day care, is commendable, but with all the cutbacks being forced upon Municipal governments this does not seem a very probable option. My concern is that the existing \$100,000 being eaten away with administration costs, leaving even less money to be distributed between more families. Although the idea of equality of funding for all centers is admirable, I do not see it as being very practical in these days of economic restraints.

Another fact I would like to point out is that the Society has been serving Red Deer Families for 25 years and has constantly expanded and strived to improve and upgrade their services to meet the public need. It has always been a policy to hire qualified, caring staff, even before Government Certification was mandatory. Red Deer Day Care center has been used as a "model day care" by many others wanting to start centers and in fact our first Licensing Submission to the Province was used as a sample for other centers to follow.

Despite City funding and Provincial subsidies we too have parents crying in the office because they cannot afford the fees and many families (particularly middle income families) are being forced to utilize private homes again, because along with everything else day costs have escalated from \$200/month in 1980 to \$440/month, so that many young families with two working parents and two children, working to make ends meet, still do not qualify for subsidies of any kind.

It is "deja vu" twenty five years later, we still have the same situation. So I would like to recommend that the City maintain the "Status quo" and continue to help a few families, rather than spread the funding too thin and finish up helping no one.

Sincerely,



Doreen Dyrnaes

# FAX COVER SHEET

346-6195

TO: Kelly Kloss / Colleen Jensen

FROM: Lynn Gustum

**"Expressions"**

CHILD CARE CENTRE LTD. EAST

(Child Care with a Difference)

Telephone:

(403) 340-8711

341-5911

Submitted To City Council

Date: Sept 25/95

NO. OF PAGES: 0  
(COVER-SHEET NOT INCLUDED)

DATE: Sept 25/95



## COMMENTS:

Childcare Fee's For Expressions  
Are as Follows:

3 months - 35 months	460.00	per month.
	* 24.00	per Day
	4.00	per hour.
36 month - school age	425.00	per month
	24.00	per Day
	4.00	per hour

Full Time is 16 or more days per month.

We do not have an extra charge after  
18 or 19 Days. The comparison is appropriate  
When comparing centres to centres.

Thank you

Lynn Gustum

WE LOVE YOUR CHILDREN

Submitted To City Council

Date Sept 25/95

Riverside Day Care Ltd.

5205 - 48 Avenue

Red Deer, Alberta T4N 3T7

346-5014

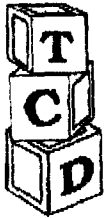
The following are the  
current rates charged by  
Riverside Daycare beginning  
Sept 1/95.

Monthly	\$ 400 per child
Daily (Over 5 1/2 hrs)	\$ 23 per child.
4 - 5 1/2 hrs	\$ 18 per child
Under 4 hrs	\$ 4 per hr per child

THE CITY OF RED DEER  
CLERK'S DEPARTMENT

RECEIVED	
TIME	10:40
DATE	Sept. 25/95
BY	[Signature]

[Signature]



# **Towne Centre DAYCARE**

4813 - 47 Street, Red Deer, Alta. T4N 1R3  
PHONE 340-3880

---

DATE: September 25, 1995

Submitted To City Council

TO: Kelly Kloss

Date: Sept 25/95

FROM: Billy Ramji

RE: Child Care Rates

It has come to our attention that the public may be unaware of our child care rates, so the following table was prepared for your information:

Age Group	Full Time	Daily Rate	Half Day Rate	Hourly Rate
0 - 19 months	430.00	23.00	15.00	3.50
19 - 35 months	430.00	23.00	15.00	3.50
3 yrs - 5 yrs	390.00	23.00	15.00	3.50

**NOTE:** These rates remain the same whether a 19 day month or 22 day month.

Billy Ramji

TOWNE CENTRE DAY CARE

**COUNCIL MEETING OF SEPTEMBER 25, 1995**

**ATTACHMENT TO REPORT ON  
OPEN AGENDA**

**RE: 1995 DAY CARE REVIEW**

**PUBLIC LETTERS**



**LETTERS FROM PARENTS OF  
RED DEER CHILD CARE SOCIETY  
SUBMITTED TO THE DAY CARE  
REVIEW COMMITTEE  
OR COUNCIL**

Sept. 12/95

Dear Councillors & Mayor Surkan

I had the somewhat frustrating position of attending Council Chambers as a interested party and concerned parent on Monday Sept. 11/95 to listen to your discussions on Continued Funding of Day Care. I feel I am experienced in this subject and would greatly like to share my views with you on this subject. I have been both a user of Privately ran Day Care in Red Deer as well as a member of the Red Deer Child Care Society. Currently I am pleased to be at Normandeau Day Care a member of the Red Deer Child Care Society, and yes I am one of those poor working women (words chosen in extremely poor taste by one of your fellow Council members). I am extremely concerned about the removal or lowering of the amount of the Day Care Subsidy generously allocated by the City. I would greatly appreciate you taking the time to read my very scattered views on this subject. Please excuse this my first attempt at such a letter if it seems somewhat scrambled. That's rather what all these cut backs are doing to alot of our lives. Here are my concerns.

- \$107,000.00 who better to fund than our children? Who needs help the very most?

- \$107,000.00 spread out amongst easily doubled the amount of current recipients would surely result in far too little to be of help to most. A subsidy of \$80.00 in my case will easily feel

myself and my two children for half a month, however cut out a large chunk of that and we don't eat for one fourth of a month.

- I know that as a minimum wage earner that I am likely one of those on the bottom end of the subsidy recipients. In fact I was actually turned down this year for subsidy because - get this - I did not make enough money. However one thing I always managed to do was get my children to and from a Red Deer Child Care Society Facility. If I can surely others can as well. This funding is available to anyone who applies and qualifies and the only problem is space availability.

- As I mentioned earlier I also have the experience of at one time having a child registered (different times) at two separate Privately Owned Day Cares in Red Deer. Both I and my child are much happier being under the wings of Red Deer Child Care Society, because it has a board or council, much like yourselves, made up of some very dedicated workers, concerned citizens, as well as grateful parents. We are encouraged to attend board meetings and to set forth any concerns, suggestions or comments regarding the running of our programs. And they very much are OUR programs not just the Day Cares. We parents govern the Society much like you do the City of Red Deer. However private day cares, as long as they remain within the guidelines answer only to

themselves. And please believe me this is the voice of experience. Parents often feel very intimidated when coming up against private owner operators. Much like butting your head up against the proverbial wall. I felt this way at both the privately owned centers which my older child attended in this city.

- In addition I am greatly concerned about the stats and facts which you would receive from private centers. You can not guarantee they would be 100% correct unembellished fact. Much could be concealed or fine tuned. Would you personally be confident that you are actually comparing apples to apples or is it actually apples to chokecherries?

- I wonder who would govern all these people! Surely they must be forced to charge the same fees and pay the same staffing costs as well as offer the same programs if they were to receive any funding. That would only be fair - correct?

- I am an encourager and supporter of the small groups and I feel that a non profit organization is pretty small against privately owned companies. It would be much like letting the Calgary Flames (big business) fight against Red Deer Minor Hockey (non profit) for funds and space.

- I implore you to continue the funding to Red Deer Child Care Society

to the minimum sum of \$107,000.00 per year. Should you choose to fund Private Business (which is what privately ran Day Cares are) allocate them some separate funds. Hold off on that \$8,000,000.00 bridge. Realize as well that Red Deer Child Care Society is also the provider of Before & After school care at four schools that I know of. Removing any amount of that \$107,000.00 could foreseeably wipe out this program. That would surely result in at least, a lot of latch key elementary school children, and we don't even want to open that can of worms. Let your imagination run.

I wish to thank you for your time and your energies concerning this, possibly your most important council decision - Day Care Funding Subsidy. Please vote yes on the continued funding at \$107,000.00 min. to Red Deer Child Care Society. I would be willing to speak to you further on this subject at your convenience, as I feel it is about as life threatening as I care to get. Contact me by phone at

341-3878 after 6:00, weekends  
or by mail

To Ann Debolt  
#3 Norris Close  
Red Deer, Ab.  
T4N 1R2

Sincerely  
Ann Debolt

September 17, 1995

Social Planning Department  
P.O. Box 5008  
Red Deer, Alberta  
T4N 3T4                FAX 347-4636

To Whom it may Concern:

Re: Day Care Review

As a single parent of two children in the Red Deer Society Day Home Program, I greatly appreciate the extra subsidy received.

While I am attending college on student loans, budgeting is very tight. Having to borrow additional money for child care seems hard to justify. By the time the interest is added onto the additional money that I borrow for child care, which is approximately \$170.00 per month over a period of three years, I am hesitant to think of the actual cost that will have been incurred. Obviously, the addition subsidy, which I believe is about \$55.00 per month would significantly increase the portion of my loan which was provided for day care.

Should subsidies decrease in amount or cease altogether, it is possible that I would have to consider letting my oldest son, who is only 9, become a "latch key" kid. I can only pay the amount of attention to my studies that I presently do because I feel secure in the well being of my children. Should my current situation change, my studies would suffer or perhaps cease.

Once I enter the workforce, I don't expect to receive additional subsidy. I do, however, cherish the fact that, while I am borrowing money to support myself and boys, this additional subsidy is available "interest free".

I can only hope that our comments will make a difference in the final decision.

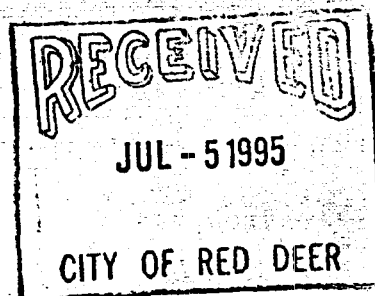
Yours Truly,

Barb Doering-Klam

To Whom It May Concern:

I am a single parent and not by choice. I often wanted to go back to school or get a job but I knew it was impossible because every daycare I phoned said it was just about \$500.00 for a month.

Then I found out about Red Deer Child Care Society. I couldn't believe it was possible, the people in this office were genuinely concerned about my situation. I met with many different providers. They were all wonderful. They not only had flexable sceduales but had the time and energy for the proper attention that a child needs at these tender ages. These people loved their jobs. I felt that a regular day care was to full children to give the proper love and attention that a child needs. I wanted my child in a home enviroment and given care by a person who had there first aid and new about proper nutrition and activities for children. I found all this and more in these homes. For a non-profit organization this place had it all. If there is a price increase I'd be better off at home on welefare. You see, I only make \$6.00 and hour and I pay rent and other bills including feeding and clothing my child. My child gets the attention and care that she needs from this caregiver, I feel there is no way she could recieve all this and more in a daycare packed full of kids and only three supervisors. I have finally had the chance to do something with my life and unless you are personally going to pay some of my bills or find me a better paying job I suggest you consider people like me or you'll even have more people on welefare and I personally will be one of them. The government is trying to get people off of welefare but yet they make it harder everyday to afford anything. If there is a price increase there will be no incentive to get off social assistance because every penny you earn will go towards your child care, and that really doesn't make it worth it at all.



Very Concerned and  
Extremely Worried;

Pam St. Jean

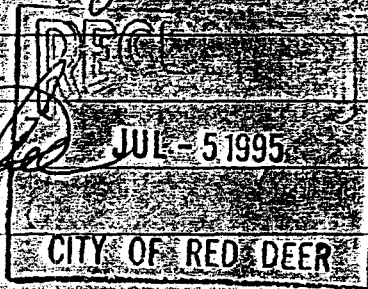
June 29/95

To Whom It May Concern

As Parents and supporters  
of Red Deer Family Day  
home, we are not in favor  
of any reduction in  
present subsidies.

Any proposal by any office  
to change the structure of  
this program would not  
be supported by us.

Chris Stinson  
Arlene Stinson



BEST ATTAINABLE  
IMAGE



1995 06 30

To Whom It May Concern;

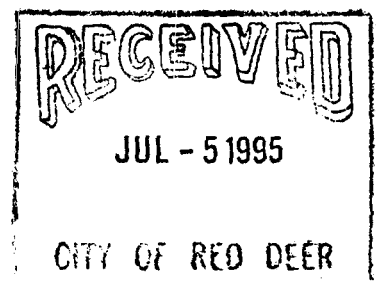
I am a single mother of two. I joined the work force on an ESP position, and without all of my subsidies, would not be able to afford to work, or to have gone off of Social Services.

I am totally against the City revoking their subsidy to the Red Deer Child Care Society. I cannot afford to be paying more.

Please reconsider the revocation.

Sincerely,

Michelle Ross.



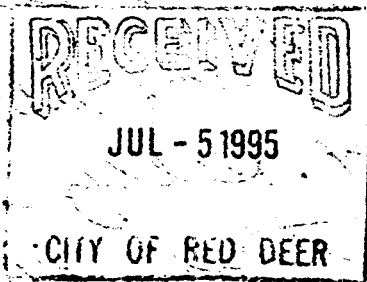
343-6395 (h)  
340-5180 (w).

June 29, 1995

To Whom It May Concern,

My children, Vincent and Zorain, have been in the family layhome Program with the Red Deer Child Care Society since March 1, 1993. My provider, Kelly Herman, has been wonderful with them. My son, Vincent, is a special needs child and has been involved with the Children's Services Centre for 2 years now. He is still 1 year delayed but is catching up rapidly. Kelly has always worked with myself, my husband, and the Children's Services Centre to help him. It has been a great comfort for us to know our children are not being abused or undressed or neglected. Kelly has become a big part of their lives.

In these hard economic times my husband and myself have struggled to keep a good job. It is easier to keep at it knowing our children have excellent care. Many times I have wanted to stay at home with the children, but I know we can not afford it. Rents are expensive, food is costly. If this subsidy is removed we would have no choice but to pay; it would make a tight budget even tighter. We wouldn't leave the Society because of our provider, Kelly, and her love & warmth to our children.



Sincerely,

*Amelia Brown*

68 Grant St  
342-0485

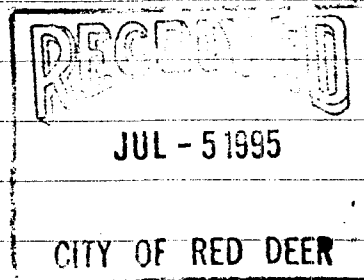
(1)

Susan MOENCH  
89B Rupert Crest.  
Red Deer Alta.  
T4P-249

Naycare Review Committee  
c/o Social Planning Department  
P.O. Box 2008  
Red Deer, Alta.  
T4N-3T4

ATT: Rick Assinger

Dear Sir,



I am writing this letter to you in regards to information I received on the elimination or reduction of the Child Care subsidy which I receive.

I am a thirty-one year old single parent of a seven year old boy, surviving on a very low income for my son.

In the past I have worked as many as three jobs at once to provide my son with the very basics in life. (food, shelter, clothing, health care etc.)

(2)  
I pride myself in not being a  
burden to society by being on  
welfare. Although there have been  
times when I wanted to give up  
and rely on our social programs  
completely. Pride and the standards  
I learned in my life from my  
parents kept me striving.  
When I arrived in Red  
Woods almost 7 yrs ago I didn't  
have any idea of what to expect  
in the way of child care and  
help for my son.

I chose the Red Woods Child  
Care Society program after trying other  
programs because I found the program  
to be the best for my son and my  
situation as a single parent. Also  
the program's counselors provided me  
with the information on the subsidies  
which no other society or program  
did. They seemed concerned about  
what happened to my son and myself.  
The Red Woods Child Care Society also  
provided me with names of providers  
and allowed me to interview them  
so as to decide on the best provider  
for my son. I truly believe in my  
own heart & soul that the Red Woods  
Child Care Society is the best program

(3)  
that is best suited to our needs  
and I appreciate the assistance they  
have given ~~us~~ us.

For almost eight years I  
have managed to support my son and  
myself, but absolutely needed the  
support of the society to do so. I  
also have no family in the area to  
assist me with my son. If the  
Red Deer Day Care Society chooses  
not to subsidize my sons daycare  
any longer I really don't know  
where this would leave us.

By being in the Red Deer Child  
Care Society program I know my  
son is being provided with healthy  
meals, snacks, and most importantly  
I know my son is very well loved  
by the people who look after him.

In closing I would like  
to say that I would like to stay  
with the program, because of the care  
and support that all the child  
care workers have provided. I also  
know there are other single moms  
or fathers in my position and if  
you were to drop the subsidies, I  
don't know where this would leave  
us. I only hope and pray it  
doesn't force parents into a position

where they would have to leave their children alone. Which would result in scared children calling 911, and police & social workers taking children away from parents because they just couldn't afford babysitting for them.

I would like to thank you for your previous support and would appreciate it if you could reconsider the dropping of the subsidy as we do need your help. I have always wanted the best for my son and I have found from experience that the Fed. Fost Child Care Society is helping to provide this for people like myself.

Yours Truly  
Susan L. Moench

R.R. 2

Lacombe, AB T0C 1S0

Ph. 342-6889, fax 347-1666

To Whom It May Concern:

Please accept this letter of my support for the Red Deer Child Care Society/Red Deer Daycare, and of my support for its continued financial assistance from the City of Red Deer.

After "shopping around" for child care for my two children, my wife and I found and were delighted by the Red Deer Daycare. The facility -- a motley collection of recycled ATCO-type trailers -- leaves much to be desired, but the quality of childcare and the professionalism of the staff stood out head-and-shoulders above the commercial daycares we investigated in Red Deer.

The cost was high. In fact, it was virtually all we could afford. Because our family income was above the minimum, we weren't eligible for a subsidy. In addition, as we used the facility on a part-time basis and were from out-of-town, we paid a premium. If the cost had been any higher, we would have had to forego the quality of professional caregivers, and use a farm-family neighbour.

We tried the babysitter route, and had very mixed success. There were times we felt the "care" our children received bordered on abuse -- this, obviously, was not acceptable to us and made us all the more pleased with the quality of the Red Deer Daycare.

When we first started using the Red Deer Daycare, it was "part of" the City, and paid its staff more than the private centres. That was, in part, the reason for its superior staff and programs. Since then, the Child Care Society had to cut many of its ties to the City, (as did the golf course, Golden Circle and museum management boards). I have no idea if the wage differential still exists. I do know, however, that it is still a leader in the childcare field. It provides a standard of service and quality that the commercial centres have to strive to match.

My children now have "graduated" out of daycare into the public school system. I support the idea of public education. I would object to the school boards being handed over to businesses, in order to make a buck off of their education.

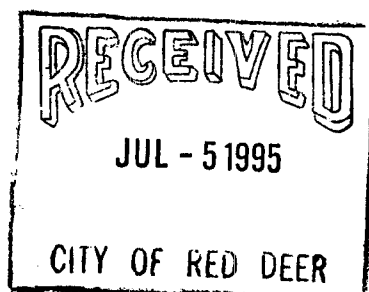
Philosophically, I object to for-profit daycares. The idea of someone cutting corners to make an extra buck off of a basic human need, in this case the care of preschool children, is repugnant.

I fully support the continued City support of non-profit child care societies and centres, and would object to the City subsidizing for-profit childcare.

Thanks for the opportunity to have input into this issue.

Yours truly,

Jim Robertson





June 30, 1995

to the Social Planning Department Review Committee:

I am a mother of two children, one seven year old currently in Central Elementary School and one in the Normandeau Day Care. I have used the Red Deer Child Care Society facilities for approximately 3 years now and have been asked to write this letter regarding the quality of care that my children have received through the society.

When my first child was 2, I enrolled him in a privately run Day Care and was more or less happy with the care he received. However, this facility closed down unexpectedly and, out of necessity and closeness, I chose to send him to the Normandeau Day Care. I knew very little about the Society at that time.

However, shortly afterward, he was diagnosed with A.D.D. (Attention Deficit Disorder) and was provided with a special needs aide through the Society. Rita Venables, director of the Day Care was especially helpful, understanding and supportive of me and my husband while we adjusted to the fact that he would need a special type of care and teaching for the rest

of his life. She encouraged me to go to various seminars and talks on A.O.O. and provided us with numerous articles to read and suggestions which might make our life easier. In short, she was there for us when there was no one else to talk to. We have no extended family in Red Deer.

Since then my son has started Grade 1 at Central Elementary Special Ed program and my daughter, currently almost 4 years old, has started at the same Day Care. The transition for her from a private care giver to the day care setting was made very smooth by the love & concern that the care givers at the Day Care provided. I've ~~had~~ had a few concerns/problems regarding the care provided and these have been dealt with in a very timely manner with my concerns ~~been~~ taken very seriously. I am very happy now with the quality of care she receives.

In short, the Society as a whole, and Normandeau Day Care in particular, have given us much, much more than any privately run Child Care facility would/could provide. I might add that we do not ~~qualify~~ qualify for a subsidy of any sort due to our combined incomes. We find the fees at the Day Care are somewhat higher but the quality of care

is so much better that I would recommend using the Society facilities to anyone who would ask.

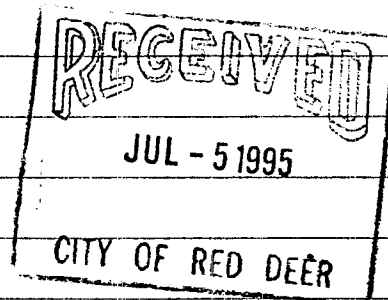
I sincerely hope that the review committee continues to support this non-profit organization for the benefit of our children and future leaders of society. Red Deer, as a whole, would lose something very valuable if funding would no longer be provided. And, the biggest fact of all, is that our children would lose the most.

Sincerely,

Darlene DePape

Home 340-3146

Bus 885-7261



July 3, 1995

To Whom It May Concern:

I am a single mother of one son, who has been attending Normandeau Day Care Centre for four years now. Three and a half of those years were subsidized.

Due to low minimum wages, many of us working single moms would have to quit working and use the welfare system if there were no such thing as subsidized rates for daycares. There would be no possible way for us to find the funding to pay full rate.

As a result of being subsidized, I have been able to continue working and know that my son is in excellent hands and being taken care of in the high standard that I feel children of today need. Also as a result I can walk around with my head up knowing that I am able to make it on my own, thanks to the subsidized rates.

Normandeau Daycare is a wonderful centre, who has not just looked after my son on a daily basis for the last four years but has helped my son and I through tough times by communication and informing me of groups within Red Deer that are capable and willing to help single parent families.

I have used licensed care for my son since he was a year old and he is now six. Before doing this I tried the least expensive way by allowing an acquaintance to watch him but I was completely unsatisfied by the care and supervision he received.

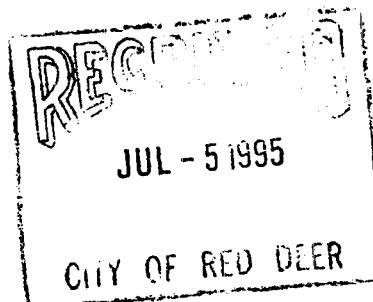
If subsidies are discontinued, I feel alot of low income families will not have the option to have good quality care for the children of the future.

If you need any more information from myself, feel free to contact me at any time. I feel very strongly about this issue and would like to help in any way possible.

Sincerely,



Julie Dunn  
8 George Cres.  
346-5998



July 5, 1995  
596 Holmes St.  
Red Deer AB  
T4P 1S8

ATTN: Rick Assinger, et al.

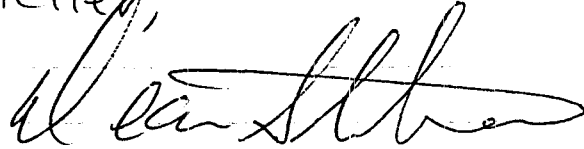
RE: City of Red Deer Day Care Subsidy Review.

I am a member of the non-profit organization "Red Deer Day Care Society" (RDBCS). I chose the Day Care location behind Lindsay Thurber High School after viewing several other daycares in the city in late December, 1994. The Red Deer Day Care Society, in my opinion, demonstrated the highest ability to meet my children's needs. For these reasons I chose this as the daycare I would support.

Being a single father with two children ages 1 & 4 and just starting my career in Red Deer after finishing school in Edmonton, I definitely appreciated the additional subsidy made available by the City of Red Deer. I am very impressed by the City's commitment to its youth and would like to see this subsidy continued. As a non-profit organization, these subsidies have been passed directly to deserving parents and not used to bolster possible revenues and profit for the daycare itself. I feel these subsidies

are required if the Red Deer Day Care center is to maintain its high level of service at a price which I can afford.

Thank-you for your considerations while reviewing this letter,



Dean Stenbeck

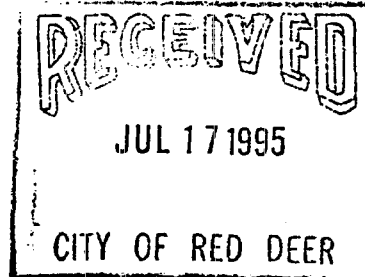
HOME (403) 347-7607

BUS (403) 341-5445.

Jennifer Hoffart  
50 McCullough Cresc.  
Red Deer, Alberta  
T4R 1S7

July 5, 1995

Rick Assinger, Chairman  
Day Care Review Committee  
c/o Social Planning Dept.  
P.O. Box 5008  
Red Deer, Alberta  
T4N 3T4



Dear Sir:

Re: Red Deer Child Care Society

I would like to take this opportunity to relate to you the experiences of my family in relation to the Red Deer Child Care Society.

In early 1988 I became acquainted with the Red Deer Daycare Centre when a co-worker recommended the facility to me. I had been experiencing disappointment after disappointment with three other local private daycare facilities and was extremely concerned with the lack of quality childcare we were looking for.

Upon placing our 2½ year old daughter in the Red Deer Daycare Centre my first impressions of the facility were excellent. I was very relieved to know that the facility was very safe, and had an outside play area that was second to none in Red Deer. The meals and snacks the children were provided were nutritious and, as I myself experienced, very delicious as well! The care-givers were all extremely well qualified, and most had been there for a number of years.

My daughter enjoyed all of the activities that Red Deer Daycare Centre offered, such as arts and crafts, and many educational songs and games.. She enjoyed such field trips as swimming at Michener Centre, the visit to the beauty culture department at one of our local High Schools, the Charlotte Diamond concert at the Memorial Centre, and a visit to a local pizza parlour, just to name a few.

To my amazement, she was also able to recognize all the letters of the alphabet when she was just three years old, due to the educational games she and the other children played at daycare!

Her younger sister has also been fortunate enough to experience the same high-quality care available at the Red Deer Daycare Centre. She too has many special recollections of her years at this facility. She will continue to attend Red Deer Daycare for one more year on a part-time basis, as she is scheduled to commence French-Immersion E.C.S. in September. Some of our favorite family-based daycare activities have been the parent/child craft evenings at Christmastime, the muffin mornings and the zoo trips.

We could find less expensive child care, but it would not be the very best care available, as we have experienced at the Red Deer Daycare Centre.

We have experienced various increases in fees through our 8 years at the Red Deer Daycare Centre, but in our opinion, the care which is provided in this facility is top-notch and worth every cent.

It is extremely important for parents who either by choice, or by necessity must leave their children with a part-time or full-time caregiver in their absence, to know that their children are safe.

Most important, it is essential that the child feel secure in their environment.

Other priorities in my view are the experience and dedication of the staff, the cleanliness of the facility, the ratio of staff to the children, and the overall quality of the entire program. These criteria have consistently been met in our 8 years of involvement at this facility.

Carrie and her entire staff have done everything in their capacity to enable my children to experience professional child care as it should be.

I have recommended the Red Deer Daycare Centre to many people because of the consistent high quality program offered. It is my hope that this program will not suffer in the planned budget cuts, as our children are our most important resource!

Sincerely,

A handwritten signature in cursive script, appearing to read "Jennifer Hoffart".

Jennifer Hoffart

c.c. Red Deer Childcare Centre



61 Grant Street  
Red Deer, AB  
T4P 2L3  
(403) 343-9245

June 28, 1995

To the Members of Red Deer City Council's Social Planning Department:

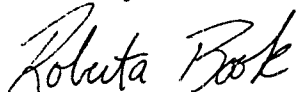
As a single parent earning \$5 an hour, I cannot stress enough how important daycare subsidy is to me. It is sometimes difficult to pay the \$110 that is my portion of daycare fees, but at an unsubsidized rate it would not even be possible to leave my home to work.

Over the past year, the Red Deer Daycare Centre has provided excellent child care for my three year old son. The facilities are both enjoyable and educational for my son, with the location contributing to the high standards of safety maintained by the centre. The daycare staff is of exceptionally high calibre and I can feel good about leaving my son with them when I go to work.

Red Deer Child Care Society has worked very hard to put together fundraisers to buy the centre new equipment, as needed, and to maintain a high standard of child care. I do not believe that they can take on any more fundraising themselves to replace monies now being recieved by the City of Red Deer. Without the funding that the city provides the centre I would be in a constant battle to pay daycare fees for a centre that could not possibly meet the quality care and educational standards that I want for my son.

It is on this last note that I appeal to City Council's Social Planning Department not to reduce funding to the Red Deer Child Care Society. The funding is too valuable to every parent who uses their services.

Sincerely



Roberta L. Book

July 4, 1995

To Whom It May Concern;

I'm writing in regards to government funding to the Red Deer Child Care Society. I have been a single parent for most of my two sons lives (4&6), during this time they have received excellent care from the Red Deer Day Care while I worked full time to support us. If it were not for government subsidy I either would not have been able to work and ended up on welfare or my children would have had second rate child care. As a single working parent it is such a relief to know that your children are being looked after and being loved while you are away from them. I always felt comfortable leaving my children with the staff at the day care this relieves a lot of stress.

So in conclusion please reconsider revoking funding to the Red Deer Child Care Society as it can mean a lot to people and families as myself who depend on a little help while we get back on our feet.

Sincerely

A handwritten signature in cursive script that reads "K. Shingleton". The signature is written in dark ink and is positioned to the right of the word "Sincerely".

K. Shingleton

# 102, 122 Cornett Drive  
Red Deer, Alberta  
T4P 2X3

June 28, 1995

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

Attention: Gail Surkan, Mayor

Dear Ms. Surkan:

**RE: CHILDCARE FUNDING**

I am writing in regards to the possible depletion of funding to the various daycare centres in Red Deer.

As a parent of a four year old child, I am greatly concerned with the cutbacks. I presently receive subsidy from the City of Red Deer and the subsidy board.

The staff at Red Deer Daycare provide my son with the nurturing and care he needs in a safe and productive setting. I feel he is getting the best care possible in the centre and feel I would have to leave my job or find a part-time job in the evenings if funding was cut and the fees were to go up.

In this day and age it is very difficult to provide a safe environment for children, I know I have found one in the Red Deer Daycare. If subsidy was cut, my son would have to be with a private sitter, which would be more expensive and less challenging then the skills and excitement he shows from attending the Red Deer Daycare.

Taylor is provided with interesting activities, stimulating tasks and exciting field trips, all of which I feel are important to a child's growth.

For the past two years, because I have had to work, Taylor has showed extreme growth in his overall ability to complete the tasks he is given.

The staff at the daycare have helped tremendously in the care and protection my child is entitled to receive during the day.

.../2

I certainly hope I am not the only voice heard, and you will take into consideration the children and not just the money factor. Daycare funding is one of the most important issues single working mothers have to face.

I look forward to hearing from you and hope you do not come to the decision of dismissing the education and raising the children of Red Deer need to succeed in their future.

Sincerely,

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

Lisa McPherson, Parent  
Red Deer Daycare

Kelly McConnell  
69 Niven Street  
Red Deer, Alberta  
T4P 1P8

(403) 340-0941

July 4th, 1995

Day Care Review Committee  
c/o Social Planning Department  
Box 5008  
Red Deer, Alberta T4N 3T4

ATTENTION: Rick Assinger - Chairman

Dear Sir:

Re: RED DEER CHILD CARE SOCIETY

It has come to my attention that the Social Planning Department is in the process of reviewing the City's involvement in day care and the allocation of municipal funding. I would like to take this opportunity to give you my opinion on the day care system in Red Deer.

I am a self-supporting single parent who has utilized the Red Deer Day Care Society for the past six years, and I am fortunate to have been receiving high quality care at an affordable portion of my limited budget.

I moved to Red Deer in 1989, to attend college and improve my ability to support my child. I heard about the Red Deer Child Care Society, and enroled my daughter in the society because of the quality in care and facilities, and of course the available subsidy. Without the day care subsidies I would not have been able to afford to attend college, nor would I be able to afford to continue my full-time employment while keeping my children in full-time care.

Both my eight year old daughter, and three year old son have been with the Society for the past six years, and have been positively influenced by each and every child care worker they have been in contact with. I appreciate the friendliness and concern of all employees of the Society that I have dealt with, and I fully support the hard working staff of the Red Deer Child Care Society.

If it were not for the Society's assistance with quality, low cost care, I doubt that most low income families would be able to afford to continue full-time employment and child care, as it would be very difficult to pay out more money from an already constricted financial struggle. I believe that all low income families would meet with an overpowering financial drawback if the Red Deer Child Care Society did not receive the funding from the City of Red Deer to provide the families with quality, low cost child care.

Day Care Review Committee  
July 4th, 1995  
Page 2


As such, I am asking you to carefully consider the choices that you are about to make with respect to day care funding. If the municipal day care funding were to be distributed among private day care, I believe that the availability of good quality care, and subsidised care would deteriorate considerably.

The Red Deer Child Care Society is a non-profit organization that prides itself in quality care, while assisting low income families to afford that quality care. It is this writer's opinion that the Red Deer Child Care Society has been providing a child care system that works, and that the City of Red Deer needs, and can not do without.

Please consider the situation of the parents and children of Red Deer by keeping the Red Deer Child Care Society afloat with the proper municipal funding. If the Red Deer Child Care Society ceased to exist, there would be many parents and children that would lose the very foundation of their livelihood.

Thank you for you time and attention to this matter.

Yours truly,



KELLY L. MCCONNELL  
(Full-time worker and  
Mother of two)

June 30/95

Mr. Rick Assinger, Chairman  
Day Care Review Committee  
c/o Social Planning Dept.  
PO Box 5008  
Red Deer, AB T4N 3T4

Dear Mr Assinger:

I am addressing this letter to you in regards to the funding provided to the Red Deer Child Care Society which assists families with low incomes or children with special needs.

I am a single parent with 2 children who have been enrolled with RDCCS since January 1994. I must praise the RDCCS for their excellent child care programs as I have at present one child in a day home and another in a before and after school program.

My initial contact with RDCCS was due to the fact New Dimensions Family Day Program Inc. advised me that they could not provide my children with care as initially contracted. When I contacted RDCCS they immediately gave me names of providers to interview in an area convenient for me.

Since January 1994 I have had my

children in care and never once have had to seek child care elsewhere due to the unavailability of a provider. This security is very important as we are totally depended on my job and lost earnings would indeed affect my children.

From my point of view this agency is very well run and the enforcement of AFSS Regulations is evident.

If my day care costs were to increase, I would be forced to look into the private sector and truly believe that my children would suffer due to the lack of adhering to government regulations and the stability of care. I speak from past experiences with private sitters.

I ask that the Committee look at the children this funding assists. It is not the child's fault that they are from a single parent family or that they have special needs. They need quality care as much as any other child who is from a family who can afford this without the City's assistance.

Yours Truly

Lynn Sonstie

<Lynn Sonstie, 91 Oliver St. Red Deer, T4P 1W2>



1-5815 57 Avenue  
Red Deer, AB  
T4N 4S5  
July 1, 1995

Buck Assinger, Chairman  
Daycare Review Committee  
c/o Social Planning Department  
Box 5008  
Red Deer, AB  
T4N 3T4

Dear Mr. Assinger:

I am concerned about the proposed cuts in the funding to the Red Deer Child Care Society. I picked the Society because they offered quality care and subsidy for low income families.

I previously had a private sitter and it cost me a lot of money and I was not happy with the care my son was receiving. I contacted the Red Deer Child Care Society in February, 1995, and they put me in touch with the sitter I have now. I'm very happy with the care my son is receiving. He is also very happy there. Every night he tells me what he has done during the day and he even wants to go to the sitter's on the weekend. I never did this with my previous sitter.

I work full time and I earn \$800 per month, after taxes. With being subsidized, (\$110 per month), it's a bit easier to pay rent and other bills. However, if day-care fees are increased, it would be impossible for me to meet my other monthly payments.

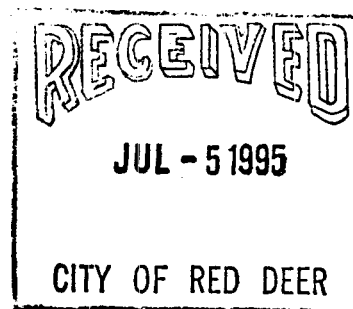
In closing, I'd like you to consider the following questions:

- Have you ever worked for \$6.00 per hour?
- Have you ever wondered how you were going to repair your car when all the money you have goes to bills?
- Have you ever wondered how you'll be able to afford Christmas and birthday presents? (not just son/daughter. Parents, brothers, sisters, nieces, nephews?).
- Have you ever wondered how you're going to buy food?

I trust you'll make the right decision and not cut daycare funding.

Sincerely,  
Shirley Hyvonen

5441 - 35 Street  
Red Deer, AB  
T4N 0S2  
July 4, 1995



Mr. Rick Assinger  
c/o Social Planning Department  
P.O. Box 5008  
Red Deer, AB  
T4N 3T4

Dear Mr. Assinger:

This letter is to *support* the retention of the Additional Child Care Subsidy provided for by the City of Red Deer.

I have received this subsidy for the past four years. As a single parent of five children, the subsidy has afforded my youngest child excellent child care through the Red Deer Family Day Care Program. I cannot thank their administration, their staff, or my provider enough for the superior care my child has received over the years.

However, without the City Subsidy, my meager income would have indeed been strained even further and I would not have had the peace of mind knowing that my child was well cared for.

I *thank* the City of Red Deer for this support over the years and I would ask that they continue to provide this subsidy to others. There are many parents who desperately need this help. I know I certainly did.

---

I would be pleased to expand on my position should you require me to do so.

Sincerely,

Elizabeth LaRose  
Phone: (403) 343-9194

Shylia Anderson [ Faust ]  
#249 Glendale Blvd.  
Red Deer, AB.  
T4P 3L3

June 27/1995

City of Red Deer  
Social Planning Dept.  
Box 5008  
Red Deer, Ab.  
T4N 3T4

Attn: Mr. Rick Assinger  
Chairman, Social Planning Board

Dear Mr. Assinger;

My name is Shylia Anderson [Faust]. I'm addressing you because of the cut backs that are coming to the Red Deer Child Care Society. I'm a single, teen parent; my daughter, Brittney Faust, is attending one of the Day Homes that are provided by the Red Deer Child Care Society.

I'm not pleased to hear about the cut backs that are coming. All parents find it hard enough to put their child/children in Day Care or Day Homes because of their money situation. Personally, parents like myself find it especially hard to afford Child Care and the cut backs don't make it any easier.

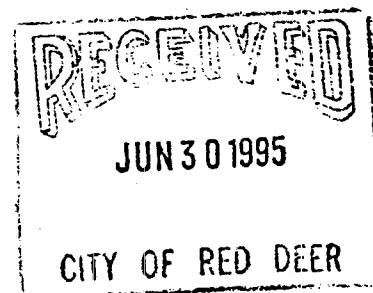
All I want is my child to be safe and her needs taken care of, while I'm in school. I'm not the only one that feels this way. I'm not just speaking for myself but for all the parents that are going to be affected by these cut backs. We all care about children and their welfare.

Please consider your decision about the quality of non-profit Child Care needs before you cut back on our children's future.

Yours Truly,



Shylia Anderson [Faust]  
A concerned parent in Red Deer, AB.



September 20, 1995

To Whom it May Concern,

I am writing to you today as a concerned parent. I am presently receiving subsidy through the Red Deer Child Care Society and would like to continue doing so. Subsidy plays a very important part in my life, it gives me that extra edge to continue my education. If it were not for subsidy, I could not have attended school. Because of Red Deer Child Care Subsidy I completed my high school. I am also presently attending college. Subsidy has enabled me to better myself and can do the same for others as well. I believe Red Deer Child Care Society deserves to receive that extra funding for subsidy, due to the fact that they are helping parents to develop themselves in a positive manner. I think Red Deer Child Care Society is an excellent program and should continue to receive subsidy funding.

Thank you for taking the time to listen.

Yours truly,

Caryanne Johnson

# NEW DIMENSIONS

FAMILY DAY HOME PROGRAM INC.

## PARENTS' LETTERS



4815 - 54th STREET, RED DEER, ALBERTA T4N 2G5 PHONE 346-0888



Sept. 15, 1995

To Members of City Council:

After reading a recent article in the Red Deer Advocate re: Day Care Subsidies, I seriously question Council's reasoning for approving only the Red Deer Child Care Society for additional subsidy funding.

The New Dimensions Family Day Homes are second to none. The quality of care is excellent; there is extensive training for providers and excellent equipment (high chairs and strollers, etc. ) available for use in the homes. The Providers and their spouses must pass a Police screening and the Day Homes must meet strict safety and hygienic standards.

The suggestion that it could cost up to \$20,000 to make the funding more equitable is baffling. Perhaps a simple voucher system could be set up. This way parents could choose the Day Care that has the best location and hours of care to meet their specific child care needs.

Parents should not be forced to use only one Day Care. There are other reputable Day Care programs in our city with which parents are very pleased. Please re-consider how you are spending all tax-payers' monies. Let the parents make the best choices for their children.

Sincerely,

  
Wendy Parker

YES, I AM A SINGLE MOTHER.  
of a Two year old Girl!

YES, I Do work Full time !!

When it came time to put my  
daughter in Day Home. I had no  
choice But to Put in the new  
Dimensions program. Because of me  
working untill 6:00 then till 8:00 one  
day a week. Shift work. which  
is not offered in any other daycare.

I Price was right also. New Dimension  
was the cheapest out of them...

This issue about the Red Deer City <sup>gives</sup> ~~gives~~  
a subsidy for subsidy parents  
was a big surprise to me.

AS I NEVER EVER NO Knowledge  
of it until NOW.

But Knowing this. if had the opportunity  
to switch Dayhomes. I would never change  
in a million years. Because in my heart  
I Know my 2 year Daughter is  
receiving the "Best" Quality care



possible. Her provider Donna McKay  
is the "World Greatest Care giver".

My Daughter has been with Donna  
for over a year now!

She is there for children in her home  
100% individually she's a friend, a teacher  
as ~~my~~ Daughter at 2 can almost  
can count to 10. she's a nurse.  
for when there sick. and a  
wonderful caring individual.

The best thing all is when I am  
at work I have no worry about  
my daughters care I only call  
because I miss her!!

She will Potty training soon.  
and Donna will be there 100% to  
make this a success!!

I have any questions Donna answers  
them with all "honestly"

The Big part about it all is  
conscience of dropping her off.

~~I go~~ She is a 1/2 aback out  
of my way to work. Up my back.  
Alley there she is!!

IN THE winter if I Need to take  
a cab to work if the car would  
start. it's nice Knowing that I.

Know it would not cost me a  
Arm & a leg to go across town  
to drop her off. Than pay to  
get Back to work.

This way if this happened.  
I could always walk to Donna's  
and take a cab from her house.

New Dimensions have always  
been there for me for any questions  
I may have. I love the programs  
they have for there Providers.

they always understand your needs.

My Daughter will be with  
Donna for 4 more years.

It's nice to Know that will have  
the best Quality care.

there is possible. With the same  
provider. Donna is the second

best Person in My Daughters life.

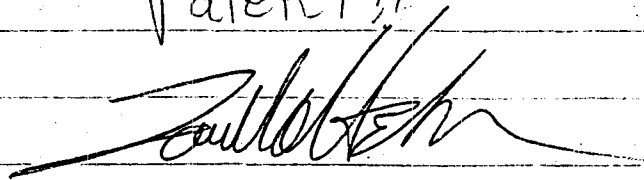
I feel very strongly that  
the City of Red Deer should  
share with all working parents  
that have children.

As ~~per~~ we are most likely  
harder worker people as  
we know we have to make it  
for our children!!

It should be @ Equal For all!!

I Sure would help to make ~~up~~  
sure that there is enough money for  
month instead of enough month for  
the money! We need to SAVE money  
for our child's future know and  
Buy your help a little it would  
easier to save a little more for  
the future!! Instead of just  
making months end!!

a very concerned  
Parent!!

A stylized, cursive handwritten signature in black ink, appearing to read 'Zulbakh'.

#3 Hepworth Close  
Red Deer, AB  
T4N 5M8

Attention: Members of City Council

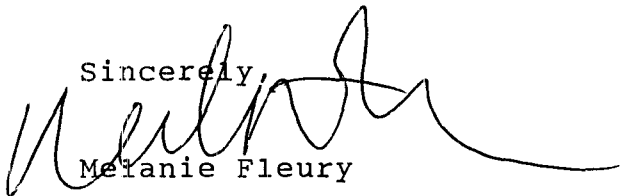
I am disappointed to learn that only parents using Red Deer Child Care Society are receiving an additional subsidy by the city.

I am a one income family and would benefit tremendously if I also received this second subsidy.

I am a single mother of one daughter, and I attend Red Deer College on a full time basis. My daughter has had the best quality child care with New Dimensions since 1992. New Dimensions Day Home has always accommodated the hours and location of care that I needed.

I am extremely pleased with the day home that I use and I continuously recommend New Dimensions to others needing child care.

Thank you for considering my letter.

Sincerely,  
  
Melanie Fleury

Sept. 18, 1995

Members of City Council

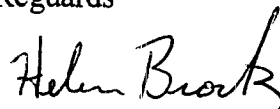
Being that my son has been in both the Red Deer Child Society ( Oct. 1992 to Aug.1993) and the New Dimensions program (Sept. 1993 to the present) and I wish to express my views regarding the quality of care and subsidies/cost of child care in both programs.

The care my son received in both programs was excellent because my son's day home provider remained the same. It is the training and personality of the provider that determines the quality of care that your child receives not what program they are.

Costs and management style are where the two programs differ a lot! I am a non subsidized parent. Therefore, I am looking for the best possible care for my son at a reasonable rate. At the time I left the Red Deer Child Care Society rate was going up to \$ 425.00/month, but my provider was only receiving \$ 357.00 /month ( \$ 17.00/day times 21 days/month). A difference of \$ 68.00/month going to administration and overhead, which is 16% of the total child care fee. Where as New Dimensions paid my provider \$ 367.50/month ( \$17.50/day x 21 days/month)and the fee paid by the parent was only \$ 370.00/month. Less than 1% of fee going to administration & overhead Any time there has been an increase in fees my provider has also received an increase, at present my fee is only \$395.00/month still way below what it would cost me at the Red Deer child Care Society when I left. My provider now gets \$18.00/day , therefore about 4.5% of the cost goes to administration & overhead this includes the loss of one provincial subsidy. Both programs provided the caregiver with the same basic safety equipment for my son, if anything the equipment supplied by New Dimensions was a newer version, than that of the Red Deer Child Care Society.

The City subsidy going only to the Red Deer Child Society is subsidizing the society with their top heavy administration & overhead and not low income families of Red Deer. Just think how the same subsidies would go with only 4.5% overhead instead of 16%. The child's quality of care would remain the same as all day homes are regulated by the Provincial Government.

Regards

A handwritten signature in black ink, appearing to read 'Helen Brock', with a stylized, cursive script.

Helen Brock

Sept 18/15

## Members of City Council

My name is Penny Gilson, I am a single working parent of a four year old. I choose to use New Dimensions Family Dayhome Program, to provide care for my son. I would like to inform all members of council that the quality of care my son receives is something I wouldn't trade for anything. My son has been in Donna's home for 3 years. I do not agree that The Red Doe Child Care Society offers a better quality of care. Donna's home is a place that my child enjoys going to and I know he is treated with love and understanding. Donna has always been flexible with hours both while I've been working and when I was a student.

As a single working parent, trying to find money to pay for everything is often difficult, meaning that sometimes there isn't much left after paying the bills. I feel that it is unfair that only parents who use R.D. Child Care Society be eligible for the city subsidy. A subsidy from the city should not be given out based on a parent's personal choice of child care. All parents should have equal access to this extra subsidy based only on whether they need it financially. This subsidy should not be political, it should be fair to all parents and children, and not left strictly in the hands of the R.D. Child Care Society.

Penny Gilson

2-67 Greenham Drive,  
Red Deer, Alberta  
T4P 2X8  
September 13, 1995

Dear Sir or Madam,

I am writing this letter on behalf of my son's daycare program, New Dimensions. I am concerned with the possibility that our program will not be subsidized and that our program will receive the benefits from the city. Not only do I find this unfair democratically but I feel this puts real pressure on our program to survive and work effectively.

We moved to Red Deer two years ago. We have no family here and my husband and I both work. He has a full time position and I work as a substitute teacher. I phoned Red Deer Child Care Society, New Dimensions and one other facility (I believe it was Normandeau) and wanted information about care for our son who was then one year old. New Dimensions was the only program to respond promptly and positively. I was told care is awkward for a young child in diapers by one program and was not contacted at all by the other. I would not have been able to work even part-time if New Dimensions and the wonderful lady who cares for my son were not there. I have now used New Dimensions as my daycare and enjoy their extra programs (ie) Teddy Bear Music. for the last two years and have started yet another. I find their services personable, efficient, loving, thoughtful and effective. Their homes are conveniently located and updates of program information are given regularly.

I hope that others have enjoyed the same experience that I have and I only hope that these services continue for others in the future.

Sincerely,  
Judy Windrom, BEd.  
(Judy Windrom)

Sept 15, 1995

City of Red Deer Council,

To whom it may concern,

I am very concerned and upset concerning your proposals that only non-profit - (Red Deer) daycares are eligible for a second subsidy for low income families.

I am a working mother of two, who has used the services of new Dimensions for the last 2 1/2 years.

They have truly been a real blessing for me, and my small children as I returned to work.

But, the financial aspect becomes of grave concern, because even though I'm not low income, yet, my husband's work is very unstable and who knows what the future holds.

The last cut in grants to daycares, resulted in an increase in "all" fees to compensate, so I can foresee that I may face another increase again.

I feel that "all of the families who work & pay taxes, should be treated equally.



Pg. 2.

And we should have a choice to take our children, where they are happy. We should not be penalized, as after all some one has to make a profit and run independent businesses. We're always being told that we have to work to improve our economy, and quality of life.

I admire people like Gy Stewart Director of New Dimensions for choosing to take the initiative to run her own business in this present economy.

Yours Truly  
Linda Baggaley  
mother of two  
Taxpayer-

#13 Edis Close  
Red Deer, Alberta T4R 2E4

September 14, 1995

Members of City Council:

I have been recently advised that you have decided how taxpayer monies (my money) is going to be spent in regards to child-care services. Let me clear as a Federal, Provincial and Municipal taxpayer, just how I want my money to be spent...

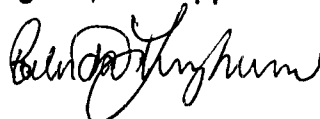
My family has recently been confronted with corporate "down-sizing", as you can assume - we have lost a substantial portion of our income; as a result I have returned to school, and am now employed in a part time position. Because I have returned to school we now require child-care services.

Please let it be known that our child means the world to us, and we would not jeopardize his care or safety for anything - let alone money! Prior to my return to school I researched various child-care facilities; facilities that would provide a nurturing, growth oriented, small group and safe environment, as well as be reasonably accommodating for my sporadic class scheduling. I chose New Dimensions Family Day Home Program, please note that my decision was not based on cost - but on the quality of services I was looking for.

As mentioned earlier, my family's income has somewhat been recently displaced, however we do not receive subsidy, but I can emphasize with family's that do receive subsidy because lets face it child-care can be an large expense.

I can understand the commotion in respect to unequal municipal subsidy provisions, based on where your child gets care. This is truly an injustice for all taxpayers whom have children, and want them to get the best care from their chosen child-care provider! It should not be government whom chooses where our children go to get the best care, we are the parents and we should make the choice - after all aren't we a democracy? Shouldn't the people's choice (parents in this case) be carried out by our elected members, whom are suppose be accountable to us? Besides, who's money are you using for these subsidies? Isn't our's (taxpayers) whom you so willingly disregard? You all need to step back and rethink your last incorrect decision and make amendments to reflect what your constituency wants.

Signed, a disappointed taxpayer,

A handwritten signature in dark ink, appearing to read 'Belinda Tryhurn', written in a cursive style.

Belinda Tryhurn

September 14, 1995

Gy Siewert  
New Dimensions  
Family Day Home Program Inc.  
4815 - 54th Street  
Red Deer Alberta T4N 2G5

Dear Gy,

Thank you for your information provided in the correspondence to parents, dated September 13, 1995. This issue was of concern to me three years ago, and was a motivating factor to leave Red Deer Child Care and begin to use the services of your organization.

Although I am nearing the end of my years of needing child care, I am pleased that people are taking these issues under consideration and that the funding practices of the City with respect to Red Deer Child Care are being scrutinized.

My situation with Red Deer Child Care Society began during 1992, when they raised my fees considerably for before and after school care. My daughter was being cared for by a day home provider and I had previously used Red Deer Child Care for one of the "in-school" programs (Dawe Centre). With the considerable increase I thought that a portion must be going to the providers and was alarmed to find out that this was not the case. The providers were also concerned that the increase was needed totally for "administration". I wrote to them in support of the providers and the administrative response spurred me to take a closer look at the situation. I began to question their administration costs and this is when I learned of the subsidy situation. I was told that any assistance from the City was for the special needs program; I believe it is called the Focus Program. At about the same time there was an informal telephone survey done regarding fees, etc., and this is when I learned that it is not only funding the City was providing, but also they provided some special privileges or arrangement with respect to facilities for the group before and after school program. They justified the increase by saying the provincial subsidy for before and after school care was insufficient to cover the costs of this program so I began to feel that I was paying higher fees as an un-subsidized parent to help balance the "administration" ledger that wasn't subsidized in one way or another. Adding insult to injury was the thought of a few of my tax dollars being allotted to this situation. I felt like I was paying them twice. Please understand that I am not against assistance for those who need it as I have in the past required child care subsidy and fully appreciate its value.

Complicating the matter was that Red Deer Child Care had, for the most part, "cornered the market" for organized before and after school care. Perhaps it has changed since then, but as I investigated alternatives for before and after school care, I learned that few organized child care programs provide care for school age children, so parents had to seek private care (which is not my preference due to the uncertainty involved), or use the Red Deer Child Care Program. I discovered that before and after school care is not feasible for privately owned programs due to the "market edge" this organization has through the use of city facilities (i.e., Dawe Centre).

.../2

Needless to say I was quite furious with the whole situation so I wrote to a Council member, urging them to look into this with consideration of equality for all parents and organizations providing child care services, and more so, how our tax dollars are being spent. I hoped that through needed changes, I and others would have a choice in child care programs. Unfortunately, since I had put this well behind me until your receiving your letter, I cannot find copies of the correspondence to or from Red Deer Child Care or my letter to the Council member.

As I was already using Red Deer Child Care for my daughter when my son was born, I chose, for convenience, to use the same organization. Soon after my "run in" with them, my daughter out grew the need for before and after school care and I moved my son to your organization. Another reason for my change was that I felt that, due to previous experience, the Red Deer Child Care supervisor for my area would not provide adequate administrative support.

It didn't take long to notice the difference in day home programs. All providers, no matter which organization, are qualified and provide good care largely because of government regulations, etc., but the level of administrative support, resources and materials provided by New Dimensions is superior. It is the level of administrative support that can make a good provider an outstanding provider. These observations made me question how come a non-profit, double subsidized organization cannot provide services on the same level as privately owned program. I must also add that I am aware that you also stretch your administration budget to cover shift-work care, support special needs providers and consistently give exceptional service to parents. Not only do I question the continued funding and preferential support of Red Deer Child Care, I am disheartened that other children, due to financial dependence on Red Deer Child Care, cannot enjoy the level of care that we have been so fortunate to discover through New Dimensions.

I have written this letter to you directly, rather than City Council as I wanted to give you the background of my experience. Although it was some time ago, I think my recollection is reasonably accurate. I do not require child care subsidy and therefore feel I have no basis to approach City Council in that regard. My support for you comes from a slightly different direction; as a tax payer seeking accountability for City funding, as an advocate for quality child care and as a believer that parents should have a choice of programs, regardless of financial circumstances. Child care programs like yours provide an invaluable service and for this reason, I would encourage the City to make private programs available to other children through fair access to the "second subsidy".

Please feel free to redirect this letter, in whole or part, to City Council. I wish you well with your efforts to support community needs and, through the children, the communities of the future.

Best regards,

A handwritten signature in black ink, appearing to read "K Vanderzwan". The signature is fluid and cursive, with a large initial "K" and a long, sweeping underline.

Kelly Vanderzwan  
Parent

Jodi Olstad  
60 Kirkland Dr.  
Red Deer, Alberta  
T4P 3P3  
(403) 347-1495

City of Red Deer  
Red Deer, Alberta

Members of City Council:

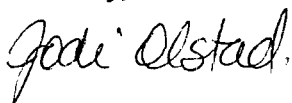
I am writing in regards to the City of Red Deer Day Care Subsidy Program. I am currently receiving partial subsidy from the Government of Alberta and am shocked and quite upset to learn about the discrimination involved in the Red Deer Program..

I did take my first child to the Red Deer Child Care Society, but found the prices (\$30+ per day) for an infant to be outrageous and unfair. I was never informed about the subsidy from neither the Government nor the City, yet I would have qualified for full subsidy. The care itself was not up to the standards that I demand to have for the care of my children. I quickly withdrew.

I am currently with New Dimensions Day Home and have been very pleased with the office staff (always helpful) and the great care that has been provided for my children. I am somewhat angry that I am being denied extra help in the form of subsidy, to assist in paying my child care, just because I chose what I determined to be the best atmosphere to have my children in. It is not easy to be a working mother and the quality and afford ability of child care is a top priority. The portion of my child care that I have to pay is still a struggle and I think that I deserve a chance to be subsidized by the City as much as any other resident.

Chairman Rick Assinger seems to think that it would cost too much to administer this to other Child Care centres (which I think is a very high estimate and not an annual figure). I believe that the City money belongs to us the tax payers, and I do not see why one person in need cannot be granted the same rights as another.

Sincerely,



Jodi Olstad  
Jr. Accountant  
Red Deer Regional Hospital

## Members of City Council

I am a single mother who is attending college. I have chosen to put my 15 month old son in the New Dimensions family day home, where he is receiving excellent care. One of the good things about this day home is she is located very close to the college, and it is convenient for my situation. I think it is very unfair that I, among many others, are being penalized for our choices and other are being rewarded for theirs. I think you should consider being fair instead of "practical."

This second subsidy should be available to everyone not just the "chosen few" whom put their children in the All-Mighty R.D. Child care society.

Jo Anne Boyce.

Sept. 15-95

I'm a mother of two, a single parent with one daughter in New Dimensions Day home.

Being in the position of some government assistance, I've seen cut backs in every aspect of our social net, from housing to social services. Now the government is trying to dictate who can raise our children because we are not fortunate enough to be wealthy and stay home to raise our children ourselves.

I certainly didn't just throw my child in the first dayhome that came along.

Although I only had little time to find one, I checked out both city and private. I spoke to many parents about their daycares and called each and every one to see what they offer in regards to care.

This is a choice. Two tier child care now as well?

By subsidizing only particular child care agencies, you are making our system two tier. You are not giving low income families the choice of child care. meaning the wealthy ~~receive~~ receive the best care while the poor are left with second rate and lower standard care.

Saying New Dimensions is lower standard or not up to subsidy standards is a sad way and excuse not to receive certain subsidies.

The reason I chose New Dimensions was because of their high standards compared to other agencies "including" the city's.

New Dimensions offers terrific meals,

and snacks, field trips, exercise in the gym, individual attention, personal hygiene, friendship, crafts, learning love and caring. Happy children. This I did not see in any city day care. My child is happy, she loves her caregiver as well as her family. I plan to have my daughter there until she's in school. Unless "you" prevent that.

I would like to know ~~how~~ how many of the people making this decision is affected by it. Probably none. Therefore instead of on paper, I think the people making this decision should look in the faces of the low income people this affects: the single mothers and fathers, the caregivers, the children who are tossed around from day home to dayhome until government makes up their mind what is more important.

It's time the government made cuts that will hurt them a touch and learn what the poor had to learn to do, all along: that's without!

Angie-Marie Garcia



Sept 14/95

To Whomever It May Concern:

I am writing in regards to the additional subsidy provided by the City of Red Deer. I think it is unfair that this is provided only for subsidized parents using Red Deer Child Care Society. I have come through New Dimensions Family Dayhome reasons being, I am a parent with concerns regarding the quality of care for my 14 month old son, I am a full-time student and a single parent. Financially I find it very hard to make ends meet and a second subsidy would definitely assist ~~in~~ this! I think it very unfair and pray this "rule" will be changed as I <sup>think</sup> speak for many single parents and full-time students at R.D.C.

Jherley Schepansky  
# 340-8554.

To: City Council

BEST ATTAINABLE  
IMAGE

I, Barbara Ekdaal would like to emphasize how I feel towards subsidize families, of the City in Red Deer. First and foremost point is we all should be equally qualified for subsidy as low income families affect us all. I am a single parent and currently with New Dimension's Family Day Home Program. I can not say enough about the Day Home. My daughter (Dawn) is happy, content, and looks forward to see her provider. This is worth more than any extra money in our pocket. I would not change this for anything! My provider spends quality time with Dawn. New Dimension's are always upgrading our provider's - sending them to courses, having social's which they meet professional's to exchange idea's, and encourage and help each other. They are now in the process of providing Red Deer College with experience and training of Day Home Program's, which will be beneficial to the student and also my provider to learn new and exciting idea's. New Dimension also supplies the Day Home's with equipment and supplies which are needed for each individual child. It is very impressive the supervision the Home has on each and every child within their program.

I am now working where week-end's a shift work is mandatory. No other Day Care or Day Home with provide evening or week-end provider's - especially on Sunday's and Holiday's. The quality

(2)

of care, location of Day Home's, Hours and day's are beyond any mean's beneficial to anyone that is working or looking for a job. I really can't see how you can justify your standards and support your decision on one child care Society. I am only getting a partial subsidy, but would not be able to work without the help I am receiving now. I can not emphasize as a Red Deer citizen how unfair this seem's and we should not be in a category.

I thank you for giving us a chance to hear our disappointments and opinions.

Barbara Kkdahl

BEST ATTAINABLE  
IMAGE

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# NEW DIMENSIONS

FAMILY DAY HOME PROGRAM INC.

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## PROVIDERS' LETTERS



4815 - 54th STREET, RED DEER, ALBERTA T4N 2G5    PHONE 346-0888



September 19, 1995

To Whom It May Concern:

I would like to address some of the issues raised at last Monday's Council meeting.

I am a Family Day Home Provider and have been since October, 1986. During that time I have been contracted with New Dimensions Family Day Home Inc.

Unlike some Providers who have had many, many children pass through their homes, I have had relatively few placements, as a consequence my Dayhome has been very stable. I have been fortunate to obtain clients whose employment situation has not been adversely affected by these changing economic times. Other Providers have not been so lucky.

Currently I am accommodating four families/five children. All of these placements are considered part-time. With New Dimensions Family Day Home their daily rate is \$19.50 per day. These parents pay on a per use basis, the same rate as a full-time parent would pay. With the Red Deer Child Care Society these parents would be charged anywhere from \$24.06 to \$27.50 per day. I believe that City Council is already aware that as a New Dimensions Family Day Home Provider my rate of pay is higher than that of a Red Deer Childcare Provider. It is my contention that perhaps the Red Deer Child Care Society is dependent upon its' subsidized clients because they have priced themselves out of their market with respect to part-time parents.

With regards to customer satisfaction, I have had and currently still have clients in my home for a long period of time. One family has been receiving service from me since June of 1987. I have seen both of their children from babyhood to kindergarten/Grade 1. This is not the only family that I have provided long term care for. Recently a little girl "graduated" from my Dayhome to Grade 1. I had this child since she was fourteen months old. I have a little boy in care who just entered ECS. This child I have had in care since he was two. As you can see, parents who use my Dayhome must be satisfied with the care, otherwise they would not stay this long.

I would also like to address my dismay at some of the comments made at last week's Council meeting. I do not feel that children are at risk of being "bloodied" in my Dayhome as Councillor Pimm suggested. His statements were so blatantly inflammatory that I am curious as to his source of information. This type of argument is at the very least unprofessional and seems to me to be indicative of desperate people. Imagine my shock as a City of Red Deer taxpayer to be maligned in such a way because as a Provider I am subject to the same regulatory process as any other Child Care Worker in this city.

Dayhome Providers and Daycare Centres are part of the ever-growing service industry. All of us in this field must be cognizant of the needs of our market in order to provide the citizens of Red Deer with the type of child care services they deserve.

Doreen Wingert

To : Social Planning Department

P.O. Box 5008, Red Deer,

T4N 3T4

Sept. 18, 1995

Members of City Council,

I am writing to you regarding the 1995 Day Care Review. I want to tell you who I am and my role in child care. I am Teresa Gouw, presently a provider of New Dimensions Family Day Home Program. I'm a Early Childhood Development graduate from the Red Deer College in 1984. I have a Certificate of Accreditation of the Step Ahead Program, received of May, 1995. I was employed with the Red Deer Child Care Society in 1984 to 1993 at the Normandeau Day Care Centre. My position was child care worker and in the later 4 years the senior child care worker, an assistant to the Director.

I am pleased to be given this opportunity to be heard. Low-income families all need help. Parents shouldn't be forced to use one day care service for city subsidy. It is not fair to the parents or the children. Finding the type of care that will accomodate the parents needs as well as the child's are being affected by being forced to use care that offers the second subsidy. Therefore by making funding available to all programs in the City of Red Deer the parent can choose the best suited care whether it is the hours of care needed, or location and most importantly quality.

There is some suggestion or position taken that child care offered by a privately owned program is not up to the same standards of the City program or a non-profit program. I will have to disagree with this conclusion.

New Dimensions has to follow the same regulations set by Social Services as the program operated by the Red Deer Child Care Society. The standards in some areas are as good or even higher. New Dimensions providers have been given lists of safety policies some of which go above and beyond government regulations. As providers we are also required to take and obtain a Provider Certificate of Accreditation in the Step Ahead Provider Training Program through the Alberta Association Family Day Home Services; attendance of workshops, training courses; and the Annual Family Day Home Provider Conference. As you can see New Dimensions has high expectations of providers to be professionals.

I have always taken my professionalism in Day Care seriously and have provided top quality care for all children where ever I'm employed. With my education and experience I provide a quality filled program in my home: safe and clean environment; meeting government regulations; warmth, hugs and compassion; nutritious snacks and meals; planned outings to places like the library, gym, swimming, parks, special community events; cooking activities; crafts; play centers. I recognize each child as an individual with individual needs and strengths.

Whether I am employed through a non-profit or a privately owned program, I feel I'm providing quality care and parents should have access to my qualities, education and experience. There are many other providers that have the same back ground as I and those who don't are working



towards bettering their programs on a daily basis. We want the best for low-income parents and their children. I feel we providers are giving as equal quality of care through the New Dimensions Family Day Home Program as others in the Red Deer Child Care Society.

Remember, I was considered to be "quality" when employed through the Red Deer Child Care Society, and because I have chosen a new avenue does not mean I am less professional in my job today.

So don't only allow a small group of people to get more help than others. Let the low-income families make their own choices of care.

Thank you,

Teresa Gouw

Sept. 20, 1995

Mayor & City Councils

We are addressing the concern of a secondary subsidy only offered to the Red Deer Childcare Society,

As providers that have worked for Red Deer Childcare Society's, FOCUS Program, and at the present time for New Dimensions, we strongly feel that the present use of the City Subsidy is unfair.

We have cared for many children throughout the years with special needs and on regular programs, who have, and could have benefited from the City Subsidy. Presently we both have children who would benefit from the City Subsidy. One single parent at present is working two jobs, so she doesn't have to get Social Assistance. Another single parent with two children could also benefit greatly with the added subsidy. A third family who was in the Red Deer Child Care Society and received the secondary subsidy, then moved with provider to the New Dimensions Program, with the move there was an additional \$10.00. The reason for the little increase in cost was that the Red Deer Childcare Society fees were greater, but the benefit of the extra \$10.00 would have helped out this parent.

We strongly feel that ALL low income parents with children should have an opportunity to use this City Subsidy. We believe the subsidy should go directly to the parent in need, not the program. We believe that the parent should be allowed to choose a non-profit or private provincially licensed program, and receive the secondary subsidy. We feel that this subsidy should be available for ALL low income families in this community.

Yours Truly

Nancy Dawson  
Nonna Salomons

Sept 16/95

To Whom it may concern.

This is a letter stating my feelings and opinions on the controversy surrounding the Red Deer Child Care's second subsidy that is provided by the City of Red Deer.

In this age of equal opportunity and supposedly non-prejudicial societies I find it appalling that Red Deer Child Care has access to a second subsidy that is not available to any other parents or agencies in the City. It seems to be very unfair that a low income parent, trying to rise above poverty, be forced to go to only one agency in town because that is the only place where her/his income will allow her to go. Any amount of money will be the deciding factor when you have no money to speak of. I am a Day Home Provider and have been for six years, four of those years I was a special needs provider with The Red Deer Child Care Society. The inference made that the Society offers better quality service than other agencies in Red Deer is, in my opinion, simply not true. Since resigning from the Red Deer Child Care and being hired by New Dimensions I have been treated as a professional by professionals in every sense of the word. In my opinion every parent whose income determines that they qualify for extra

subsidy, have that subsidy available to them no matter what agency they decide to take their child to. Money should not be the deciding factor. The decision should be based on where they feel their child will receive the best possible care, and just possibly that care will be found somewhere other than the Red Deer Child Care Society.

I hope your decision is a fair and wise one.

Sincerely,  
Valerie Penner

Sept 19/95

To whom it may concern,

As a day home provider and child care professional, I question Council's decision to subsidize only low-income families using the Red Deer Child Care Society.

First of all, it is common practice to encourage parents to find the quality care that best suits their needs. By offering the subsidy only through the Society, especially in this day of cutbacks, where budget restraint is the norm, a parent's choice in care is limited. There are a number of agencies in the City designed to fulfill any number of child care needs. These agencies, in their own right, also provide quality care.

As a day home provider for New Dimensions, we are encouraged to keep our homes at above licensing standards, continue our education, and provide quality programming for the children in our care.

Secondly, I question, why all monies go to one agency. As a tax payer, I view this as unfair use of our tax monies. Should it not be more evenly distributed?

Sincerely,  
Janice Manning

TO. City Councillors:

I am a provider with New Dimensions Family Day Home Program. I'm proud of the quality child care I provide.

I think that it is most unfair of the City of Reservoir for not making funds available to all low income families who need help with child care expenses.

Because so many single mom's work shift hours they can not use public transportation. The cost of taxis really takes a big bite out of their budget. That little extra help could go along way.

Thankyou:

Donna McKay.

September 17, 1995

25 Watson St  
Red Deer, Alberta  
T4N-5X7

Members of City Council

Re: Day Care Review

I have had the opportunity to work for two of the Family Day Home agencies here in the city. I resent the position taken that child care offered by a privately owned program is not up to the standards of the city program. Comparing the two programs I have worked for New Dimensions is by far the best. It was New Dimensions who started on the Step Ahead training program first, the other programs dragged there feet until everything was in place. If you check you will find the city program was the last to implement this training for there providers.

If the city program is so good why did they lose several of there providers to New Dimensions program. It was brought to your attention but once again our views were ignored.

I don't think its fair that the city program gets all of the other subsidy. Our parents deserve a break in there child care fees.

Sincerely  
Barb Sluggett

**LETTERS FROM PARENTS OF  
RIVERSIDE DAY CARE**



September 19, 1995

Gail Obst  
4414 53 Street Cres.  
Red Deer, AB T4N 2G2

Social Planning Department  
4th Floor, City Hall  
P.O. Box 5008  
Red Deer, T4N 3T4

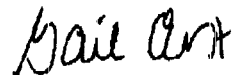
RE: Day Care Review, City of Red Deer, 1995

My two children have attended Riverside Day Care for the past 4 years and 1 year respectively. Before that they were in day homes run by New Dimensions and Red Day Care Society. In my experience at Riverside and with New Dimensions I have found that the people involved are very much concerned with providing quality day care, and quality programs for children. My children have received good care in all situations. (Now that my oldest child is in school he is able to attend Riverside Day Care for before and after school care.)

When we used a day home through Red Deer Day Care Society, we payed top money for care, \$3 to \$5 more than other day cares charged at the time. What really bothered me was that the care giver received \$5 or \$6 less than the total I paid per day, and this is a "not for profit" organization?

I believe that all day cares should have equal footing, all be given equal opportunity, and be encouraged to provide the best care possible. They all provide a valuable service and offer choices to families in location, accessibility, programs etc.

Sincerely,



Gail Obst

SOCIAL PLANNING DEPARTMENT

RE: DAYCARE REVIEW 1995  
SEPT. 20/95

AFTER STUDYING THE 1995 DAYCARE REVIEW FOR RED DEER, AS PARENTS OF TWO CHILDREN IN RED DEER'S DAYCARE SYSTEM, THESE ARE THE FOLLOWING OBSERVATIONS. WE ARE SUBMITTING THESE OBSERVATIONS TO THE SOCIAL PLANNING DEPARTMENT AT THE REQUEST OF THE PRIVATE DAYCARE THAT CARES FOR OUR CHILDREN, RIVERSIDE DAYCARE.

- WE CURRENTLY HAVE TWO CHILDREN ATTEND RIVERSIDE DAYCARE IN RED DEER, ONE PRE-SCHOOL AGED CHILD (AGE 3) AND ANOTHER IN GRADE TWO (AGE 6). WE HAVE BEEN EXTREMELY PLEASED WITH THE VERY PROFESSIONAL, PERSONALIZED SERVICE WE RECEIVE AND THE GENUINE CARING GIVEN BY ALL THE WORKERS ON A DAILY BASIS. OUR EXPERIENCE HAS BEEN, THEY ARE MORE THAN JUST A BUSINESS, THEY INDEED TAKE A LEGITIMATE RESPONSIBILITY IN THE GROWTH OF CHILDREN THEY CARE FOR.

- WE HAVE PLACED OUR CHILDREN IN OTHER DAYCARES WITHIN THE RED DEER CHILDCARE PROGRAM AND HAVE FOUND THAT OUR CHILDREN ARE MORE COMFORTABLE AT RIVERSIDE. ALSO, WE HAVE FOUND RIVERSIDE WORKS WITH US TO HELP MEET OUR SCHEDULE WITH REDUCED RATES FOR REDUCED HOURS, WHEREAS THE RED DEER CHILD CARE SOCIETY DID NOT ATTEMPT TO WORK WITH US AT ALL, WITH WHAT APPEARED TO BE NON-FLEXIBLE RATES.

- I WAS DISTURBED BY SOME OF THE COMMENTS IN THE 1995 DAY CARE REVIEW BY RED DEER COLLEGE. IT SEEMED TO BE A SLAM AGAINST PRIVATE DAYCARE OPERATORS RATHER THAN GIVING SOME POSITIVE POINTS ABOUT WORKING TOGETHER WITH PRIVATE OPERATORS. AS PARENTS, WE ARE VERY IMPRESSED WITH THE PRIVATE OPERATOR WE ARE INVOLVED WITH (RIVERSIDE DAYCARE) AND THE RED DEER COLLEGE CHILD CARE PROGRAM REPORT MAKES IT SOUND LIKE PRIVATE DAYCARES ARE SECOND RATE AND NOT DESERVING OF CITY FUNDING.

- WE ARE A MIDDLE INCOME FAMILY, AS WE BELIEVE THERE ARE MANY IN RED DEER AND WE DO NOT QUALIFY FOR MUCH OF THE EXTRA FUNDING BEING TALKED ABOUT. ALTHOUGH WE WOULD LIKE TO SEE LOW INCOME PARENTS WITH THE OPPORTUNITY OF CHOOSING WHICH DAYCARE IN THE CITY THEY SEND THEIR CHILDREN TO, THEN HAVE THE FUNDING GO TO THAT DAYCARE. NOT JUST BECAUSE IT'S A NON-PROFIT FACILITY. IT APPEARS WE ARE NOT GIVING THE PARENTS THE CHOICE OF WHERE TO SEND THEIR CHILDREN. WE BELIEVE THE PARENTS SHOULD BE GIVEN THE OPPORTUNITY TO MAKE THEIR SELECTION OF DAYCARE BASED ON THEIR PRIORITIES. THEY MIGHT SELECT A PRIVATE DAYCARE BECAUSE OF THE LOCATION OR QUALITY OF CARE, BUT IF CERTAIN FUNDING ISN'T AVAILABLE TO THEM, THEY MAY HAVE TO GO WITH A NON-PROFIT DAYCARE THEY MAY NOT BE COMFORTABLE WITH. ACCOUNTING WISE, THIS MAY NOT BE FEASIBLE, BUT IT WOULD BE FAIRER AND MORE EVENLY DISTRIBUTE THE FUNDS TO THOSE IN NEED.

- THE POINTS IN THE REPORT ARE TOO NUMEROUS TO GO INTO AT LENGTH, ALTHOUGH WE FEEL THE PRIVATE DAYCARES SURVIVE BECAUSE OF SUPPLY AND DEMAND AND WILL CONTINUE TO OPERATE DUE TO GOOD QUALITY SERVICE. THE EQUIPMENT AND STANDARDS WE'VE WITNESSED IS OUTSTANDING AND WOULD LIKE TO SEE THE CITY GIVE SOME SUPPORT TO BOTH PRIVATE OPERATORS AND NON-PROFIT OPERATORS IF POSSIBLE (PERHAPS A 50-50 SPLIT). SHRINKING BUDGETS ARE A REALITY THESE DAYS AND THE FUTURE MAY DICTATE A REDUCED AMOUNT OF FUNDING TO DAYCARES FROM THE CITY OR NO CITY FUNDING AT ALL, WITH NEW WAYS INVESTIGATED OF RAISING THOSE FUNDS. THE BOTTOM LINE OF COURSE, IS THAT DECISIONS ARE MADE WITH THE GOAL OF PROVIDING GOOD SOUND CARE FOR OUR CHILDREN IN RED DEER.

THANKS FOR YOUR TIME,

ALAN AND VIRGINIA REDEL (HOME PH. 347-4215, ADDRESS #17 OOSTONE GREEN)

**LETTERS FROM PARENTS OF  
TOWNE CENTRE DAY CARE**



# **Towne Centre DAYCARE**

4813 - 47 Street, Red Deer, Alta. T4N 1R3  
PHONE 340-3860

THE CITY OF RED DEER	
RECEIVED	
TIME	
DATE	Sept 30/95
BY	fr

**DATE:** September 19, 1995

**TO:** Members of the Council

**FROM:** Billy Ramji  
Towne Centre Day Care

**RE:** 1995 DAY CARE REVIEW - RED DEER

Upon reading the above mentioned review I would like to make the following comments and recommendations:

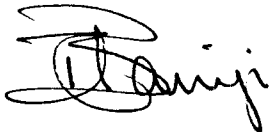
1. Whether for profit or not-for-profit I think the well being of our children should be the focus of this issue. Having said so, by providing the Red Deer Day Care and Normandeau Day Care Centres, we are restricting parents from making an unbiased choice. With the current financial difficulties that a lot of low income families are facing, it is only logical for these parents to choose a day care that costs minimal. If we are to provide parents with a fair choice, then the additional subsidy that the City is providing the Red Deer Child Care Society should be provided to all centres. After all, the subsidy is strictly to supplement low income parents not increase profits.
2. A majority of the services provided by the RDCCS can be accessed through profit organizations just as easily.
3. Let us, the business people, create competition in terms of quality care; let the parents choose which centre they want in terms of quality not in terms of cost. In order to accomplish this the City would have to let all parents access the additional funding from all centres not selected centres.
4. We would recommend that the City terminate the funding to the RDCCS as at April 30, 1996. To replace it the City should introduce a voucher system for the eligible parents. For example, if a parent has been approved for Provincial subsidy then they should automatically be approved for the City subsidy. In order to apply for it, the parent should:
  - a) Take their letter of approval from the Provincial Government to the City and get a voucher to be presented to the day care of their choice.

- b) At the end of the month, the day care operator would send the vouchers and a copy of the hours used by the child to the City and get a cheque.

This would ensure the City would only be paying for actual hours and to participating centres. The details of this procedure would require more in depth planning.

- 5. In order to be fair to the RDCCS, the City should also honour their agreement in regards to loan and debentures. When these are paid in full at the end of December 1998, the City should sell the Red Deer Day Care and Normandeau Day Care facilities for \$1.00, as per recommendations 4 and 5 of the 1995 Day Care Review Report. The duration of this agreement is enough for the respective centres to complete renovations and ultimately own their own projects.
- 6. If the City is not able to come to an agreement in terms of offering this subsidy to all eligible parents in all centres, then the City should may be look at allocating these funds to the numerous other services that children can benefit from that are otherwise facing cut backs.
- 7. In conclusion, the issues are:
  - a) how to maximize the benefit to all low income parents at all centres
  - b) let parents choose a child care centre based on quality of care not price

I hope Council will take these comments and recommendations into consideration at the September 25, 1995 meeting. Our aim is to provide the best for our children who are the future.



Billy Ramji  
Director



5420 - 43 Street,  
Red Deer, Alberta T4N 1C9

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CITY CLERK  
c/o  
City of Red Deer  
4914-48 Ave.  
Red Deer, AB.  
T4N 3T4

ATTN: KELLY BLOSS

RE: DAY CARE FUNDING

Dear Kelly,

As a parent and also a taxpayer the above issue has been brought to my attention and I feel I must voice an opinion in regards to this matter.

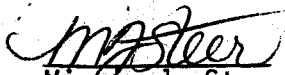
I have a child who attends daycare within the City and I feel it is unfair that only two of the daycares receive this type of funding.

Funding should be made available to all of the daycares in order that they may all provide proper and above standard care for our children.

Depending on where a person lives and works within the City has great bearing on where they may choose to place their children in daycare. It is appalling to think that the City provides funds to only two daycares within the City. The two daycares chosen for this type of funding may not be located conveniently for some, does this then mean we either drive across town with our children in order to take advantage of programs offered or do we then settle for a daycare that is not one of the chosen two."

The bottom line is the care provided for our children should be equal no matter which daycare we may choose to take our children to. They deserve top quality care which can only be obtained with sufficient funds for all concerned. We must create a level playing field for both the children and the providers of that field.

Yours Truly,

  
Minnie J. Steer

THE CITY OF RED DEER	
CLERK'S DEPARTMENT	
RECEIVED	
TIME	
DATE	Sept 20/95
BY	J

To The City of Red Deer  
and members of Council:

On regards to the distributing of the new  
money for child subsidy, I would like to  
inform you of my concerns as a parent.

I ~~am~~ believe it is unfair to give the funds  
to only two daycares in Red Deer. This limits my  
options for my child. When choosing a centre to  
care for my child, I want the best care possible.  
At the funds are dispersed selectively, my choices are  
one of two. This may mean that the care to my  
child may not be the very best, which is what  
our children deserve. I think it would be better  
to distribute the money equally to all daycares.  
or not at all to be financially unbiased.

Of this so too costly to be administered, it would  
be more beneficial for the children involved if  
the funds went to another cause. It would provide  
such services as a help phone or counselling  
for children in need of help. It's make it fair  
for all children so that they have the best  
help and care we as a society can provide.

Sincerely,  
Alley Roberts  
233 Edmund Park  
Red Deer AB.

DATE	10/20/95
BY	

Kelly Kloss,

I have recently been made aware that the Red Deer Child Care Society is receiving subsidy from the City of Red Deer. I strongly oppose this extra funding to parents only placing their children in these daycares and dayhomes. I feel that if a subsidy for Red Deer parents is to be offered it should be based solely on their income not on the choice of daycare facility. I suggest you either abolish the subsidy or offer it to all Red Deer parents. Thank you

THE CITY OF RED DEER	
CITY CLERK'S OFFICE	
RECEIVED	
TIME	
DATE	Apr 120/95
BY	L

Jennifer Gorsalitz

Jennifer Gorsalitz

TH# 21 Box 5111

Red Deer College

Red Deer

T4N 6P6

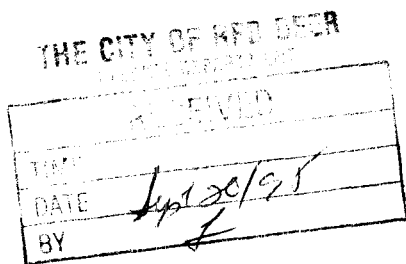


Sept 14/95.

To whom it may concern:

Regarding subsidy of Normandeau Day  
Care and Red Deer Day Society.

I really don't agree with just  
subsidizing only these two programs,  
when there are many more day cares  
in Red Deer who provide all the  
nurturing, teaching and great morals  
to our children. I have been with  
Town Centre Day for a year now and  
my children are very happy with  
the staff and grown to care a  
great deal for these people. These  
programs (Normandeau Day Care)  
are very costly, where as I know  
my children are well looked after  
at Town Centre Day Care, and ~~the~~  
my portion of my Day Care fee  
isn't outrageous like Normandeau.  
I feel this is wrong for all the  
other Day Care's who uses the subsidy.  
They should have every right to  
have the subsidy provided for them.  
I feel its all or nothing.



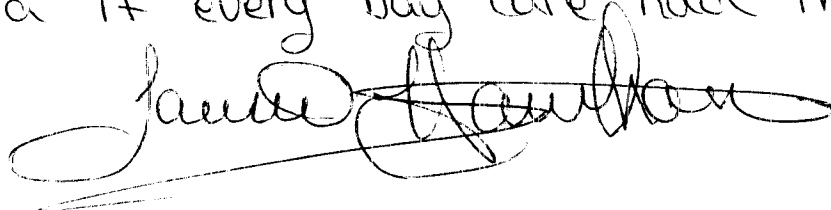
Yours truly

Valerie Leachard  
199 Overdown Drive  
Red Deer, AB

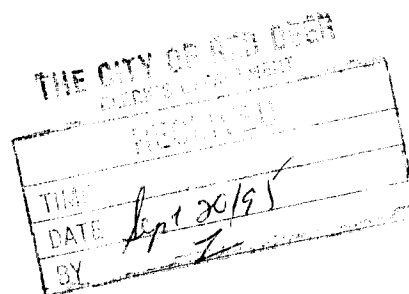
Sept 14/15

To: City of Red Deer

I'm a single mom, and I am on  
subsitty, And I feel really safe leaving  
my child at the Day care we are at.  
But If I would like to get help from  
your company, I would have to move  
to another Day care, why? I don't  
think that is a very good system  
you have. I think any mother/father  
that need's your help should be able  
to let her/his child/children attend a  
Day Care, they feel happiest, and SAFE with.  
So I think ~~if~~ ~~would~~ would be a  
good idea if every Day care had this.



Laurie Hawthorn  
101 5115 44 Street  
Red Deer AB.



To the Red Deer City Counsellors

It has been brought to my attention that there is money available to further subsidize Day Care and that all the money should be given to Normandeau / Red Deer Day Care. I strongly feel that this decision would be unwise.

As a mother of a ten month old baby boy I have recently become involved in the Towne Centre Day Care. I am a single mom and I am in need of subsidy. I have found that every penny counts. If all the money is given to Red Deer ~~Child~~ <sup>Day</sup> Care / Normandeau I would have no choice but to enroll my child in either one of them because of financial reasons NOT because of personal reasons. I feel that in order to give me as a parent a choice in which Day Care I leave my child the money should be distributed to all the Day Cares in the city. If all the Day Cares do not receive any of the money I feel that the quality of care would be jeopardized. Two Day Cares would thrive <sup>some</sup> ~~others~~ will just survive others would close.

I personally have chosen the Towne Centre Day Care because of the location and the excellent reviews from other parents. The Day Care is very close to where I work I am able to go visit my son ~~only~~ lunch break and put him to sleep which is very important to me. I am very ~~great~~ <sup>grateful</sup> that I have that CHOICE.

If a reasonable decision can not be reached I feel that the money should go to some program that

involving children that has been affected  
by act the government cut backs.

Thank you for the  
opportunity to express  
my views

Janet Burghardt  
203 7140 Park Ave Square  
Red Deer, AB

THE CITY OF RED DEER	
PLANNING DEPARTMENT	
RECEIVED	
TIME	
DATE	Sept 20/91
BY	<i>[Signature]</i>

**LETTERS FROM PARENTS OF  
EXPRESSIONS DAY CARE**

Sept. 15, 1995

I have reviewed the "1995 Day Care Review: Red Deer" and noted your statements under the Non-Profit Sector page 13. They indicate the Non Profit Sector are better than the Private Sector in community involvement, quality of care, staff development, family benefits, and higher provincial standards.

I must admit until I read this Review I was unaware Non Profit Day Cares existed. In any case my child has been attending Expressions, Eastview for the last 2 1/2 years. I can say with confidence how pleased we have been with the care, attention, family activities, and professionalism displayed by the staff toward our son and the other children. Based on my experience with this day care I cannot understand your criticisms of the Private Sector.

I was also surprised to hear City Council is promoting an additional subsidy to the Non Profit Sector but not to the Private Sector. This strikes me as being contrary to City Council stance of encouraging the growth of the Private Sector.

This will be perceived as providing the Non Profit Sector with an unfair competitive edge over the Private Sector. This direction will only lead to families moving their children from Private Day Cares to Non Profit Day Cares simply due to lower costs. The end result is the Day Care market totally controlled by the Non Profit Sector. This to me is not a fair business practice.

Yours Truly  
Rick Walsh  
4745 56 ST  
Red Deer Alta.

THE CITY OF RED DEER  
CLERK'S DEPARTMENT

RECEIVED	
TIME	4:23 PM
DATE	95/09/15
BY	FL

September 14, 1995

Attn: Red Deer City Council

Re: Day Care Funding Assistance

My understanding of the entire picture may be somewhat simple. Subsidies or funding assistance whatever you would like to refer to it as, are for parent(s) - more importantly the children of these parent(s). The funding is to be used to assist in the expense of *quality* child care while the parent(s) are working.

How do you judge a *quality* day care facility? As a parent you check all the day care facilities, references from people who have their children at various day cares, visit the day cares, tour the facilities, check staffing qualifications, ask questions and compare, compare, compare.

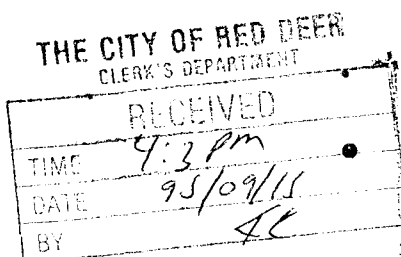
I believe the best situation is to be able to choose the *quality* day care facility based on the best facility not the number of subsidies available at the facility.

If there is a *quality* day care out there, I believe the choice should not be swayed by the subsidies available, but the value your child / children will receive at that facility.

Who's to say which facility is the best day care for your child? The parent must decide and should be able to provide equal advantages to their children, no matter what their financial situation. The children are our future - let the parent(s) decide the best facility for their children based on *quality* not the amount of subsidies available at one facility over the next.

By distributing day care funding assistance to already subsidized facilities are you not making the decision for the parent(s) who need day care services?, because let's face it, the cost of child care is a very real and major expense.

- let the decision be made by the parent(s)
- let the parent(s) decide on the day care facility they will have their children attend based on quality, not if there are extra subsidies available
- distribute the funding based on applications from the parent's and day cares who are attending quality facilities of their choice and distribute the funding accordingly or  
distribute the funding based on the % of assisted families attending a quality day care facility and distribute the funding accordingly and most of all ensure the children are receiving the needed funding, so all have access to quality run day care facilities



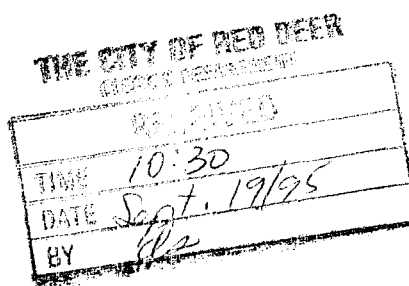
LET THE CHOICE BE QUALITY, NOT SUBSIDIES !!!

Thank you  
*Beth Edens* 3829-50A.07 RED DEER T4P 1K4  
Beth Edens / Parent (child in a *QUALITY* day care facility @ Expressions Child Care Centre Ltd.)



September 14, 1995

Councilors for the City of Red Deer  
City of Red Deer  
Box 5008  
Red Deer, AB  
T4N 3T4



Ladies and Gentlemen

My husband, Fleming, and I have two children in a daycare and have taken the time to put our feelings on paper for you, and hopefully you will have time to read them.

We have been using Expressions Child Care since August of 1990. We started with one child at a monthly fee of \$330.00 and now have two children in the center and pay \$875.00.

Our reasons for choosing this "privately owned" center (and to stay there) were many and varied but just to touch the surface here are some examples:

- Our children are in a licensed center. Routine and unexpected visits by inspectors was important to us.
- Menus are approved by a Health Board and by the end of the day at the center our children have 4/5ths of the requirements of the Canada Food Guide. I have often said that our children probably eat better at daycare than we do at home.
- Staff are educated in both first aid and child care. I have been told that provincial regulations require that 1 in 4 staff members have, at least, a level 2 or 3 diploma. Based on last year's numbers, Expressions Child Care had only 1 in 9 staff members with a level 1...the remaining had levels 2 or 3.
- The center is large, has lots of natural light
- Being located close to a bus stop encourages field trips to the pool, theatrical performances, gymnastics, and the library to name a few.
- Its close proximity to the park system, especially Bower Ponds is definitely an advantage to the children.(i.e. for both recreation and field trips planned to enhance the themes currently underway)
- Visits to the local nursing home to visit "Grandmas and Grandpas" are enjoyed by the children and the seniors. I can only think of positive lessons learned by the children when they get to sing and do arts and crafts with the residents. (I think their favorite resident is "Ernie")
- From day one the staff at our center have encouraged family involvement. Just *some* of the events offered are **Family luncheons for Mothers and Fathers Day, & Thanksgiving, Christmas, Easter. "Muffin Mornings"** at which parents are encouraged to stay a little bit longer during their morning "drop off" and have a muffin and juice with the children and staff. **Swimming and Skating parties, Summer barbecues with at least 6 activities** for the children and their parents to participate in. As well, members of our family have never been discouraged from dropping by to say hi to the children or read a story to their classrooms.

- Special needs children have been at Expressions. I as a parent encourage this. My husband and I feel that having our children learn, play, argue and share with all children regardless of capabilities or limitations will teach them tolerance, understanding and compassion. We praise the staff working with these children. I see the Special Needs teachers arrive at the same time as their students. These teachers are not considered in the required ratios of the other children in the center.

- In 1990 as we began our search, I would eavesdrop on the children and playing in the yard. I liked the way in which the staff supervised, played with, and at times disciplined the children. Surprise visits by us and our family were not discouraged. Questions and, most importantly, concerns were always addressed. Although the staff has changed since then, our approval of the current staff remains the same and if anything we are more impressed.

I do not write this letter as a parent who simply sees the surface of the center and like what I see. Every morning (for 5 years) I have spent no less than 20 minutes each morning at the center playing with both our daughters and the other children. I have been in each and every room, played with just about every activity. I see the other parents drop off their children and hear their comments and instructions to the staff. I make it a point to get to know the staff and learn from their perspectives and backgrounds. I see the staff at Expressions make a personal commitment to each and every child. They work very, very hard and are damn good at what they do! *In an average year I spend 130 hours at the center and therefore am very passionate when I recommend this center to any parent looking for child care regardless of their income. My husband and I are very fortunate not to require subsidies for the Child Care our girls receive. However if we did require financial assistance from City funds we would simply assume that the City would be respecting our decision as responsible, loving and protective parents about who will look after our children and where it would be. We cannot imagine being told that we would have to chose another center to get additional funding.*

If the City of Red Deer is to continue to fund child care, albeit it indirectly, we ask that all parents from Red Deer have the same opportunities no matter which program they may enroll their children in. If this is not feasible, set those funds aside to a local agency, or combination of agencies, whose main focus is children. As a last resort, if the Red Deer Child Care Society is to continue with its assistance from our local government, *criterion should be put implemented to ensure that these funds are going only to offset the cost of the child care for low income families living in Red Deer. these funds should not go towards the operating budget or program planning.* As taxpayers we do not want the funds to be handed over to the program as a whole and we do not want people living in the surrounding counties using these City facilities paid for by the people of Red Deer.

Thank you for your time.

Sincerely,

Tammy Bowden-Kaastrup

Fleming Kaastrup

September 14, 1995

The City of Red Deer  
City Hall  
Red Deer, Alberta

Dear Sir/Madam:

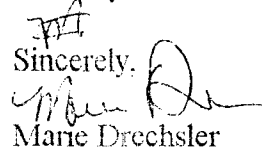
RE: Day Care Subsidy Review

I have recently had the opportunity to read through the above mentioned review, and as a private sector day care user, have some concerns that I would like to bring forward to you with regards to this review.

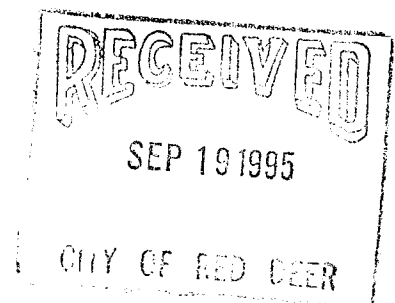
I was not aware that the City of Red Deer provides its "Non-profit" daycares with a \$100,000+ subsidy which is not available to the private daycares. I feel this places the private daycares at a great disadvantage. I believe that it would be difficult to make a large profit running a daycare and that much of the profits are put back into the daycare so the children can enjoy an even better facility. Of course, the Non-profit daycares, due to this additional subsidy, can even do more in this respect, placing the private daycares at a disadvantage. The wage difference that the two sectors of daycares pay, I feel, could also be linked back to this subsidy. The staff is one of the most important, if not the MOST important, asset that the daycare can have. They look after our children when we cannot. If there is an unequal pay scale between these two sectors, then it would be difficult for the private daycares to keep their staff. This can have a negative effect on the care. I certainly am not saying that my children don't get good care, because the Expressions Day Care does give them very good care. I do feel that low turn over of the staff can help give the children more stable and consistent care. By giving the subsidy to the Non-profit daycares, the City of Red Deer is creating this problem.

The private daycares give love and attention to our children when, we, the parents, must be away from them. They maintain very high standards with regards to the facilities and the staff members. I do not feel that the Non-profit sector can say that they maintain higher standards than the private operations. I feel that this is a very insulting remark -- that I am not giving my children the best. I feel that they are getting THE BEST and that the private daycares give as much as they can to our children. They may not have the same financial backing as the Non-profit daycares, but money cannot buy the love that my children receive everyday that they are at the Expressions Daycare.

I thank you for taking the time to read my comments.

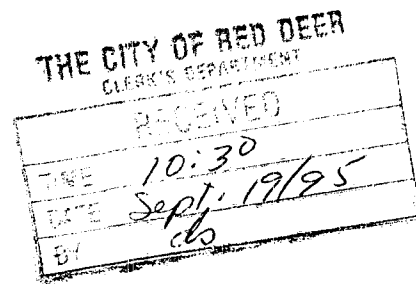
  
Sincerely,  
Marie Drechsler

RR 2  
Red Deer, Alberta T4N 5E2



**LETTERS FROM INTERESTED  
CITIZENS  
OR  
DAY CARE OPERATION  
NOT IDENTIFIED**

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



Attention: Town Council  
re. 1995 Daycare Review

After viewing the "1995 Day Care Review," I would like to offer my congratulations to those individuals involved with preparing this lengthy report. I'm sure many hours of research and thought were put into it's production. I would like to offer my comments on the recommendations.

- Recommendation 6 - That the City continue to provide adequate funding for the maintenance of Red Deer Day Care Centre and Normandeau Day Care Centre.

I do not think the City should be providing minor maintenance to facilities under a lease agreement. Usually the Lessee is responsible for maintaining the premises in good repair with respect to minor repairs.

- 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 to the facility.

Again, continued maintenance of the facility should not include minor maintenance.

- 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.

This recommendation is in direct conflict with not 1, but all three philosophy recommendations.

Philosophy 1: In funding City owned facilities, only those children (not all), will receive the benefits.

Philosophy 2: The value of daycare as a support service seems to only apply to those programs under the umbrella of the Red Deer Child Care Society.

Philosophy 3: I think this one speaks for itself, as there is no allocation of subsidies to families choosing to attend private programs.

- 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.

Again, as long as your children (not all) are attending City owned Day Care Facilities.

- Recommendation 10 & 11 - That a management audit of Red Deer Child Care Society be done in 1996 related to the funding provided by the City. 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.

It is my understanding that the cost per child of City owned Daycare Facilities is \$5.60. This compares with a cost of \$3.09 per child where my children attend. I would hope that each facility has maintained accounting records in accordance with Government and Society regulations. I would like to see this audit completed and published by the end of the first quarter, 1996. I am also disappointed that the City would consider retaining funds that were originally allocated for subsidies in the area of Family Support Services.

- 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.

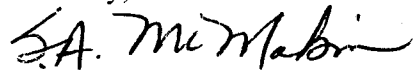
Again, only city funded facilities and operations are being considered here.

- Recommendation 13 & 14 - These Agreements need to be reviewed and revised to eliminate City support.

In conclusion, I am disappointed with the focus of these recommendations. With the exception of the first three, each recommendation (6 through 14) does not have the welfare of the families who have chosen to attend a Day Care Facility other than those owned and operated by the City.

I am impressed with the first 3 recommendations and would support any program or initiative that may evolve from them as long as it keeps the welfare of the children first and foremost.

Sincerely,

A handwritten signature in black ink, appearing to read "S.A. McMakin".

Sam McMakin

Laurie L. Blanke  
3421 - 43 Avenue  
Red Deer, Alberta  
T4N 3B2

September 15, 1995

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

THE CITY OF RED DEER	
CLERK'S DEPARTMENT	
RECEIVED	
TIME	9:23 PM
DATE	95/09/15
BY	KC

RE: 1995 Day Care Review:

Dear Committee Members:

I would like to submit my thoughts and suggestions related to the 1995 Day Care Review. I am a mother of two and utilize a private day-care service in Red Deer. I am very satisfied with all aspects of this centre, including quality care, competent staff members and equipment and supplies used in child care.

I feel that <sup>it</sup> is with a presumptive attitude that the non-profit centres are stating that the for-profit facilities are "cutting corners" in areas such as staffing, supplies, food, etc. I feel this is totally misrepresenting the facts to judge all the profit centres with this overview.

In the past 6½ years I have had my children enrolled in two different private centres in Red Deer, with excellent care received at each. Both these centres have had families with a varying degree of incomes attending. I cannot understand why these centres are being excluded in having extra subsidies for their families with greater needs. Why is the City dictating where these families must go for such a need? Is this not an infringement of our Freedmom of Choice? Why is it just the few who utilize the non-profit centres that are allowed extra help?

As a tax payer in this City I feel that all the children here are special and need to have quality care, and I do not agree that the City can dictate that it is only at its centres that any extra monetary help can go. Why do the non-profit centres get unique subsidies that the children in all centres could benefit from?

To summarize, I feel the private and non-profit centres should be operating on an equal scale, giving all families, regardless of income, the opportunity to enroll their children in the centre that they feel best suites their needs. Any subsidy needed should be equally assessable in any day care setting in this City.

Please remember that the needs of all children are "special", not just the needs of "special" children .

Thank you,

*Laurie Blanke*

City Clerk  
City of Red Deer  
2nd floor, 4914 - 48 Avenue  
Red Deer, Alberta

September 14, 1995

ATTENTION: KELLY KLOSS

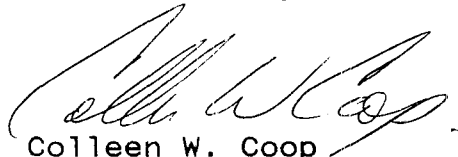
Dear Sir/Madam;

RE: CHILD CARE SUBSIDY

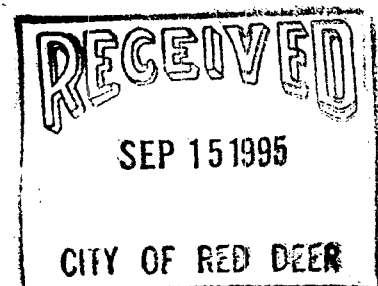
I am a single parent who is receiving a child care subsidy from Alberta Social Services. I am also a home owner who contributes property taxes to pay for programs like the City Child Care subsidy.

I am very much opposed to contributing to a program of subsidy whereby parents must choose one of the two subsidized daycares in order to qualify for city subsidy. I would suggest either the City subsidize all day care centres equally, or they should subsidize parents directly based on a needs test. This way parents would still have a choice of who provides care for their children.

The current system is unfair and needs to be changed.



Colleen W. Coop  
176 Pamela Avenue  
Red Deer, Alberta  
T4P 1J2





Sept 18/95

Idea minutes of City Council,

I am a day home provider working for New Dimensions Family Day Home. I think it is very unfair that parents through our program do not receive as much subsidy. Providers pay the city. We are qualified providers, as competent as the city program. I'm sure.

When joining New Dimensions, we are thoroughly pleased and part of our contract is agreeing to participate in ongoing training programs.

We also have completed a training program to become certified, and the program is now mandatory with all staff with new dimensions. So I'm sure you can see our providers are highly qualified.

As for our business families, I'm sure they need financial help just as everyone else.

As for myself, if our program received the same subsidy; perhaps this would mean more children in our program, which would help to provide our day homes with more placements.

Thank you  
Sincerely,  
Mrs. Patricia Allen

169 Overdown Dr.  
Typ 126

**DATE:** September 26, 1995  
**TO:** Director of Community Services  
**FROM:** City Clerk  
**RE:** DAY CARE MANAGEMENT REVIEW

---

At the Council Meeting of September 25, 1995, consideration was again given to the above topic, and at which meeting the following resolutions were introduced and passed:

"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."

"RESOLVED that Council of The City of Red Deer recommend to the new Council that an additional \$50,000.00 be approved in the 1996 Social Planning budget to be earmarked for users of child care services offered by private day care operators."

"RESOLVED that Council of The City of Red Deer, having considered the report entitled '1995 Day Care Review', hereby agrees that through the Office of the Mayor, a letter be forwarded to the Honourable Mike Cardinal, Minister of Social Services, expressing concern regarding the decrease in provincial operating allowances for Day Care and the need to ensure that subsidy for low income families is available at levels which ensure access to affordable, quality care."

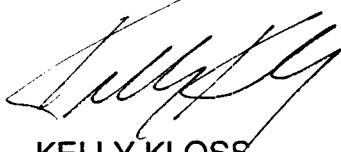
Director of Community Services  
September 26, 1995  
Page 2

"RESOLVED that Council of The City of Red Deer, having considered the report entitled '1995 Day Care Review', hereby agrees that through the Office of the Mayor, a letter be sent to the Honourable Lloyd Axworthy, Minister of Human Resources Development, expressing our belief in the need for a national Day Care strategy and further expressing concern regarding the potential impact on day care with the announced changes to federal social transfer payments."

With regard to the agreement with the Red Deer Child Care Society, Council generally agreed that one of the clauses of the agreement would allow for the renegotiating of same at any time. The rationale for this was to allow for some flexibility in the event that major changes came as a result of provincial or federal day care alterations.

I ask that you extend thanks, on behalf of Council, to the members of the Review Committee for their hours and dedication in preparing the 1995 Day Care Review.

I'll be forwarding a request to the Director of Corporate Services to include the recommendation to the new Council for additional day care funding for the 1996 budget deliberations.



KELLY KLOSS  
City Clerk

KK/fm

cc. Director of Corporate Services  
Social Planning Manager  
Red Deer Child Care Society, Noreen Spencer

**FILE**

**DATE:** September 26, 1995  
**TO:** Social Planning Manager  
**FROM:** City Clerk  
**RE:** 1995 DAY CARE REVIEW

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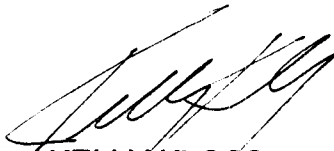
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"RESOLVED that Council of The City of Red Deer, having considered the report entitled '1995 Day Care Review', hereby agrees that through the Office of the Mayor, a letter be forwarded to the Honourable Mike Cardinal, Minister of Social Services, expressing concern regarding the decrease in provincial operating allowances for Day Care and the need to ensure that subsidy for low income families is available at levels which ensure access to affordable, quality care."

"RESOLVED that Council of The City of Red Deer, having considered the report entitled '1995 Day Care Review', hereby agrees that through the Office of the Mayor, a letter be sent to the Honourable Lloyd Axworthy, Minister of Human Resources Development, expressing our belief in the need for a national Day Care strategy and further expressing concern regarding the potential impact on day care with the announced changes to federal social transfer payments."

As outlined in the above resolutions, letters are to be drafted through the Office of the Mayor. As a result of your knowledge in this area, I ask that you would draft these letters on behalf of the Mayor, with a copy to myself.

Thanks.

  
KELLY KLOSS  
City Clerk

**THE CITY OF RED DEER SUBSIDIZATION OF DAY CARE**

**COMMENTS & RECOMMENDATIONS**

**TO THE**

**1995 DAY CARE REVIEW REPORT**

**Prepared for Submission to City Council, September 25, 1995**

**Frieda McDougall**  
**Red Deer, Alberta**

## **INTRODUCTION**

The 1995 Day Care Review as requested by the Red Deer City Council in January, 1995, and presented back to Council by way of a written report to the Council Meeting of September 11, 1995, has raised the profile of day care services to public attention. Specifically, the issue of financial support from the City of Red Deer to non-profit day care, namely the Red Deer Child Care Society, has come under scrutiny.

To private operators, and parents of children enrolled in private day care, this review has been of significant interest. The 1995 Day Care Review Committee invited all operators, and random parents from all day cares, to participate in the Review Process. However, the timing of the Review and the ambiguity of the questions asked precluded many potential participants from becoming involved. The Review was conducted over the summer, a time when many parents and operators are on holidays and otherwise unavailable for out-of-the-home involvements. As well, the initial invitation to attend included questions regarding the adequacy of Provincial Standards, staff/child ratios, and level of staff training. Providing that the Day Care is fully licensed under current Provincial authorities it was unclear as to what this had to do with City of Red Deer funding.

For those of us able to participate at Review Committee meetings, the invitation and opportunity were appreciated. I was however, very disappointed to read a completed report which seemed to denigrate the issue of day care subsidization to a discourse on the merits of public (non-profit) day care over private, with the final recommendation leaving a current inadequate and unequal funding system unchanged.

At the Council Meeting of September 11, 1995, due to the 1995 Day Care Review Report's public release only three days prior, Council determined to table the issue to the September 25, 1995 Council Meeting to allow operators and parents an opportunity to fully review and comment upon the report. In response to this opportunity, what follows are my comments and recommendations.

## **PARAMETERS**

Much of the 1995 Day Care Review Report was perceived to be biased in favour of the Red Deer Child Care Society specifically, and non-profit day care in general. In order to substantiate these perceptions it was established that the following information was required from all day cares located in the City of Red Deer:

- current rates
- the minimum monthly fee required from a fully subsidized parent
- levels of training
- cost per child in providing service

(Much of this information was also being collected by the Social Planning Department, City of Red Deer, at the request of City Council for additional financial information.)

Based on information provided in Appendix E of the 1995 Day Care Review report, it was established that the following additional specific information was required of the Red Deer Child Care Society:

- if no City of Red Deer funding is spent on administration, how is it allocated and utilized
- how is eligibility established for additional subsidy
- how often are financial figures of applicants reviewed
- how are Society programs and staff/child ratios significantly different from other programs

A third resource was the Alberta Family & Social Service Department, Day Care Subsidy Program, from whom we requested information regarding:

- eligibility criteria
- frequency of financial review of recipients

## **RESULTS**

Overall, the response from most day cares was very open and informative when Operators were advised of my desire to make informed comment to the 1995 Day Care Review Report. In particular, perhaps because of their own desire for information, private Operators were most helpful.

I encountered two agencies from whom responses seemed inadequate and almost evasive. These were the Red Deer Child Care Society and the Day Care Subsidy Program. This is specifically mentioned here because these agencies are integral to the provision of day care in Red Deer and the issue of funding for subsidization specifically affects them.

As a non-profit agency funded by Federal (C.A.P. - Canada Assistance Plan), Provincial (Alberta Day Care Operating Allowance and Alberta Day Care Subsidy Program), and Municipal (City of Red Deer) Governments, I understood that Program Reports/Reviews and Financial Statements of the Red Deer Child Care Society should be available for public scrutiny. Though the Society was willing to describe their programs and the fees for those programs, several requests for information were denied. In particular:

Question #1 If no City of Red Deer funding is spent on administration, how is it allocated and utilized? I was assured that no City funding was used towards administration. That the funds went directly to the fees of children enrolled in day care.

When day cares receive their Operating Allowance for the children enrolled in the program it is based on the number and ages of children and is intended to defray costs incurred in operating a centre. In other day cares, that allowance plus the fees charged for that child (whether from the parent or through subsidy) equal the revenue gained through that child's enrolment.

$$\text{Operating Allowance} + \text{Monthly Fee} = \text{Revenue}$$



This revenue is compounded for all children enrolled and from the total revenue, expenses are deducted.

How then, can administration costs be withheld from that formula when essentially there are only three sources of income per child - fees, operating allowance and subsidy (Provincial and City).

This question was clearly not answered and therefore a request was made for the Society's audited financial statement (in the hope that I could assess how the fees were allocated against expenses). The response was that it was Board policy not to release that type of information. It is available to Society members only and a Society member is one who has a child enrolled in one of the programs of the Society. They did however make available a copy of the 1995 and 1996 Operating Budget which is attached as Appendix A for your information. You will note that as a financial document it is particularly poor in that no figures are presented for personnel and that a category such as "Other" represents, without description, over \$200,000.00.

Question #2 How is eligibility established for the additional subsidy which is made available through City of Red Deer funding? Apparently there is a sliding scale, used for the past three years, which is based upon the income standards of Alberta Day Care Subsidy, except that they have a slightly "broader window" in their income levels. When asked what would be the maximum or minimum subsidy a person could receive, of City of Red Deer's funding, the response was that it was complex and it would be hard to give figures. A request for a copy of the "Sliding Scale" was also denied as there are so many factors that have to be taken into account that a view of the scale alone would not aid in understanding the subsidization. They did however say that all parents must go through an initial screening (completion of an application form), they must endeavour to access other resources (Social Services) and not have those resources accessible to them, and they must present their last three months pay stubs. Ongoing eligibility is reviewed dependent upon the nature of their employment, ie. temporary, casual, full time, etc.

The Society did offer a tour of their facilities, which I accepted at the Red Deer Day Care Centre. The Centre was attractive, well maintained, and appeared to be well run. It was however, not significantly different from any other program other than their integrated E.C.S. program which is funded by Alberta Education and therefore is beyond the scope of this review.

The Alberta Day Care Subsidy Program was equally unwilling to provide information on eligibility criteria. I was told that it is an income based program, therefore the applicants expense or debt load is not factored in. Eligibility includes the incomes of the parent(s), the number of dependents, and the fees charged by the program chosen. It would seem that since there are not a significant number of factors to consider that the income levels or scale of eligibility would be simple to communicate. I gained no information as to these figures. I was told that recipients must be enrolled in a licensed day care or approved day home and that eligibility is reviewed anytime there is a change in circumstance, ie. temporary position becoming full time, etc. These reviews could occur monthly or quarterly or annually dependent upon the applicant's situation and the majority of recipients are reviewed at least quarterly.

### What I Did Learn

The following tables and commentaries reflect the responses to the questions outlined under Parameters, for all day cares. (Some tables may be incomplete due to time constraints in acquiring and/or providing the information.) Centres are identified by number in any table used, as follows:

- |                                  |                              |
|----------------------------------|------------------------------|
| 1. Expressions (three locations) | 2. Highland Green/Morrisroe  |
| 3. Lotsa Tots                    | 4. New Dimensions            |
| 5. Normandeau/Red Deer Day Care  | 6. Red Deer Day Home Program |
| 7. Red Deer College/Play Matters | 8. Red Deer College Day Home |
| 9. Riverside                     | 10. Town Centre              |

m = month y = year

### **Current Monthly Rates by Age**

	1	2	3	4	5	6	7	8	9	10
0 - 19 m				395	560	425	520	425		430
3 - 35 m	460				400					
19 - 35 m		330		395		425	480	425	400	430
3 - 4.5 y		330		395	440	425	480	425	400	390
3 m - 6 y	425		410							
4.5 - 6 y		330		395	440	425	480	425	400	390
shift				420						

Monthly fees vary greatly, however, it is interesting to note that it is the two non-profit day cares who have the highest fees. As you will see, ratios and/or programs do not differ to the same degree.

### **Minimum Monthly Fee Required From A Fully Subsidized Parent**

	1	2	3	4	5	6	7	8	9	10
0 - 19 m	130		150	135	110	110	200	110		90
3 - 35 m										170
19 - 35 m	200	70	150	135	110	110	220	110	140	
3 - 4.5 y	165	70	150	135	110	110	220	110	140	130
3 m - 6 y										
4.5 - 6 y	165	70	150	135	110	110	220	110	140	130
shift				160						

Subsidies also vary greatly. The City of Red Deer funding towards subsidization in the Red Deer Child Care Society programs is well documented.

### **Levels of Training**

Levels of Training in staff varied between Centres however, each Centre fully complied with Provincial Standards. Level 1 staff were minimally represented and in most cases held a primary position such as cook, while providing direct child care only as required.

In almost every centre, Provincial standards were exceeded with Level 3's or higher well represented.

In the Family Day Homes a Provincial training program called Step Up is available to providers. Only one of the programs (private) has made it mandatory for all its providers to be enrolled in this training.

### **Child/Staff Ratios**

Again, Provincial standards governed the policy of most centres, however, in practise 100% of day cares exceeded standards. Day cares responded to child/staff ratios in terms of the needs of the children represented, not what policy dictated. In example after example operators described situations in which they regularly exceeded standards, ie. when the majority of a particular age group are highly represented by the youngest age (in a toddler room where out of 12 children age 19 to 35 months, 8 of those children were under 24 months); or in centre accommodating a large number of 6 year olds (in E.C.S.), the centres were fully staffed for those numbers even when the children were in school. The Red Deer Child Care Society was the only one who indicated policy which directed higher ratios than those set by the province.

### **Costs Per Child In Providing Service**

1.	Expressions (three locations)	\$ 3.09
2.	Highland Green/Morrisroe	
3.	Lotsa Tots	
4.	New Dimensions	\$ 3.00
5.	Normandeau/Red Deer Day Care	\$ 4.74/5.60 (1993 Annual Report)
6.	Red Deer Day Home Program	
7.	Red Deer College/Play Matters	over \$ 6.00
8.	Red Deer College Day Home	\$ 3.82
9.	Riverside	\$ 2.27
10.	Town Centre	\$ 3.12

The two non-profit programs, as well as having the highest fees (income), also have the highest cost per child (there is not a proportionate difference in ratios or services).

Though I did not enquire as to the salaries of administration or staff, both programs indicated that they do pay at a higher level than other day cares. One day care suggested that in this way they are able to retain good staff. The 1995 Day Care Review Report commented that overall, employee turnover in day cares in Red Deer is relatively low. I would suggest that though being paid a reasonable income is certainly an incentive, employees work in day cares because of their commitment to children. Private day cares, who may pay lower wages than non-profit, have no higher staff turnover. In fact, at all day cares, I was impressed by the number of long term (2 to 5 years or more) represented.

## **RECOMMENDATIONS**

- #1. That as of April 30, 1996, the City of Red Deer funding to the Red Deer Child Care Society, for subsidization of fees, cease.

For any program change there needs to be a transition and implementation phase. This time frame would allow for a new system to be put into place; for the Red Deer Child Care Society to be served with adequate notice regarding the termination of funding; and to notify parents of upcoming changes; and for all day cares in the City of Red Deer to prepare for the provision of a new service.

- #2. That Recommendations #4, 5 and 6 of the 1995 Day Care Review Report be implemented for the three year term specified, followed by City Administration's recommendation, to the September 11, 1995 Council Meeting, to sell the Red Deer Day Care and Normandeau Day Care facilities to the respective day cares for \$1.00 at which point all City of Red Deer funding to the Red Deer Child Care Society cease.

Long standing, joint agreements exist between the City of Red Deer and the Red Deer Child Care Society. These agreements should be honoured to their completion - that being December 31, 1998, when loans and debentures are paid in full.

Through C.A.P. funding, and maintenance agreements with The City, the Red Deer Child Care Society has had a unique advantage over other day cares (not reflected by their fees). Though an "equal" playing field is optimal, it is not our desire to see another program suffer. Fulfilling the terms of the above recommendation would be more than fair in assisting the Red Deer Child Care Society complete any major maintenance projects and ultimately own their own properties.

#3. That the following outline be modified as necessary and adopted by the City of Red Deer for day care subsidy funding to families in need:

- i) The Alberta Family and Social Services, Day Care Subsidy Program approval of subsidization be accepted as The City's eligibility criteria. Parents need only submit, to the City of Red Deer Social Planning Department, the letter approving subsidization from the Day Care Subsidy Program, to access the City's subsidy;
- ii) Upon receipt of the above noted letter and completed information form (name, address, telephone, names and ages of children, day care enrolled in), the Social Planning Department issue a voucher to the parent indicating the amount of entitlement and period of entitlement. The amount of entitlement would be based upon full or part time enrollment in a program, as follows:

Part time - \$10.00 per child per month

Full time - \$18.00 per child per month

This is based upon figures provided on Page 8 of the 1995 Day Care Review Report.

1079 total spaces at 80% utilization = 863 spaces

863 spaces × 58% subsidized users = 500.5 subsidized spaces

500.5 subsidized spaces × 25.5% part time care = 127.5 part time  
and 373 full time

127.5 × \$10.00 per child per month for 12 months = \$ 15,300

373 × \$18.00 per child per month for 12 months = \$ 80,568

TOTAL \$ 95,868

TOTAL of current City subsidy \$ 99,900

- iii) The parent presents the voucher to the Day Care Operator. For the period of entitlement, the Operator charges the parent for the difference between the monthly fee less the provincial and City subsidy:

$\text{Monthly Fee} - \text{Provincial Subsidy} - \text{City Subsidy} = \text{Parent's Fee Payable}$

- iv) At the end of each month, the Day Care Operator submits to the Social Planning Department, a copy of all statistical data submitted to the Alberta Day Care Subsidy Program. The Operator presents an invoice detailing the name of the eligible parent and his/her child(ren); hours in care; and the amount of money receivable from The City. The previously issued voucher is attached as verification.
- v) Upon receipt of the invoice and supporting data, The City issue payment. In this way The City will be paying for services actually rendered, not estimated or anticipated.

- #4. All day care choosing to accept involvement with the City of Red Deer in child care subsidization, will file with The City a Letter of Agreement outlining acceptance of reporting and invoicing procedures. This agreement will be renewed annually.
- #5. The City of Red Deer shall file with each day care choosing to accept involvement with the City of Red Deer in child care subsidization, a Letter of Agreement committing to honouring with payment, vouchers issued for which reporting requirements have been met.
- #6. That should none of the above recommendations be deemed feasible by the City Council of the City of Red Deer, all funding to the Red Deer Child Care Society cease effective immediately and that all subsidization of day care cease.



In collaboration with other providers of service to children, gaps in service to children should be identified and funding allocated to specifically address the needs identified.

If an equal system of day care subsidization funding cannot be established it should cease. This does not however negate the needs of children in our community and alternate, equitable methods should be found to address those needs.

## **CONCLUSION**

This issue is not one of private versus non-profit day care. It is not an issue of staff/child ratios or programs. All of the day cares in the City of Red Deer have merit.

The issue is equitable day care subsidization to families in need.

I have tried to present, through the preceding pages, an informed and viable method of creating equity in day care subsidization and allowing all eligible parents access to subsidy through the City of Red Deer.

**On a personal note:** It was in February, 1995 when I first became interested in this issue. At that time, my step-daughter was still receiving a subsidy for the care of her son in a day care. Upon hearing about the additional subsidy available through the City of Red Deer, and subsequent inquiries, we found out that she would have to move her son, from an excellent centre which he had already attended for almost one year, to a Red Deer Child Care Society Centre to access this subsidy. This didn't make sense to me.

As the full time custodian and care-giver to my grandson, **I am not entitled to subsidy.** I have no special affiliation with day care operators - private or non-profit. **I am speaking purely as a parent (grandparent) and citizen to what I see as an inequality in a system.**

Thank you.

**1995 AND 1996 OPERATING BUDGET****PROGRAM:** DAY CARE**DEPARTMENT:** Social Planning**DIRECTORATE:** Community Services**DESCRIPTION OF PROGRAM AND LEVEL OF SERVICE**

Operates two day care centres and a large family day home program which offer quality, affordable day care services to families of Red Deer and surrounding district. With money provided by the City, Red Deer Child Care Society agrees to:

- provide space for low income children as a priority
- promote the integration of children with special needs.
- promote continued training of staff

Projected level of service in 1995, related to City funding, is to provide care for 301 low income children and 12 special needs children.

**1995 & 1996 GOALS AND OBJECTIVES**

- Negotiate a new Management Agreement which accomplishes a 25% reduction in City allocation over 1996 and 1997.
- To continue to provide affordable quality care to children in Red Deer, including those from low income homes.

**COMMENTS ON PROGRAM**

- Contracted to Red Deer Child Care Society by a Management Agreement to December 31, 1995.
- Changes in Alberta Family & Social Services direction to having low income families back in the work force has increased the need for subsidized care.
- High enrollments leads to less turnover and therefore less families served.

**1994 ACCOMPLISHMENTS**

- Subsidies in excess of \$106,000 were given to families of preschool children in Red Deer.
- Number of child care hours were up 10% over 1993

**PERFORMANCE INDICATORS**

	1994	1995	1996
Total number of children	401	415	415
Number of low income children	287	301	300
Percentage of low income families	74.0%	74.5%	74.5%
Percentage of low income children	71.5%	72.5%	72.5%
Percentage of special needs children	3.0%	2.0%	2.0%
Number of special needs children	12	8	8

**DETAIL PAGE NUMBERS: 5406 to 5409**

	1993 ACTUAL	1994 BUDGET	1995 BUDGET	1996 BUDGET
<b>EXPENDITURE</b>				
Personnel (1xx)				
Services & Supplies (2xx, 3xx, 4xx, 5xx)			10,000	5,000
Capital Contributions (762)				
Debt Charges (830 & 831)	82,294	81,240	81,136	81,137
Other	207,214	241,520	220,465	216,861
<b>TOTAL EXPENDITURE</b>	\$289,508	\$322,760	\$311,601	\$302,998
<b>REVENUE</b>	170,284	207,034	197,996	197,997
<b>NET TAX LEVY</b>	\$119,224	\$115,726	\$113,605	\$105,001
Percent of Prior Year		97.1%	98.2%	92.4%
<b>EQUIVALENT FULL TIME POSITIONS</b>		n/a	n/a	n/a

## CITY OF RED DEER - 1995 AND 1996 DETAILED OPERATING BUDGET

PROGRAM: DAY CARE  
DEPARTMENT: SOCIAL PLANNING

rddc

CODE	PROGRAM DESCRIPTION		1994 BUDGET	1995 BUDGET	1996 BUDGET
	PROJECT NAME: RED DEER DAY CARE				
	<u>PROGRAM NO: 2-5495-0200 DEBT PAYMENTS</u>				
275	Repair and Maintenance - page 5407 Infrastructure Maintenance Plan	4,800 0	11,800	4,800	6,000
830	Debenture Principal	9,037	8,069	9,037	10,122
831	Debenture Interest	16,024	16,992	16,024	14,939
770	Operating Grant				
	Grant	53,053	52,013	53,053	49,950
	CAP	52,151	53,682	52,151	52,151
764	Contribution to a Capital Reserve To provide for early repayment of debenture for trailer units due to reduced life expectancy. Additional loan payment	10,800	10,800	10,800	10,800
	TOTAL EXPENDITURES		153,356	145,865	143,962
	<u>2-5495-0200 RECOVERIES</u>				
848	Interest Subsidy		1,274	1,204	1,124
830	Federal Share (CAP)		53,682	52,151	52,151
562	Rental Revenue Additional loan payment		41,887	41,957	42,037
	TOTAL RECOVERIES		96,843	95,312	95,312
	78.5% - parents fit CAP subsidy criteria \$132,870 - 1995 projected deficit				

## THE CITY OF RED DEER - 1995 AND 1996 MINOR CAPITAL BUDGET

PROGRAM NAME: DAY CARE: RED DEER DAY CARE

CODE	CAPITAL ITEM DESCRIPTION	CD	R/N	1995	1996
	<u>PROGRAM NO: 6-5495-0200</u>				
	Parking Lot Maintenance	1		600	600
	Exterior Painting	CFEP	1 R	700	
	Sand/Playground	CFEP	1 R	1,500	
	Appliance Replacement	CFEP	1 R	1,500	
	Furnace Unit #1	CFEP	1 R	500	
	Ramp/Stairs - N.W.	1	R		500
	Door Closer	1	R		500
	Kitchen Stove	1	R		900
	Kitchen Refrigerator	1	R		2,000
	Air Conditioner #2 S.E.	1	R		1,000
	Air Conditioner Power Wash	1	R		500
	TOTAL			\$4,800	\$6,000
5-	<b><u>FUNDING SOURCES:</u></b>				
930	Operating Budget	A		4,800	6,000
840	Provincial Grants	B			
990	Other (specify)	C			
				4,800	6,000

PROGRAM: DAY CARE  
DEPARTMENT: SOCIAL PLANNING

ndc

CODE	PROGRAM DESCRIPTION		1994 BUDGET	1995 BUDGET	1996 BUDGET
	PROJECT NAME: NORMANDEAU DAY CARE				
	<u>PROGRAM NO: 2-5495-0900 DEBT PAYMENTS</u>				
275	Repair and Maintenance - page 5409		7,200	10,000	6,400
	Infrastructure Maintenance Plan	10,000			
830	Debenture Principal	22,648	19,767	22,648	25,366
831	Debenture Interest	33,427	36,412	33,427	30,710
770	Operating Grant				
	Grant	53,052	52,013	53,052	49,950
	CAP	46,609	54,012	46,609	46,609
	TOTAL EXPENDITURES		169,404	165,736	159,035
	<u>2-5495-0900 RECOVERIES</u>				
848	Interest Subsidy		2,685	2,507	2,307
830	Federal Share (CAP)		54,012	46,609	46,609
562	Rental Revenue		53,494	53,568	53,769
	Additional loan payment				
	TOTAL RECOVERIES		110,191	102,684	102,685
	82% - parents fit CAP subsidy criteria				
	\$113,680 - 1995 projected deficit				
	Rental Revenue - Debenture principle + debenture interest less interest subsidy				

## THE CITY OF RED DEER - 1995 AND 1996 MINOR CAPITAL BUDGET

**PROGRAM NAME: DAY CARE: NORMANDEAU DAY CARE**

CODE	CAPITAL ITEM DESCRIPTION	CD	R/N	1995	1996
	<u>PROGRAM NO: 6-5495-0900</u>				
	Hot Water Tank	1	R		800
	Bathroom Sinks	1	R		600
	TOTAL			\$0	\$1,400
5-	<u>FUNDING SOURCES:</u>	A			1,400
930	Operating Budget	B			
840	Provincial Grants	C			
990	Other (specify)				
				0	1,400

**FILE**

**DATE:** September 26, 1995  
**TO:** Director of Corporate Services  
**FROM:** City Clerk  
**RE:** 1996 SOCIAL PLANNING BUDGET - DAY CARE

---

At the Council Meeting of September 25, 1995, consideration was given to the above noted topic, and at which meeting the following resolution was passed:

"RESOLVED that Council of The City of Red Deer recommend to the new Council that an additional \$50,000.00 be approved in the 1996 Social Planning budget to be earmarked for users of child care services offered by private day care operators."

As the above item is a budget issue, same will not appear on a regular Council Agenda, however, is to be presented during the 1996 Budget deliberations.

I trust that you will ensure that this matter is brought to the attention of the new Council during these deliberations.



KELLY KLOSS  
City Clerk

KK/fm

cc. Director of Community Services  
Social Planning Manager

COPIED TO: L. HODGSON, C. JENSEN, K. KLOSS  
B. MILLS, S. DAY, V. ROERSEN

(JAN. 23/96)

Minister  
of Human Resources  
Development



Ministre  
du Développement  
des ressources humaines

Ottawa, Canada K1A 0J9

JAN 18 1996

Mayor Gail Surkan  
The Mayor of Red Deer  
Box 5008  
Red Deer, Alberta  
T4N 3T4

Dear Mayor Surkan:

Thank you for your letter dated October 2, 1995, concerning the government's commitment to child care. I recognize that the City of Red Deer has been a leader in the provision of quality child care, and I am pleased to know that child care continues to be a municipal priority. I regret that a heavy volume of mail has prevented me from responding as soon as I would have liked.

The federal government also supports the development of quality child care services and recognizes its importance in facilitating parent employment and enhancing child development and family security. Based on these employability and child development objectives, I have announced funding of up to \$720 million for child care programs. This funding will be made up of three components: a First Nations/Inuit child care initiative (\$72 million); a partnership offer with the provinces and territories on child care (up to \$630 million); and, Child Care Visions - a research and development program (\$18 million). This initiative is in keeping with the government's commitment to increase the supply of spaces of quality child care through cost matching agreements with the provinces and territories as outlined in *Creating Opportunity - The Liberal Plan for Canada*.

.../2

Canada



The first component, the First Nations and Inuit Child Care Initiative, will be developed in close consultation with First Nations and Inuit representatives and will improve or create up to 6,000 quality child care spaces in First Nations and Northern Inuit communities. The initiative will allocate \$72 million over the three-year development period, after which \$36 million a year will be available as ongoing funding.

The second component consists of a federal offer to the provinces and territories to provide up to \$630 million, over three to five years, for joint investments in child care. I recognize that child care falls under provincial jurisdiction and that provinces have different needs and priorities in this area. Our intention is to identify areas of common interest and shared priority as we explore ways of working in concert with provincial and territorial governments to improve and expand the supply of affordable, quality child care services.

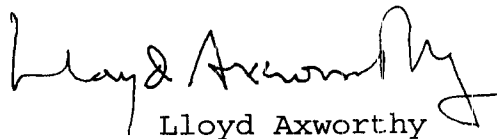
The federal government is prepared to proceed with the joint provincial/territorial initiative if participation by the provinces and territories is sufficient to establish a national program that will contribute significantly to the enhancement of child care in Canada with broad support across the country. To that end, I have asked my provincial counterparts for their views on this offer by mid-January 1996. I plan to report back to my Cabinet colleagues in early February on the level and extent of provincial and territorial interest in joint investments in child care and my assessment of whether there is sufficient interest to proceed.

The third component of the child care initiative is Child Care Visions, a \$6 million per year child care research and development fund. This initiative provides funding to organizations for research and evaluation projects on the outcomes and cost-effectiveness of current best child care practices. It also supports information collection and dissemination to child care organizations. One example of a project under Child Care Visions is the establishment of a national clearinghouse on quality child care by the Canadian Child Care Federation.

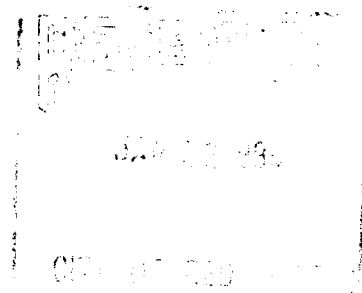
Finally, you may also be aware that, as part of the development of the Canada Health and Social Transfer (CHST), I will be inviting provincial and territorial governments to work together on developing, through mutual consent, a set of shared principles and objectives that could underlie the non-health aspects of the new transfer. Last August, the Annual Premiers' Conference announced establishment of a Ministerial Council on Social Policy Reform and Renewal. The mandate of the Ministerial Council includes consultation on federal reform initiatives and development of a set of guiding principles and underlying values for social policy reform and renewal. It is anticipated that the Ministerial Council will be reporting back to the Premiers before the end of the year. I welcome this initiative and look forward to working with the provinces through the Council when the provinces indicate that they would support this. The CHST will allow provincial and territorial governments greater flexibility to innovate and improve social programs including child care.

Thank you for your support of the federal government's child care initiative.

Sincerely,



Lloyd Axworthy





October 2, 1995

The Honourable Lloyd Axworthy  
Minister of Human Resources Development  
House of Commons  
Ottawa, Canada  
K1A 0J9

Dear Mr. Axworthy:

The City of Red Deer has been involved in day care for over twenty-five years. Before 1980, day care was part of Preventive Social Services, the forerunner of Family and Community Support Services. In recent years, The City of Red Deer has provided a small subsidy to families accessing non-profit day care in the city. The Canada Assistance Plan has been an integral part of any subsidy to low income families, either from the Province of Alberta or The City of Red Deer through federal/provincial/municipal cost sharing.

During a 1995 Review of Day Care in Red Deer to ascertain "how day care should be funded and how the service should be provided", the citizens' committee conducting the Review and City Council became increasingly aware that day care is extremely important to low income families trying to maintain a level of self-sufficiency by remaining in the work force or returning to school.

Providing a basic family subsidy for low income families makes practical economic sense. A family dependent on social assistance is not the taxpaying consumer that a family with an employee is.

More importantly, high quality child care for infants and preschoolers is an investment in Canada's future. Children who are happy, safe and stimulated will repay any debt to Canada by living healthy, productive lives. Children who are ill-treated or neglected could be costly to the country in terms of wasted potential and/or familiarity with the justice system.

**THE CITY OF RED DEER**

Box 5008, Red Deer, Alberta, Canada T4N 3T4 Telephone: (403) 342-8155 Fax: (403) 346-6195

The Honourable Lloyd Axworthy  
October 6, 1995  
Page 2

Red Deer City Council urges you, as Minister of Human Resources Development, to give concrete consideration to the development of a National Day Care Strategy and to ensure adequate provision is made within the new Health and Social Transfer Program for the federal responsibility in providing basic funding for child care. Any investment in our children is a preventive program which will yield the highest possible return on our investment.

Sincerely,



GAIL SURKAN  
Mayor

:kt

- c. Mr. Lowell R. Hodgson, Director of Community Services  
Ms. Colleen Jensen, Manager, Social Planning Department  
Mr. Bob Mills, M.P., Red Deer Constituency  
Mr. Victor Doerksen, MLA, Red Deer South  
Mr. Stockwell Day, MLA, Red Deer North  
*CITY CLERK*

R E P O R T SNO. 1

640-198Z

100-029

640-112

DATE: September 13, 1995

TO: City Clerk

FROM: Engineering Department Manager

**RE:       A.     PROPOSED SPEED LIMIT CHANGE**  
**B.     REMOVE TEMPORARY ONE-WAY OPERATION ON 59 AVENUE**  
**C.     REMOVE TEMPORARY SCHOOL ZONE**  
**TAYLOR DRIVE RECONSTRUCTION - FROM 76 STREET TO NORTH**  
**OF KENNEDY DRIVE**

---

Reconstruction of this section of the major arterial road network is scheduled for completion by the end of October 1995. Taylor Drive and 77 Street are designated dangerous goods routes and are an important part of the designated truck routes within the City. This road linkage is intended for use by motorists who wish to quickly move from one area of the City to another with minimal delay. This route should be made as attractive as possible to the motorist to avoid the temptation to take alternative shortcut routes through subdivisions such as Grant Street and Nolan Street.

The majority of the arterial routes in the City are posted at 60 kph or more to facilitate large volumes of traffic in an efficient manner. Seventy-seventh Street exists with a 60 kph speed limit from 40 Avenue to Northey Avenue. Taylor Drive exists with a 60 kph speed limit from 43 Street to Grant Street and from Highway 11A to south of 77 Street, as per the attached Drawing A. As the new portions of both 77 Street and Taylor Drive are designed to handle up to a 70 kph operating speed, we are proposing that the remaining dashed portions on the map also be posted at the 60 kph speed limit. This will make the operating speeds on the arterials more uniform.

On July 15, 1983, a Commissioners' Order was processed by the City establishing a small one-way northbound section on 59 Avenue, between Gunn Street and Grimson Street, as per the attached Drawing B. Now that the temporary intersection at 59 Avenue is to be closed and the north end opened up to 76 Street as part of the current construction, there is no longer a need for this one-way section of roadway. This was discussed with the neighbourhood representatives at a recent meeting, and they left the impression that they favoured restoration of two-way traffic. In fact, the one-way has been difficult to enforce and, according to the neighbourhood representatives, traffic has been using this section as two-directional travel. We, therefore, believe that this Commissioners' Order should be rescinded.

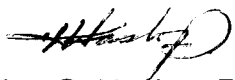
City Clerk  
Page 2  
September 13, 1995

In addition, the existing 77 Street school zone adjacent to Glendale School will need to be reconsidered. Upon the completion of this re-alignment project, the existing road and school zone west of the Glendale School will be abandoned and landscaped. The school will no longer border on 77 Street nor Taylor Drive; therefore, no school zone is required on these roadways. Please refer to Drawing B.

### **RECOMMENDATION**

Based on the above, we would respectfully recommend that Council consider and approve the following:

1. Change the speed limit from 50 kph to 60 kph on both 77 Street and Taylor Drive, as per Drawing A. (By-law amendment required)
2. Restore the short portion of 59 Avenue, from Grimson Street south, to a two-way roadway, as shown on Drawing B. (Rescind Commissioners' Order)
3. Remove the existing school zone on 77 Street, as shown on Drawing B. (Rescind Commissioners' Order)



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

KGH/emg  
Att.

### **COMMENTS:**

We concur with the recommendation of the Engineering Department Manager.

"G. SURKAN"  
Mayor

"M.C. DAY"  
City Manager



BALLAST TO BE  
SALVAGED AS SUB BASE

76 STREET

TAYLOR DRIVE

59 AVENUE

76 STREET

77 STREET

GLENDALE  
SCHOOL

**LEGEND**

— — — — — EXISTING SCHOOL ZONE  
TO BE REMOVED

— — — — — EXISTING ONE-WAY STREET  
TO BE CONVERTED TO TWO-WAY

LIMIT OF CONTRACT  
STA 34+284.70

DRAWN  
R.B.H.

DATE  
SEPT./95

SCALE  
N.T.S.

THE CITY OF RED DEER  
ENGINEERING DEPARTMENT

77 STREET AND TAYLOR DRIVE  
RE-ALIGNMENT

APPROVED BY

ENGINEER  
DRAWING NO.

B

NO. DATE

REVISION

APP'D

HIGHWAY 11A

70

TAYLOR DRIVE

77 STREET

NORTHEY AVENUE

GRANT STREET

GAETZ AVENUE

TAYLOR DRIVE

67 STREET

## PROPOSED SPEED LIMIT CHANGES

----- PROPOSED 60Km ROAD

———— EXISTING 60Km ROAD

SCALE 1:5000  
JULY 1995

DRAWING A



**FILE**

**DATE:** September 26, 1995

**TO:** Engineering Department Manager

**FROM:** City Clerk

**RE: TAYLOR DRIVE RECONSTRUCTION FROM 76 STREET TO NORTH OF KENNEDY AVENUE, PROPOSED SPEED LIMIT CHANGE, REMOVAL OF TEMPORARY ONE WAY OPERATION ON 59 AVENUE AND REMOVAL OF TEMPORARY SCHOOL ZONE**

---

At the Council Meeting of September 25, 1995, consideration was given to your report dated September 13, 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 Engineering Department Manager, Re: Taylor Drive Reconstruction - From 76 Street to North of Kennedy Drive: A) Proposed Speed Limit Change; B) Remove Temporary One-Way Operation On 59 Avenue; C) Remove Temporary School Zone; hereby agrees as follows:

1. That the speed limit be changed from 50 kph to 60 kph on both 77 Street and Taylor Drive, as per Drawing A attached to the above noted report, with the necessary Bylaw Amendment being considered;
2. That the short portion of 59 Avenue be restored, from Grimson Street south, to a two-way roadway, as per Drawing B attached to the above noted report;
3. That the existing school zone on 77 Street be removed, as outlined on Drawing B attached to the above noted report;

and as presented to Council September 25, 1995."

In addition, three readings were given to Traffic Bylaw Amendment 2800/A-95, a copy of which is attached hereto.

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

  
KELLY KLOSS  
City Clerk

attch.

cc. Director of Development Services  
Public Works Manager  
Inspector Sutton

NO. 2

DATE: September 19, 1995  
TO: City Council  
FROM: City Clerk  
RE: AMENDMENTS TO VARIOUS BYLAWS

---

As a result of the restructuring of the Municipal Government Act, various City Bylaws require updates. The following bylaws repeal or amend current City Bylaws:

1. Procedure Bylaw 3140/95
2. Interpretation Bylaw 3148/95
3. Fence Bylaw 3147/95
4. Dating & Escort Service Bylaw Amendment 2794/A-95
5. Health Bylaw Amendment 2934/A-95
6. Cat Bylaw Amendment 3009/A-95

RECOMMENDATION:

That the above bylaws be given three readings.



Kelly Kloss  
City Clerk

KK/ds

COMMENTS:

The changes to the proposed bylaws are housekeeping in nature and we recommend Council approve same. If members of Council have any specific questions, they can direct them to the City Solicitor or City Clerk.

"G. SURKAN"  
Mayor

"M.C. DAY"  
City Manager

**FILE**

DATE: August 17, 1995

TO: City Manager  
Executive Assistant  
Director of Corporate Services  
Director of Community Services  
Director of Development Services

BACKUP INFORMATION  
NOT SUBMITTED TO COUNCIL

FROM: Assistant City Clerk

RE: THE INTREPRETATION BYLAW 3077/92

---

The City Solicitor has amended the above mentioned bylaw as a result of restructuring of the Municipal Government Act.

I would appreciate if you could review the proposed amendments and provide the City Clerk with any comments or changes.

Your response is requested by September 1, 1995, in order for the bylaw amendments to appear on the September 11, 1995, Council Agenda.



Jeff Graves  
Assistant City Clerk

JG/ds

Encl.

**DATE:** August 29, 1995

**TO:** JEFF GRAVES  
Asst. City Clerk

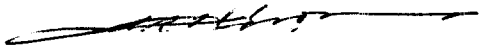
BACKUP INFORMATION  
NOT SUBMITTED TO COUNCIL

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

**RE:** INTERPRETATION BYLAW 3077/92

---

This memo responds to your request for comment on the revisions to this bylaw, and I have no suggested changes, thus recommending that this bylaw amendment be presented to City Council on September 11.



LOWELL R. HODGSON

:dmg

# CHAPMAN RIEBEEK

Barristers, Solicitors & Notaries

BACKUP INFORMATION  
NOT SUBMITTED TO COUNCIL

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

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

5020 - 50 A Street, Suite 101  
Sylvan Lake, Alberta T4S 1R2  
TELEPHONE (403) 887-2024  
TELECOPIER (403) 887-2036

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

Your File:  
Our File: GEN 08/95 THC  
RED DEER OFFICE

August 9, 1995

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

ATTENTION: Mr. Kelly Kloss  
City Clerk

Dear Sir:

**RE: Bylaw Amendment No. 3077/A-95 (Interpretation Bylaw)**

Further to your recent memo, I have effected the changes requested therein and now enclose revised bylaw amendment. If you find the same to be in order, it may be submitted to Council, pointing out to them that the majority of changes required to be made are as a result of the organizational structure and amendments resulting from the new *Municipal Government Act*.

Yours truly,



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

**FILE**

DATE: August 17, 1995  
TO: Inspections & Licensing Manager  
Recreation, Parks & Culture Manager  
FROM: Assistant City Clerk  
RE: FENCE BYLAW 2150

---

BACKUP INFORMATION  
NOT SUBMITTED TO COUNCIL

The City Solicitor has amended the above mentioned bylaw as a result of restructuring of the Municipal Government Act.

I would appreciate if you could review the proposed amendments and provide the City Clerk with any comments or changes.

Your response is requested by September 1, 1995, in order for the bylaw amendments to appear on the September 11, 1995, Council Agenda.



Jeff Graves  
Assistant City Clerk

JG/ds

Encl.

**FILE**

DATE: August 17, 1995

TO: Inspections & Licensing Manager  
R.C.M.P. Inspector

FROM: Assistant City Clerk

BACKUP INFORMATION  
NOT SUBMITTED TO COUNCIL

RE: THE DATING AND ESCORT SERVICE BYLAW 2794/82

---

The City Solicitor has amended the above mentioned bylaw as a result of restructuring of the Municipal Government Act.

I would appreciate if you could review the proposed amendments and provide the City Clerk with any comments or changes.

Your response is requested by September 1, 1995, in order for the bylaw amendments to appear on the September 11, 1995, Council Agenda.



Jeff Graves  
Assistant City Clerk

JG/ds

Encl.

# CHAPMAN RIEBEEK

Barristers, Solicitors & Notaries

BACKUP INFORMATION  
NOT SUBMITTED TO COUNCIL

THOMAS H. CHAPMAN, Q.C.\*  
NICK P. W. RIEBEEK\*  
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GARY W. WANLESS\*  
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NANCY A. BERGSTROM

---

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TELECOPIER (403) 887-2036

---

\* Denotes Professional Corporation

Your File:  
Our File: THC  
RED DEER OFFICE

August 9, 1995

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

ATTENTION: Mr. Kelly Kloss  
City Clerk

Dear Sir:

**RE: Dating and Escort Service Bylaw and the Cat Bylaw Amendments**

I enclose bylaws to amend the Cat Bylaw and the Dating and Escort Service Bylaw, due to changes in the new *Municipal Government Act*.

Yours truly,



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



**BYLAW NO. 2794/\_\_\_-95**

Being Bylaw to amend Bylaw No. 2794/82, the Dating and Escort Service 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:

Bylaw No. 2794/82 is hereby amended as follows:

BACKUP INFORMATION  
NOT SUBMITTED TO COUNCIL

1 To delete the "WHEREAS" therefrom and substitute in its place the following:

"WHEREAS the *Municipal Government Act*, R.S.A., 1994, Chapter M-26.1 empowers a Council to do all things with respect to the regulation, control, and licensing of any business or industry located within the City".

2 To amend section 2 by deleting subsections (1), (2), (3), (6), (7), and (8) in their entirety.

3 To amend section 13 by deleting the words "the Officer in charge of the City Detachment of the Royal Canadian Mounted Police" and substitute in its place the words "the Chief of Police".

4 To amend sections 15, 29, 30 by deleting the words "Police Officer" and substituting in their place the words "Peace Officer".

5 In all other respects, Bylaw No. 2794/82 is hereby ratified and confirmed.

READ A FIRST TIME IN OPEN COUNCIL this      day of      19      .

READ A SECOND TIME IN OPEN COUNCIL this      day of      19      .

READ A THIRD TIME IN OPEN COUNCIL this      day of      19      .

AND SIGNED BY THE MAYOR AND CITY CLERK this      day of      19      .

\_\_\_\_\_  
MAYOR

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

# CHAPMAN RIEBEEK

Barristers, Solicitors & Notaries

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

---

\* Denotes Professional Corporation

BACKUP INFORMATION  
NOT SUBMITTED TO COUNCIL

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---

5020 - 50 A Street, Suite 101  
Sylvan Lake, Alberta T4S 1R2  
TELEPHONE (403) 887-2024  
TELECOPIER (403) 887-2036

---

Your File:  
Our File: THC  
RED DEER OFFICE

August 10, 1995

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

ATTENTION: Mr. Kelly Kloss  
City Clerk

Dear Sir:

RE: Fence Bylaw

Further to amendments arising as a result of restructuring of the *Municipal Government Act*, I enclose revised Fence Bylaw for consideration by Council in due course.

Yours truly,



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

**BYLAW NO. \_\_\_\_\_/95**

Being a bylaw of the City of Red Deer, in the Province of Alberta, to regulate, control, or prohibit the erection of barbed wire and electrified fences with the City;

WHEREAS under section 7 of the *Municipal Government Act*, a Council of the City may pass bylaws for municipal purposes respecting the safety, health, and welfare of people and the protection of people and property, and the activities and things in, on, or near a public place or place that is open to the public;

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

- 1           This Bylaw may be called the "Fence Bylaw".
- 2           No person, firm, or corporation shall erect or cause to be erected or shall have or maintain on any property located in the City of which he is the owner, occupant, tenant, or lessee, any barbed wire fence or other barbed wire structure or any fence which is surmounted by nails, sharpened spikes, broken glass or other dangerous object or material.
- 3           No person, firm, or corporation shall erect or shall cause to be erected or shall have or maintain on any property of which he is the owner, occupant, tenant, or lessee, any electrified fence.
- 4           Section 2 of this Bylaw shall no apply:
  - a)       where barbed wire is placed on a fence at a height of not less than 6 feet above the level of ground;
  - b)       where the land is designated A-1 Future Urban Development District under the Land Use Bylaw.

- 5 Any person convicted of a breach of any of the provisions of this Bylaw  
shall be liable on conviction to a penalty not exceeding \$50.00 exclusive  
of costs and, in default of payment thereof, for any period not exceeding  
30 days.
- 6 Bylaw No. 2150/63 is hereby repealed.

**MAYOR**

**FILE**

BACK UP INFORMATION  
NOT SUBMITTED TO COUNCIL

DATE: August 17, 1995

TO: City Manager  
Executive Assistant  
Director of Corporate Services  
Director of Community Services  
Director of Development Services

FROM: Assistant City Clerk

RE: THE PROCEDURE BYLAW 2323/69

---

The City Solicitor has amended the above mentioned bylaw as a result of restructuring of the Municipal Government Act.

I would appreciate if you could review the proposed amendments and provide the City Clerk with any comments or changes.

Your response is requested by September 1, 1995, in order for the bylaw amendments to appear on the September 11, 1995, Council Agenda.



Jeff Graves  
Assistant City Clerk

JG/ds

Encl.

CS-4.806

**DATE:** August 30, 1995

**TO:** JEFF GRAVES  
Asst. City Clerk

BACK UP INFORMATION  
NOT SUBMITTED TO COUNCIL

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

**RE:** PROCEDURE BYLAW 2323/69

---

I have read the proposed amendments to this bylaw, which are a result of the restructuring of the Municipal Government Act, and I have no comments to add or to modify what has been proposed.



LOWELL R. HODGSON

:dmg

2000

BACKUP INFORMATION  
NOT SUBMITTED TO COUNCIL

DATE: August 22, 1995  
TO: City Clerk  
FROM: Director of Development Services  
**RE: THE PROCEDURE BY-LAW 2323/69**

---

Please be advised that we have no comments with respect to your memo of August 17, 1995, regarding the Procedure By-law amendments.



Bryon C. Jeffers, P. Eng.  
Director of Development Services

/emg

BACKUP INFORMATION  
NOT SUBMITTED TO COUNCIL

# CHAPMAN RIEBEEK

Barristers, Solicitors & Notaries

THOMAS H. CHAPMAN, Q.C.\*  
NICK P. W. RIEBEEK\*  
DONALD J. SIMPSON  
T. KENT CHAPMAN\*  
GARY W. WANLESS\*  
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TELEPHONE (403) 887-2024  
TELECOPIER (403) 887-2036

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

Your File:  
Our File: GEN 08/95 THC  
RED DEER OFFICE

August 9, 1995

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

ATTENTION: Mr. Kelly Kloss  
City Clerk

Dear Sir:

**RE: Bylaw No. 3140/95 (Procedure Bylaw)**

I enclose revised and reorganized Procedure Bylaw, which has been amended to achieve "gender neutrality". I found it easier to simply revise the bylaw than attempt to make the miscellaneous changes throughout. If you find the same to be in order, it may be submitted to Council for passage.

Yours truly,



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



**DATE:** September 26, 1995

**FILE**

**TO:** Director of Development Services  
Director of Community Services  
Director of Corporate Services  
Inspections & Licensing Manager

**FROM:** City Clerk

**RE: AMENDMENTS TO VARIOUS BYLAWS**


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At the Council Meeting of September 25, 1995, the following Bylaws were given three readings:

1. Bylaw 2794/A-95 - The Dating and Escort Service Bylaw Amendment
2. Bylaw 2934/A-95 - The Health Bylaw Amendment
3. Bylaw 3009/A-95 - The Cat Bylaw Amendment
4. Bylaw 3140/95 - The Procedure Bylaw
5. Bylaw 3147/95 - The Fence Bylaw
6. Bylaw 3148/95 - The Interpretation Bylaw
7. Bylaw 3149/95 - The Permit Fee Bylaw

The above Bylaws were amended as part of a program which we are undertaking through the City Solicitor's office to ensure that all of our Bylaws are up-to-date with the Municipal Government Act and current practise. For those receiving consolidated copies of any of the above Bylaws, you will be receiving your updated copy in due course.

If you have any questions, or require additional information, please do not hesitate to call.

  
KELLY KLOSS  
City Clerk

KK/fm

cc. D. Souch

NO. 3

DATE: September 19, 1995  
TO: City Council  
FROM: City Clerk  
RE: PERMIT FEE BYLAW NO. 3149/95

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Presented for Council's consideration is Permit Fee Bylaw No. 3149/95. The purpose of this bylaw is to update the previous Permit Fee Bylaw in accordance with the Municipal Government Act and to consolidate a number of permit fees into one bylaw.

RECOMMENDATION:

That Bylaw No. 3149/95 be given 3 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

NO. 4

DATE: September 19, 1995

TO: Kelly Kloss, City Clerk

FROM: Alan Scott, Land and Economic Development Manager

RE: **OPTION TO PURCHASE FORMER CP RAIL YARDS -  
GELMON CORPORATION**

---

Attached is a letter from the Gelmon Corporation, advising the City that they wish to decline exercising their option on that portion of the former CP Rail yards located to the south of Ross Street. The site consists of approximately 12 acres, and has been under option to the Gelmon Corporation since September 1990. The entire option period was until September 30, 1995.

With the Gelmon Corporation advising that they do not intend to exercise the option, the City must now make a decision with respect to the disposition of these lands. The two options available to the City are to re-advertise the site as one parcel of land and call for proposals for development. The second option would be to develop a plan of subdivision for the parcel, install the necessary internal services to service the subdivided area, and either call for proposals or make the individual parcels available on a first come basis.

Since the CP Rail yards were first vacated and the option and purchase agreement entered into with the Gelmon Corporation, circumstances attributable to property development have changed significantly in the Red Deer area. Price Costco has recently concluded a deal to acquire property adjacent to the city, in the County of Red Deer. The Price Costco site is a small portion of a much larger tract of commercially zoned land, which is now available for development. The Gaetz Plaza site, at the south end of Gaetz Avenue, which has been tied up legally for a number of months, has recently been cleared for development.

The likelihood of these two sites developing further, and attracting the type of users which would have previously considered locating on the railway lands, is, in my opinion, very high. As a result, the market for large land users has been accommodated by these other developments. Very simply, the opportunity to sell the remaining 12 acre site as one parcel to an end user is extremely remote. If the site is advertised as one parcel, I believe the only proposals that will be received by the city will be from developers who wish to enter into an option arrangement of six months or longer, in an effort to attract potential customers to the site.

The second option is to develop an overall subdivision for the 12 acres, which would allow a number of smaller uses, similar in size to the McDonald's pad, which had been subdivided from the larger site previously. This would require some time for design and, if accepted, an investment by the City in the construction of underground services and roadways to service the site.

2/...

City Clerk  
Page 2  
September 19, 1995

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The potential for sales of the smaller parcels is much higher, but on the other hand, there would be some major costs incurred in servicing the site, and some form of marketing the parcels would have to be undertaken. The City may not have the resources available to undertake a marketing program on their own, and may be well advised to consider entering into some agreement with the private sector to market the parcels.

The City may also wish to consider looking at an overall subdivision of this larger railway parcel in conjunction with the parcel to the east, known as the Windsor Parking Lot. Over the years, this specific site has commanded a great deal of interest and, today, we continue to receive calls from developers interested in acquiring the site. The opportunity may well exist to market the Windsor Parking Lot site for redevelopment, and relocate the parking from that location to the former railway lands. The Windsor site, on a square foot basis, is probably worth significantly more than any parcel of a similar size within the former railway lands.

The added advantage of subdividing this site into smaller parcels, or at least developing it in such a way that smaller parcels could be subdivided as required, is that local business people would then have an opportunity of acquiring a site within the area for development. The likelihood of a local developer being interested in the total site is, in my view, quite remote.

### **RECOMMENDATION**

The Land and Economic Development Department recommends that Council table a decision with respect to the disposition of the former railway lands, until such time as we have had an opportunity of reviewing costs associated with servicing the site with internal services and roads. We feel a preliminary estimate of this work could be completed within the next 30 days and, within that time frame, we believe we will have a much better idea of the interest which exists in development of this land.

Respectfully submitted,



Alan V. Scott

AVS/mm



# GELMON CORPORATION

11 September 1995

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

**Attn: Mr. Allan Scott**  
**Economic Development Officer**

Dear Mr. Scott:

**Re: Option**

Pursuant to our discussions of September 6th, this letter will serve as our official notice to decline the exercise of our option of the approximate twelve (12) acres of railroad lands in the City of Red Deer.

A combination of a number of circumstances has made it impossible to proceed with the development as the terms of the Option now stand.

The advent of Gaetz Plaza, its early leasing program, the confusion that ensued with the impending litigations which we understand have now been lifted and finally the purchase of the Cosco location and the proposed development of an additional one hundred and twenty (120) acres adjacent to it have all created a climate which make it virtually impossible for us to proceed.

You will appreciate, of course, the fact that the retail market is exceptionally flat and the number of players that are ready locate in the City of Red Deer are limited. Many of those who have expressed interest in locating in Red Deer are large box users whose willingness to fix rent at much more than breakeven makes the location on the railway lands completely uncompetitive.

We would be happy to continue our efforts if we could obtain an extension of the Option to Purchase in addition to an adjustment of the purchase price to bring it in line with the cost of land being offered on the southside of the City by both developments.

We do appreciate the fact that such an extension and readjustment of price is politically not feasible at this time. However, I wish to assure you that in the event the City does ask for proposals of the development of the railroad lands, that Gelmon Corporation will be pleased to continue its efforts and submit a development proposal to the City.

I would urge the Administration to make every effort and sacrifice necessary to see to it that those railroad lands are developed as quickly as possible. I drove by the shopping streets of the City extensively after our meeting and was appalled at not only the number of vacancies which I saw, but also the loss of quality in the storefront enterprises that were cropping up in the some of the vacant space which have all of the ear marks of extensive deterioration of the downtown retail core.

September 11, 1995

Page 2

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While I may live in Calgary, I have been developing in Red Deer since 1969 and have a keen desire to see the City of Red Deer flourish. However, I fear that if either or both of the south developments proceed to the detriment of the development of the railway lands, then the City can look forward to at least another ten to fifteen years of continued deterioration and expansion of blight in the downtown area. Unless the downtown is revitalized, we can look forward to an American style inner city deterioration and such a development in a City the size of Red Deer is, of course, unheard of and will have far reaching debilitating consequences.

I sincerely hope that our relationship with the City of Red Deer will stand me in good stead in considering the following remarks:

- (a) I would counsel the City against allowing the sale of piecemeal parcels of land which would detract from the overall impact potential that the lands could have, the loss of an integrated approach to the development of the lands which would decrease the effectiveness of the development, a diminution of the land utilization, a loss of architectural control over the site and all of the evils that the absence of an integrated approach to the development of the site would lead to.
- (b) I would further counsel the City to not respond to "the highest bidder", in any calls for proposals, because if the purchase price of the land is not competitive with the costs of land in the two southern developments, that bidder will eventually spin his wheels, delay the final development of the railroad lands because he will just not be sufficiently competitive to lease to the available players and they will be lost to the downtown core forever.

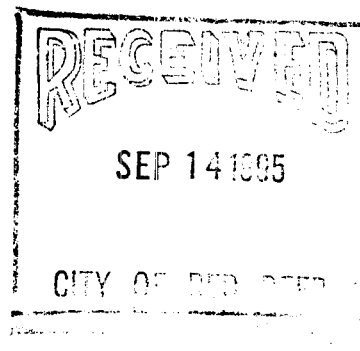
As previously stated, we will be happy to submit a proposal if they are called for on the basis of either a land purchase or land lease whichever would be more attractive to the City.

Sincerely yours,

**GELMON CORPORATION**

  
**A.D. GELMON**  
President

ADG:mjt  
redtr.092



COMMENTS:

It is our view that it would be in the City's best interest if this parcel was developed in its entirety. However, as pointed out by the Land & Economic Development Manager, it is highly unlikely that an end user could be found who was interested in the entire parcel, which would result in the only potential clients being developers. No developer could be expected to buy the parcel without a previous commitment from tenants and as outlined in the report what we can expect at best is a request for an option. In view of the fact that Gelmon Corp. has had this site under option for 5 years it is unlikely that 1 more year of option to any developer is likely to achieve any better result. Accordingly, we see merit in the course of action proposed by Mr. Scott that we undertake a cost estimate for the servicing of the site so it may be sold in the form of a number of separate parcels. We concur that Council table this matter for 30 days to enable cost estimates to be prepared. In the interim, Mr. Scott will have the opportunity to gauge the level of interest in individual parcels from local business interests who are invited to contact Mr. Scott at their convenience.

"G. SURKAN"  
Mayor

"M.C. DAY"  
City Manager

**FILE**

**DATE:** September 26, 1995

**TO:** Land & Economic Development Manager

**FROM:** City Clerk

**RE:** OPTION TO PURCHASE FORMER CP RAIL YARDS - GELMON CORPORATION

---

At the Council Meeting of September 25, 1995, consideration was given to your report dated September 19, 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 Land and Economic Development Manager dated September 19, 1995, Re: Option To Purchase Former CP Rail Yards - Gelmon Corporation, hereby agrees to table consideration of the disposition of the former railway lands for thirty days to allow the Land and Economic Development Department time to review the costs associated with servicing the site with internal services and roads."

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

As this item will be coming back to the November 6, 1995 Council Meeting, I ask that you have your report to this office by Monday, October 30, 1995.



KELLY KLOSS  
City Clerk

KK/fm

cc. Director of Development Services

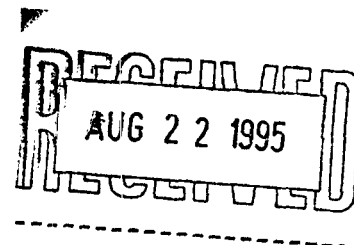


Local Government Services  
Division NO. 1  
  
Office of Assistant Deputy  
Minister

Room 1566, Commerce Place  
10155 - 102 Street  
Edmonton, Alberta  
Canada T5J 4L4

Telephone 403/427-9660  
Fax 403/427-0453

August 15, 1995



Dear Stakeholders:

I am pleased to send you this copy of our Land Use Policies Discussion Paper for your review and comment.

As you know, section 622 of the Municipal Government Act which comes into force September 1, 1995, allows the Lieutenant Governor in Council, on the recommendation of the Minister of Municipal Affairs, to establish land use policies. The policies will give broad direction to municipalities in areas of key provincial interest. I welcome your suggestions on this important document. Please direct your comments to:

Land Use Policies Review  
Local Government Services Division  
15th Floor, Commerce Place  
10155 102 Street  
Edmonton, Alberta  
T5J 4L4

*End Sept.*

We would like to receive your comments by ~~August 31~~ or as soon thereafter as practical. If you have any questions regarding the policies or this target date please contact 427-2523.

Yours truly,

John McGowan

CS-4.825

**DATE: September 14, 1995****TO: KELLY KLOSS**  
City Clerk**FROM: PAUL MEYETTE, Principal Planner**  
**LOWELL HODGSON, Director of Community Services**  
**DON BATCHELOR, Recreation, Parks and Culture Manager****RE: MUNICIPAL AFFAIRS: LAND USE POLICIES REVIEW**  
**Your memo dated August 30, 1995 refers.**

---

The provincial government has prepared a draft series of Land Use Policies. They are requesting that municipalities comment on these policies before they are finalized.

● **BACKGROUND INFORMATION**

Section 622 of the Municipal Government Amendment Act states that the Lieutenant Governor in Council may establish Land Use Policies and that:

*"Every statutory plan, land use bylaw and action undertaken pursuant to this Part by a municipality, municipal planning commission, subdivision authority or subdivision and development appeal board or the Municipal Government Board must be consistent with the Land Use Policies."*

The Land Use Policies will replace the regional plans which were in existence until September of this year. Our comments will be directed towards clarifying the intent of the Land Use Policies, ensuring municipal consistency by inserting an appeal mechanism and eliminating conflicts between individual policies.

● **COMMENTS: SPECIFIC SECTIONS OF THE LAND USE POLICIES**

**1.0 Purpose of the Land Use Policies**

The document states that the policies are intended to provide guidance and framework for Alberta municipalities to ensure that "Provincial policies, interests and programs... are reflected in municipal statutory plans, land use bylaws, planning decisions and planning actions." The policies are so general, however, that their effectiveness is compromised. Their role is further hampered by the fact that the policies are to be interpreted by each municipality. Given the fact that the policies are very general in nature, this will lead to a wide variety of municipal interpretations.

.../2

## 1.2 Implementation

The implementation section requires that, when all plans and land use bylaws are reviewed prior to September 1, 1998, they shall be brought into conformity with the Land Use Policies. It further mentions that any decisions and actions of a municipality shall be consistent with the policies immediately after approval of the policy. There is no mention of any consequences if the Land Use Policies are not followed by a municipality.

We believe that there must be some assistance provided from the Alberta Government to interpret these policies and, further, that there may be merit in granting the right to appeal to the Municipal Government Board if the intent of the policies is not implemented. In the absence of a provincial appeal mechanism, it is expected that any enforcement would have to occur through the court system. This is an expensive, undesirable and unpredictable means of resolving any issues related to the Land Use Policies. We suggest that the following third point be added to ensure that the policies are followed with some consistency:

- Lack of compliance with the Land Use Policies, by a municipality, may be appealed to the Municipal Government Board either by an adjacent municipality, or by an individual resident in the municipality that is the subject of the appeal.

The effect of this appeal mechanism will be to ensure that the policies are applied consistently throughout the province.

## 2.0 Balancing Individual Rights and Public Interest

This section seeks to ensure that individual rights are taken into account in planning decisions. The first policy seeks to ensure that the public is informed when any specific plans are prepared. While we have strong support for this policy, there is some concern in that the way the Municipal Government Act is worded, land use bylaw decisions do not have to be consistent with adopted plans. We feel that individuals within a municipality should have a right to expect that any land use bylaw decisions will be consistent with the statutory plans that the public helped to create. In order to ensure that the land use bylaw decisions are consistent with the statutory plans, the following wording change is recommended:

- The principle that all residents have the right to know what is being planned for their municipality and for their property, to be informed of what specific plans are being prepared, and to participate in the planning process is to be recognized. ***All municipal decisions, including those made under the Land Use Bylaw must be consistent with these plans.***

The third policy requires that municipalities demonstrate the overall greater public interest when requesting dedication of land for roads or park. We suggest that this policy be deleted. The Municipal Government Act provides sufficient guidance in terms of the dedication of land or money and does not need further clarification in the Land Use Policies.

The fourth policy indicates that if any planning application is to be refused or rejected, or if extraordinary conditions are attached to an approval, then the municipality is to identify the overall greater public interest. We are concerned with the wording of this policy in that there may be times when individual interests should take precedence over the greater public interest, particularly, where it can be demonstrated that the greater public interest related to a particular land use may be better served in a different location or with a better design. We would suggest that this section be reworded to read:

- If a planning application is to be refused or rejected, or if extraordinary conditions are to be associated with an approval, ***the rationale must be clearly identified.***

This section raises a philosophical question. It appears that there is a strong emphasis on the municipality being required to demonstrate the overall greater public interest in their decision making. A developer, however, is not required to prove that the development serves the greater public interest. This appears to be a one-sided approach to development.

### **3.0 Settlement Patterns**

This section seeks to ensure that settlement patterns are to be orderly and concentrated, wherever possible, as well as practical, while at the same time, allowing a choice of lifestyles through a range of settlement types. The first two policies seem to contradict each other and could be eliminated to avoid confusion as to their intent.

The last policy indicates that "Municipal land use planning efforts are to be integrated with municipal financial management with a view to minimizing cost to Alberta taxpayers". Since municipalities are responsible to municipal taxpayers, it would be prudent to amend this policy to read "... minimizing the cost to Municipal taxpayers".

### **4.0 Servicing: Water Supply and Sewage Disposal**

The fourth policy indicates that the provision of services is to be coordinated with adjacent municipalities **where feasible and practical**. It does not deal with complementary standards if coordination is not possible. We would suggest the following rewording:

- Where feasible and practical, the provision of services is to be coordinated with adjacent municipalities; ***where this is not feasible or practical, the servicing and development standards are to be complementary*** (e.g., Design in such a way as to facilitate future integration.).

## 5.0 Transportation

No comments.

## 6.0 Resource Conservation

The first policy related to preservation of agricultural land appears to be meaningless. It should either be strengthened or eliminated.

The first policy related to water resources needs clarification. How is a municipality expected to ensure the integrity of water resources? Will the Province introduce standards?

## 7.0 Incompatible Development

No comment.

## 8.0 The Natural Environment

This third policy indicates that the long-term importance of significant fish, wildlife and plant habitat is to be recognized without subjecting the landowner to the "additional taking of land". The policy goes on to state that "development in or adjacent to these areas is to be carefully designed to minimize impacts on their carrying capacity". This policy seems to infer that development will occur on environmentally sensitive lands and that the municipality should not require land dedication as provided for in the Municipal Government Act. We do not agree with this and suggest the following rewording:

- In keeping with the principles and recommendations of the "Alberta Sustainable Development Vision", the long-term importance of significant fish, wildlife and plant habitat is to be recognized and integrated into the municipal planning process.

The final policy also seems to assume that development will take place in stating that "Development on lands that are significant ravine, valley, river and stream corridors, and unique landscapes is to occur in a manner which respects the value of these features to the residents of the province". This policy should be reworded to eliminate the reference to development in these sensitive environmental areas:

- Lands that are significant ravine, valley, river and stream corridors, and unique landscapes are to be preserved in a manner that respects the value of these features to the residents of the province.

## 9.0 Housing

This section promotes the provision of a variety of housing types to meet the housing needs of all Albertans. The first two policies support this general thrust; however, the third policy singles out modular housing and manufactured homes, indicating that municipalities must reduce or eliminate barriers to this form of housing. Currently, manufactured housing (mobile homes) is not allowed in all residential districts; for that matter most forms of housing are not allowed in all residential districts. We are not sure of the intent of this policy. If it is intended to ensure that provision is made for manufactured housing, then it is supported. If it is intended to ensure that manufactured housing is allowed in any residential district, then this would be a major change in direction which would not be acceptable without further study and consultation with the public. This policy should be clarified.

The fourth policy states that planning and development standards are “to provide opportunities for small-scale intensification in residential areas except where ... there is inadequate infrastructure.” We would suggest that this be reworded to open the door to intensification without actually requiring it. This reworded policy would allow for public input to occur.

- Municipalities should explore means by which to provide opportunities for small-scale intensification.

The fifth policy appears to be unclear in terms of what the Province is expecting of Municipalities in terms of providing “institutional residences” (the term is undefined). We would suggest that the policy be reworded to make it clear that the Municipalities' responsibility is restricted to land use issues:

- The planning process is to accommodate locations for the growing number of institutional residences providing care for the sick, elderly and others requiring specialized medical care and support.

Some forms of institutional care, such as a prison, may not be appropriate in a heavily populated location; these are excluded from the amended policy.

City Clerk  
Page 6  
September 14, 1995  
Land Use Policies Review

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## 10.0 Intermunicipal Development Planning

This section seeks to encourage joint planning among municipalities. The policies seem reasonable; however, we have some concern with the last two policies. In the second last policy, the word "answers" should be replaced with "ensures"; the word "ensures" makes the policy more readable.

The final policy states that "annexation proposals are to conform to any framework/strategies/policies contained in any intermunicipal development plan, constitute a logical extension of the municipality, and be in keeping with the theme of concentrated development". While this proposal is supported in theory, we have several concerns. Firstly, would this prevent annexation of an area which could not be developed in a concentrated manner due to previous rural development? Secondly, why does this policy require that annexation conform to an intermunicipal development plan when it does not require that development in either municipality also follow the plan. We suggest the following rewording:

- Planning, development and annexation proposals are to conform to any framework, strategies/ policies contained in any intermunicipal development plan.

This section on intermunicipal development strategies should be the first Land Use Policy in this document in order to emphasize its importance related to other sections.

## 11.0 Cooperation and Coordination with Other Jurisdictions

No comments.

### ● SUMMARY

In their current form, the Land Use Policies do not provide enough detail to ensure coordination among Alberta Municipalities; this lack of clarity could lead to a number of court challenges to establish their meaning and validity. The amendments we have proposed are intended to provide clarity and the means for interpreting the policies outside of the court system.

We do believe that these Land Use Policies form an important part of the planning structure in Alberta and look forward to an amended version.

Respectfully submitted for City Council's consideration.



PAUL MEYETTE



LOWELL HODGSON



DON BATCHELOR

DATE: September 7, 1995  
TO: City Clerk  
FROM: Director of Development Services

**RE: MUNICIPAL AFFAIRS - LAND USE POLICIES REVIEW**

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We have reviewed the correspondence from Alberta Municipal Affairs regarding the Land Use Policies paper.

We have no concerns with respect to the principles and philosophy that guided the document's creation. Our concern lies in the lack of strength in the document. The paper outlines and recommends sound planning and social issues with respect to the environment, settlement patterns, servicing of development and intermunicipal cooperation. What the document does not do is indicate a course of action when in the opinion of one party, the principles of the policy are not being adhered to. As an example, in the case where one municipality is developing a land use policy that another adjacent municipality has concerns about. If the two cannot resolve their differences, what mechanism is available to them for dispute resolution?

**RECOMMENDATION**

It is respectfully recommended that we express to Alberta Municipal Affairs, a concern that while the principles of the document are fine, there is no mechanism for enforcing those principles. We feel that there is a need for dispute resolution process in the policy.



Bryan C. Jeffers, P. Eng.  
Director of Development Services

BCJ/emg  
c.c. Director of Community Services  
c.c. Inspections and Licensing Manager  
c.c. Land and Economic Development Manager  
c.c. Recreation, Parks, and Culture Manager  
c.c. Principal Planner



COMMENTS:

We concur with the recommendation of the Administration. In addition, we recommend that our response to the Department of Municipal Affairs clearly indicates that we expect an additional opportunity to comment on the proposed policies prior to submission to the Lieutenant Governor in Council.

"G. SURKAN"

Mayor

"M.C. DAY"

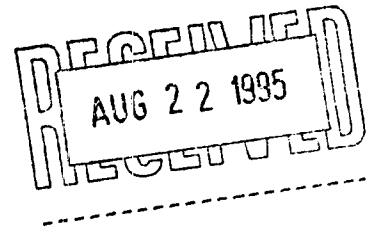
City Manager

**COUNCIL MEETING OF SEPTEMBER 25, 1995**

**ATTACHMENT TO REPORT ON  
OPEN AGENDA**

**RE: Land Use Policies Discussion Paper  
Alberta Municipal Affairs**

**LAND USE POLICIES**  
**DISCUSSION PAPER**



**ALBERTA MUNICIPAL AFFAIRS**  
**JULY 1995**

## **Land Use Policies**

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## **Land Use Policies**

### **1.0 PURPOSE**

Land use development and settlement planning is both a municipal and provincial activity. Municipalities, having been given responsibilities for land use and community planning under the Planning Part of the Municipal Government Amendment Act, assume a critical role in the process. A number of provincial departments and agencies are also involved, either directly or indirectly, as a result of their particular mandates. The Province has the authority and the responsibility to allocate and manage provincial resources. Municipal decisions and actions in this area can therefore have a substantial impact on the success of important provincial objectives designed for the benefit of all Albertans, just as Provincial programs and practices can affect municipal initiatives. It is therefore important that provincial and municipal planning efforts utilize consistent approaches, and pursue a high level of cooperation and coordination. The *Land Use Policies* presented on the following pages are being proposed for approval by the Lieutenant Governor in Council, pursuant to section 622 of the Municipal Government Amendment Act in pursuit of this goal.

The general aim of the *Land Use Policies* is to provide guidance to and a framework for Alberta's municipalities regarding land use planning and development matters which are of importance across the Province. Specifically, the purpose is to ensure that certain key provincial policies, interests and programs which affect or are related to settlement planning, municipal planning and growth management are reflected in municipal statutory plans, land use bylaws, planning decisions and planning actions.

## **1.1 Overview**

In carrying out their land use and community planning responsibilities municipalities are to

1. support and implement strategies consistent with the goals and objectives of key provincial initiatives related to municipal planning.
2. coordinate their planning process with those of provincial departments having a responsibility for or related to land use planning.
3. coordinate their planning with that of neighbouring municipalities and with that of any nearby First Nations, Metis Settlements and other jurisdictions.
4. encourage citizens to become involved in the planning process and provide the required opportunities for citizen input.
5. recognize and not unduly inhibit or restrict development initiatives without justification of the greater public interest.
6. contribute to the management of Alberta's resources through the implementation of appropriate planning initiatives.
7. contribute to the protection and enhancement of Alberta's natural environment through the implementation of appropriate planning initiatives.
8. respect the integrity of the Province's transportation network.
9. facilitate economic development and the creation of employment opportunities.

and in so doing realize that decisions made today will have an impact on the Alberta of tomorrow.

## 1.2 Implementation

Section 622 of the Municipal Government Amendment Act requires that municipal statutory plans, land use bylaws, planning decisions and actions be consistent with the *Land Use Policies*. All municipalities must therefore reflect the *Land Use Policies* in their municipal planning documents and in their planning process. Specifically, municipalities<sup>1</sup> must

- as municipal development plans, intermunicipal development plans, and land use bylaws are reviewed and revised prior to September 1, 1998, and as new ones are adopted or amendments made, ensure that they are consistent with the *Land Use Policies*.
- immediately, after approval of the *Land Use Policies* by the Lieutenant Governor in Council, put mechanisms in place which ensure that planning decisions and actions made by councils, subdivision authorities, development authorities, and subdivision and development appeal boards are consistent with the policies.

In adopting a plan or bylaw, in making a planning decision, or in taking a planning action councillors, board members and other municipal planning officials must be satisfied that the plan, bylaw, decision or action is consistent with the *Land Use Policies*.

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<sup>1</sup> In hearing intermunicipal disputes and subdivision appeals the Municipal Government Board is also obliged to make its decisions consistent with the *Land Use Policies*.

### **1.3 Application**

The *Land Use Policies* consist of a goal statement and policy statements. It is recognized that they are general in nature and therefore may be interpreted and implemented in somewhat different ways by different municipalities. While the local situation and local needs can be reflected in their application; the spirit and intent of the *Land Use Policies* must be implemented by all of Alberta's municipalities. It is the responsibility of each municipality to incorporate the policies into their planning process and balance the importance of one policy against that of the others. No policy should be neglected.



## **2.0 BALANCING INDIVIDUAL RIGHTS AND THE PUBLIC INTEREST**

### **Goal**

To ensure that an individual's rights and that his or her potential actions are not unduly inhibited or restricted when plans are approved and planning decisions are made.

### **Policy**

- The principle that all residents have the right to know what is being planned for their municipality and for their property, to be informed of what specific plans are being prepared, and to participate in the planning process is to be recognized.
- Every reclassification request, development application, subdivision application or other planning request is to be processed in a thorough, timely and diligent manner.
- A development proponent is to be requested to give up land or money as permitted by various sections of the Municipal Government Amendment Act only where the overall greater public interest can be demonstrated.
- If a planning application is to be refused or rejected or if extra ordinary conditions are to be associated with an approval, the overall greater public interest that will be served is to be identifiable.

### **3.0 SETTLEMENT PATTERNS**

#### **Goal**

To encourage settlement patterns which make efficient use of land, infrastructure, public services, and public facilities; which promote resource conservation and lead to minimal environmental impact; and which allow healthy, viable and safe communities to be developed.

#### **Policy**

- Patterns of settlement are to be orderly and concentrated, wherever possible and practical.
- Settlements are to be developed in a manner which allows Albertans to continue to enjoy a choice of lifestyles through the maintenance of a range of settlement types.
- In keeping with the principles of "Seizing Opportunity, Alberta's New Economic Development Strategy," and in order to promote a healthy and stable economy and enhance employment opportunities, opportunities are to be provided for a diversified economic base ranging from home based businesses to tourism related development to major new industry.
- Municipal development planning is to include a commercial/industrial location policy that facilitates economic development, maximizes the efficiency of the settlement pattern, and promotes environmentally sensitive patterns of development.

- Municipal planning efforts are to be coordinated with provincial and municipal economic development strategies.
- Municipal land use planning efforts are to be integrated with municipal financial management with a view to minimizing costs to Alberta ratepayers.

#### **4.0 Servicing: Water Supply and Sewage Disposal**

##### **Goal**

To ensure that new development areas and those areas undergoing growth and change have the required infrastructure to sustain the level of development proposed.

##### **Policy**

- Land use planning and development is to be coordinated with the provision of municipal servicing and infrastructure.
- Appropriate levels of servicing are to be established in keeping with the settlement pattern established by the municipality. These levels of servicing are to be sustainable over the long term to avoid possible negative environmental impacts.
- The provision and level of services to development areas are to be coordinated by the municipality regardless of the ownership of the utility.
- Where feasible and practical the provision of services is to be coordinated with adjacent municipalities.

## **5.0 Transportation**

### **Goal**

To maximize the use of the existing and future transportation infrastructure in Alberta in a safe, efficient, and cost-effective manner.

### **Policy**

- Municipal development planning is to be efficiently integrated with existing and future transportation networks.
- Local transportation and development planning is to be coordinated with the provincial transportation networks and those of adjacent municipalities.
- Municipal development planning is to reflect the integrity, safety and long term viability of the transportation networks ( air, rail and road).

## **6.0 RESOURCE CONSERVATION**

### **6.1 Preservation of Farmland**

#### **Goals**

- To ensure that a large and continuous land base is available for Alberta's agricultural industry to allow it to operate at maximum efficiency.
- To limit the impact of non agricultural development on the agricultural sector and the resources it requires.

#### **Policy**

- Where agricultural activities are the preeminent use, municipal plans and actions are to prevent the premature conversion of these lands to other uses without restricting the development requirements of other sectors of the Alberta economy.
- Non agricultural development is to be directed towards, firstly, those lands where agricultural uses will not be constrained by the presence or potential presence of residential, recreational, community, non-agricultural related businesses and services or industrial development, and, secondly, those lands which have a lower agricultural rating.

## **6.2 Gravel and Mineral Resources**

### **Goal**

To ensure that valuable gravel and mineral resources can be fully utilized.

### **Policy**

- The location of significant gravel, mineral, and other non renewable resources is to be acknowledged and their optimum utilization facilitated by the established of a settlement pattern conducive to their continued operation.
- Development of these resources is to be permitted in a manner which maintains satisfactory environmental quality in the general area and which will not cause permanent environmental damage.

## **6.3 Water Resources**

### **Goal**

To ensure that planning actions contribute to the protection, quality and optimum utilization of Alberta's water resources.

### **Policy**

- Settlement planning is to acknowledge and maintain the integrity of significant water resources including lakes, streams and groundwater supplies.

- Development in the vicinity of lakes and rivers is to incorporate measures which will mitigate environmental impacts. These include, but are not limited to, the following: deterioration of water quality, availability of water supply, impeding water flow , soil erosion or bank instability and periodic flooding.
- Recognition of river and lake shorelands as a recreational and tourist resource will include measures addressing opportunities for public access, natural amenities of the shoreland and water body, maintenance of natural habitats and capacity of the water body and shoreland to sustain the proposed development.
- Settlement patterns are to respect the capacity and integrity of groundwater supplies.

#### **6.4 Historical Resources**

##### **Goal**

To ensure that planning activities contribute to the preservation of historical resources.

##### **Policy**

- In cooperation with Alberta Historical Resources, municipal planning efforts are to recognize significant historic resources and historic sites and seek opportunities to sustain these for the use and enjoyment of future generations.



## **7.0 INCOMPATIBLE DEVELOPMENT**

### **7.1 Intensive Livestock Operations**

#### **Goal**

To minimize conflicts between intensive agricultural operations and incompatible land uses thereby reducing the possibility of jeopardizing the ability of livestock producers to maintain and expand viable operations.

#### **Policy**

- New development areas and developments, including single and fragmented parcels, are to be separated from any existing, authorized or anticipated intensive livestock operations; and conversely, new or expanding livestock operations are to be appropriately separated from any existing, authorized or anticipated incompatible development areas and developments.
- The Minimum Distance Separation (MDS) Method, which includes variances for unique topography and/or micro climate, visual screening, prevailing winds, and unique agricultural management or technology, should be used to determine appropriate separation distances. When applying the MDS, municipalities should use MDS tables and the intensive livestock definition provided in the Code of Practice for the Safe and Economic Handling of Animal Manures (available from Alberta Agriculture, Food and Rural Development).

## **7.2 Waste Management Facilities**

### **Goal**

To minimize conflicts between waste management facilities and incompatible land uses thereby contributing to the continued efficient and environmentally appropriate operation of the facilities.

### **Policy**

Settlement patterns are to be developed in a fashion that ensures that existing and future waste management sites are not encumbered by incompatible land uses.

## **7.3 Industrial Development**

### **Goal**

To minimize conflicts between industrial development and adjacent land uses thereby contributing to the continued operation of the industries and the quality of life of all Albertans.

### **Policy**

Patterns of settlement are to provide for industrial locations that allow for set backs and other mitigative measures to accommodate natural resource extraction and processing, manufacturing and other industries.

## **8.0 THE NATURAL ENVIRONMENT**

### **Goal**

To ensure that the municipal planning process contributes to the maintenance and enhancement of the natural environment without duplicating provincial and federal review processes and requirements.

### **Policy**

- The limitations on the development of hazard lands, including those which are prone to flooding, erosion, landslides or subsidence are to be recognized in the municipal planning process.
- Development within the 1:100 year flood plain must consider the mitigative measures and determination of suitable uses necessary to minimize the risk to health and safety and to loss due to property damage.
- In keeping with the principles and recommendations of the "Alberta Sustainable Development Vision," the long term importance of significant fish, wildlife and plant habitat is to be recognized and integrated into the municipal planning process within the scope of municipal authority and without subjecting landowners to the additional "taking of the land." Development in and adjacent to these areas is to be carefully designed to minimize impacts on their carrying capacity.
- In keeping with the principles and recommendations of the "Provincial Wetland Policy" the use of wetlands, including their alteration, is to be in a manner that recognizes their value for water storage, groundwater replenishment, flow regulation, water quality control and wildlife habitat.

- Development on lands that are significant ravine, valley, river and stream corridors, and unique landscapes is to occur in a manner which respects the value of these features to the residents of the Province.

## **9.0 HOUSING**

### **Goal**

To ensure that municipal planning efforts recognize and respond to the housing needs of all Albertans.

### **Policy**

- The magnitude and scope of the housing need is to be recognized and accommodated in a fashion appropriate to each municipality.
- Development standards and innovative approaches to housing and neighbourhood design are to be examined in relation to the ability to meet the varied housing needs of Albertans.
- Settlement planning and development standards are to provide opportunities to accommodate manufactured and modular housing by reducing or eliminating barriers which inhibit or prevent the use of housing constructed offsite.
- Where appropriate, settlement planning and development standards are to provide opportunities for small scale intensification in residential areas except where a municipality concludes there is inadequate infrastructure or significant physical constraints.
- Opportunities are to be provided for the accommodation of the growing number of needed institutional residences within both new and existing communities.

## **10.0 INTERMUNICIPAL PLANNING COOPERATION**

### **Goals**

To encourage municipalities to work co-operatively in order to pursue joint approaches to common planning issues.

To encourage the pursuit of appropriate planning strategies which are sensitive to the needs of all municipalities involved and which promote the orderly, economical and beneficial use of land.

### **Policy**

- To ensure successful implementation of the *Land Use Policies*, continued and expanded intermunicipal efforts are necessary and must be incorporated into municipal planning approaches and procedures.
- Physical and man-made features which affect two or more municipalities are to be jointly recognized and appropriate actions which support the preservation or enhancement of these features are to be pursued.
- Where the effect of development transcends municipal boundaries, municipalities are to address the impacts jointly and expeditiously. Additionally, settlement planning is to anticipate these intermunicipal impacts and seek to achieve consensus through a variety of mechanisms.

- The municipal fringe is to be managed in a manner which answers that any use or development does not preclude or inhibit future intensification of these lands including necessary infrastructure and open space requirements.
- Annexation proposals are to conform to any framework/strategies/policies contained in any intermunicipal development plan, constitute a logical extension of the municipality and be in keeping with the theme of concentrated development.

## **11.0 COOPERATION AND COORDINATION WITH OTHER JURISDICTIONS**

### **Goal**

To promote cooperation and coordination of actions and activities between municipalities, provincial departments and other jurisdictions.

### **Policy**

- Recognizing the Province's responsibility to manage Alberta's resources and Crown lands and municipal authority regarding settlement patterns, continued cooperation and coordination between municipalities and provincial departments is to be pursued.
- Cooperation and coordination is to be sought between Alberta's municipalities and First Nations, Metis Settlements, agencies in charge of Federal lands and other provincial governments with respect to shared planning and development interests.



## **11.0 COOPERATION AND COORDINATION WITH OTHER JURISDICTIONS**

### **Goal**

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### **Policy**

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- Cooperation and coordination is to be sought between Alberta's municipalities and First Nations, Metis Settlements, agencies in charge of Federal lands and other provincial governments with respect to shared planning and development interests.

- The municipal fringe is to be managed in a manner which answers that any use or development does not preclude or inhibit future intensification of these lands including necessary infrastructure and open space requirements.
- Annexation proposals are to conform to any framework/strategies/policies contained in any intermunicipal development plan, constitute a logical extension of the municipality and be in keeping with the theme of concentrated development.

DATE: August 30, 1995

TO: X DIRECTOR OF COMMUNITY SERVICES  
DIRECTOR OF CORPORATE SERVICES  
X 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  
X LAND AND ECONOMIC DEVELOPMENT MANAGER  
PERSONNEL MANAGER  
PUBLIC WORKS MANAGER  
R.C.M.P. INSPECTOR  
X RECREATION, PARKS & CULTURE MANAGER  
SOCIAL PLANNING MANAGER  
TRANSIT MANAGER  
TREASURY SERVICES MANAGER  
X PRINCIPAL PLANNER  
CITY SOLICITOR

FROM: CITY CLERK

RE: MUNICIPAL AFFAIRS - LAND USE POLICIES REVIEW

---

Please submit comments on the attached to this office by September 18, for the Council Agenda of September 25, 1995.

"Kelly Kloss"  
City Clerk

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DATE: September 8, 1995  
TO: Kelly Kloss, City Clerk  
FROM: Alan Scott, Land and Economic Development Manager  
RE: **MUNICIPAL AFFAIRS - LAND USE POLICIES REVIEW**

---

BACKUP INFORMATION  
NOT SUBMITTED TO COUNCIL

The discussion paper on Land Use Policies developed by Alberta Municipal Affairs addresses many of the concerns which currently exist, relative to municipalities with joint boundaries, etc. Unfortunately, the discussion paper does not address any of these concerns in a specific manner, nor does it spell out in any detail, methods by which disputes could be resolved. For this reason, I would view the discussion paper as somewhat useless.



Alan V. Scott

AVS/mm



# 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

September 26, 1995

Alberta Municipal Affairs, Land Use Policies Review  
Local Government Services Division  
15th Floor, Commerce Place  
10155 - 102 Street  
Edmonton, Alberta  
T5J 4L4

ATTENTION: John McGowan

Dear Sir:

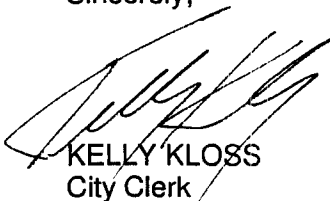
RE: LAND USE POLICIES REVIEW

At the City of Red Deer Council Meeting held on September 25, 1995, Council agreed that the attached reports from City of Red Deer Administration be approved and forwarded to your office for your consideration in the Land Use Policies Review.

In addition to the above, Council requests the opportunity to provide comment on the next draft of the Land Use Policies Review prior to submission to the Lieutenant Governor in Council.

Thank you for the opportunity of providing our input into this discussion paper. 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. Director of Community Services  
Director of Engineering Services  
Land & Economic Development Manager  
Principle Planner  
Recreation, Parks & Culture Manager



*a delight  
to discover!*

**GERIG HAMILTON NEELAND**

ALLAN F. GERIG, B. COMM., LL.B.  
 BARRY W. HAMILTON, B.A., LL.B.  
 BRIAN D. NEELAND, B.A., LL.B.\*  
 BRENT L. HANDEL, B.A., LL.B.

**Barristers & Solicitors**

501 Parkland Square  
 4901 - 48 Street  
 RED DEER, ALBERTA T4N 6M4  
 TELEPHONE (403) 343-2444  
 FAX (403) 343-6522

NO. 2

YOUR FILE .....  
 7535  
 OUR FILE .....

September 13, 1995

CITY COUNCIL  
 CITY OF RED DEER  
 BOX 5008  
 RED DEER, ALBERTA  
 T4N 3T4

Attention: City Clerk

Dear Sir:

Re: Gary and Geraldine Pfahler  
 61 Wright Avenue, Red Deer  
Lot 21B Block 31 Plan 2886 TR

<b>THE CITY OF RED DEER</b>	
<b>CLERK'S DEPARTMENT</b>	
<b>RECEIVED</b>	
TIME	4:30
DATE	Sept 12/95
BY	SL

We act as solicitors for Mr. and Mrs. Pfahler. Our clients received a letter dated August 25th from Mr. Holloway, Inspections & Licensing Assistant Manager for the City of Red Deer advising them that a basement suite at the above address would be contrary to the requirements of the City land use bylaw #2672-80.

Our clients have been requested to permit an inspection of the property and to remove the suite forthwith and convert the property to a single family dwelling unit. Our clients have instructed us to advise you that at the time they acquired this property (March 30, 1995) they were given to understand a basement suite would be permitted pursuant to City Bylaws. Accordingly they proceeded with acquisition of the property and installation of a basement suite at considerable cost. They have advised us that their expected financial return on this property and their ability to meet their utility, mortgage, tax and repair costs is dependent upon revenue generated from the dwelling with a basement suite. Furthermore our clients have advised us that they understood there were other dwellings in the area that have basement suites. Based on this and other information they received when they made an offer to acquire the home at 61 Wright Avenue they proceeded with the purchase of this property and installation of the basement suite unaware that such installation was contrary to the City bylaw.

On behalf of our clients we request you to consider the granting of a permit to enable them to continue to operate the dwelling with a basement suite.

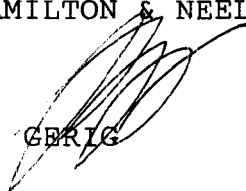
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CITY COUNCIL  
Page Two

We thank you for your attention to and consideration of this matter.

Yours truly

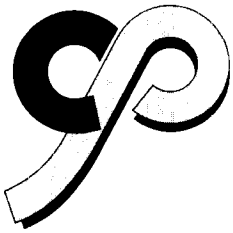
GERIG HAMILTON & NEELAND

ALLAN F. GERIG 

AFG/sdg

C.C. Mr. Peter Holloway  
Inspections & Licensing Assistant Manager

Mr. and Mrs. Gary Pfahler



**PARKLAND  
COMMUNITY  
PLANNING  
SERVICES**

Suite 500, 4808 Ross Street  
Red Deer, Alberta T4N 1X5  
Phone: (403) 343-3394  
FAX: (403) 346-1570

---

DATE: SEPTEMBER 15, 1995  
TO: KELLY KLOSS, CITY CLERK  
FROM: FRANK WONG, PLANNING ASSISTANT  
RE: GERIG HAMILTON - PFAHLER  
61 WRIGHT AVE. BASEMENT SUITE

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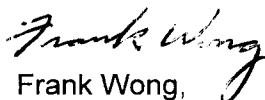
The firm of Gerig, Hamilton & Neeland, on behalf of Mr. and Mrs. Gary Pfahler, are requesting that City Council grant a permit to the Pfahlers to enable them to continue to operate the above dwelling with a basement suite. Their clients' reasons to support the request are as follows:

- they were given to understand a basement suite would be permitted pursuant to City Bylaws
- their expected financial return on this property and their ability to meet their utility, mortgage, tax and repair costs is dependent upon revenue generated from the dwelling with a basement suite, and
- they understood there were other dwellings in the area that have basement suites

Planning staff have reviewed the request and inspected the site. The subject property is the south half of a semi-detached dwelling located in a R1A District; there is a total of 8 semi-detached dwellings (16 units) in the block. The density is already doubled that of a R1 District. The subject dwelling unit presently has one entrance and possibly room for three compact cars in the rear yard.

Planning staff do not support the granting of a permit or an exception to the bylaw to allow a basement suite in this half of a semi-detached dwelling. By allowing a basement suite in semi-detached dwellings, it would potentially increase traffic and parking congestion in this already congested area and may set a precedent that would in fact creates fourplexes. In view of the above, we recommend that the request be denied.

Sincerely,

  
Frank Wong,  
Planning Assistant



DATE: September 18, 1995  
TO: City Clerk  
FROM: Inspections & Licensing Manager  
RE: **61 WRIGHT AVENUE: GERIC HAMILTON - PFAHLER  
BASEMENT SUITE**

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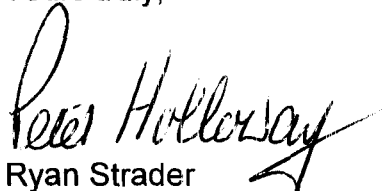
As a result of a complaint, the City was made aware that a basement suite was in existence at 61 Wright Avenue, and with such suite being contrary to the requirements of the Land Use Bylaw, the owner was directed to remove the suite and convert the residence back to a single family dwelling unit.

The subject property is presently zoned R1A - residential low density district, to which a basement suite is neither a permitted nor discretionary use within the Bylaw. It appears the basement suite in question was installed sometime after March 1995, however; the City Inspection Department has no record of permits being applied for or enquiries made, to establish if it were legal to allow a basement suite at this location.

It is evident with the close proximity of Red Deer College to the West Part Area, basement suites for revenue purposes are of a high demand, however; from the complaints received by our Department, the residents wish the neighbourhood to remain a low density - single family area. Attached for Council's information are two letters from neighbours adjacent to the subject site, who when becoming aware of the application to City Council, are voicing their objections to the use of a basement suite at this location.

**Recommendation:** This application be denied and the applicant be directed to remove the suite and convert the residence back to a single family dwelling unit.

Yours truly,



Ryan Strader  
INSPECTIONS & LICENSING DEPARTMENT

RS/yd

Attach.

To Whom it May Concern.

I have recently been advised that the property at 61 Wright Avenue was recently been renovated and now has a suite in the basement.

This development has brought a noticeable increase in the number of vehicles being parked in the area and a vehicle belonging to someone residing on the property is being parked in front of my home every evening.

When I purchased my home several years ago it was in an area of single family and duplex properties. I do not appreciate the fact this residence has been turned into a multi-family dwelling which has only lead to the depreciation of my property value as well as that of others in this area.

JAN CHURCH.

57 WRIGHT AVE

KNO DARR.

September 14<sup>th</sup> 1995

To whom it may concern,

It has been brought to our attention by the city of Red Deer, that an application has been made for the basement suite that was built this year at 61 Wright av to remain.

at no time has there ever been a basement suite at this address, the previous owner can be contacted to confirm this.

A building permit was never obtained to do these "renovations", if it had been applied for, we are sure it would not have been granted as you cannot make a half duplex into a multi family dwelling.

This having now been done must mean devaluation to our property, an increase in the amount of traffic, plus parking problems, also an increased danger of fire.

Pete J. Code

59 WRIGHT AVE

Red Deer.

DATE: September 14, 1995  
TO: City Clerk  
FROM: Fire Marshal  
RE: 61 Wright Ave. (Basement Suite)

---

If council approves the basement suite at this address and inspection will be done by this department for Building and Fire Code compliance.

No inspection will be conducted prior to council approval.



Cliff Robson  
Fire Marshal

CR/ks

COMMENTS:

Occasionally, Council receives requests for changes to the Land Use Bylaw to allow basement suites in an area not normally approved for such use where the applicant has purchased the property with the suite intact. This puts Council in a difficult situation because in many cases, the purchaser of the property is relying on the work done by the realtor and the lawyer involved and could reasonably assume that the suite was approved.

In this case, however, the property owner purchased the property without a basement suite and proceeded to construct same without any permits or reference to the Land Use Bylaw. Accordingly, we concur with the recommendation of the Administration that Council not approve the application.

"G. SURKAN"  
Mayor

"M.C. DAY"  
City Manager

DATE: September 14, 1995

TO: DIRECTOR OF COMMUNITY SERVICES  
DIRECTOR OF CORPORATE SERVICES  
X DIRECTOR OF DEVELOPMENT SERVICES  
CITY ASSESSOR  
E.L. & P. MANAGER

✓ X 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  
X PRINCIPAL PLANNER  
CITY SOLICITOR

BACKUP INFORMATION  
NOT SUBMITTED TO COUNCIL

FROM: CITY CLERK

RE: GERIG HAMILTON - PFAHLER  
61 WRIGHT AVE. BASEMENT SUITE

---

Please submit comments on the attached to this office by September 18, 1995, for the Council Agenda of September 25, 1995.

"Kelly Kloss"  
City Clerk



## 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

September 14, 1995

BACKUP INFORMATION  
NOT SUBMITTED TO COUNCIL

Gerig Hamilton Neeland  
Barristers & Solicitors  
501 Parkland Square  
4901 - 48 Street  
Red Deer, Alberta  
T4N 6M4

Dear Sir:

I acknowledge receipt of your letter dated September 13, 1995, re: Basement Suite/Gary and Geraldine Pfahler/61 Wright Avenue.

This item will be discussed and possibly a decision made at the Meeting of Red Deer City Council on September 25, 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 Friday, September 22, 1995.

In the event you wish to be present at the Council meeting, would you please telephone our office on Friday, September 22, 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



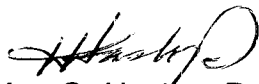
*a delight  
to discover!*

DATE: September 18, 1995  
TO: City Clerk  
FROM: Engineering Department Manager  
RE: **61 WRIGHT AVENUE - BASEMENT SUITE  
GERIG HAMILTON - PFAHLER**

---

BACKUP INFORMATION  
NOT SUBMITTED TO COUNCIL

Please be advised that the Engineering Department has no comment with respect to the above noted.



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

/emg



## THE CITY OF RED DEER

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

FAX: (403) 346-6195

**FILE**

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

September 26, 1995

Gerig, Hamilton, Neeland  
Barristers & Solicitors  
501 Parkland Square  
4901 - 48 Street  
Red Deer, Alberta  
T4N 6M4

ATTENTION: Allan F. Gerig

Dear Sir:

RE: YOUR FILE 7535 - GARY AND GERALDINE PFAHLER, 61 WRIGHT AVENUE,  
RED DEER/REQUEST FOR BASEMENT SUITE

---

At the City of Red Deer Council Meeting held on September 25, 1995, consideration was given to your letter dated September 13, 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 Gerig Hamilton Neeland, Barristers and Solicitors, dated September 13, 1995, Re: Gary and Geraldine Pfahler, 61 Wright Avenue, Request For The Granting Of A Permit Or An Exception To The Bylaw To Allow A Basement Suite, hereby agrees that said request be denied, and as presented to Council September 25, 1995."

As outlined in the above resolution, the basement suite at 61 Wright Avenue was not allowed and as such, your client would now be required to convert this residence back to a single family dwelling unit. With regard to this, you are given ninety (90) days from October 3, 1995 for this conversion to occur.

Please thank Paul Morigeau for attending the Council Meeting and outlining your client's concerns to Council.

.../2



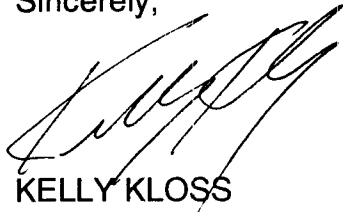
*a delight  
to discover!*



Gerig, Hamilton, Neeland  
Allan F. Gerig  
September 26, 1995  
Page 2

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. Director of Development Services  
Inspections & Licensing Manager  
Fire Chief  
Inspector Sutton

# MUNICIPALITY OF ANNAPOLIS COUNTY

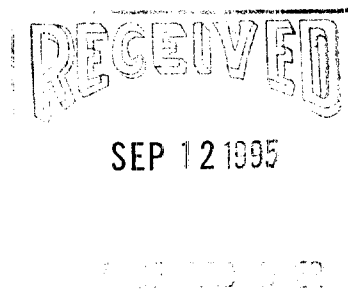
P.O. BOX 100, ANNAPOLIS ROYAL, NOVA SCOTIA B0S 1A0 CANADA

Tel. (902) 532-2331

Fax. (902) 532-2096

August 30, 1995

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



Dear Mayor Surkan:

**Re: Proposed Commemoration of Port Royal on the New \$2 Coin**

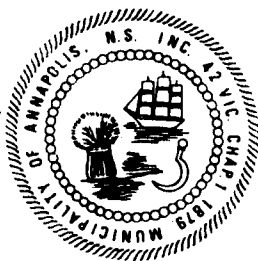
On behalf of Municipal Council for the Municipality of Annapolis County, Nova Scotia, **I am writing this letter to respectfully request the support of your Council to have Port Royal (Canada's first permanent European settlement) depicted on the new \$2 coin.**

For information purposes, it was due to the successful establishment of Samuel De Champlain's party with the assistance of Micmac Grand Chief Henri Membertou that Canada continued to be settled by Europeans. Port Royal also represents the very significant contribution of the Micmacs - Canada's First Nation - as not only an equal partner but a crucial factor in the survival of the Port Royal (Habitation) settlement (without their assistance, the settlement would have failed). Enclosed is a copy of a letter received stating support for this venture by all Maritime Micmac Chiefs.

*As the year 2005 marks the 400th anniversary of the establishment of Port Royal*, our Municipal Council feels that an appropriate national and enduring recognition for this historical reference is the depiction of Port Royal on the \$2 coin, thereby commemorating the unity and accord of the Europeans and the Micmac Nation.

Port Royal represents the beginnings or the origins of people across Canada who still have relatives, friends and heritage in this area.

.../2



Municipal Units

- 2 -

August 28, 1995

Accordingly, we are requesting that your Council pass a resolution in support of our petition and write a letter stating your support to the following persons:

The Hon. David Dingwall  
Minister Responsible for the Royal Canadian Mint  
Place du Portage, 11 rue Laurier  
Hull, PQ  
K1A 0S5 Fax: (819) 953-1908

and

Mr. John Bryden, Liberal MP  
Commons Committee for Design of \$2 Coin  
Room 163, Confederation Building  
House of Commons  
Ottawa, ON  
K1A 0A6 Fax: (613) 996-1289

Since our earlier press release and formal request to Minister Dingwall, *many Nova Scotian municipal units have sent written support of our submission; the Nova Scotia Provincial Legislature has passed a resolution requesting that Port Royal be depicted on the \$2 coin and the Union of Micmac First Nations have forwarded a letter of support.* A promotional button has been enclosed portraying the historical significance of Port Royal for the proposed \$2 coin, and we anticipate that, if successful, the final design may vary to accommodate printing and/or other considerations.


Therefore, we are respectfully requesting your support in having Port Royal given its due national recognition by being depicted on the \$2 coin. *Whereas it is anticipated that a decision will be made shortly, your immediate consideration of this matter would be most appreciated; and if convenient, forward a copy of your letter to our office.*

Sincerely,

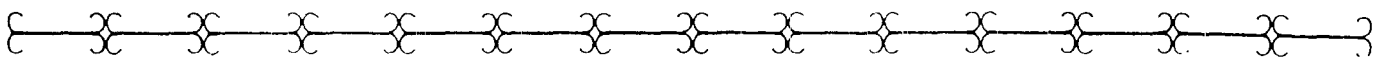


Peter G. Terauds  
Warden

PGT/mlo



# Micmac Assoc. of Cultural Studies



P.O. Box 961

Sydney, Nova Scotia, B1P 6J4

Telex 019-35215

Telephone: (902) 559-8037  
567-1752

Micmac Post Office

Hants County, Nova Scotia

July 13, 1995

Warden Peter G. Terauds  
Municipality of Annapolis County  
P.O. Box 100  
Annapolis Royal, NS  
B0S 1A0

*Received  
July 24<sup>th</sup> 95.  
PST*

Dear Warden Terauds:

I am willing to recommend to our Board of Directors (all Chiefs and the Grand Chief) the support in having Port Royal depicted on the new \$2.00 coin provided that the design acknowledges the contribution of Grand Chief Membertou in making the year-round habitation of the colony possible through his cooperation and assistance.

Yours in recognition  
of our Mi'kmaq heritage,



Dr. Peter J. Christmas, Executive Director

cc: MACS Board of Directors  
The Hon. David Dingwall, Minister Responsible for the  
Royal Canadian Mint  
Mr. Harry Verran, M.P., South-West Nova  
Mr. Earle Rayfuse, M.L.A. for Annapolis  
Mr. Joe Casey, M.L.A. for Digby/Annapolis

8 (C)

The honourable member for Pictou West.

RESOLUTION NO. 6

APR 13 1995

MR. DONALD MCINNES: Mr. Speaker, I hereby give notice that on a future day I shall move the adoption of the following resolution:

Whereas Port Royal, Annapolis County, is the birthplace of Canada's first permanent European settlement; and

Whereas the Mi'Kmaq Nation played a very instrumental role in ensuring Samuel De Champlain and his party of people survived those bitter winters at Port Royal in the early 1600's; and

Whereas as a result of the February 27th federal budget, the present \$2.00 bill will be replaced by a new \$2.00 coin, meaning the Royal Canadian Mint is now seeking design ideas for such a coin;

Therefore be it resolved that members of this Legislature unanimously support the Municipality of Annapolis County in their bid to have Port Royal depicted on Canada's new \$2.00 coin.

Mr. Speaker, I would ask for waiver of notice.

MR. SPEAKER: There has been a request for waiver of notice.

Is it agreed?

It is agreed.

Would all those in favour of the motion please say Aye. Contrary minded, Nay.

The motion is carried.

COMMENTS:

Council's direction is requested.

"G. SURKAN"  
Mayor

"M.C. DAY"  
City Manager

NO. 1**COUNCILLOR DAN LAWRENCE****NOTICE OF MOTION - COMMERCIAL UTILITY DEPOSITS**

Whereas The City of Red Deer in 1994 had Utility Write Offs of \$110,059 of which \$50,906 related directly to the commercial sector; and

Whereas City rate payers indirectly absorbed these Write Offs through their rates; and

Whereas non payment of commercial utility accounts often occur as a result of the company going into receivership or bankrupt making the collection of the last month or so of the utility account very difficult or even impossible; and

Whereas The City collects a three month deposit from any new business starting up in the city, with the deposit being refundable after 12 months provided the account has been kept in good standing for the total period however this deposit does little to protect The City against non payment as noted above if the business has been in operation for a number of years and has already been refunded its deposit, eg. Woodward's, Drummond Brewery;

Therefore Be It Resolved that Council of The City of Red Deer hereby agrees as follows:

1. That for all new businesses within the city, the three month deposit continue to apply however, said deposit be retained by The City for the life of the business;
2. That The City pay interest annually on the deposit, with the rate to be set at the average annual interest rate The City earns from time to time.

**DATE: September 15, 1995**

**TO: CITY CLERK**

**FROM: Treasury Services Manager**

**RE: NOTICE OF MOTION - COUNCILLOR DAN LAWRENCE  
COMMERCIAL UTILITY DEPOSITS**

---

It appears that Councillor Lawrence's Notice of Motion is intended to address the specific situation where a commercial utility customer is forced into a receivership arrangement or declares bankruptcy, which effectively terminates the existing utility account. The utility bill for the last month of operation is left outstanding and possibly uncollectable. This occurs after maintaining the utility account in good standing for a long period of time, which resulted in any utility deposit that may have been held for that customer having been refunded several months or years earlier. It must be pointed out that this happens with residential accounts from time to time as well, however, the amount of the uncollectable account is likely to be much less significant than for a commercial account because average individual residential billings are much smaller.

The two accounts referred to in the Notice of Motion - Woodward's and Drummond Brewery - are recent examples of this occurrence. Woodward's went into receivership in 1992, the utility bill for the last month of operation was left unpaid in the amount of \$49,631; when the operations were finally wound up and the available funds were distributed to creditors in 1994, The City of Red Deer received a payment of \$18,364, leaving a balance to be written off of \$31,267.

Drummond Brewing Company was placed under a receivership arrangement in August of this year; the utility bill owing for the last couple weeks of operation is \$37,403. It will not be known how much of this amount, if any, will be recovered until the results of the receivership action are known. While the amounts of write offs for individual commercial accounts can be large, the percent of commercial utility billings written off has only averaged 0.10 % over the last five years while residential write offs have averaged 0.31 % of residential billings.

## HISTORY

A summary of the utility write-offs in the past five years follows for information.

Year	COMMERCIAL					RESIDENTIAL					TOTAL			
	Utility Revenue (000,s)	Write Offs	%	No Acts		Utility Revenue (000,'s)	Write Offs	%	No Acts		Utility Revenue (000's)	Write Offs	%	No Acts
1994	32,137	50,906	.16	16		19,510	59,154	.30	628		51,647	110,060	.21	644
1993	31,600	22,203	.07	26		18,100	59,412	.33	600		49,700	81,615	.16	626
1992	30,607	30,568	.10	27		18,513	51,080	.28	569		49,120	81,648	.17	596
1991	29,200	58,038	.19	34		16,700	42,884	.25	489		45,900	100,922	.21	523
1990	24,100	22,416	.09	29		13,200	48,654	.37	514		37,300	71,070	.19	543
5 Yr Total		184,131		132			261,184		2800			445,315		2932
Average per acct		1395					93					152		

As can be seen from the above, write offs as a percentage of the revenue billed are very low, about one fifth of one percent. It can also be seen that residential write offs are actually a higher percentage of revenue than are commercial write offs.



## SUMMARY

The only effective way to prevent the type of loss referred to above is to hold a deposit for all utility customers until such time as the account is closed. We do require a security deposit from all new utility customers, however, our present policy is to refund the deposit once the customer has established a pattern of paying the account in full by the due date for a period of twelve consecutive months. To adopt a policy of not refunding present or future deposits until the account is closed would likely be seen by the business community as being somewhat discriminatory against new business; it also does nothing to address the problem of all the existing businesses that could conceivably get into financial difficulty at some point and go out of business leaving unpaid accounts. For a deposit retention policy to be effective, I believe it would have to apply to all accounts, old and new. To now request a security deposit from established commercial utility customers would most likely meet with considerable customer resistance. Council will have to decide whether such a change in policy is warranted at this time.

Respectfully submitted,



D. G. Norris  
Treasury Services Manager

- c. Director of Corporate Services  
Utilities Billing Supervisor

## COMMENTS:

As noted in the attached information the actual write-offs incurred by the utility have been very marginal and well below an industry standard. Accordingly, we recommend that the existing policy continue until such time as write-offs become a more significant part of the cost of doing business.

"G. SURKAN"  
Mayor

"M.C. DAY"  
City Manager

**FILE**

**DATE:** September 26, 1995

**TO:** Director of Corporate Services

**FROM:** City Clerk

**RE:** COUNCILLOR DAN LAWRENCE - NOTICE OF MOTION - COMMERCIAL UTILITY DEPOSITS

---

At the Council Meeting of September 25, 1995, consideration was given to the above noted topic, and at which meeting the following Motion was introduced:

"WHEREAS The City of Red Deer in 1994 had Utility Write Offs of \$110,059 of which \$50,906 related directly to the commercial sector; AND

WHEREAS City rate payers indirectly absorbed these Write Offs through their rates; AND

WHEREAS non payment of commercial utility accounts often occur as a result of the company going into receivership or bankrupt making the collection of the last month or so of the utility account very difficult or even impossible; AND

WHEREAS The City collects a three month deposit from any new business starting up in The City, with the deposit being refundable after 12 months provided the account has been kept in good standing for the total period, however, this deposit does little to protect The City against non payment as noted above if the business has been in operation for a number of years and has already been refunded its deposit, eg. Woodward's, Drummond Brewery;

NOW THEREFORE BE IT RESOLVED that Council of The City of Red Deer hereby agrees as follows:

1. That for all new businesses within The City, the three month deposit continue to apply, however, said deposit be retained by The City for the life of the business;
2. That The City pay interest annually on the deposit, with the rate to be set at the average annual interest rate The City earns from time to time."

Director of Corporate Services  
September 26, 1995  
Page 2

Prior to voting on the above resolution, however, Councillor Lawrence, with the concurrence of Council, withdrew the above Notice of Motion. As such, no further action need be taken.

This is submitted for your information.

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

KELLY KLOSS  
City Clerk

KK/fm

cc. Treasury Services Manager  
Utility Billing Supervisor

DATE: August 31, 1995

TO: DIRECTOR OF COMMUNITY SERVICES

X 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

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

X TREASURY SERVICES MANAGER

PRINCIPAL PLANNER

CITY SOLICITOR

BACK UP INFORMATION  
NOT SUBMITTED TO COUNCIL

FROM: CITY CLERK

RE: NOTICE OF MOTION - COUNCILLOR DAN LAWRENCE

COMMERCIAL UTILITY DEPOSITS

---

Please submit comments on the attached to this office by September 18, for the Council Agenda of September 25.

NOTE: Please include in your report the amount written off for Woodward's and the amount still owed by Drummond.

"Kelly Kloss"  
City Clerk

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

CITY CLERK

**BYLAW NO. 2800/A-95**

Being a Bylaw to amend Bylaw No. 2800/82, the Traffic 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 That Bylaw 2800/82 be amended as to Schedule A:
  - (a) by deleting Section 6, under the heading, "Avenues" and substituting therefor the following:
 

"6 Taylor Drive from Highway 11A to 200 metres south of 43 Street."
  - (b) by deleting Section 8, under the heading, "Avenues", in its entirety.
  - (c) by deleting Section 9, under the heading, "Avenues", in its entirety.
  - (d) by deleting Section 5, under the heading, "Streets" and substituting therefor the following:
 

"5 77 Street, between Taylor Drive and 40 Avenue (Riverside Drive)."
- 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 this       day of       A.D. 1995.

---

MAYOR

---

CITY CLERK







**BYLAW NO. 3140/95**

Being a Bylaw of the City of Red Deer to regulate the proceedings in and transacting of business by the Council of the City of Red Deer.

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

- 1            This Bylaw may be cited as "The Procedure Bylaw".
  
- 2            In this Bylaw:
  - (a)    "Committee of the Whole" means an in camera meeting of the members of Council without the presence of the public and any representatives of the press or other media;
  
  - (b)    "Member" means a member of Council;
  
  - (c)    "The Chair" means the Mayor, Deputy Mayor or other person presiding as Chairperson at any meeting of Council or a Committee thereof.

**MEETINGS**

- 3            (1)    Unless Council by resolution from time to time otherwise determines, regular meetings of Council shall be held and commence at 4:30 p.m. every second Monday calculated from the date of the organizational meeting of Council, following the municipal elections.
  
- (2)    If a quorum is not present within half an hour after the time appointed for the meeting of Council, the Clerk shall call the roll and take down the names of

the members present and the Council shall stand absolutely adjourned until the next regular meeting, unless a special meeting be duly called in the meantime.

- 4 If the Mayor or Deputy Mayor are not in attendance within fifteen minutes after the time appointed for a meeting and a quorum is present, the Clerk shall call the meeting to order and a member shall be chosen by the members present to chair the meeting until the arrival of the Mayor or Deputy Mayor.
- 5 Regular meetings of Council shall adjourn at 10:00 p.m. if then in session, unless otherwise determined by a two-thirds majority vote of the members present, upon motion made and passed either before or after that time and either while in session or committee of the whole. Any business not completed at the time of adjournment shall be the first order of business at the next regular meeting of Council, unless in the meantime a special meeting be called under the *Municipal Government Act*.
- 6 (1) Unless otherwise required by this Bylaw, the *Municipal Government Act* or any other enactment, a simple majority vote of those members present shall be sufficient to pass any resolution or bylaw.
- (2) Motions for the reading of a bylaw shall use the words "move that Bylaw No. \_\_\_\_ be now read a first time", or words to like effect, substituting the word "second" or "third" as the case requires.
- (3) Once a motion that a bylaw be read has successfully passed, no further action is necessary to effect the reading, but the reading shall be deemed to have been accomplished by the successful passage of the motion.

- (4) A motion for third reading of a bylaw made in the manner described in paragraph 6(1) shall be deemed to include a motion that the Mayor and City Clerk be authorized to sign the bylaw in question in open Council and affix the corporate seal thereto.
- 7 (1) Immediately after a meeting is called to order, the Chair shall call for a motion adopting the minutes of the preceding meeting or meetings as circulated or as read, as the case may be, which motion shall be voted upon after disposition, either by unanimous consent or amendment of any errors or omissions alleged therein.
- (2) Subject to subsection (1) of this section, the order of business for each meeting shall be determined by the Chair, subject to an appeal to Council.
- 8 The address to the Chair shall be "Your Worship" and no person shall be permitted to speak unless and until such person is recognized by the Chair at a time when no other person recognized by the Chair has the floor and then only so long as any remarks made are addressed to the Chair.
- 9 When two or more members wish to speak to a matter, the Chair shall decide who is entitled to speak, but a motion may be made that any person who is addressing the Chair "be now heard" or "do now speak" and such motion shall be put without debate.
- 10 Without the concurrence of the Chair and a majority of the meeting, there shall be no discussion or debate on any matter in the absence of a motion in writing duly moved and seconded and put to the meeting by the Chair, or by the Clerk reading or stating the same, unless the meeting has, upon motion, duly resolved itself into Committee of the Whole.

- 11 When speaking to a motion a member shall, before entering upon the substance of his or her remarks, state whether he or she is for or against the motion.
- 12 If a member wishes to ask a question or seeks clarification in respect of a subject then before the meeting and may do so without interrupting another speaker, such member shall, upon recognition, so state and shall not proceed further without the leave of the Chair, provided that in any event any such question shall be directed to the Chair and shall not be used to discuss the merits of the subject then before the meeting.
- 13 No member shall interrupt any other person who has been recognized by the Chair and has the floor, except upon recognition by the Chair upon a point of order or a question of privilege.
- 14 (1) No member shall:
- (a) speak disrespectfully of any person;
  - (b) use offensive words in or against the Council or any member thereof or any official or employee of the City;
  - (c) speak except upon a question in debate;
  - (d) reflect upon any vote of the Council except for the purpose of moving that such a vote be reconsidered or rescinded;
  - (e) resist this Bylaw, or disobey the decision of the Chair or the Council on any question of privilege or point of order or upon the interpretation of this Bylaw;

and if any member shall so speak, resist, or disobey, such member may, subject to an appeal to the Council to be decided by a majority vote, be ordered by the chair to leave Council Chambers and in case of refusing to do so, such member may, on the order of the Chair, be removed therefrom by a peace officer; provided however, if an ample apology is made by the offender at that or a subsequent meeting, such member by vote of the Council be permitted forthwith to re-take his or her seat.

- (2) The Chair may cause to be expelled and excluded from any meeting any person who creates any disturbance during a meeting or who, in the Chair's opinion, has been guilty of improper conduct, and for that purpose, the Chair may direct that such person be removed by a peace officer.
- 15
- (1) If a member wishes to raise a point of order or a question of privilege, such member shall, upon recognition, so state and shall then state briefly the grounds therefore.
  - (2) Upon a point of order or question of privilege being raised, the Chair shall forthwith rule upon the same, or request the City Solicitor to do so and, in either case, such ruling may be appealed to the meeting upon the question "shall the ruling stand?".
  - (3) Neither the point of order nor the question of privilege, as the case may be, the ruling thereon, nor the question on the ruling is debatable or amendable.
  - (4) A point of order or question of privilege shall take precedent over all other business and any appeal shall be determined by a majority vote which shall not be reconsidered or rescinded.

- 16 When a person is called to order by the Chair, such person shall immediately cease speaking and shall not speak further unless and until recognised by the Chair.
- 17 If the Chair desires to take part in the debate, the Chair shall, at the discretion of Council, leave the chair or, if the Chair desires to leave the chair for any other purpose, the Chair shall call on the Deputy Mayor or, alternatively, one of the other members to take his or her place until he or she resumes the chair.
- 18 Any member may require the question or motion under discussion, or any portion thereof, to be read at any time during the debate, but not so as to interrupt a person while speaking.
- 19 (1) No member shall, without the concurrence of the Chair and a majority of the meeting, speak on any matter whether in introduction or debate for longer than ten (10) minutes.
- (2) Any member who has spoken to a motion shall not, without the concurrence of the Chair and the meeting, speak again except:
- (a) with leave of the Chair in explanation of the member's previous remarks if misunderstood;
  - (b) in the case of a mover or seconder only, at the request of the Chair, to answer questions from the floor directed to the Chair;
  - (c) in the case of a mover only who may reply closing debate upon any substantive motion after all others have had an opportunity of being heard, provided the mover specifically requests such privilege before

previously yielding the floor, and further provided that , prior to granting such privilege, the Chair shall call for any further discussion.

## **MOTIONS**

- 20            Except as otherwise provided herein, all motions are debatable and amendable.
- 21        (1)    Not more than one main motion, amendment thereto, and amendment to the amendment may be on the floor at the time.
- (2)    No amendment shall be allowed, the substance of which would substantially destroy the intent of the motion or amendment to which it is intended to apply, the purpose of which could be as readily attained by voting against the motion or amendment to which it is intended to apply.
- (3)    Any amendment must be relevant to the motion or amendment to which it is intended to apply and shall be made by way of insertion, deletion, or deletion for substitution of words in the motion or amendment to which it is intended to apply.
- (4)    Any amendment shall, upon being moved and seconded or immediately thereafter be given to the Clerk in writing.
- (5)    Upon being duly moved and seconded, any motion or amendment shall be read to the meeting by the Chair or by the Clerk, whereupon it shall be properly before the meeting and open to debate.
- 22            Voting on motions and amendments shall be conducted in the reverse of the order in which they were put, that is to say, firstly, upon the amendment to

the amendment, if any, secondly, upon the amendment or amendments to the motion, as the case may be, if any, and lastly, upon the motion or the motion as amended as the case may be, except in the case of times and amounts in which case the longest times and the largest amounts shall be put first.

- 23 A motion to refer, unless it is decided in the negative, precludes all amendments to the main question.
- 24 A motion to table another motion properly before the meeting shall contain a time certain or ascertainable for the duration of the tabling and is not debatable or amendable except when, at the discretion of the Chair, the duration of tabling may be discussed so long as the merits of the motion proposed to be tabled are not entered upon.
- 25 Upon a reasonable opportunity for discussion of a motion, in the opinion of the Chair, being afforded and when no other person is holding the floor, a motion may be made that the question be now put. A motion that the question be now put, is neither amendable nor debatable and if such motion is passed, the main motion or amendment, as the case may be, shall be forthwith voted upon without further amendment or debate. If such motion is not passed, debate upon and amendment to the main motion may continue.
- 26 A motion to adjourn debate, if no time is mentioned therein, shall be treated in the same manner as a motion that the question be now put as hereinbefore provided.
- 27 A motion may, with the consent of the mover and seconder and a majority of the members present, be withdrawn or the wording thereof changed.



- 28 (1) A motion to adjourn the meeting shall not be debatable nor amendable, except as to the time, if any, when the meeting shall be reconvened, provided that the Chair may, subject to an appeal to the meeting, refuse to put a motion for adjournment if, in the opinion of the Chair, the motion is offered for the purpose of obstructing the meeting.
- (2) Subject to subsection (1) hereof, a motion to adjourn the meeting is always in order but, if such motion is decided in the negative, no motion to the same effect may be made until the meeting shall have completed some intervening proceeding.
- 29 A motion to proceed from the present to the next order of business is not debatable nor amendable and, if carried, the present order of business shall be brought before the meeting after completion of the orders of business and before the meeting is finally adjourned.
- 30 A motion may be made, upon previous notice, to reconsider a negative vote on any other motion. A motion to reconsider is not amendable but is debatable if the motion the vote of which is proposed to be reconsidered was itself debatable.
- 31 A motion may be made, upon previous notice, to rescind an affirmative vote upon any other motion. A motion to rescind is not amendable but is debatable if the motion the vote of which is proposed to be rescinded was itself debatable.
- 32 (1) Notwithstanding sections 30 and 31, a Motion to reconsider or rescind a vote may be made at the same meeting of Council by a mover who voted with the prevailing result. The Motion may be seconded by any other member of council.

- (2) A Motion to reconsider or rescind, once voted on and lost, cannot be further reconsidered at the same meeting of Council, except with the unanimous consent of Council.
- 33 A motion to reconsider or to rescind may not be put if the motion or the vote thereon to which it is intended to apply has already been acted upon, to the extent that the City has undertaken or become subject to any liability or obligation.
- 34 No substantive motion or amendment which is the same as or substantially similar to a previous substantive motion or amendment voted upon by a meeting may be put to the same meeting or any subsequent meeting prior to Council having finally adopted a new budget.
- 35 (1) Where a motion under consideration contains distinct propositions, which are not of necessity related to each other, the vote upon each proposition shall be taken separately when any member so requests or when the Chair so directs.
- (2) Where a motion is lengthy, complicated or controversial, a member may move to divide the question so that each part may be voted upon individually.

## **NOTICES OF MOTION**

- 36 Without the affirmative vote of two-thirds of the members present to be taken without debate or amendment, no motion introducing a matter not appearing upon or necessarily arising out of a matter appearing upon the agenda for a meeting may be made unless written notice of such motion has been given at a previous meeting of Council held at least five (5) days previously, or written notice thereof has been personally delivered to each member, other

than the mover thereof at least three (3) days previously.

## **COMMITTEE OF THE WHOLE**

- 37 (1) If the meeting has resolved itself into committee of the whole, motions thereat need not be seconded and shall be limited to those which report to the meeting upon its resumption matters referred to the committee, or which resolve to revert from committee of the whole and resume the meeting.
- (2) The Chair will chair the committee of the whole.

## **CORRESPONDENCE**

- 38 (1) When a communication intended for Council is received by the City Clerk and, provided it is fairly written or printed on paper and signed by at least one person whose address is also shown, it shall be placed on Agenda of Council.
- (2) If it is determined that a communication intended for Council can be responded to by City Administration, said communication, with the permission of the writer, can be withdrawn by the Clerk from Council Agenda.
- (3) The content of any communication intended for Council shall include the purpose of the communication and clearly outline what is being requested of Council.
- (4) The Clerk shall not place any communication on the Agenda when he considers that the matter contained in the communication is impertinent, improper, or libelous in which case the Clerk shall advise the originator of the communication that it is not being sent forward to Council.

- 39 Any type of communication received by Council may be referred to a Committee of Council or may be referred to the Mayor and City Manager for a report.

## WRITTEN INQUIRIES

- 40 (1) Written inquiries may be submitted by any member not later than seven days prior to a regular meeting of Council, and shall be included in the Agenda for such meeting of Council, at which time Council shall direct what action, if any, should be taken respecting the same.
- (2) Notwithstanding the foregoing, the Mayor and City Manager may provide to Council background information on the subject of the written inquiry at the same meeting as the written inquiry is first received by Council.

## ROBERT'S RULES

- 41 Any matter which is not provided for shall be determined in accordance with "Robert's Rules of Order-Newly Revised".
- 42 Bylaw No. 2323/69 is hereby repealed.

READ A FIRST TIME IN COUNCIL this                      day of                      , A.D. 19

READ A SECOND TIME IN COUNCIL this                      day of                      , A.D. 19

READ A SECOND TIME IN COUNCIL this                      day of                      , A.D. 19

AND SIGNED BY THE MAYOR AND CITY CLERK this                      day of                      , A.D. 19

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MAYOR

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CITY CLERK

**BYLAW NO. 3147/95**

Being a bylaw of The City of Red Deer, in the Province of Alberta, to regulate, control, or prohibit the erection of barbed wire and electrified fences with the City;

WHEREAS under section 7 of the *Municipal Government Act*, a Council of the City may pass bylaws for municipal purposes respecting the safety, health, and welfare of people and the protection of people and property, and the activities and things in, on, or near a public place or place that is open to the public;

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

- 1           This Bylaw may be called the "Fence Bylaw".
- 2           No person, firm, or corporation shall erect or cause to be erected or shall have or maintain on any property located in the City of which he is the owner, occupant, tenant, or lessee, any barbed wire fence or other barbed wire structure or any fence which is surmounted by nails, sharpened spikes, broken glass or other dangerous object or material.
- 3           No person, firm, or corporation shall erect or shall cause to be erected or shall have or maintain on any property of which he is the owner, occupant, tenant, or lessee, any electrified fence.
- 4           Section 2 of this Bylaw shall not apply:
  - (a)   where barbed wire is placed on a fence at a height of not less than 6 feet above the level of ground;
  - (b)   where the land is designated A-1 Future Urban Development District under the Land Use Bylaw.
- 5           Any person who contravenes any provision of this Bylaw is guilty of an offence and shall be liable to a specified penalty of \$60.00.

CITY CLERK

**BYLAW NO. 3148/95**

Being a bylaw of the City of Red Deer, in the Province of Alberta, respecting the interpretation of Bylaws;

WHEREAS it is desirable to ensure uniformity in the interpretation of City Bylaws;

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

**SHORT TITLE**

1            This Bylaw may be called the "The Interpretation Bylaw".

**PURPOSE**

2            The purpose of this Bylaw is:

- (a)    to state principles and rules for the interpretation of bylaws;
- (b)    to shorten bylaws by avoiding the need for repetition; and
- (c)    to promote consistency in the language and form of bylaws.

**APPLICATION**

3            This Bylaw applies to the interpretation of every Bylaw of the City.

4            A bylaw shall be construed as being in continuous force and shall be applied to circumstances as they arise.

- 5 A bylaw shall be construed as being remedial and shall be given the fair, large and liberal construction and interpretation that best ensures the attainment of its objects.
- 6 (1) The preambles of a bylaw are part of the bylaw intended to assist in explaining the bylaw.
- (2) In a bylaw:
- (a) tables of contents;
  - (b) marginal notes; and
  - (c) statutory citations after the end of a section or schedule;
- are not part of the bylaw, but are inserted for convenience of reference only.
- (3) Any schedule, appendix, form, table or other document attached to the bylaw is part of the bylaw.
- 7 Definitions and other interpretation provisions in a bylaw:
- (a) are applicable to the whole bylaw, including the section containing the definitions or interpretations provisions, except to the extent that a contrary intention appears in the bylaw; and
  - (b) apply to regulations, orders, or notices made under the bylaw except to the extent that a contrary intention appears in the bylaw or in the order or notice.



- 8      (1)      In a bylaw a citation of or reference to another bylaw of the City or to a statute or regulation of the Province, or of Canada, is a citation of or reference to such enactments as amended, whether amended before or after the commencement of the bylaw, statute or regulation in which the citation or reference occurs.
- (2)      In a bylaw, a reference to any statutory provision shall be deemed to include any replacement statutory provision enacted subsequent to the passage of such bylaw.
- 9      (1)      A reference in a bylaw to a series of numbers or letters by the first and last numbers or letters of the series shall be construed as including the number or letter first mentioned and the number or letter last mentioned.
- (2)      A reference in a bylaw to a part, division, section, schedule, appendix or form shall be construed as a reference to a part, division, section, schedule, appendix, or form of the bylaw in which the reference occurs.
- (3)      A reference in a bylaw to a subsection, clause, subclause, paragraph or subparagraph shall be construed as a reference to a subsection, clause, subclause, paragraph or subparagraph of the section, subsection clause, subclause or paragraph, as the case may be, in which the reference occurs.
- (4)      A reference in a bylaw to regulations shall be construed as a reference to regulations made under the bylaw in which the reference occurs.
- 10      When a form is prescribed by or under a bylaw, deviation from it not affecting the substance and not calculated to mislead do not invalidate the form used.

**AMENDMENTS AND REPEAL**

- 11 (1) A bylaw that is repealed and replaced ceases to have effect at the time the new bylaw commences.
- (2) A bylaw that is expressed to expire or otherwise cease to have effect on a particular day shall be construed as ceasing to have effect at the end of that day.
- 12 An amending bylaw shall be construed as part of the bylaw that it amends.
- 13 (1) When a bylaw is repealed in whole or in part, the repeal does not;
- (a) revive a previous bylaw or thing not in force or existing immediately before the time when the repeal takes effect;
  - (b) affect the previous operation of the bylaw so repealed or anything done or suffered under it.
  - (c) affect any right, privilege, obligation or liability acquired, accrued, accruing or incurred under the bylaw so repealed;
  - (d) affect any offence committed against or a contravention of the bylaw so repealed, or any penalty, forfeiture or punishment incurred in respect of or under the bylaw so repealed; or
  - (e) affect any investigation, proceeding or remedy in respect of the right, privilege, obligation, liability, penalty, forfeiture or punishment.

- (2) An investigation, proceeding or remedy described in section 13(1)(e) may be instituted, constituted or enforced and the penalty, forfeiture or punishment imposed as if the bylaw had not been repealed.
- 14 (1) If a bylaw is repealed and a new bylaw is substituted for it:
- (a) every person acting under the repealed bylaw shall continue to act as if appointed or elected under the new bylaw until he or she is reappointed or another is appointed or elected in his or her place;
  - (b) every proceeding commenced under the repealed bylaw shall be continued under and in conformity with the new bylaw so far as may be consistent with the new bylaw;
  - (c) the procedure established by the new bylaw shall be followed as far as it can be adapted:
    - (i) in the recovery or enforcement of penalties and forfeitures incurred under the repealed bylaw;
    - (ii) in the enforcement of rights existing or accruing under the repealed bylaw; and
    - (iii) in a proceeding in relation to matters that have happened before the repeal.
  - (d) then, if any penalty, forfeiture or punishment is reduced or mitigated by the new bylaw, the penalty, forfeiture or punishment, if imposed or adjudged after the repeal, shall be reduced or mitigated accordingly;

- (e) any reference in an unrepealed bylaw to the repealed bylaw shall, with respect to a subsequent transaction, matter or thing, be construed as a reference to the provisions of the new bylaw relating to the same subject matter as the repealed bylaw.

- 15 (1) If a bylaw contains a reference to a number of days expressed to be "clear days" or to "at least" or "not less than" a number of days between 2 events, in calculating the number of days, the days on which the events happen shall be excluded.
- (2) If a bylaw contains a reference to a number of days not expressed to be "clear days" or "at least" or "not less than" a number of days between 2 events, in calculating the number of days, the day on which the first event happens shall be excluded and the day on which the second event happens shall be included.
- (3) If in a bylaw a time is expressed to begin after or to be from a specified day, the time does not include that day.
- (4) If in a bylaw a time is expressed to begin after or to be from a specified day, the time does not include that day.
- (5) If a bylaw provides that anything to be done within a time after, from, of, or before a specified day, the time does not include that day.
- (6) If a bylaw contains a reference to a period of time consisting of a number of months after or before a specified day, the number of months shall be counted from, but not so as to include the month in which the specified day falls, and the period shall be reckoned as being limited by and including:

- (a) the day immediately after or before the specified day, according as the period follows or precedes the specified day; and
  - (b) the day in the last month so counted having the same calendar number as the specified day but, if that last month has no day with the same calendar number, then the last day of that month.
- (7) For the purpose of construing a reference in a bylaw to a specified age expressed as a number of years, a person shall be deemed to have attained the specified age at the beginning of the relevant anniversary of the day of his birth.

## SERVICE OF DOCUMENTS OR NOTICES

- 16 (1) Unless otherwise specifically provided in a bylaw or enactment, if a bylaw or enactment authorizes or requires a document to be sent, given or served by mail and the document is properly addressed and sent by prepaid mail other than double registered or certified mail, then unless the contrary is proven, the service shall be presumed to be effected:
  - (a) 7 days from the date of mailing if the document is mailed in Alberta to an address in Alberta; or
  - (b) subject to clause 16(1)(a), 14 days from the date of mailing if the document is mailed in Canada to an address in Canada.
- (2) Subsection (1) does not apply if:
  - (a) the document is returned to the sender other than by the addressee;  
or

- (b) the document was not received by the addressee, the proof of which lies with the addressee.

## DEFINITIONS

17 In a bylaw:

- (a) "Adult" means a person 18 years of age or older;
- (b) "Assessor" means the person appointed to the position of assessor by the Director of Corporate Services to direct, manage and administer the assessment and taxation department of the City;
- (c) "Bylaw Officer or Bylaw Enforcement Officer " means a person appointed by the Director of Development Services as a Bylaw Officer;
- (d) "Chief of Police" means the officer commanding or the officer in charge, from time to time, of the City Detachment of the RCMP;
- (e) "City" means the Corporation of the City of Red Deer, in the Province of Alberta, and, where appropriate, shall mean and include all lands within its boundaries;
- (f) "City Clerk" or "Clerk" means the person appointed by the Director of Corporate Services as City Clerk of the City and, if absent, the Assistant City Clerk appointed by the City Clerk;
- (g) "City Lands" means all lands and buildings owned by the City and includes all Highways in the City;

- (h) "City Manager" means the Chief Administrative Officer of the City;
- (i) "City Solicitor" means a member of the Law Society of Alberta appointed by the City to advise and represent the City in legal matters;
- (j) "Commencement" when used with reference to a bylaw, means the time at which that bylaw comes into force;
- (k) "Council" means the Council of the City elected under the provisions of the Local Authorities Elections Act;
- (l) "Councillor" means a member of Council;
- (m) "Development Officer" means a person appointed by the Director of Development Services to that position;
- (n) "Director of Community Services" means a person appointed by the City Manager to that position;
- (o) "Director of Corporate Services" means a person appointed by the City Manager to that position;
- (p) "Director of Development Services" means a person appointed by the City Manager to that position;
- (q) "Director of Planning" or "Planning Director" means the person designated by the Parkland Community Planning Services as the person responsible to provide planning services to the City;

- (r) "Enactment" means an Act passed by the Government of the Province of Alberta, or the Government of Canada;
- (s) "Fire Chief" means a person appointed by the Director of Development Services to direct, manage and administer the Emergency Services Department;
- (t) "Highway" means any thoroughfare, street, road, trail, avenue, parkway, driveway, viaduct, lane, alley, square, bridge, causeway, trestleway or other place, whether publicly or privately owned, any part of which the public is ordinarily entitled or permitted to use for the passage or parking of vehicles, and
  - (i) includes:
    - (a) a sidewalk (including the boulevard portion of the sidewalk);
    - (b) if a ditch lies adjacent to and parallel with the roadway, the ditch; and
    - (c) if a highway right of way is contained between fences or between a fence and one side of the roadway, all the land between the fences, or all the land between the fence and the edge of the roadway, as the case may be;
  - but
  - ii) does not include a place declared by the Lieutenant Governor



in Council not to be a highway;

- (u) "Holiday" includes:
  - (i) New Years Day, Alberta Family Day, Good Friday, Easter Monday, Victoria Day, Canada Day, Labour Day, Remembrance Day, and Christmas Day;
  - (ii) December 26 or, when that date falls on a Sunday or a Monday, then December 27;
  - (iii) any day appointed by proclamation of the Governor General in Council or by proclamation of the Lieutenant Governor in Council for a public holiday;
  - (iv) the first Monday in August, or any other day declared by the Council as a civic holiday.
- (v) "Inspections and Licensing Manager" means the person appointed by the Director of Development Services to that position;
- (w) "License Inspector" means any person authorized by the Inspections and Licensing Manager to carry out inspection of City licenses;
- (x) "Minor" means a person under the age of 18 years;
- (y) "Month" means calendar month;
- (z) "*Municipal Government Act*" or "MGA" means the *Municipal Government Act*, R.S.A., 1980 (Chapter M-26.1 S.A., 1994) and

amendments thereto;

- (aa) "Offence" means an offence punishable on summary conviction;
- (bb) "Offence ticket" or Violation Ticket" or "Tag" means written notice of breach of any provision of any bylaw in respect of which a specified penalty may be paid to the City in lieu of the accused person appearing in the Provincial Court of Alberta to answer to a Summons issued under the Provincial Offences Procedures Act;
- (cc) "Peace Officer" means:
  - (i) a member of the City Detachment of the RCMP;
  - (ii) any employee of the City named as a special constable under the provisions of the *Police Act*;
- (dd) "Person" includes a corporation, and the heirs, executors, administrators or other legal representatives of a person;
- (ee) "Province" means the Province of Alberta;
- (ff) "RCMP" means the Royal Canadian Mounted Police;
- (gg) "Safety Codes Officer" means a person appointed to that position under the Safety Codes Act;
- (hh) "Writing" or "Written" or any similar term includes words represented or reproduced by any mode of representing or reproducing words in visible form, including electronic transmission capable of being copied

to document form;

- (ii) "Working Day" means any day of the week other than a holiday or a Saturday or Sunday.

18 (1) In this Bylaw:

- (a) "May" shall be construed as permissive and empowering;
- (b) "Now" and "Next" shall be construed as referring to the time of commencement of the bylaw containing the word;
- (c) "Shall" is to be construed as imperative;
- (d) words importing male persons include female persons, words importing female persons include male persons, and words importing either sex include corporations;
- (e) words in the singular include the plural and words in the plural include the singular.

- (2) When a word or expression is defined in a bylaw, other parts of speech and grammatical forms of the same word or expression have corresponding meanings.

19 Bylaw No. 3077/92 is hereby repealed.

20 This Bylaw shall come into full force and effect upon the passage of third reading.

14

Bylaw No. 3148/95

READ A FIRST TIME IN OPEN COUNCIL this       day of       19

READ A SECOND TIME IN OPEN COUNCIL this       day of       19

READ A THIRD TIME IN OPEN COUNCIL this       day of       19

AND SIGNED BY THE MAYOR AND CITY CLERK this       day of       19

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MAYOR

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CITY CLERK

**BYLAW NO. 3149/95**

Being a bylaw of the City of Red Deer, in the Province of Alberta, to establish fees for the issuance of certain permits under City bylaws;

WHEREAS under section 8 of the *Municipal Government Act*, a Council may by bylaw establish fees for licences, permits, and approvals;

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

- 1            This Bylaw may be called the "Permit Fee Bylaw".

**PERMITS ISSUED UNDER THE *SAFETY CODES ACT***

- 2            No person shall be issued a permit listed in Schedule "A" annexed hereto under the *Safety Codes Act* until payment of the fee prescribed for such permit in Schedule "A" has been paid to the City.

- 3            (1)    Except as provided in section 3(2), permits may be issued to:

- a)        a licensed contractor;
- b)        a homeowner to perform work on or within his own owner-occupied single family dwelling.

- (2)        No permit shall be issued to a homeowner to perform the following work:

- a) **Electrical** - installation of electrical system to main service connection
- electrical installations respecting swimming pools, therapeutic pools, tubs or hot tubs
- b) **Gas** - installation of a gas system.

- 4 No building permit is required for the construction of a detached garage or for residential basement finishing work.
- 5 The form of permits and applications required under this Bylaw shall be in such form as is approved by the Licensing and Inspection Manager.
- 6 An applicant for a permit under the *Safety Codes Act* shall complete and file with the Safety Code Officer, an application form, together with such plans, site plans, and specifications and copies thereof as the Safety Code Officer.

## **PERMITS UNDER THE LAND USE BYLAW**

- 7 No person shall be issued a permit listed in Schedule "B" annexed hereto under the provisions of the Land Use Bylaw until payment of the fee prescribed for such permit in Schedule "B" has been paid to the City.

## **MISCELLANEOUS**

- 8 The granting of a permit under this Bylaw does not entitle the permittee, his successor or assigns or anyone on his or on their behalf to construct any building that fails to comply with the requirements of any building restriction agreement affecting the site described in the permit.

- 9           The fees set forth in the Schedules annexed hereto are hereby established as the fees for the services therein described.
- 10          Bylaw No. 3132/95 is hereby repealed.
- 11          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                   19    .

READ A SECOND TIME IN OPEN COUNCIL this       day of                   19    .

READ A THIRD TIME IN OPEN COUNCIL this       day of                   19    .

AND SIGNED BY THE MAYOR AND CITY CLERK this       day of                   19    .

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MAYOR

---

CITY CLERK

**SCHEDULE "A"****Page 1 of 3****FEES FOR PERMITS UNDER SAFETY CODES ACT****1. PLUMBING PERMITS**

a)	for each fixture, discharge device or weeping tile	\$6.00
b)	Minimum Fee	\$30.00
c)	Cross Connection & Backflow Prevention	
	i) install backflow device	\$30.00
	ii) install lawn sprinkler	\$20.00
	iii) install water softner	\$20.00
d)	Ditch Permit to service site	
	i) Residential	\$30.00
	ii) Commercial	\$30.00

**2. GAS PERMITS**

a)	Minimum fee for any residential gas permit requiring inspection	\$30.00
b)	All major occupancies other than single family and two-family residences (fee to be determined by the total B.T.U. rating for all gas fixture, furnaces, or other devices installed)	
	65,000 BTU/HR input or less	\$30.00
	65,001 - 200,000 BTU/HR input or less	\$40.00
	200,001 - 400,000 BTU/HR input or less	\$50.00
	400,001 - 500,000 BTU/HR input or less	\$80.00
	500,002 - 1,000,000 BTU/HR input or less	\$103.00
	1,000,000 - 5,000,000 BTU/HR input or less	\$182.00
	5,000,000 BTU/HR input or more	\$275.00
c)	Temporary Gas Line	\$30.00
d)	Alterations	\$30.00
e)	Operational Tests	
	i) Fee - \$100.00 plus \$35.00 per unit plus 7% GST	
	ii) Retest - \$60.00 plus 7% GST	

**3. HEATING PERMITS**

a)	Residential - each heating unit or system	\$30.00
b)	Commercial - each heating unit or system	
	i) up to 200,000 BTU	\$55.00
	ii) over 200,00 BTU	\$60.00

**4. FIREPLACE PERMITS** \$30.00**5. BUILDING PERMITS**

- a) \$5.50 for each \$1,000.00 or part thereof of construction cost
- b) A minimum fee of \$25.00 shall be charged for issuance of any Building Permit.

**6. Re-Inspection Fee for any inspection not approved** \$100.00



7.

**SCHEDULE "A"****PERMIT FEE - ELECTRICAL****CONTRACTORS**

Minimum Permit Fee - Less than \$1000 installation cost.		\$ 30.00
Installation Cost	\$ 1000 - \$ 1999	\$ 60.00
	\$ 2000 - \$ 2999	\$ 75.00
	\$ 3000 - \$ 3999	\$ 90.00
	\$ 4000 - \$ 4999	\$105.00
	\$ 5000 - \$ 5999	\$115.00
	\$ 6000 - \$ 6999	\$125.00
	\$ 7000 - \$ 7999	\$135.00
	\$ 8000 - \$ 8999	\$145.00
	\$ 9000 - \$10000	\$155.00
	Over \$10000 - Add 1% to Fee for Every \$1000 of installation cost.	
Re-Inspection Fee (work not ready for inspection purposes)		\$100.00
Requested Additional Inspection		\$ 30.00
<b>NOTE: (1) Installation cost to include labour and material (all electrical components and fixtures).</b>		
<b>(2) Electrical drawings may be required on any electrical installation and are mandatory on installations over \$10,000.00 labour and material.</b>		

**ANNUAL PERMIT FEE**

<b>RATING OF INSTALLATION kV.A</b>	<b>FEE</b>
100 or less	\$127.50
101 to 2500	\$127.50 plus \$12.75 per 100 kV.A or fraction of 100 kV.A over 100 kV.A
2501 to 5000	\$433.50 plus \$9.50 per 100 kV.A or fraction of 100 kV.A over 2500 kV.A
5001 to 10 000	\$671.00 plus \$6.50 per 100 kV.A or fraction of 100 kV.A over 5000 kV.A
10 001 to 20 000	\$996.00 plus \$3.25 per 100 kv.A or fraction of 100 kV.A over 10 000 kV.A
over 20 000	\$1321.00 plus \$0.80 per 100 kV.A or fraction of kV.A over 20 000 kV.A

**SCHEDULE "A"**  
**PERMIT FEE - ELECTRICAL**  
**HOMEOWNERS**

VALUE OF MATERIAL				PERMIT FEE	VALUE OF MATERIAL				PERMIT FEE
0.00	TO	150.00		30.00	1550.01	TO	1600.00		84.00
150.01	TO	200.00		33.00	1600.01	TO	1650.00		85.50
200.01	TO	250.00		36.00	1650.01	TO	1700.00		87.00
250.01	TO	300.00		39.00	1700.01	TO	1750.00		88.50
300.01	TO	350.00		42.00	1750.01	TO	1800.00		90.00
350.01	TO	400.00		45.00	1800.01	TO	1850.00		91.50
400.01	TO	450.00		48.00	1850.01	TO	1900.00		93.00
450.01	TO	500.00		51.00	1900.01	TO	1950.00		94.50
500.01	TO	550.00		52.50	1950.01	TO	2000.00		96.00
550.01	TO	600.00		54.00	2000.01	TO	2050.00		97.50
600.01	TO	650.00		55.50	2050.01	TO	2100.00		99.00
650.01	TO	700.00		57.00	2100.01	TO	2150.00		100.50
700.01	TO	750.00		58.50	2150.01	TO	2200.00		102.00
750.01	TO	800.00		60.00	2200.01	TO	2250.00		103.50
800.01	TO	850.00		61.50	2250.01	TO	2300.00		105.00
850.01	TO	900.00		63.00	2300.01	TO	2350.00		106.50
900.01	TO	950.00		64.50	2350.01	TO	2400.00		108.00
950.01	TO	1000.00		66.00	2400.01	TO	2450.00		109.50
1000.01	TO	1050.00		67.50	2450.01	TO	2500.00		111.00
1050.01	TO	1100.00		69.00	2500.01	TO	2550.00		112.00
1100.01	TO	1150.00		70.50	2550.01	TO	2600.00		113.00
1150.01	TO	1200.00		72.00	2600.01	TO	2650.00		114.00
1200.01	TO	1250.00		73.50	2650.01	TO	2700.00		115.00
1250.01	TO	1300.00		75.00	2700.01	TO	2750.00		116.00
1300.01	TO	1350.00		76.50	2750.01	TO	2800.00		117.00
1350.01	TO	1400.00		78.00	2800.01	TO	2850.00		118.00
1400.01	TO	1450.00		79.50	2850.01	TO	2900.00		119.00
1450.01	TO	1500.00		81.00	2900.01	TO	2950.00		120.00
1500.01	TO	1550.00		82.50	2950.01	TO	3000.00		121.00

**SCHEDULE "B"****Page 1 of 2****FEES FOR PERMITS AND OTHER SERVICES UNDER THE LAND USE BYLAW****1. DEVELOPMENT PERMITS**

- a) Residential
  - Special residential uses (group homes, lodging and boarding houses, churches, nursing homes, institutional homes for senior citizens, widows or children)
  - Multi-Family (calculated by number of units) \$65.00
  - 4 - 10 Units \$50.00
  - 11 - 20 Units \$95.00
  - 21 - 50 Units \$125.00
  - 51 Units and over \$315.00
- b) Commercial
  - Building area based on less than:
    - 500 m<sup>2</sup> \$65.00
    - 501 m<sup>2</sup> - 2000 m<sup>2</sup> \$125.00
    - 2001 m<sup>2</sup> - 5000 m<sup>2</sup> \$200.00
  - Multi-Tenancy Industrial Buildings or Complexes
  - Exceeding 5000 m<sup>2</sup> \$400.00
- c) Miscellaneous
  - Public service buildings, churches, schools, fire halls, police stations, auditoriums, etc, based on building area:
    - Under 500 m<sup>2</sup> \$65.00
    - Over 500 m<sup>2</sup> \$125.00

2. If any case where a fee is not listed in the Fee Schedule for a specific development, such a fee shall be determined by the Development Officer and shall be consistent with those fees listed in the Schedule for similar developments.

**3. Miscellaneous Residential**

- a) detached garage \$50.00
- b) accessory structures \$50.00
- c) basement renovations \$50.00

4. Where the Approving Authority requires a Caveat to be registered to ensure the performance of any conditions of a Development Permit, the Applicant shall pay to the City:

- a) a fee of \$50.00 for the preparation of such Caveat; and
- b) the costs of registration of the Caveat at Land Titles Office, including the cost of a certified copy of title providing proof of such registration.

**5. OCCUPANCY PERMITS**

- 1. Apartment buildings (three or more suites or apartments - \$10.00 per unit (maximum of \$250.00).
- 2. Commercial buildings - up to and including 500 m<sup>2</sup> - \$55.00 per 100 m<sup>2</sup> or portion thereof (Maximum of \$250.00).
- 3. Industrial buildings - up to and including 500 m<sup>2</sup> - \$55.00 per 100 m<sup>2</sup> or portion thereof (Maximum of \$250.00).

**SCHEDULE "B"****Page 2 of 2****DEMOLITION PERMITS FEES**

The fee for demolition of a building shall be a flat fee of \$50.00

**MOVING (BUILDING RELOCATION) PERMIT FEE**

The fee for moving permits shall be a flat fee of \$50.00

**MISCELLANEOUS SERVICES**

- |    |  |              |
|----|--|--------------|
| 1. | Review and endorse approval on real property report  | \$50.00/site |
| 2. | Respond verbally to inquiries respecting land use classifications  | \$10.00/site |
| 3. | Actual survey real property reports  | \$50.00/site |
| 4. | Provide Land Use Bylaw conformants Letters   | \$50.00/site |
| 5. | Issue of Development Permit for approval of use per application  | \$50.00      |
| 6. | Advertising fee with respect to any decision of the approving authority which requires publication       | \$40.00/site |
| 7. | Neighbourhood survey fee, where notification is to be given to adjacent or surrounding property owners   | \$100.00     |
| 8. | Issue Development Permit with respect to relaxation of residential development requirement and set-backs | \$50.00      |

Goods and Services Tax on all services where the City is obligated to collect the same under Federal Legislation.