

DATE: April 12, 1994  
TO: All Departments  
FROM: City Clerk  
RE: PLEASE POST FOR THE INFORMATION OF EMPLOYEES

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## SUMMARY OF DECISIONS

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FOR THE REGULAR MEETING OF RED DEER CITY COUNCIL  
TO BE HELD IN THE COUNCIL CHAMBERS, CITY HALL,  
**MONDAY, APRIL 11, 1994,**  
COMMENCING AT 4:30 P.M.

- (1) Confirmation of the Minutes of the Regular Meeting of March 28, 1994.

**DECISION - APPROVED MINUTES AS AMENDED**

- (2) **UNFINISHED BUSINESS**

- (3) **PUBLIC HEARINGS**

- (4) **REPORTS**

- 1) City Clerk - Re: Council Meeting of Monday, June 6, 1994 . . 1

**DECISION - AGREED NOT TO CANCEL JUNE 6, 1994 COUNCIL MEETING**

- 2) Parks Manager - Re: Appointment/City Weed Inspector . . 2

**DECISION - APPOINTED MS. JUDY ADAMSON AS CITY WEED INSPECTOR FOR 1994**

- 3) Land and Economic Development Manager - Re: Application to Purchase/Part of Lot 4, Block 3, Plan 912-0791/Edgar Industrial Park/Challenger Wireline Services Ltd. . . 4

**DECISION - AGREED TO SALE OF LAND TO CHALLENGER WIRELINE SERVICES LTD.**

- 4) City Clerk - Re: Disposal of Municipal Reserve:  
1. Portion of Lot R-7, Plan 878 NY (City Oriole Park Phase 2B, Owens Close)  
2. Portion of Lot 5 MR, Plan 812-1748 (Northwood Estates) . . 7

**DECISION - PUBLIC HEARINGS NOT REQUIRED, RECEIVED AS INFORMATION**

- 5) Fire Chief - Re: 1994 Budget Adjustments . . 10

**DECISION - RECEIVED AS INFORMATION**

- 6) Land & Economic Development Manager - Re: City Centre Plaza Phase 2/McDonald's Site . . 11

**DECISION - AGREED TO SALE OF LAND TO MCDONALDS SUBJECT TO CONDITIONS**

- 7) Alderman L. Campbell-Cardwell - Re: Social Housing Agreement . . 28

**DECISION - APPROVES THE RED DEER SOCIAL HOUSING CO-ORDINATING COUNCIL AGREEMENT IN PRINCIPLE**

(5) **CORRESPONDENCE**

- 1) Red Deer Visitor and Convention Bureau - Re: 1993 Audited Financial Statements . . 82

**DECISION - STATEMENTS RECEIVED AS INFORMATION**

- 2) The Korea Veterans Association of Canada Inc. - Re: Disposition of Harvard Aircraft #370 . . 83

**DECISION - RECEIVED AS INFORMATION**

- 3) 1995 World Junior Hockey Championship Association - Re: Use of Highway 2 Billboard . . 85

**DECISION - AGREE TO PROPOSAL FOR USE OF BILLBOARD BY THE 1995 WORLD JUNIOR HOCKEY CHAMPIONSHIP ASSOCIATION**

(6) **PETITIONS & DELEGATIONS**

(7) **NOTICES OF MOTION**

(8) **WRITTEN ENQUIRIES**

(9) **BYLAWS**

**ADDITIONAL AGENDA ITEM**

Solid Waste Management Advisory Committee - Public Hearings on 2nd & 3rd reading of County Bylaw

**DECISION - AGREED TO SUPPORT PRESENT COURSE OF ACTION WITH RESPECT TO COUNTY APPROVALS FOR 2ND & 3RD READINGS OF THE BYLAW**

FOR THE REGULAR MEETING OF RED DEER CITY COUNCIL

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(9) **BYLAWS**

10) SOLID WASTE MANAGEMENT COMMITTEE

Committee of the Whole

- 1) Administrative Matter

# **A G E N D A**

FOR THE REGULAR MEETING OF RED DEER CITY COUNCIL

TO BE HELD IN THE COUNCIL CHAMBERS, CITY HALL,

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



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- |    |   |       |
|----|---|-------|
| 1) | City Clerk - Re: Council Meeting of Monday, June 6, 1994  | .. 1  |
| 2) | Parks Manager - Re: Appointment/City Weed Inspector   | .. 2  |
| 3) | Land and Economic Development Manager - Re: Application to Purchase/Part of Lot 4, Block 3, Plan 912-0791/Edgar Industrial Park/Challenger Wireline Services Ltd.                           | .. 4  |
| 4) | City Clerk - Re: Disposal of Municipal Reserve:<br>1. Portion of Lot R-7, Plan 878 NY (City Oriole Park Phase 2B, Owens Close)<br>2. Portion of Lot 5 MR, Plan 812-1748 (Northwood Estates) | .. 7  |
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(8) **WRITTEN ENQUIRIES**

(9) **BYLAWS**

10) SOLID WASTE MANAGEMENT COMMITTEE

Committee of the Whole

- 1) Administrative Matter

1  
REPORTS

NO. 1

**DATE: MARCH 29, 1994**

**TO: CITY COUNCIL**

**FROM: CITY CLERK**

**RE: COUNCIL MEETING OF MONDAY, JUNE 6, 1994**

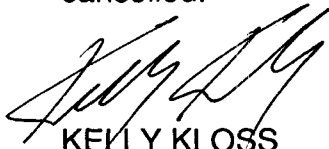
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A Council Meeting is scheduled for Monday, June 6, 1994. For Council's information, we are aware that Mayor Surkan, Alderman Campbell-Cardwell, Alderman Guilbault and Alderman Hull will be absent from this Meeting, which will leave us with just quorum.

The purpose of this memo is to determine if it is Council's wish to cancel the meeting of June 6th or continue with same, providing that no other Aldermen will be absent on June 6th.

RECOMMENDATION

Council's direction as to if the Council Meeting of Monday, June 6, 1994 is to be cancelled.



KELLY KLOSS  
City Clerk

KK/clr

Commissioners' Comments

Council's direction is requested.

"G. SURKAN"  
Mayor

"H.M.C. DAY"  
City Commissioner



**DATE: APRIL 12, 1994**

**TO: ALDERMAN DAN LAWRENCE**

**FROM: CITY CLERK**

**RE: COUNCIL MEETING - MONDAY, JUNE 6, 1994**  
**CHAIRING OF MEETING**

---

At the Council Meeting of April 11, 1994, Council agreed that the above noted meeting will be held although Mayor Surkan, Alderman Campbell-Cardwell and Alderman Guilbault will be absent from same.

As you are the Deputy Mayor for the month of June 1994, you will be called upon to chair the June 6th Council Meeting.

This is submitted for your information.



KELLY KLOSS  
City Clerk

KK/clr

cc: Mayor Surkan

NO. 2

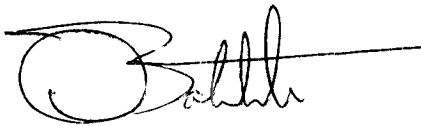
weedcntl\inspectr.apt

**DATE: March 24, 1994**  
**TO: CITY COUNCIL**  
**FROM: DON BATCHELOR**  
**Parks Manager**  
**RE: APPOINTMENT - CITY WEED INSPECTOR**

---

In accordance with the Province of Alberta Weed Control Act, I request that City Council appoint Ms. Judy Adamson as the City Weed Inspector for 1994.

Ms. Adamson has held the position of Weed Inspector for The City of Red Deer over the past eight (8) years.



DON BATCHELOR

:ad

- c. Craig Curtis, Director of Community Services  
Ron Kraft, Parks Construction/Maintenance Superintendent

Commissioners' Comments

We concur with the recommendation of the Parks Manager to appoint Ms. Adamson as the City Weed Inspector for 1994.

"G. SURKAN"  
Mayor

"H.M.C. DAY"  
City Commissioner

**DATE: APRIL 12, 1994**  
**TO: PARKS MANAGER**  
**FROM: CITY CLERK**  
**RE: APPOINTMENT - CITY WEED INSPECTOR**

---

At the Council Meeting of April 11, 1994, consideration was given to your report dated March 24, 1994 concerning the above. At this meeting the following motion was passed:

"RESOLVED that Council of The City of Red Deer, having considered report from the Parks Manager dated March 24, 1994, re: Appointment of City Weed Inspector, hereby appoints Ms. Judy Adamson as the City Weed Inspector for the period of May 16, 1994 to September 16, 1994."

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

In addition to the above item, Alderman Campbell-Cardwell requested that your office provide her with a copy of the duties of the Weed Inspector and the amount of time spent on weed inspection.

Trusting you will find this satisfactory.



KELLY KLOSS  
City Clerk

KK/clr

cc: Director of Community Services

Weed Control & Field Services Branch  
Plant Industry Division  
701 Agriculture Building  
9718 - 107 Street  
Edmonton, Alberta  
T5K 2C8

**NOTIFICATION OF APPOINTMENT OF WEED INSPECTOR**

This is to advise that:

NAME: Judy Adamson  
  
ADDRESS: City of Red Deer  
Parks Department  
P.O. Box 5008  
Red Deer, AB  
T4N 3T4

Was appointed as Weed Inspector  
by resolution of Council on:

Date: \_\_\_\_\_

Appointment effective from May 16, 1994 to September 16, 1994

\_\_\_\_ During pleasure of Council.

\_\_\_\_\_  
Municipality

\_\_\_\_\_  
Signature of City Clerk

NO. 3

DATE: March 31, 1994

TO: Kelly Kloss,  
City Clerk

FROM: Alan Scott,  
Land and Economic Development Manager

RE: **APPLICATION TO PURCHASE  
PART OF LOT 4, BLOCK 3, PLAN 912-0791  
EDGAR INDUSTRIAL PARK**

Challenger Wireline Services Ltd. have been in business in Red Deer for ten years and have outgrown their existing location. They wish to enter into an Option and Land Sale Agreement to purchase a 2.50 acre parcel (see attached map) next to Mohawk in Edgar Industrial Park. Their intention is to build a 14,500 sq. ft. facility this summer.

Based on the approved price set by Council of \$65,500/acre for land in Edgar Industrial Park, a 2.50 acre parcel would be priced at \$163,750.00. Challenger is offering \$160,000.00, or \$3,750.00 less. They have also agreed to cover all costs relating to legal survey and plan registration. The proposed development would generate an estimated tax stream in the range of \$10,000 to \$15,000 per year.

The offer is within 2.25% of our listed price, and works out to \$64,000 per acre - a price which is consistent with other sales in the area on parcels of this size.

### **Recommendation:**

The Land and Economic Development Department recommends that Council approve the sale of Part of Lot 4, Block 3, Plan 912-0791, consisting of 2.50 acres, to Challenger Wireline Services Ltd. at the offered price of \$160,000.00, subject to the following conditions:

1. Standard option and payment schedule to apply.
2. Any development on this site must be in accordance with The City of Red Deer Land Use Bylaw.
3. An agreement being entered into satisfactory to the City Solicitor.

Respectfully submitted,



Alan V. Scott  
HT/pr  
att.

### **Commissioners' Comments**

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

"G. SURKAN", Mayor

"H.M.C. DAY", City Commissioner

# CHALLENGER

## WIRELINE SERVICES LTD.

6899 - 52 AVENUE, RED DEER, ALBERTA T4N 4L2  
 PHONE 342-2112 (24 HOURS)  
 342-5226

March 25, 1994

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

Attention: City Council Members

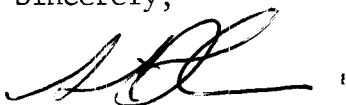
Challenger Wireline Services Ltd. would like to enter into an option and land sale agreement to purchase part of Lot 4, Block 3, Plan 912-0791 consisting of 2.50 acres adjacent to and due west of Lot 3 (Mohawk Oil) in Edgar Industrial Park (see attached map). Our offer is in the amount of \*One Hundred and Sixty <sup>THOUSAND</sup> ~~Sixty~~ Dollars\* (\$160,000.00) of which a cheque for \$8,000.00 is attached representing a 5% deposit. This offer is subject to receiving financing.

Our intention is to build a 14,500 square foot facility, which we acknowledge will conform to The City of Red Deer Land Bylaw, for our wireline operation. We are also aware that the service connection, survey and subdivision costs are the responsibility of the purchaser.

Challenger Wireline Services Ltd. has been in business for the past ten years, based out of Red Deer. Our current 6,000 square foot premise is located at 6899 - 52 Avenue, has inadequate floor space for our business to continue safe work conditions; therefore expansion is required for our firm to remain operational in Red Deer.

We await your prompt decision on this proposal.

Sincerely,

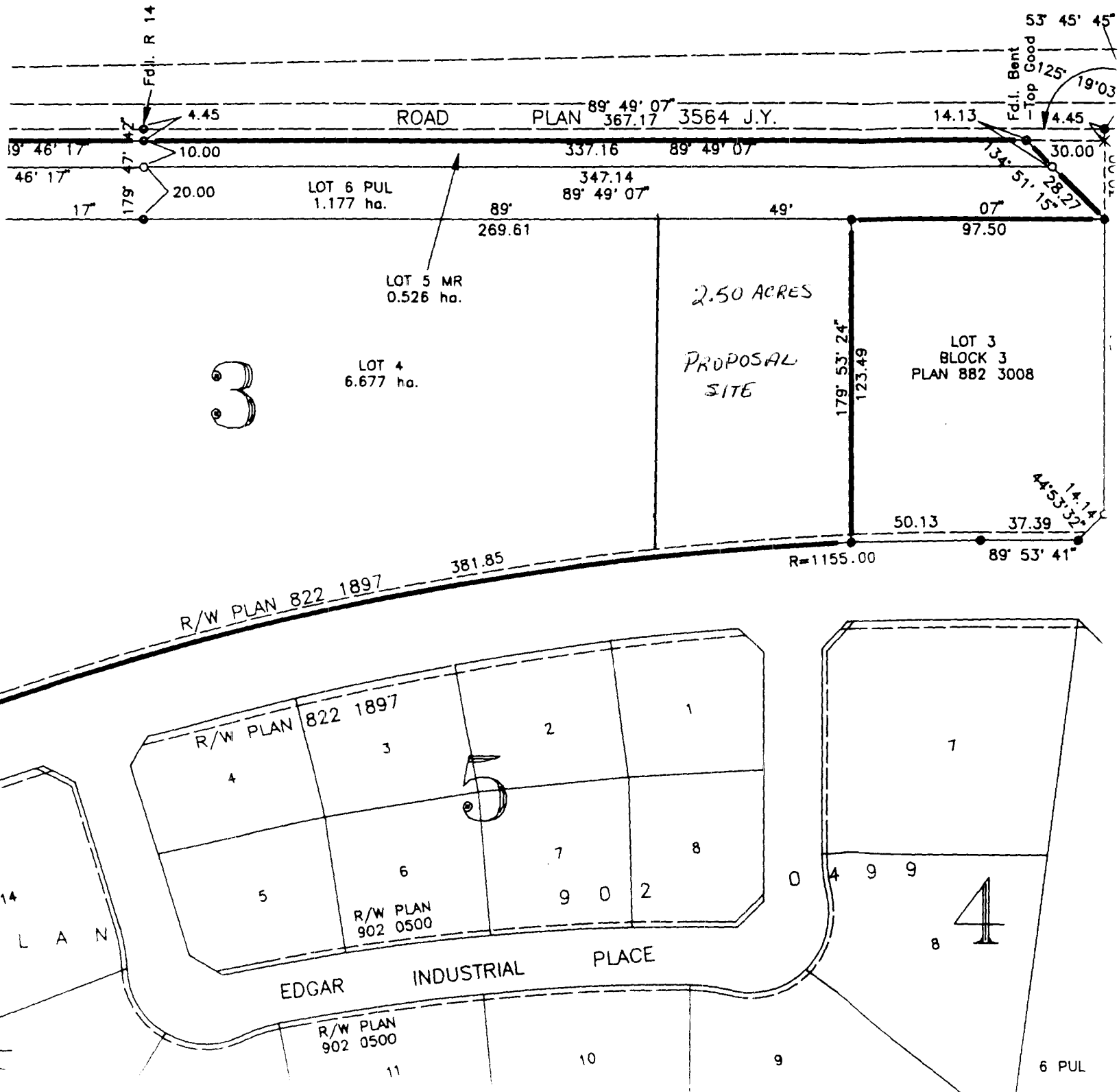


Grant Salmon  
 President

<b>The City Of Red Deer</b>	
Date:	Mar. 30/94
Time:	11:10 am
Rec'd By:	HS Thompson

/enclosure

GAS/ces



**DATE: APRIL 12, 1994**

**TO: LAND AND ECONOMIC DEVELOPMENT MANAGER**

**FROM: CITY CLERK**

**RE: APPLICATION TO PURCHASE PART OF LOT 4, BLOCK 3,  
PLAN 912-0791 (EDGAR INDUSTRIAL PARK)  
- CHALLENGER WIRELINE SERVICES LTD.**

---

At the Council Meeting of April 11, 1994, consideration was given to your report dated March 31, 1994 concerning the above and at which meeting the following motion was passed:

"RESOLVED that Council of The City of Red Deer, having considered report from the Land and Economic Development Manager dated March 31, 1994, re: Application to Purchase Part of Lot 4, Block 3, Plan 912-0791 (Edgar Industrial Park), hereby agrees that said application to purchase by Challenger Wireline Services Ltd., be approved at the offered price of \$160,000 subject to the following conditions:

1. Standard option and payment schedule to apply.
2. Any development on this site must be in accordance with The City of Red Deer Land Use Bylaw.
3. An agreement being entered into satisfactory to the City Solicitor,

and as presented to Council April 11, 1994."

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

Trusting you will find this satisfactory.

  
KELLY KLOSS  
City Clerk

KK/clr

cc: Director of Financial Services  
Director of Engineering Services  
E. L. & P. Manager  
City Assessor  
Bylaws and Inspections Manager  
Principal Planner



NO. 4

**DATE: MARCH 31, 1994**

**TO: CITY COUNCIL**

**FROM: CITY CLERK**

**RE: DISPOSAL OF MUNICIPAL RESERVE:**

- 1. PORTION OF LOT R-7, PLAN 878 NY (CITY ORIOLE PARK PHASE 2B, OWENS CLOSE)**
- 2. PORTION OF LOT 5 MR, PLAN 812-1748 (NORTHWOOD ESTATES)**

---

At the Council Meeting of February 14, 1994, a resolution was passed by Council indicating its intention to dispose of the Municipal Reserve as outlined on the attached plan and as described as follows:

"ALL THAT PORTION OF LOT R-7, PLAN 878 N.Y. LYING WITHIN PLAN 942-\_\_\_\_\_ CONTAINING 0.022 HECTARES MORE OR LESS. EXCEPTING THEREOUT ALL MINES AND MINERALS."

Also, at the Council Meeting of February 28, 1994 a resolution was passed by Council indicating its intention to dispose of the Municipal Reserve as outlined on the attached plan and described as follows:

"ALL THAT PORTION OF LOT 5 MR, PLAN 812-1748 LYING EAST OF THE NORTHERLY PRODUCTION OF THE MOST WESTERLY BOUNDARY OF LOT A, PLAN 782-1023, CONTAINING .469 HECTARES MORE OR LESS. EXCEPTING THEREOUT ALL MINES AND MINERALS." (77 STREET, EAST OF NORTHEY AVENUE)

In accordance with the requirements of the Planning Act, we advertised and posted a notice on the site, indicating Council's intention to dispose of the above noted Municipal Reserves. No objections to the proposed disposals were received within the deadlines specified (Monday, March 21, 1994).

As no objection has been received, a Public Hearing is not necessary and the City will now proceed without further notice.

#### RECOMMENDATION

Submitted for Council's information only.

KELLY KLOSS  
City Clerk



KK/clr  
Encls.

#### Commissioners' Comments

Submitted for Council's information.

"G. SURKAN", Mayor

"H.M.C. DAY", City Commissioner



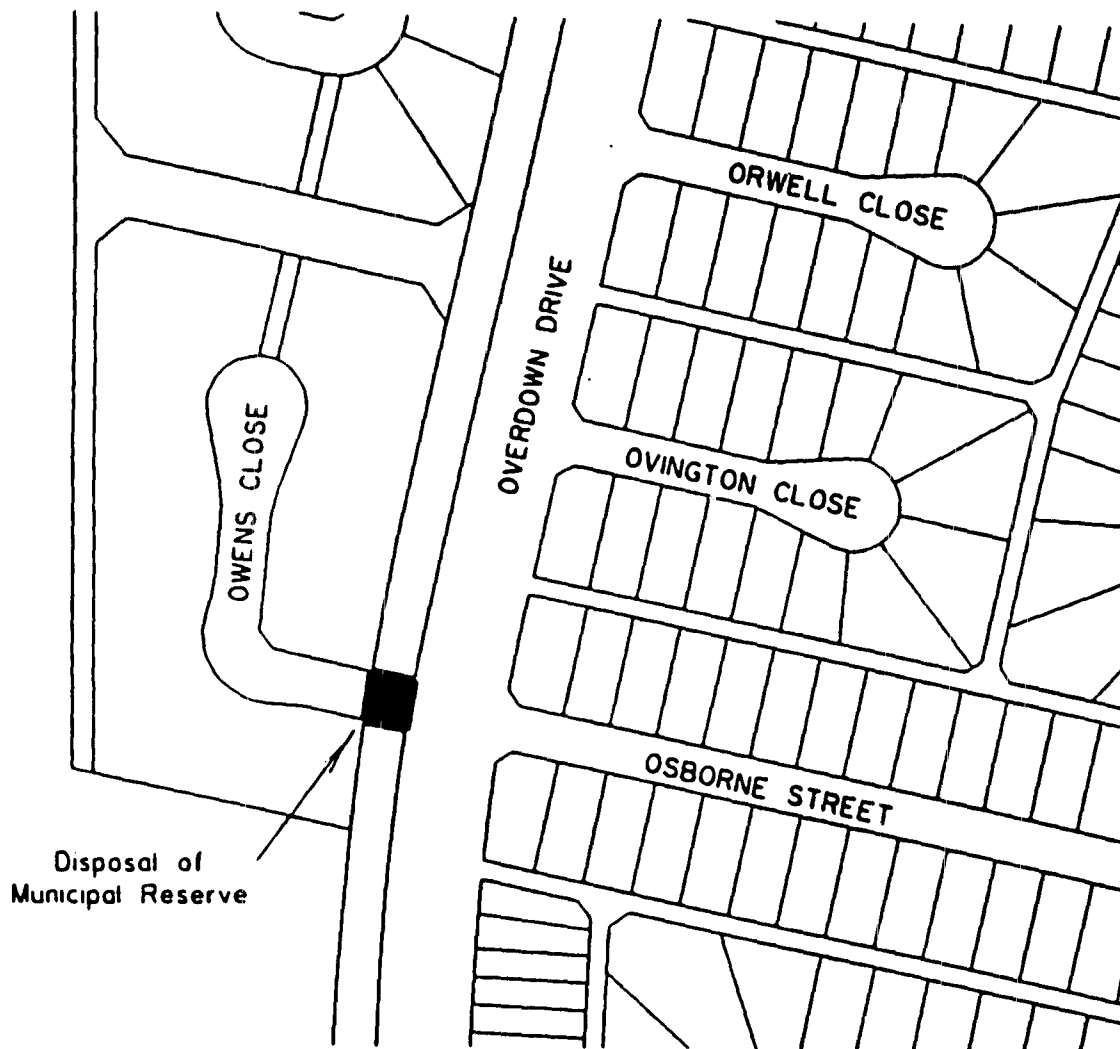
8  
**THE CITY OF RED DEER**

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

FAX: (403) 348-8195

City Clerk's Department (403) 342-8132

## DISPOSAL OF MUNICIPAL RESERVE



Pursuant to the provisions of The Planning Act, Chapter P-9, R.S.A. 1980 of the Province of Alberta, the Council of The City of Red Deer, at its meeting of February 14, 1994, passed a resolution indicating its intention to dispose of the Municipal Reserve as outlined in the above-noted plan and described as follows:

"All that portion of Lot R-7, Plan 878 N.Y. lying within Plan 942- , containing 0.022 hectares more or less. Excepting thereout all Mines and Minerals." (City Oriole Park Phase 2B, Owens Close.)



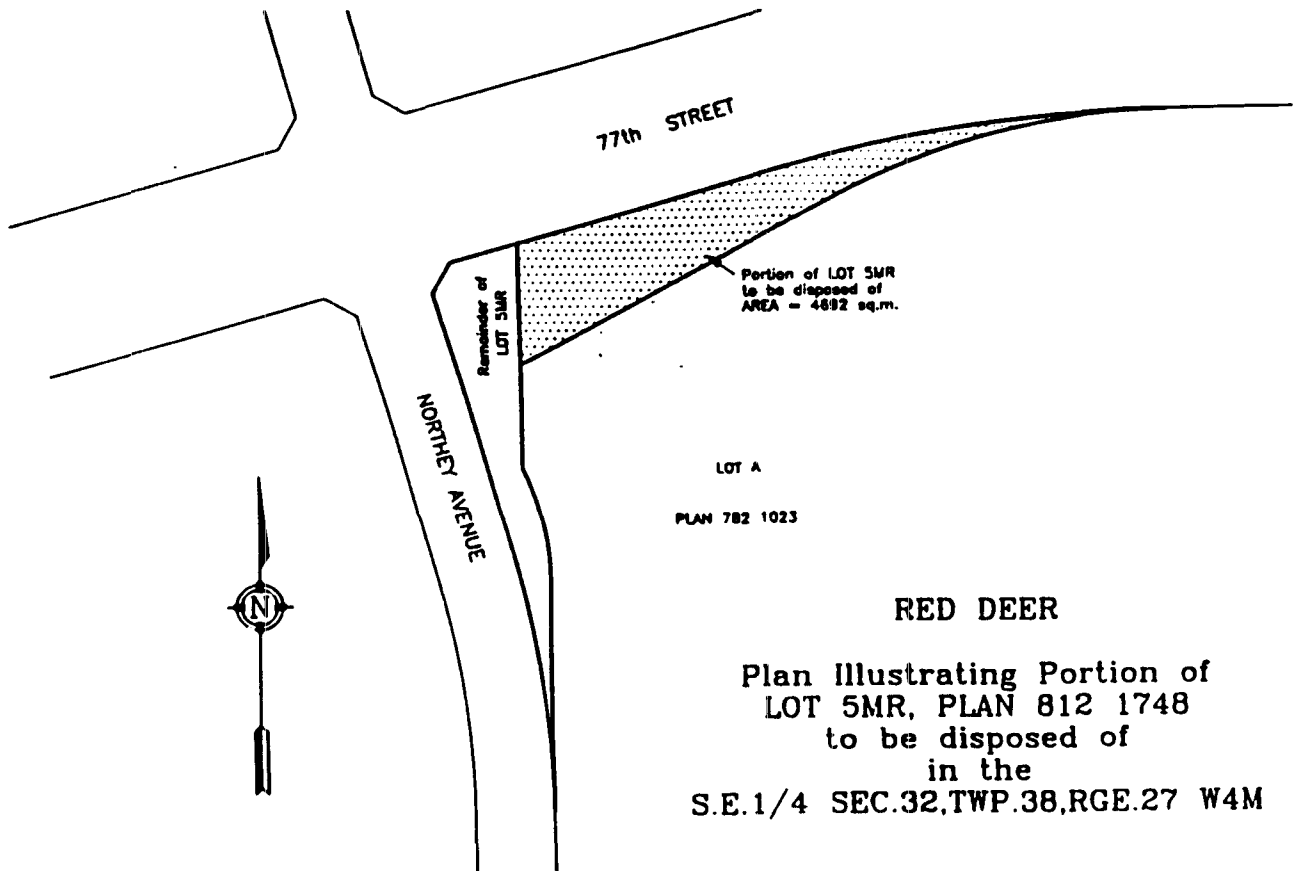
# THE CITY OF RED DEER

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

FAX: (403) 348-8195

City Clerk's Department (403) 342-8132

## DISPOSAL OF MUNICIPAL RESERVE



RED DEER

Plan Illustrating Portion of  
LOT 5MR, PLAN 812 1748  
to be disposed of  
in the  
S.E.1/4 SEC.32,TWP.38,RGE.27 W4M

Pursuant to the provisions of The Planning Act, Chapter P-9, R.S.A. 1980 of the Province of Alberta, the Council of The City of Red Deer, at its meeting of February 28, 1994, passed a resolution indicating its intention to dispose of the Municipal Reserve as outlined in the above-noted plan and described as follows:

"All that portion of Lot 5 MR, Plan 812-1748 lying east of the northerly production of the most westerly boundary of Lot A, Plan 782-1023, containing .469 hectares more or less.

Excepting thereout all Mines and Minerals."

(77 Street, East of Northey Avenue)

backup  
Info

Land and Economic Development Manager  
March 1, 1994  
Page 2

8. The area purchased to be fenced in a detail similar to existing on-site fencing, satisfactory to the Development Officer.
9. Common area (3.05 m) at rear of properties within fenced area to be maintained by applicant.
10. The applicant will be responsible for all on site/off site costs and charges as indicated by The City of Red Deer Engineering Department prior to commencement of development.
11. The applicant will plant additional trees along 77 Street to provide higher level of screening and noise attenuation for the site.
12. Subject to all approving authorities.
13. Passage of the necessary Land Use Bylaw Amendment.
14. Land Sale Agreement satisfactory to the City Solicitor,

and as presented to Council February 28, 1994."

"RESOLVED that Council of The City of Red Deer having considered the report from the Land and Economic Development Manager dated February 14, 1994, re: Request To Purchase Part of Lot 5 MR, Plan 812-1748 (Northwood Estates), hereby approves the disposal of municipal reserve lands described as follows:

'All that portion of Lot 5 MR, Plan 812-1748 lying east of the northerly production of the most westerly boundary of Lot A, Plan 782-1023, containing .469 hectares more or less, excepting thereout all mines and minerals',

and as presented to Council February 28, 1994."



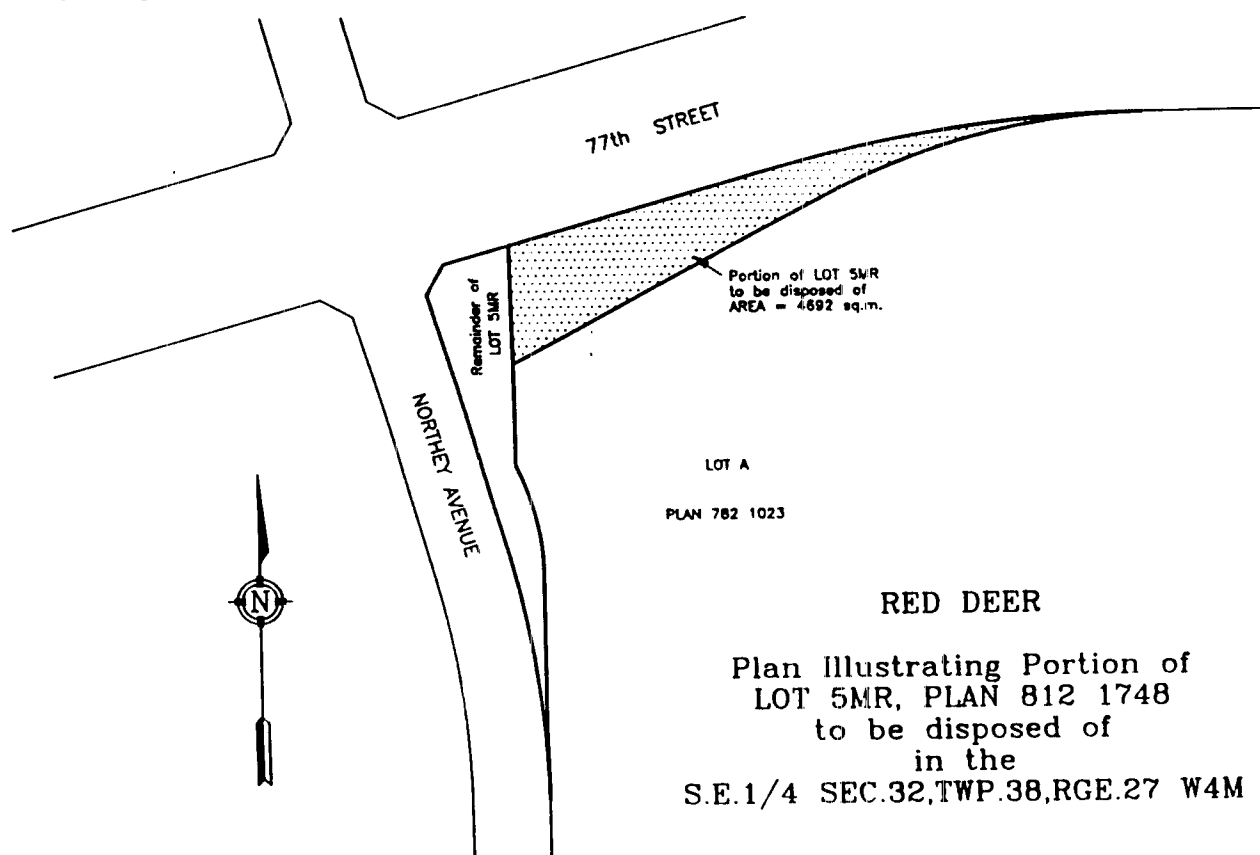
# THE CITY OF RED DEER

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

FAX: (403) 346-6195

City Clerk's Department (403) 342-8132

## DISPOSAL OF MUNICIPAL RESERVE



Pursuant to the provisions of The Planning Act, Chapter P-9, R.S.A. 1980 of the Province of Alberta, the Council of The City of Red Deer, at its meeting of February 28, 1994, passed a resolution indicating its intention to dispose of the Municipal Reserve as outlined in the above-noted plan and described as follows:

"All that portion of Lot 5 MR, Plan 812-1748 lying east of the northerly production of the most westerly boundary of Lot A, Plan 782-1023, containing .469 hectares more or less.  
Excepting thereout all Mines and Minerals."  
(77 Street, East of Northey Avenue)

If no objection to the proposed disposal of Municipal Reserve, as noted above, is received by MONDAY, MARCH 21, 1994, the Council of The City of Red Deer will proceed without further notice.

However, if any objection to the proposed disposal of Municipal Reserve, as noted above, is received by the City Clerk no later than MONDAY, MARCH 21, 1994, a Public Hearing will be held in the Council Chambers, City Hall, on MONDAY, **MARCH 28, 1994** commencing at 7:00 p.m. or as soon thereafter as Council may determine.

KELLY KLOSS  
CITY CLERK

POSTED on site this      day of March, 1994.

\_\_\_\_\_  
Signature

NO. 5

*Backup  
Info*

DATE: February 4, 1994  
TO: City Clerk  
FROM: Land & Economic Development Manager  
RE: **CITY ORIOLE PARK PHASE 2B  
OWENS CLOSE (SEE ATTACHED MAP)**

---


Owens Close is proposed to be serviced and sold in the summer of 1994.

To finalize the registration of the legal subdivision plan, a portion of the Municipal Reserve designation (shown cross-hatched on attached map) must be cancelled to allow Owens Close to tie to Overdown Drive.

Recommendation:

We submit for City Council's approval the following description of that portion of Lot R-7, Plan 878 N.Y. that will be required for the extension of Owens Close:

"ALL THAT PORTION OF LOT R-7, PLAN 878 N.Y. LYING WITHIN PLAN 942-\_\_\_\_\_ CONTAINING 0.022 HECTARES MORE OR LESS. EXCEPTING THEREOUT ALL MINES AND MINERALS."

  
Alan V. Scott  
WFL/pr

Att.

Commissioners' Comments

We concur with the recommendation of the Land & Economic Development Manager. We will now proceed to advertise this disposal as required by Statute.

"G. SURKAN"  
Mayor

"H.M.C. DAY"  
City Commissioner



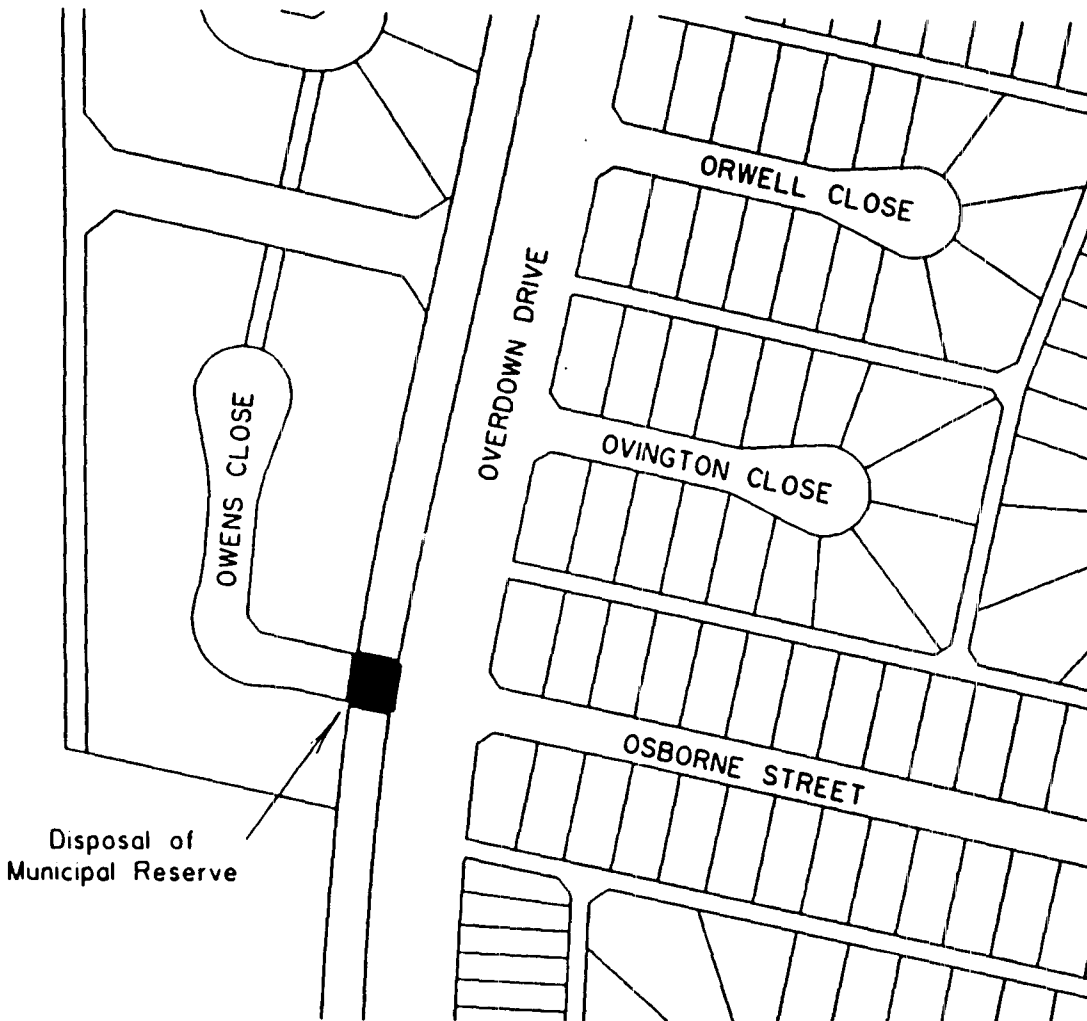
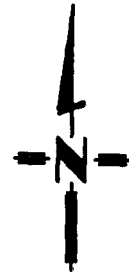
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FAX: (403) 348-6195

City Clerk's Department (403) 342-8132

## DISPOSAL OF MUNICIPAL RESERVE



Pursuant to the provisions of The Planning Act, Chapter P-9, R.S.A. 1980 of the Province of Alberta, the Council of The City of Red Deer, at its meeting of February 14, 1994, passed a resolution indicating its intention to dispose of the Municipal Reserve as outlined in the above-noted plan and described as follows:

"All that portion of Lot R-7, Plan 878 N.Y. lying within Plan 942- , containing 0.022 hectares more or less. Excepting thereout all Mines and Minerals." (City Oriole Park Phase 2B, Owens Close.)

If no objection to the proposed disposal of Municipal Reserve, as noted above, is received by MONDAY, MARCH 21, 1994, the Council of The City of Red Deer will proceed without further notice.

However, if any objection to the proposed disposal of Municipal Reserve, as noted above, is received by the City Clerk no later than MONDAY, MARCH 21, 1994, a Public Hearing will be held in the Council Chambers, City Hall, on MONDAY, **MARCH 28, 1994** commencing at 7:00 p.m. or as soon thereafter as Council may determine.

KELLY KLOSS  
CITY CLERK

POSTED on site this      day of  
February, 1994.

Signature

**DATE: MARCH 31, 1994**

**TO: LAND AND ECONOMIC DEVELOPMENT MANAGER**

**FROM: CITY CLERK**

**RE: CITY ORIOLE PARK PHASE 2B - OWENS CLOSE  
DISPOSAL OF RESERVE LANDS**

---

At the Council Meeting of February 14, 1994, Council passed a resolution agreeing to the disposal of reserve lands in City Oriole Park Phase 2B, Owens Close and as outlined on the map enclosed herewith.

In accordance with the requirements of the Planning Act, this office advertised and posted on site, Council's intention to proceed with the proposed disposal of Public Reserve. Any objections to the proposed disposal were to be received by Monday, March 21, 1994.

As no objections to the proposed disposal were received by the date noted above, it is in order for us to proceed without further notice and in this regard I am enclosing herewith a declaration as required by Land Titles, requesting the removal of the designation.

Trusting you will find this satisfactory.



KELLY KLOSS  
City Clerk

KK/clr  
Encls.

cc: Director of Community Services  
Director of Engineering Services  
Bylaws and Inspections Manager  
E. L. & P. Manager  
Parks Manager  
Principal Planner  
Land Supervisor



CANADA )  
 )  
PROVINCE OF ALBERTA )  
 )  
TO WIT: )

IN THE MATTER OF SECTION 117  
OF THE PLANNING ACT 1980 R.S.

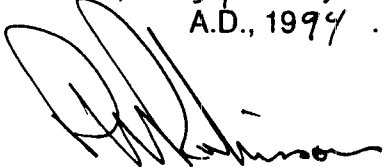
I, Kelly Kloss, of The City of Red Deer, in the Province of Alberta, DO SOLEMNLY  
DECLARE:

1. THAT I am the duly appointed City Clerk of The City of Red Deer and its proper officer in this behalf.
2. THAT the Council of The City of Red Deer wishes to dispose of a municipal reserve.
3. THAT The City of Red Deer has complied with the provisions of Sections 115 and 116 of The Planning Act, 1980.
4. THAT The City of Red Deer, in accordance with Section 117(1) of The Planning Act, 1980, requests the removal of the designation of municipal reserve from the lands described as follows:

"ALL THAT PORTION OF LOT R-7, PLAN 878 N.Y. LYING WITHIN PLAN  
942-\_\_\_\_\_ CONTAINING 0.022 HECTARES MORE OR LESS.  
EXCEPTING THEREOUT ALL MINES AND MINERALS."

AND I MAKE THIS SOLEMN DECLARATION conscientiously believing it to be true and  
knowing that it is of the same force and effect as if made under oath and by virtue of The Canada  
Evidence Act.

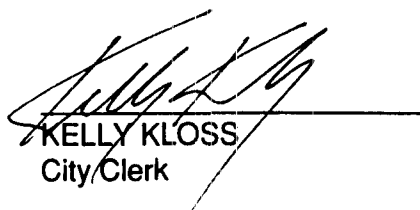
DECLARED before me at The City  
of Red Deer, in the Province of  
Alberta, this 31 day of March  
A.D., 1994 .



A COMMISSIONER FOR OATHS  
in and for the Province of Alberta.

Peter A. Robinson, Commissioner For  
Oaths In And For The Province Of  
Alberta. My Commission Expires

27 Day Of 2002 1996



KELLY KLOSS  
City Clerk

**DATE: MARCH 31, 1994**  
**TO: LAND AND ECONOMIC DEVELOPMENT MANAGER**  
**FROM: CITY CLERK**  
**RE: DISPOSAL OF RESERVE LANDS - PORTION OF LOT 5 MR,  
PLAN 812-1748 (NORTHWOOD ESTATES)**

---

At the Council Meeting of February 28, 1994, Council passed a resolution agreeing to the disposal of reserve lands in Northwood Estates and as outlined on the map enclosed herewith.

In accordance with the requirements of the Planning Act, this office advertised and posted on site Council's intention to proceed with the proposed disposal of Public Reserve. Any objections to the proposed disposal were to be received by Monday, March 21, 1994.

As no objections to the proposed disposal were received by the date noted above, it is in order for us to proceed without further notice and in this regard I am enclosing herewith a declaration as required by Land Titles, requesting the removal of the designation.

Trusting you will find this satisfactory.



KELLY KLOSS  
City Clerk

KK/clr  
Encls.

cc: Director of Community Services  
Director of Engineering Services  
Bylaws and Inspections Manager  
City Assessor  
E.L. & P. Manager  
Parks Manager  
Principal Planner  
Land Supervisor

CANADA  
PROVINCE OF ALBERTA

TO WIT:

IN THE MATTER OF SECTION 117  
OF THE PLANNING ACT 1980 R.S.

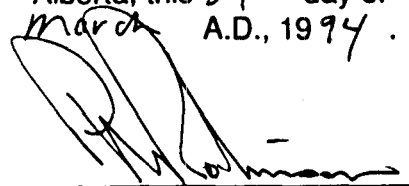
I, Kelly Kloss, of The City of Red Deer, in the Province of Alberta, DO SOLEMNLY DECLARE:

1. THAT I am the duly appointed City Clerk of The City of Red Deer and its proper officer in this behalf.
2. THAT the Council of The City of Red Deer wishes to dispose of a municipal reserve.
3. THAT The City of Red Deer has complied with the provisions of Sections 115 and 116 of The Planning Act, 1980.
4. THAT The City of Red Deer, in accordance with Section 117(1) of The Planning Act, 1980, requests the removal of the designation of municipal reserve from the lands described as follows:

"ALL THAT PORTION OF LOT 5 MR, PLAN 812-1748 LYING EAST OF THE NORTHERLY PRODUCTION OF THE MOST WESTERLY BOUNDARY OF LOT A, PLAN 782-1023, CONTAINING .469 HECTARES MORE OR LESS. EXCEPTING THEREOUT ALL MINES AND MINERALS."

AND I MAKE THIS SOLEMN DECLARATION conscientiously believing it to be true and knowing that it is of the same force and effect as if made under oath and by virtue of The Canada Evidence Act.

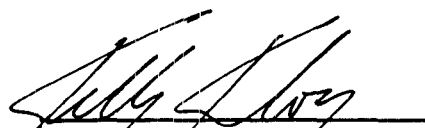
DECLARED before me at The City  
of Red Deer, in the Province of  
Alberta, this 31 day of  
March A.D., 1994.



A COMMISSIONER FOR OATHS  
in and for the Province of Alberta.

Refer to Robinson, Commissioner For  
Oaths in and for the Province of  
Alberta, 1994, Expires

27th April 1996

  
KELLY KLOSS  
City Clerk

NO. 5

DATE: March 23, 1994

TO: City Clerk

FROM: Fire Chief

RE: 1994 BUDGET ADJUSTMENTS

---

To meet the 1994 budget reductions of \$24,200.00 as directed by Council on March 7, 1994, the following program areas are being adjusted:

**2-2302-0000-110, \$4,000.00 Salaries**


One part time Clerk/Steno I position will be left vacant for six months due to maternity leave of a Clerk/Steno II position.

**2-2408-0000-275 \$14,500.00 Maintenance**

The refurbishing of an older pumper will be deferred.

**6-2500-0000-275 \$5,700.00 Major Capital**

The refurbishing of an ambulance is being deferred.



R. Oscroft  
Fire Chief

RO/dd

Commissioners' Comments

Submitted for Council's information.

"G. SURKAN"

Mayor

"H.M.C. DAY"

City Commissioner

**DATE: MARCH 9, 1994**  
**TO: FIRE CHIEF**  
**FROM: CITY CLERK**  
**RE: ADDITIONAL 1994 BUDGET REDUCTIONS**

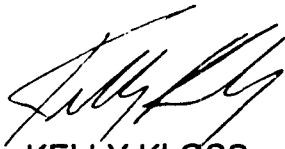
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*be more specific*

At the Council Meeting of March 7, 1994, it was agreed that the 1994 Fire Department Budget be reduced by \$24,200 with said reductions to be identified by the Fire Department.

With regard to the above, Council requested that once areas to be reduced have been identified that they be provided a copy of same. When you have compiled a list of reductions, please forward same to our office so we may in turn direct a copy to Council.

Trusting you will find this satisfactory.



KELLY KLOSS  
City Clerk

KK/clr

cc: City Commissioner

DATE: March 11, 1994  
TO: Director of Financial Services  
FROM: Fire Chief  
RE: 1994 BUDGET ADJUSTMENTS

---

To meet the 1994 budget reductions of \$24,200 as directed by Council on March 7, 1994, the following accounts are to be adjusted:

2-2302-0000-110	\$ 4,000	Salaries
2-2308-0000-275	\$14,500	Maintenance
6-2500-0000-630	\$ 5,700	Major Capital



R. Oscroft  
Fire Chief

RO/dd

c: City Clerk

NO. 6

DATE: April 6, 1994

TO: Kelly Kloss,  
City Clerk

FROM: Alan Scott,  
Land & Economic Development Manager

RE: **CITY CENTRE PLAZA PHASE 2 - MCDONALD'S SITE**

---

Attached is a letter from the Gelmon Corporation, in which they indicate a willingness to relinquish from their existing option, approximately 34,000 square feet, to allow The City to enter into a land sales agreement with McDonald's Restaurants. Under the proposal, the existing option, which expires September 30, 1994, and allows Gelmon Corporation to purchase the land up to that date at \$5.20 per square foot, would remain in place on the balance of the site. The offer is subject to the following conditions:

1. The City agrees in principal to allow Gelmon Corporation to exercise their option on a portion of the remaining site, at market value.
2. The terms and conditions of exercising on a portion of the site will be subject to the mutual agreement between The City of Red Deer and the Gelmon Corporation, however, in the event that Gelmon Corporation partially exercises 4 acres of land, the land cost shall not exceed \$10.00 per square foot, and the price shall be reduced in the event a larger parcel is purchased. Should the Gelmon Corporation then exercise on the balance of the lands at \$5.20 per square foot, a rebate would apply, thus bringing the entire land cost for the 11.2 acres to \$5.20 per square foot.

We have discussed this concept with the Gelmon Corporation for well over a year, but until this past several weeks, have been unable to reach an agreement on the conditions that would allow the removal of a portion of the site from the existing option, thereby permitting The City to enter into an agreement to sell to McDonald's Restaurant.

We have also attached an offer from McDonald's Restaurants of Canada Limited, which agrees to purchase 34,898 square feet at the northeast corner of the property optioned by Gelmon, at a rate of \$14.00 per square foot. It is McDonald's intention to construct a restaurant on the site along the lines of what was proposed for the Windsor Parking Lot. A condition of the purchase would be a restrictive covenant that would limit for 15 years the construction of any fast food restaurants specializing in hamburgers on the balance of the site under option to Gelmon Corporation.

**RECOMMENDATION:**

The Land & Economic Development Department would recommend the following:


- a. The City of Red Deer agree to remove approximately 34,000 square feet from the site currently under option to the Gelmon Corporation.

City Clerk  
April 6, 1994  
Page 2

---

- b. That in return for Gelmon relinquishing this portion of the site, The City agree in principal to allowing a partial exercise of the option of the balance of the site subject to:
  - i. That any partial exercising of the option would be subject to mutual agreement between The City of Red Deer and Gelmon Corporation.
  - ii. That the minimum allowed to be partially exercised to be 4.00 acres, at a cost of \$10.00 per square foot.
  - iii. Should Gelmon Corporation exercise on the balance of the land, a rebate would apply, bringing the overall cost per square foot to the originally agreed to \$5.20.
- c. That the City enter into an agreement to sell approximately 34,000 square feet on the northeast corner of the City Centre Plaza Phase 2 to McDonald's Restaurants of Canada Limited at a purchase of \$14.00 per square foot. The purchase price to include all servicing costs, off-site levies, etc.
- d. That McDonald's Restaurants of Canada Limited be responsible for all service connection charges.
- e. That the sale be subject to a plan of subdivision satisfactory with the Planning Commission.
- f. The proposed development be to the satisfaction of the Development Officer.
- g. The restrictive covenant between McDonald's of Canada and the Gelmon Corporation, would be cancelled, should Gelmon not exercise their option on the balance of the site.
- h. That an agreement be entered into satisfactory to the City Solicitor.
- i. Costs associated with the survey and subdivision to be the responsibility of The City of Red Deer.
- j. Access to an servicing of the site to be to the satisfaction of the Engineering Manager.

Respectfully submitted,

  
Alan V. Scott  
LAND & ECONOMIC DEVELOPMENT MANAGER  
AVS/pr

Att.





# GELMON CORPORATION

29 March 1994

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

VIA FAX 1-346-6195

**Original by Fax**

**Attn: Mr. Alan Scott**

Dear Sir:

**Re: City Centre Plaza Phase II - McDonald's Site**

Gelmon Corporation is pleased to relinquish the approximately 34,000 square feet of land comprising the McDonald's site location under the following terms and conditions:

1. Red Deer City Council puts forth a statement of principal wherein Gelmon Corporation will be entitled to a partial exercise of its option on the Phase II Lands.
2. The terms and conditions of the exercise will be subject to mutual agreement between the City of Red Deer and Gelmon Corporation, however, in the event that Gelmon Corporation partially exercises four (4) acres of land, the land cost shall not exceed \$10.00 a square foot, and the price shall be reduced in the event a larger parcel is purchased. Should Gelmon Corporation then exercise on the balance of the Lands at \$5.20 per square foot a rebate would apply thus bringing the entire land cost for the 11.2 acres (approximately) to \$5.20 per square foot.


A determining factor in Gelmon Corporation deciding to relinquish 34,000 square feet of prime real estate was the fact that McDonald's offered to cover a significant portion of our soft costs, that had been incurred over the past 15 months of negotiations.

We look forward to attending at the April 11th, 1994 City Council meeting wherein we hope to receive City Council's statement in principal as referred to above. Should you have any questions or comments, please do not hesitate to contact the writer at the number listed below.

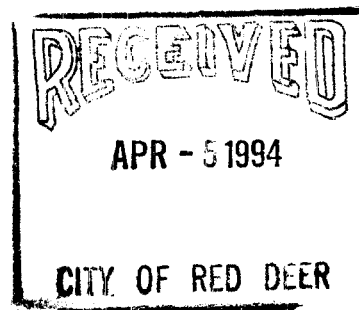
Yours very truly,

**GELMON CORPORATION**

Per:

  
MICHAEL J. GELMON, B.A., LL.B.  
Vice President  
Development and Leasing

MJG/mjt



redlt.032

McDonald's



®

March 30, 1994

The City of Red Deer  
Land and Economic Development Dept.  
4914 - 48th Avenue  
Red Deer, Alberta  
T4N 3T4

**Attention: Alan Scott**

Dear Sir:

**RE: SW CORNER OF 52ND AVENUE  
& TAYLOR DRIVE  
RED DEER, ALBERTA**

Further to our telephone discussion, enclosed please find (2) two original copies of page one of our Agreement of Purchase and Sale for a portion of the location noted above.

Please replace the enclosed to the Agreements previously forwarded to you.

I look forward to seeing you on April 11, 1994. Thank you for your co-operation in this matter.

Yours truly,

**McDONALD'S RESTAURANTS  
OF CANADA LIMITED**

*for, Wendy Oyd*  
Teresa Andrews  
Senior Real Estate Representative

The City Of Red Deer	
Date:	<u>Apr. 5/94</u>
Time:	<u>11:10</u>
Rec'd By:	<u>Ph</u>

MARTA.DOC/31



## AGREEMENT OF PURCHASE AND SALE

AGREEMENT made this 18th day of March, 1994,  
between the City of Red Deer (herein called the "Vendor"), and McDonald's Restaurants  
of Canada Limited (herein called the "Purchaser").

1. **THE VENDOR** agrees to sell and the Purchaser agrees to purchase a portion of  
the lands, known municipally as:

\_\_\_\_\_ and  
legally described as: a portion of part of Lot 1, the entirety of Lots 1A, 8, 9, 9A, 10, 11  
and 12 Plan 6233RS situated in the City of Red Deer, and the Province of Alberta being  
comprised of approximately thirty four thousand, eight hundred and ninety eight (34,898)  
square feet, as shown outlined in red on the attached SCHEDULES "A" and "A-1" (the  
Real Property) at and for the price or sum of Four Hundred and Eighty-Eight Thousand,  
Five Hundred and Seventy Two Dollars (\$488,572.00).

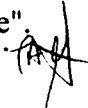
2. **THE PURCHASE PRICE** shall be payable as follows:

- (a) the sum of: Five Thousand Dollars (\$5,000.00) shall be payable to the Purchaser's  
Solicitor in trust within seven (7) days after the last execution of this Agreement  
(the "Acceptance Date") as a deposit to be held pending completion or termination  
of this Agreement and to be credited together with any interest accrued thereon on  
account of the Purchase Price on closing; and
- (b) the balance of the Purchase Price, namely the sum of: Four Hundred Eighty-Three  
Thousand Five Hundred and Seventy Two Dollars (\$483,572.00) shall be payable  
by certified cheque or solicitor's trust cheque on the Completion Date (as  
hereinafter defined), subject to usual adjustments.

3. **SHOULD SUBDIVISION** of the Real Property change the area, as set out above,  
the Purchase Price shall be adjusted on a square footage basis, based on a price of \$14.00  
per square foot but in no event shall the Real Property area change by more than 500  
square feet.

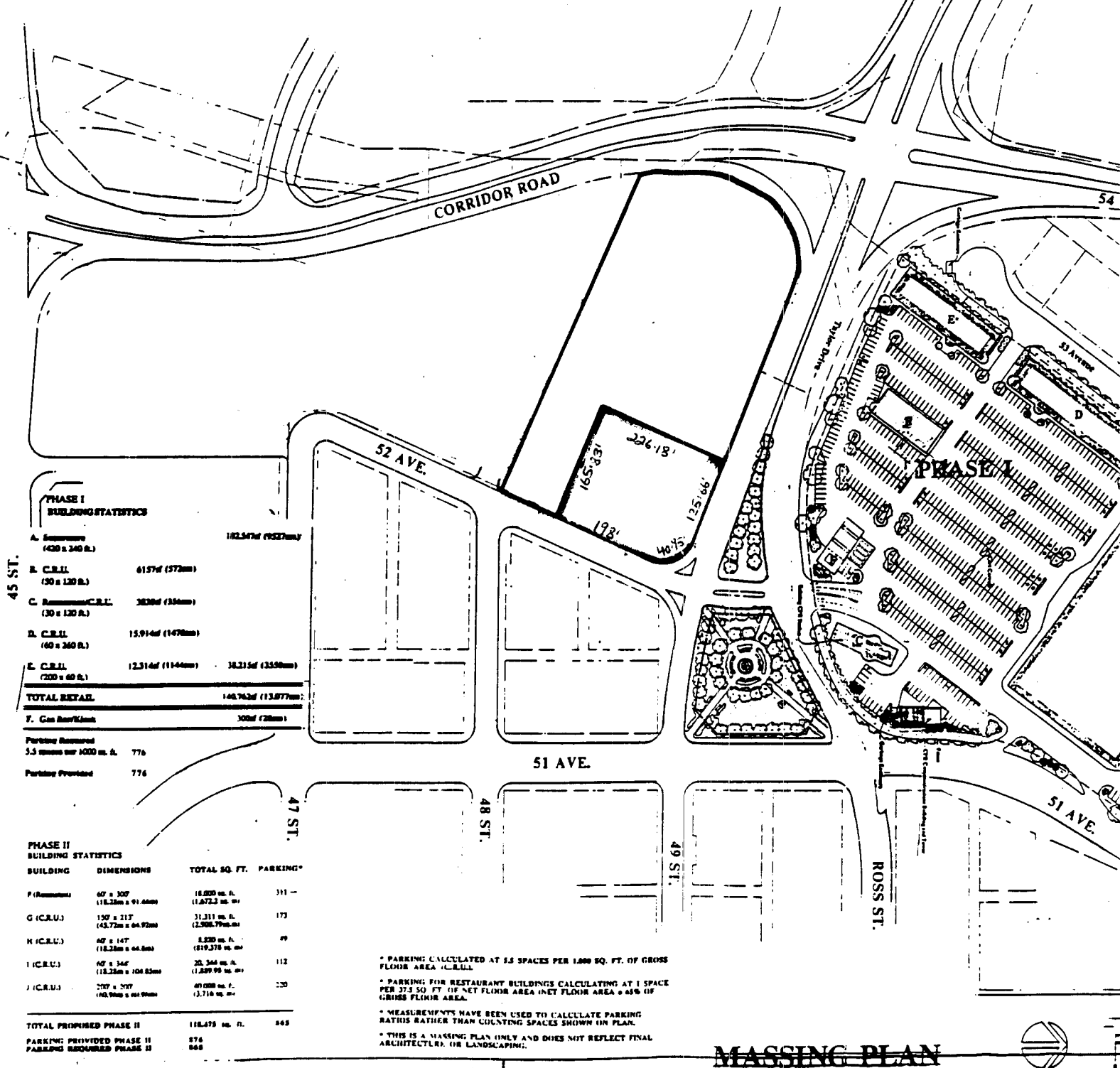
4. **THE VENDOR** covenants that the title to the Real Property once subdivided is  
good and marketable, that the Vendor is or will become the registered owner and has a  
right to sell the Real Property and that title will be transferred to the Purchaser free and  
clear of any lien, claim, charge or encumbrance.

5. **THIS AGREEMENT** is conditional upon the Vendor acting reasonably,  
bonafide and diligently to obtain Subdivision Plan Approval (as hereinafter defined),  
within 90 days after the "Acceptance Date"



## SCHEDULE "A"

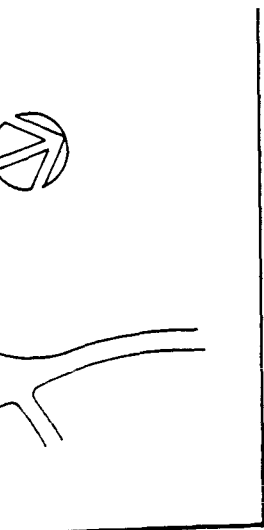
Attached to and made part of the Agreement to Purchase and Sale dated this 18th day of March, 1994 between the City of Red Deer (Vendor) and McDonald's Restaurants of Canada Limited (Purchaser)



MASSING PLAN

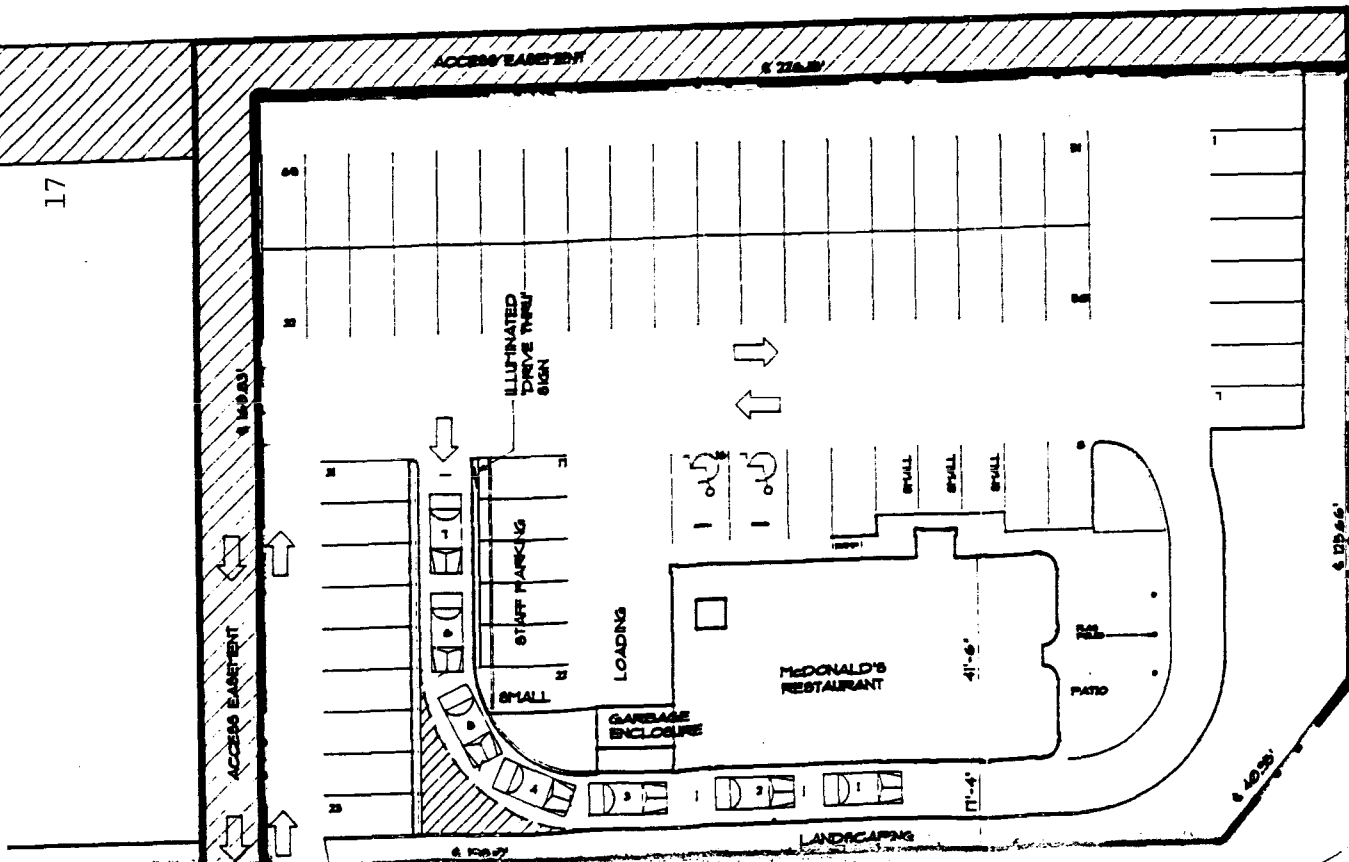
CITY CENTRE PLAZA

# KEY PLAN



## PARKING SYNOPSIS

SITE AREA: 34,898 sq.ft.  
 BUILDING AREA: 3,175 sq.ft.  
 PARKING: 69 CARS  
 D/THRU QUEUE: 7 CARS  
 TOTAL: 76 CARS



## SITE PLAN

SCALE: 1" = 30'-0"



<b>McDonald's</b> RESTAURANTS OF CANADA LIMITED 1775 SHEPPARD AVENUE EAST, SUITE 100 SCARBOROUGH, ONTARIO M1S 4T6 TEL: (416) 491-0000		BY: <b>RD</b> DATE: <b>10/1/93</b> ISSUE: <b>REV 1</b>
PROJECT: <b>1775 SHEPPARD AVENUE EAST</b> DRAWING: <b>1775 SHEPPARD AVENUE EAST</b> SCALE: <b>1" = 30'-0"</b> DATE: <b>10/1/93</b> DRAWN BY: <b>RD</b> CHECKED BY: <b>RD</b> APPROVED BY: <b>RD</b>	43RD STREET 43RD AVENUE	

**SCHEDULE "B"**

Attached to and made part of the Agreement of Purchase and Sale dated this 18th day of March, 1994, between the City of Red Deer, (Vendor) and McDonald's Restaurants of Canada Limited (Purchaser).

**RESTRICTIVE COVENANTS**

These Restrictive Covenants dated \_\_\_\_\_, 1994.

**BETWEEN:**

**AND:**

**McDONALD'S RESTAURANTS OF CANADA LIMITED**  
of 4400 Still Creek Drive  
Burnaby, British Columbia, V5C 6C6  
(the "Purchaser")

**WHEREAS:**

- A. The Lot B Owner is the registered owner of lands legally described in Schedule "A" hereto ("Lot B").
- B. McDonald's is the Owner of lands legally described in Schedule "B" hereto ("McDonald's Lands").
- C. Lot B and McDonald's Lands are adjoining areas and McDonald's wishes to limit the use of Lot B.

In consideration of the mutual covenants, agreements and obligations hereinafter set forth and of Ten (\$10.00) now paid by McDonald's to Lot B Owner, the receipt and sufficiency of which is hereby acknowledged by Lot B Owner, the parties hereby grant, covenant and agree as follow:



Page Two

1.0 **RESTRICTION ON FAST FOOD OUTLETS AND CERTAIN RESTAURANTS**

- 1.1 Lot B Owner, for itself, its successors and assigns, the owners and occupiers for the time being of Lot B, to the intent that the burden of this covenant will run with and bind Lot B as the servient tenement, and every part thereof, and that the benefit thereof may be annexed to and run, as a separate covenant with each and every part of the McDonald's Lands, as the dominant tenement, covenants that for a period of (15) fifteen years from the date of this Agreement, Lot B will not be used or permitted to be used for the following purposes: .

A fast food outlet specializing in the sale of the "non-permitted item" as defined in this Agreement and car parking ancillary to any such purpose.

- (a) In this Agreement, non-permitted item means hamburgers.
- (b) In this Agreement, fast food outlet means a development where prepared foods or beverages or both are offered for sale to the public for consumption on the development or off the development or both and which offers food or beverages or both, produced and delivered in a manner that allows rapid customer service.
- (c) In this Agreement, "specializing in the sale of non-permitted item" means a fast food outlet which derives more than ten (10%) of its gross monthly sales (excluding desserts and beverages) from the sale of any one or more of the non-permitted items as described in this Agreement, or which displays a menu or menu board on which twenty (20%) percent or more of the food items (excluding desserts and beverages) consist of any of the non-permitted item.

Page Three

1.2 A restaurant specializing in the sale of hamburgers.

- (a) In this Agreement, restaurant means a development used for eating and drinking where prepared foods or beverages or both are offered for sale to the public for consumption within the development or off the development or both.
- (b) In this Agreement, "specializing in the sale of hamburgers" means a restaurant which derives more than ten (10%) percent of its gross monthly sales (excluding desserts and beverages) from the sale of hamburgers, or which displays a menu or menu board on which twenty (20%) percent or more of the food items (excluding desserts and beverages) consist of hamburgers.

In this Agreement, "hamburgers" means any ground or chopped meat patty of any sort or kind served with a bun.

## 2.0 **PRIORITY**

The Lot B Owner covenants and agrees to deliver, upon request by McDonald's, an agreement granting priority in favour of the restrictive covenants in this Agreement over any existing financial encumbrance or financial interest registered against Lot B.

## 3.0 **TRANSFER OF LOT B**

Lot B Owner covenants and agrees not to convey, transfer, lease or otherwise dispose of Lot B or any part thereof unless the grantee, transferee, lessee or other acquiring party, as the case may be, executes an agreement with McDonald's to observe and perform the obligations of the Lot B Owner under this Agreement.



Page Four

#### 4.0 **SEVERABILITY**

The covenants and agreements herein contained shall be severable and if any of the covenants or agreements herein contained or any application thereof to any person or circumstances are to any extent held to be rendered invalid, unenforceable or illegal by a court of competent jurisdiction, the remaining covenants or agreements or the application thereof to persons or circumstances other than those with respect to which it is held invalid, unenforceable or illegal shall not be affected thereby and shall continue to be applicable and enforceable to the fullest extent permitted by law.

#### 5.0 **GENDER AND NUMBER**

Wherever the singular or the masculine is used in this Agreement, they shall be construed as being the plural or feminine or body corporate and vice versa where the context or the parties hereto so requires.

#### 6.0 **ENUREMENT**

This Agreement shall enure to the benefit of and be binding upon the parties hereto and their successors and assigns respectively.

**IN WITNESS WHEREOF** the Lot B Owner and McDonald's have executed these Covenants as of \_\_\_\_\_, 1994.

The Common Seal of

was hereunto affixed in the presence of:

\_\_\_\_\_  
Authorized Signatory

The Common Seal of **McDONALD'S RESTAURANTS OF CANADA LIMITED** was hereunto affixed in presence of:

\_\_\_\_\_  
Ronald L. Marcoux  
President & C.E.O., Western Canada

## SCHEDULE "C"

Attached to and made part of the Agreement of Purchase and Sale dated this 18th day of November, 1994, between the City of Red Deer (Vendor) and McDonald's Restaurants of Canada Limited (Purchaser).

---

### ACCESS, PARKING AND SIGN EASEMENT

**THIS EASEMENT** dated for reference \_\_\_\_\_, 1994.

**BETWEEN:**

(the "Grantor")

**OF THE FIRST PART**

**AND:**

**McDONALDS RESTAURANTS OF CANADA LIMITED**, an Ontario  
Company having an office at 4400 Still Creek Drive, Burnaby, B.C. V5C 6C6

("McDonald's")

**OF THE SECOND PART**

**WHEREAS:**

- A. The Grantor is the registered owner of the lands described in Schedule \_\_\_\_\_  
(the "Grantor's Lands");
- B. McDonald's is the registered owner of the lands described in Schedule \_\_\_\_\_  
(the "McDonald's Lands"), and
- C. The Grantor's Lands and the McDonald's Lands are adjoining areas and the parties intended that the owner of the McDonald's Lands shall have an access and parking easement over a portion of the Grantor's Lands.

T/A

- 2 -

**NOW THEREFORE THIS INDENTURE WITNESSES** that in consideration of the covenants, agreements and obligations hereinafter set forth and the sum of \$1.00 now paid by McDonald's to the Grantor and of other good and valuable consideration (the receipt and sufficiency of which is hereby acknowledged by the Grantor), the parties hereby grant, covenant and agree as follows:

**1.0      GRANT OF ACCESS, PARKING & SIGN**

- 1.1      The Grantor, as grantor and owner of the Grantor's Lands, the servient tenement, hereby grants to McDonald's as grantee and owner of the McDonald's Lands, the dominant tenement, the full and free right, liberty and easement for McDonald's at all times hereafter to enter into and upon the area as outlined in green on the attached "Schedule A" (the Easement Area") located on the Grantor's Lands, with or without vehicles, for the following purposes, namely, in common with the Grantor and all others now or hereafter having the like right for going, returning, passing and repassing over the Easement Area, for the purposes of gaining free and unobstructed access, ingress and egress between the McDonald's Lands and municipal vehicular or pedestrian roadways; to have and to hold the right, liberty and easement unto McDonald's, its successors and assigns, as appurtenant to the McDonald's Lands forever.
  
- 1.2      The Grantor, as grantor and owner of the Grantor's Lands, the servient tenement, hereby grants to McDonald's as grantee and owner of the McDonalds' Lands, the dominant tenement, the full and free right, liberty and right of way and easement for parking, ingress and egress purposes over all public access points to and from the Shopping Centre as exist from time to time and over, along and across the roadway and parking area of the Shopping Centre as exist from time to time.
  
- 1.3      The Grantor covenants and agrees, at its own cost, to repair and maintain the Easement and Parking Areas, including the access roadway constructed thereon, in a good and proper condition to the satisfaction of McDonald's. If the Grantor does not so maintain the Easement Area, McDonald's may do so and the Grantor will reimburse McDonald's for all costs thereby incurred by McDonald's.

- 3 -

- 1.4 The Grantor, as grantor and owner of the Grantor's Lands, the servient tenement, hereby grants to McDonald's as grantee and owner of the McDonald's Lands, the dominant tenement, the full and free right to erect it signage upon the area as outlined in yellow on the attached Schedule "A" together with the right ancillary thereto to enter onto the Grantor's Lands to construct, install, maintain, inspect, alter, repair or replace such signage and the electrical supply to the signage from the McDonald's Lands; to have and to hold the easements as easements appurtenant to the McDonald's Lands as the dominant tenement forever which will run with and bind the Grantor's Lands as the servient tenement.

## 2.0 **COVENANTS**

The Grantor covenants and agrees with McDonald's that the grantor:

- a) will not construct, install or maintain grades, levels or drainage systems on the Easement Areas so as to result in the accumulation of surface water;
- b) will not interfere in a significant manner with the rights and easements granted herein during the construction, repair, and maintenance of the Easement Areas; and
- c) will not construct or permit to exist any fence, barrier, sign, structure or any other improvements of any kind whatsoever in the Easement Areas which would prevent or inhibit the use and enjoyment of the rights herein granted or the free and uninterrupted flow of traffic along the Easement Areas to or from the McDonald's Lands. If the Grantor commences constructing any such improvements, McDonald's shall have the right to apply for an injunction to prohibit such construction.

## 3.0 **INTERPRETATION**

The parties mutually agree and declare as follows:

- a) The rights, liberties and easements herein granted by the Grantor to McDonald's shall be construed as being extended to and may be exercised by McDonald's and its successors and assigns, the occupiers for the time being of the McDonald's Lands and of every part into which the McDonald's Lands may be subdivided and their customers, licensees, invitees, agents, suppliers, contractors, servants and workmen, and all other persons with McDonald's express or implied permission; and

- 4 -

- b) The rights, liberties and easements herein granted shall run with the Grantor's Lands and shall attach to and run with each and every part into which the Grantor's Lands or any part thereof may hereafter be subdivided, but no part of the fee of the soil the Grantor's Lands shall pass to or be vested in McDonald's under or by these presence.

4.0 **PRIORITY**

The Grantor covenants and agrees to deliver upon request by McDonald's, an agreement granting priority in favour of the easement in this Agreement over any existing financial encumbrance of financial interest registered against the Grantor's Lands.

5.0 **NO PARTNERSHIP OR JOINT VENTURE**

Nothing herein contained shall be construed or deemed to constitute or create a partnership or joint venture of or between the parties or to render one of them liable for the debts and obligations of the other.

6.0 **TRANSFER OF GRANTOR'S LANDS**

The Grantor covenants and agrees not to convey, transfer, lease or otherwise dispose of the Grantor's Lands or any part thereof unless the grantee, transferee, lessee or to the acquiring party, as the case may be, executes an agreement with McDonald's to observe and perform the obligations of the Grantor under this Agreement.

7.0 **SEVERABILITY**

The covenants and agreements herein shall be severable and if any of the covenants or agreements herein contained or the application thereof to any person or circumstance is to any extent held to be or rendered invalid, unenforceable or illegal by a court of competent jurisdiction, the remaining covenants or agreements or applications thereof to persons or circumstances other than those with respect to which it is held invalid, unenforceable or illegal shall not be affected thereby and shall continue to be applicable and enforceable to the fullest extent permitted by law.

8.0 **ENUREMENT**

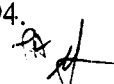
This agreement shall enure to the benefit of and be binding upon the parties and their respective administrators, successors and assigns.

- 5 -

9.0 **GENDER AND NUMBER**

Wherever the singular or the masculine is used in this agreement, they shall be construed as being the plural or feminine or body corporate and vice versa and wherever the plural is used in this agreement, it shall be construed as being the singular and vice versa, where the context or the parties hereto so requires.

**IN WITNESS WHEREOF** the Grantor and McDonald's have caused their common seals to be affixed in the presence of their officer duly authorized in that behalf as of \_\_\_\_\_, 1994.



The Common Seal of  
**GELMON CORPORATION**  
was hereunto affixed in  
the presence of:

---

Authorized Signatory

The Common Seal of  
**McDONALD'S RESTAURANTS OF  
CANADA LIMITED**  
was hereunto affixed  
in the presence of:

---

Mr. Ronald L. Marcoux,  
President & Chief Executive Officer  
Western Canada

DATE: April 6, 1994

TO: Land and Economic Development Manager


FROM: Engineering Department Manager

**RE: CITY CENTRE PLAZA PHASE 2 - MCDONALD'S SITE**

---

In response to your March 30, 1994 memo, we have the following comments should subdivision of approximately 34,000 square feet in the north east corner of the site occur:

1. Servicing: water is available from 52 Avenue. Storm must drain north and west of the site to an existing manhole. An easement will be required from the balance of Phase 2 lands. Sanitary must drain to the south near 48 Street and 52 Avenue. Similarly, an easement will be required from the balance of Phase 2 lands.
2. Access is not available from 49 Street north of the site. Access is available from 52 Avenue, opposite 48 Street, and opposite the City lane, between 48 Street and 49 Street. An easement will be required for the south access point. There is no guarantee that a right-in/right-out access to Taylor Drive for the balance of Phase 2 lands will be permitted by Alberta Transportation and Utilities.
3. McDonald's will be responsible for water, sanitary and storm service extensions, driveways, and curb cuts. All subdivision and legal survey costs will be recovered from the sale proceeds.
4. We understand from the developer's letter that there may only be one partial exercise of option on a 4 acre site followed by the exercise of option on the remaining site. It should be clearly understood that all subdivision, legal survey, and servicing costs in connection with this partial undertaking would be at the developer's expense.
5. There may be the opportunity to replace the 34,000 square foot parcel with approximately 75,000 square feet of land, including the 52 Avenue road allowance, near 45 Street.

  
Ken Haslop, P. Eng.  
Engineering Department Manager

KGH/cy

Commissioners' Comments

We concur with the recommendations of the Land & Economic Development Manager and recommend that Council approve same. This we believe will resolve the problem of locating McDonald's Restaurant and at the same time preserving the existing parking lot which will appear to us to be a win win situation. At the point when Gelmon Corporation wishes to exercise an option on a portion or all of the balance of the site, it is subject to producing an overall concept plan to which the city agrees.

"G. SURKAN"

Mayor

"H.M.C. DAY"

City Commissioner



**DATE:       APRIL 12, 1994**

**TO:         LAND AND ECONOMIC DEVELOPMENT MANAGER**

**FROM:       CITY CLERK**

**RE:         CITY CENTRE PLAZA PHASE 2 / MCDONALD'S SITE**

---

At the Council Meeting of April 11, 1994, consideration was given to your report dated April 6, 1994 concerning the above. At this meeting Council passed the following resolution:

"RESOLVED that Council of The City of Red Deer, having considered report from the Land and Economic Development Manager, dated April 6, 1994, re: Request to Purchase City Centre Plaza Phase 2/McDonald's Site, hereby agrees that said request be approved subject to the following conditions:

1.     The City of Red Deer agree to remove approximately 35,000 square feet from the site currently under option to the Gelmon Corporation.
2.     That in return for Gelmon relinquishing this portion of the site, The City agree in principle to allowing a partial exercise of the option of the balance of the site subject to:
  - a.     That any partial exercising of the option would be subject to mutual agreement between The City of Red Deer and Gelmon Corporation.
  - b.     That the minimum allowed to be partially exercised be 4.00 acres at a cost of \$10.00 per square foot.
  - c.     Should Gelmon Corporation exercise on the balance of the land, a rebate would apply bringing the overall cost per square foot to the originally agreed to \$5.20.
3.     That the City enter into an agreement to sell approximately 35,000 square feet on the northeast corner of the City Centre Plaza Phase 2 to McDonald's Restaurants of Canada Limited at a purchase price of \$14.00 per square foot. The purchase price to include all servicing costs, off-site levies, etc.

4. That McDonald's Restaurants of Canada Limited be responsible for all service connection charges.
5. That the sale be subject to a plan of subdivision satisfactory to the Planning Commission.
6. The proposed development be to the satisfaction of the Development Officer.
7. The restrictive covenant between McDonald's Restaurants of Canada Limited and the Gelmon Corporation would be cancelled should the Gelmon Corporation not exercise their option on the balance of the site.
8. Costs associated with the survey and subdivision to be the responsibility of The City of Red Deer.
9. Access to any servicing of the site to be to the satisfaction of the Engineering Manager.
10. That an agreement be entered into satisfactory to the City Solicitor,

and as presented to Council April 11, 1994."

"RESOLVED that Council of The City of Red Deer, having considered report from the Land and Economic Development Manager dated April 6, 1994, re: Request to Purchase City Centre Plaza Phase 2/McDonald's Site, hereby agrees that the Option Agreement between The City of Red Deer and Gelmon Corporation respecting Lot 1A, Plan 932-1030, dated the 25th day of January, A.D. 1991, be amended as follows:

1. To delete a parcel comprising 35,000 square feet more or less in the northeast corner of said Lot 1A in a configuration satisfactory to The City and sufficient for the needs of McDonald's Restaurants of Canada Limited, which said lands may be sold by The City to McDonald's Restaurants of Canada Limited. The City will pay the costs of survey and subdivision of such parcel.

2. To provide that within the option period provided in the said Option Agreement, Gelmon Corporation will be entitled to exercise an option to purchase from the remainder of said Lot 1A, a parcel of not less than four acres in a configuration satisfactory to Gelmon Corporation and The City, at a price of \$10.00 per square foot and containing the following provisions:
  - a. If Gelmon Corporation exercises an option to purchase an area greater than four acres, then the price per square foot of such total acreage will be reduced to an amount satisfactory to both parties; and
  - b. Upon exercise of the option to purchase the remainder of said Lot 1A, Gelmon Corporation will be entitled to a rebate from the purchase price paid for the four acre parcel to reduce the price to \$5.20 per square foot, as provided in the original Option Agreement; and
  - c. Further subdivisions of the four acre parcel or of the remainder of the said Lot 1A shall not be permitted without the consent of The City; and
  - d. That all subdivision, legal survey and servicing costs of the remainder of said parcel be at the developer's expense,

and as presented to Council April 11, 1994."

The decision of Council in this instance is submitted for your information and appropriate action. I trust you will advise both the Gelmon Corporation and McDonald's of Council's decision.

Land and Economic Development Manager

April 12, 1994

Page 4

In addition to the above, at the noted Council Meeting Alderman Campbell-Cardwell requested that when the plans for McDonald's are submitted to the City, that she be advised so that she can peruse same.

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

KELLY KLOSS  
City Clerk

KK/clr

cc: Director of Engineering Services  
Director of Community Services  
Director of Financial Services  
E. L. & P. Manager  
Bylaws and Inspections Manager  
Fire Chief  
City Assessor  
Principal Planner

RESOLVED THAT the Option Agreement between the City of Red Deer and Gelmon Corporation respecting Lot 1A, Plan 9321030, dated the \* day of \*, 19\*, be amended as follows:

1. To delete a parcel comprising 35,000 square feet more or less in the northeast corner of said Lot 1A in a configuration satisfactory to the City and sufficient for the needs of McDonalds Restaurants of Canada Ltd., which said lands may be sold by the City to McDonalds. The City will pay the costs of survey and subdivision of such parcel.

2. To provide that within the option period provided in the said Option Agreement, Gelmon Corporation will be entitled to exercise an option to purchase from the remainder of said Lot 1A a parcel of not less than four acres in a configuration satisfactory to Gelmon Corporation and the City, at a price of \$10.00 per square foot and containing the following provisions:

(a) If Gelmon Corporation exercises an option to purchase an area greater than four acres, then the price per square foot of such total acreage will be reduced to an amount satisfactory to both parties; and

(b) Upon exercise of the option to purchase the remainder of said Lot 1A, Gelmon Corporation will be entitled to a rebate from the purchase price paid for the four acre parcel to reduce the price to \$5.20 per square foot, as provided in the original Option Agreement;

(c) Further subdivisions of the four acre parcel or of the remainder of the said Lot 1A shall not be permitted without the consent of the City.

RESOLVED THAT the Option Agreement between the City of Red Deer and Gelmon Corporation respecting Lot 1A, Plan 9321030, dated the \* day of \*, 19\*, be amended as follows:

1. To delete a parcel comprising 35,000 square feet more or less in the northeast corner of said Lot 1A in a configuration satisfactory to the City and sufficient for the needs of McDonalds Restaurants of Canada Ltd., which said lands may be sold by the City to McDonalds. The City will pay the costs of survey and subdivision of such parcel.

2. To provide that within the option period provided in the said Option Agreement, Gelmon Corporation will be entitled to exercise an option to purchase from the remainder of said Lot 1A a parcel of not less than four acres in a configuration satisfactory to Gelmon Corporation and the City, at a price of \$10.00 per square foot and containing the following provisions:

(a) If Gelmon Corporation exercises an option to purchase an area greater than four acres, then the price per square foot of such total acreage will be reduced to an amount satisfactory to both parties; and

(b) Upon exercise of the option to purchase the remainder of said Lot 1A, Gelmon Corporation will be entitled to a rebate from the purchase price paid for the four acre parcel to reduce the price to \$5.20 per square foot, as provided in the original Option Agreement;

(c) Further subdivisions of the four acre parcel or of the remainder of the said Lot 1A shall not be permitted without the consent of the City.



## THE CITY OF RED DEER

P. O. BOX 5008, RED DEER, ALBERTA T4N 3T4 FAX: (403) 346-8195

FILE No.

City Clerk's Department 342-8132

April 22, 1994

Towne Centre Association  
B3, 4901 - 48 Street  
Red Deer, Alberta  
T4N 1S8

Attention: John Ferguson, Manager

Dear Sir:

Further to your letter of February 10, 1994, concerning the offer to purchase the Windsor Parking Lot, I would advise as follows:

At The City of Red Deer Council Meeting held on April 11, 1994, Council passed a resolution selling a portion of the lands which are held under option by Gelmon Corporation to McDonald's for a restaurant. As a result of this, McDonald's interest in the Windsor Parking Lot has been withdrawn. We had intended to submit your letter as well as those letters and petitions of downtown businesses to the Council meeting in which McDonald's original application to purchase the Windsor Parking Lot was discussed. As this matter had been withdrawn, we circulated these documents to the Mayor and Aldermen for their information only.

I trust you will advise the members of your Association of the preceding. If any further interest does arise with regard to the Windsor Parking Lot, this office will advise you.

If you have any questions, please do not hesitate to call me.

Sincerely,

Kelly Kloss  
City Clerk

KK/ds



RED DEER

*a delight  
to discover!*

# FILE

DATE: April 20, 1994  
TO: Mayor and Aldermen  
FROM: City Clerk  
RE: WINDSOR PARKING LOT

---


At the regular Council Meeting of December 20, 1993, the following resolution was passed.

"RESOLVED that Council of The City of Red Deer hereby agrees that Lot 17, Plan 922-0308 (Windsor Parking Lot) be advertised for sale with every proposal received to provide replacement parking and the issue of McDonald's to be reconsidered in two months' time."

As per Council's instructions, the site was advertised with the deadline for submissions being February 18, 1994. As of that date, no submissions had been received. Subsequent to this, a deal was reached for McDonald's to place its building on the Gelmon land and as such, McDonald's application to purchase the Windsor Parking Lot was dropped.

With regard to McDonald's application to purchase the Windsor Parking Lot, this office received a number of petitions voicing concern over the sale of said lot. It was our intention to include these petitions on the Council agenda when the application by McDonald's for the Windsor Parking Lot was again presented, however as same had been withdrawn, we felt it was appropriate that we forward these petitions to you for your information.

Trusting you will find this satisfactory. If you have any questions, please do not hesitate to call me.



Kelly Kloss  
City Clerk

KK/ds

c.c. Bylaws & Inspections Manager  
Land & Economic Development Manager





# Let yourself go ... Downtown

February 10, 1994

**CITY COUNCIL**  
City of Red Deer

**Re; Offer to Purchase of the "Windsor Lot"**

**Dear Council,**

The Association has received a petition and request to forward, from 35 businesses, and 44 customers or employees. This petition expresses opposition to the sale of the "Windsor Parking Lot", until an acceptable replacement parking lot can be developed simultaneously.

The businesses have stated support for the continued development of the downtown, however they remind us that they have made substantial investments based on the services and utilities of the area as well. They also remind us that they have been contributing to the tax base for many years.

The concern is that any new development must represent growth not simply replacement or relocation. They clearly indicate that parking is vital to all business and that this lot is vital to their operation. In some cases this is lot is needed only for employee parking and we must keep in mind that employees are a substantial part of the consumer marketplace as well. In other cases, the need is vital for customer parking.

In **April of 1992**, Council reviewed offers to purchase this lot and after reviewing its options for parking determined it would not be sold. The decision directed its continued use as a parking lot and directed its upgrade and design to be financed through the MCC project.

In **November of 1992**, Council agreed to remove this property from the landbank and transferred control to the parking administration. At that time, the Parking Commission was still in existence and any change to this lot's status would be under the control of the commission. In recent times the commission was disbanded in favor of a new standing committee which in the interim is the Downtown Concept Plan Strategy Committee.

(cont'd)

THE CITY OF RED DEER  
CLERK'S DEPARTMENT

RECEIVED	
TIME	9:52 AM
DATE	94/02/14
JK	

The Associations understanding of this property, as a result of the above decisions, is that this lot is under control of the parking administration and the strategy committee. Our membership has correctly reminded us that this property is not for sale and has been approved by past council decision as a parking lot.

Any offers to purchase must be dealt with by the parking administration whoes position has been that any offer must include acceptable replacement parking. Considering what has transpired recently, and considering the petition of our members and customers, the Association is opposed to the sale and re-development of this property without the inclusion of acceptable simultaneous parking replacement.

To date the affected properties, the parking administrator and our association have not been presented with an acceptable parking replacement proposal.

We urge Council to reject the proposal for development of this property until an acceptable offer and proposal is presented to the parking administration.

Sincerely yours,  
**Towne Centre Association**

A handwritten signature in black ink, appearing to read 'John P. Ferguson', with a long horizontal flourish extending to the right.

For the Board, John P. Ferguson,  
General Manager.

An open letter to the City Council  
RE: Windsor Parking Lot

Dear City Council,

We the undersigned businesses would be the properties most affected by the sale of what is commonly known as the Windsor parking lot located between 49 St and Ross St on 51 Avenue.

This area is not abundant with available customer parking and employee areas are regularly used by staff. We are concerned with any relocation plans that may enable the sale of this lot. A temporary site on the Gelmon property is not acceptable for customers and relocating of staff parking will only serve to increase abuse of existing on street space.

Employee parking is a bone of contention and it is important to note that the employee population of the downtown represents up to 30% of our marketplace and for some businesses this figure is as much as 100%.

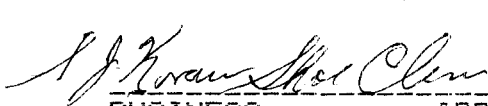

We too are free enterprise businesses and are not opposed in any way to development, however, we have made substantial investments and have contributed tax dollars to the community for many years. Our investments have been made based on locations, parking, and marketplace. Investing in an existing area means making decisions based on the development intent of the area expressed by the City as well as the business community. Our decisions were based in part on the availability of public parking areas. Our taxes and our business have contributed to the maintenance of these public parking spaces for many years.

While we are in favor of continued growth and development in the City and in particular the downtown, any initiatives must represent real growth not simply relocating of the business district.

This parking lot is critical to the businesses who have signed this letter. As a result, any change in parking in our area is a vital issue for us. We would request that the City consult fully with us before any changes are considered to the existing parking situation.

Temporary parking options are not acceptable and permanent solutions must be resolved before any changes occur. Providing parking even six months after the fact will likely cause closures and bankruptcies therefore the net result will be a new development on rail property at the expense of losing businesses in the existing core. This does not represent growth, but simply the loss of long standing tax payers for the gain of new ones.

Sincerely yours,

		STEVE J KOVACS		
BUSINESS	ADDRESS	NAME	SIGNATURE	TITLE
5009C 49ST Rd Deen				
BUSINESS	ADDRESS	NAME	SIGNATURE	TITLE

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Sincerely yours,

<i>Peggy Lane</i> Property Invest Ltd.	5024-ROSS STREET	<i>Peggy Lane</i>		<i>Owner</i>
BUSINESS	ADDRESS	NAME	SIGNATURE	TITLE
<b>THE BANK OF NOVA SCOTIA</b>				
5002-50TH ST., BOX 696		<i>R.P. Hammerback</i>	<i>R.P. Hammerback</i>	<i>MANAGER</i>
BURDEN, ALBERTA	ADDRESS	NAME	SIGNATURE	TITLE

Stephen Howard Sr. 5018 50 St George L. Hogg  
BUSINESS ADDRESS NAME SIGNATURE TITLE

1 Market & De 4942-50 St Rita Thullen Rita Thullen owner  
BUSINESS ADDRESS NAME SIGNATURE TITLE

Mr. Sports Center 4938-50 St Jim Wallace  
BUSINESS ADDRESS NAME SIGNATURE TITLE

entre Shoppe Brian Smith Brian Smith T.A.  
BUSINESS ADDRESS NAME SIGNATURE TITLE

Centre Shoppe L. Hansen L. Hansen R.T.  
BUSINESS ADDRESS NAME SIGNATURE TITLE

" " Adam Miller  
BUSINESS ADDRESS NAME SIGNATURE TITLE

Heather Shoppe Jeanne Kind Jeanne Kind T.A.  
BUSINESS ADDRESS NAME SIGNATURE TITLE

A Floral Affair Markene Bushell Markene Bushell  
BUSINESS ADDRESS NAME SIGNATURE TITLE

A Floral Affair Lisa Smuda  
BUSINESS ADDRESS NAME SIGNATURE TITLE

MINUTE MUFFLER TIM MAGNELL  
BUSINESS ADDRESS NAME SIGNATURE TITLE

VALLEY MOTORS 5012 19 St DOUG SOTRE  
BUSINESS ADDRESS NAME SIGNATURE TITLE

Jedding Whims Joann Rosso Joann Rosso owner  
BUSINESS ADDRESS NAME SIGNATURE TITLE

NORTHSTAR SPORTS 4913 50 Ave Jim DeLaiton  
BUSINESS ADDRESS NAME SIGNATURE TITLE

Night Shadows 4914A 50 Ave James McIntosh  
BUSINESS ADDRESS NAME SIGNATURE TITLE

Georges Subs 5011 19 St DEBORAH NAWY  
BUSINESS ADDRESS NAME SIGNATURE TITLE

An open letter to the City Council  
RE: Windsor Parking Lot

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This parking lot is critical to the businesses who have signed this letter. As a result, any change in parking in our area is a vital issue for us. We would request that the City consult fully with us before any changes are considered to the existing parking situation.

Temporary parking options are not acceptable and permanent solutions must be resolved before any changes occur. Providing parking even six months after the fact will likely cause closures and bankruptcies therefore the net result will be a new development on rail property at the expense of losing businesses in the existing core. This does not represent growth, but simply the loss of long standing tax payers for the gain of new ones.

Sincerely yours,

<u>CLUB CAFE</u>	<u>5019-ROSS ST.</u>	<u>ART MAH</u>		<u>OWNER</u>
BUSINESS	ADDRESS	NAME	SIGNATURE	TITLE
<u>Sisson Ford</u>	<u>5013-ROSS ST</u>	<u>R. Sisson</u>		<u>OWNER</u>
BUSINESS	ADDRESS	NAME	SIGNATURE	TITLE

BUFFALO HOTEL 5031 ROSS ST. WALTER MANCHAROWSKI *Walter Mancharowski* OWNER  
 BUSINESS ADDRESS NAME SIGNATURE TITLE  
 PARKLAND DEN 5011 50 STREET, RED DEER, ALTA., T4N 1Y2 PHONE: 346-3255

BOOKWORM'S DEN 5003-ROSS ST. GERRI BROWN *Geri Brown* OWNER.  
 BUSINESS ADDRESS NAME SIGNATURE TITLE

ARLINGTON HOTEL 4905-51 AVE STANTHORN *Diane Byr* Manager  
 BUSINESS ADDRESS NAME SIGNATURE TITLE

Bob's Book Shop 5024-49 Ave *RES* *RES* Owner  
 BUSINESS ADDRESS NAME SIGNATURE TITLE

Family Shoe Repair 5018-49 St *G. Seel* *G. Seel* Owner  
 BUSINESS ADDRESS NAME SIGNATURE TITLE

HALDANE APPRAISALS 4920-50 AVE BILL HALDANE *Bill Haldane* CO-OWNER  
 BUSINESS ADDRESS NAME SIGNATURE TITLE

Dr. Carnell 4912-50 Ave *D. Carnell* *D. Carnell* OWNER  
 BUSINESS ADDRESS NAME SIGNATURE TITLE

The Good Food Co 5001 Ross St *B. Ginter* *B. Ginter* Owner  
 BUSINESS ADDRESS NAME SIGNATURE TITLE

SCOTTSVILLE TRAVEL 404 500-50 AVE N. JENSEN *N. Jensen* Owner  
 BUSINESS ADDRESS NAME SIGNATURE TITLE

HITCHCOCK JEWELL 492 CRETCH *Richard Jewell* *Richard Jewell* President  
 BUSINESS ADDRESS NAME SIGNATURE TITLE

Mountain House 4935-51ST TERRY PARENT *Terry Parent* COORDINATOR  
 BUSINESS ADDRESS NAME SIGNATURE TITLE

SAGIT ARIES COSTUMES JOYCE ROW *Joyce Row* Owner  
 BUSINESS ADDRESS NAME SIGNATURE TITLE

GEORGE'S PLACE (NEW+USED) 5111-49ST GEORGIE YOUNG *Georgie Young* OWNER  
 BUSINESS ADDRESS NAME SIGNATURE TITLE

BARTHEL ONE HOUR 4910-50 AVE JOHN BARTHEL *John Barthel* CO-OWNER  
 BUSINESS ADDRESS NAME SIGNATURE TITLE

Feb. 4, 1994

Due to the severe lack of parking currently available in this part of Downtown, we can foresee the tremendously adverse effects on surrounding businesses and on those individuals who utilize the Windsor Parking Lot.

We ask that Council reconsider more closely the negative consequences such a move will have on a significant number of individuals and merchants that generate a need for parking facilities and retain this property for parking.

EMPLOYEE/PATRON

Ray F Plato Ray F Plato Patience  
Ken Gabriel Oyunda & Kim Promotion

Kathy Armstrong Kathy Armstrong consumer.

Habilis - EshKaab Habilis

CHRIS BLADES BLADES EMPLOYEE

Robert D. BALATKA Alberta Justice Employee



## RED DEER CITY COUNCIL

Feb. 4, 1994

The following undersigned have concerns regarding the anticipated sale of the parking lot on 51 Avenue and 50 Streets.

Due to the severe lack of parking currently available in this part of Downtown, we can foresee the tremendously adverse effects on surrounding businesses and on those individuals who utilize the Windsor Parking Lot.

In terms of proximity and size, the Windsor Lot is ideal for patrons of downtown businesses and employees alike. Temporary parking options are not acceptable and permanent solutions must be resolved before any changes take place.

We ask that Council reconsider more closely the negative consequences such a move will have on a significant number of individuals and merchants that generate a need for parking facilities and retain this property for parking.

NAME	SIGNATURE	DOWNTOWN EMPLOYEE/PATRON
<u>[Signature]</u>	<u>[Signature]</u>	<u>Employee</u>
<u>[Signature]</u>	<u>[Signature]</u>	<u>Employee</u>
<u>LEROY EMMES</u>	<u>[Signature]</u>	<u>Employee</u>
<u>AGNES THESEN</u>	<u>[Signature]</u>	<u>employee</u>
<u>[Signature]</u>	<u>[Signature]</u>	<u>patron</u>
<u>M. L. Sprague</u>	<u>MARY LEE SPRAGUE</u>	<u>employee</u>
<u>[Signature]</u>	<u>ELSLIE SPRAGUE</u>	<u>patron</u>
<u>Vance Thompson</u>	<u>[Signature]</u>	<u>patron</u>
<u>[Signature]</u>	<u>[Signature]</u>	<u>Patron</u>
<u>[Signature]</u>	<u>[Signature]</u>	<u>employee</u>
<u>Margaret Kovalic</u>	<u>[Signature]</u>	<u>[Signature]</u>
<u>[Signature]</u>	<u>[Signature]</u>	<u>PATRON</u>
<u>[Signature]</u>	<u>[Signature]</u>	<u>Patron</u>

## RED DEER CITY COUNCIL

Feb. 4, 1994

The following undersigned have concerns regarding the anticipated sale of the parking lot on 51 Avenue and 50 Streets.

Due to the severe lack of parking currently available in this part of Downtown, we can foresee the tremendously adverse effects on surrounding businesses and on those individuals who utilize the Windsor Parking Lot.

In terms of proximity and size, the Windsor Lot is ideal for patrons of downtown businesses and employees alike. Temporary parking options are not acceptable and permanent solutions must be resolved before any changes take place.

We ask that Council reconsider more closely the negative consequences such a move will have on a significant number of individuals and merchants that generate a need for parking facilities and retain this property for parking.

NAME	SIGNATURE	EMPLOYEE/PATRON
Jackie Chénard	<i>Jackie Chénard</i>	Employee
Tommy Coleman	<i>Tommy Coleman</i>	PATRON
D. S. (Helen) (H.)	<i>D. S. (Helen) (H.)</i>	Employee
Jim Postma	<i>Jim Postma</i>	PATRON
Simon Sorenson	<i>Simon Sorenson</i>	Business
J. Sorenson	<i>J. Sorenson</i>	Patron
B. Walper	<i>B. Walper</i>	Patron
L. Smith	<i>L. Smith</i>	Patron
Glenn	<i>Glenn</i>	Employee
Melny Campbell	<i>Melny Campbell</i>	Employee
Sherry Brock	<i>Sherry Brock</i>	Patron
M. W. H. H. H.	<i>M. W. H. H. H.</i>	Patron
Barb Sum	<i>Barb Sum</i>	Employee

Feb. 4, 1994

The following undersigned have concerns regarding the anticipated sale of the parking lot on 51 Avenue and 50 Streets.

Due to the severe lack of parking currently available in this part of Downtown, we can foresee the tremendously adverse effects on surrounding businesses and on those individuals who utilize the Windsor Parking Lot.

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We ask that Council reconsider more closely the negative consequences such a move will have on a significant number of individuals and merchants that generate a need for parking facilities and retain this property for parking.

NAME	SIGNATURE	EMPLOYEE/PATRON
Jeane Webb		Patron
Rod Webb		Patron
B. Kucy	B. Kucy	Patron
RANDY ROBINSON	R. Robinson	Patron
Gail Erickson		Patron
J. Freedman	J. Freedman	Patron
Selma Hicks		Patron
WENE FUNDYUS		"
SHARON SOUTH	Sharon South	"
May Abinaby		Patron
Gregory Wells		Patron
Colton Mayes		Patron
S. Roy		Patron

**JOHNSTON  
MING  
MANNING**

BARRISTERS, SOLICITORS, NOTARIES, TRADE MARK AGENTS

**-ESTABLISHED 1953-**

3RD & 4TH FLOORS  
ROYAL BANK BUILDING  
4943 - 50TH STREET  
RED DEER, ALBERTA  
T4N 1Y1  
TELEPHONE (403) 346-5591  
FAX (403) 346-5599

J. MACDONALD JOHNSTON, Q.C.  
DAVID M. MANNING, Q.C.\*  
JAMES B. MITCHELL, B.A., LL.B.  
GORDON E. DECK, B. COMM., LL.B.  
CHRISTOPHER A. RICKARDS, B.A., LL.B.

JAMES T. MAH MING, Q.C.  
KEITH R. LAMB, B.A., LL.B.  
DARRELL R. MOORE, LL.B.  
JENNIFER A. CAMPBELL, B.A., LL.B.  
T. MICHAEL SCRASE, B.A. LL.B.\*\*

\* Denotes Professional Corporation

\*\* Student-at-Law

IN REPLY REFER TO: GORDON E. DECK  
OUR FILE NO: GED-54785

February 11, 1994

The City of Red Deer  
By Laws & Inspections Department  
City Hall  
P.O. Box 5008  
Red Deer, Alberta  
T4N 3T4

ATTENTION: DOUG KUTINSKY - PARKING ADMINISTRATOR

Dear Mr. Kutinsky:

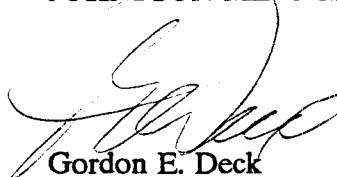
RE: WINDSOR PARKING LOT

I understand that the Windsor parking lot may be put up for sale in the near future. I believe that it is important that the City retain the parking lot. I (as well as a number of the employees and partners in our firm) use the lot on a regular basis. There is a definite need for daily parking in downtown area. In the past, there have been a number of times when there are no parking stalls left when I return after lunch. This is an indication of how well the lot is used.

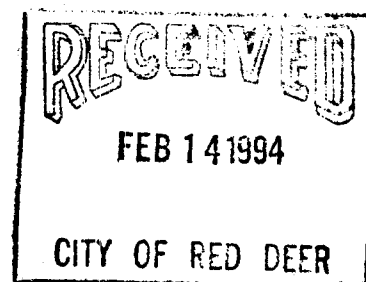
It would appear that there is plenty of land available west of the parking lot for development. I would urge the City of Red Deer to maintain this particular lot.

Yours truly,

JOHNSTON MING MANNING

  
Gordon E. Deck

/jrm





5002 - 50th Street, P.O. Box 696, Red Deer, Alberta, Canada T4N 5G6  
Tel: (403) 340-4780 Fax: (403) 346-0240

January 25, 1994

Mr. Doug Kutinsky  
Parking Administrator  
City of Red Deer  
City Hall  
P.O. Box 5008  
RED DEER, Alberta  
T4N 5T4

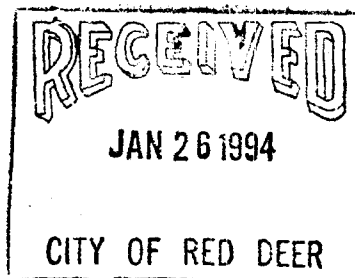
Dear Mr. Kutinsky:

I am writing further to our recent telephone conversation regarding the proposed closure of the parking lot located at the south west corner of Ross Street and 51st Avenue. As I indicated previously we would be strongly opposed to the closure of this parking lot as it represents a vital facility for the patrons of many downtown businesses, particularly those located on the western side. As we also indicated to you, we are strongly in favour of further downtown development by new businesses, however; this certainly should not occur at the expense of any of the existing parking facilities.

Yours truly,

R. P. Hammerback  
Manager

RPH/tv



*E. Frank Murphy, Q.C.*  
*Barrister, Solicitor, Notary Public*

2nd Floor - Woodward Place

5008 - 50th Street

RED DEER, ALBERTA T4N 1Y3

PHONE (403) 343-8824

FAX (403) 346-5825

YOUR FILE .....

OUR FILE .....

January 24, 1994

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

ATTENTION: DOUGLAS KUTINSKY  
Parking Administrator

Ladies and Gentlemen:

RE: WINDSOR PARKING LOT

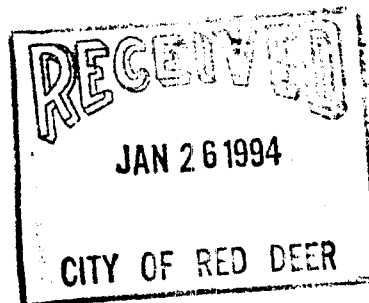
It has been brought to my attention that consideration is being given by the City of Red Deer to sell what is commonly referred to by downtown businessmen as the Windsor Parking Lot.

I have parked my vehicle at this parking lot for the past several years, and it was the availability of this parking lot that prompted me to move to my present location. Two of the girls who work for me also use this lot as do a number of my clients. Small businessmen like myself pay rent and business taxes and it is my view that the City of Red Deer should encourage us to stay downtown and not move to the North or South end of the City. The sale of the Windsor Parking Lot would have the opposite effect.

Yours very truly,

  
E. FRANK MURPHY, Q.C.

EFM/mr



# VALLEY MOTOR INN

SATRE'S INVESTMENTS LTD.  
5017-49 STREET  
RED DEER, ALBERTA, CANADA T4N 1V4  
(403) 346-2051 FAX (403) 346-2034

---

January 24, 1994

Doug Kutinsky  
Parking Administrator, City of Red Deer  
Box 5008  
Red Deer, Ab. T4N 3T4

Re: Parking Lot P1(Windsor Lot)

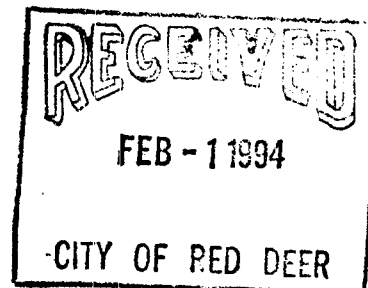
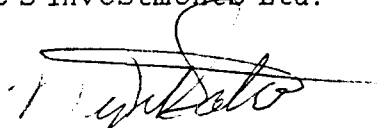
With respect to our phone conversation this morning, I would like to take this time to reiterate our stand on the matter of City Parking Lot P1 being sold for a McDonalds outlet.

Aside from the obvious impact a fast food outlet would have on the other restaurants within a five block area surrounding Lot P1, we feel that the downtown core cannot maintain patronage without this parking space at its present spot. The Valley Motor Inn depends a great deal on this space for our patrons who cannot find adequate room in the city lot directly behind the hotel. The downtown core has seen many changes over the past few years. The one way traffic flow has indeed increased visibility for our establishment, however available parking on 49th street has been halved to accommodate the extra traffic lanes. Therefore the entire downtown requires city lots like Lot P1 for its patrons.

We appeal to the City of Red Deer not to sell off Lot P1, but to maintain the integrity of the City Centre.

Respectfully Submitted,

Mrytle Satre, Satre's Investments Ltd.  
Valley Motor Inn.

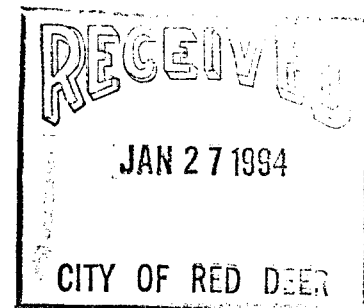


**Heather Dawson**  
DIRECTOR

# MARVEL COLLEGE

- Hairstyling
- Esthetics
- Fashion
- Business

5008 - 50th Street  
Red Deer, Alberta  
T4N 1Y3  
Fax: (403) 342-5210  
Ph: (403) 342-1110



January 24, 1994

Doug Kutinsky  
City of Red Deer  
Parking Administrator  
Box 5008  
Red Deer, Ab. T4N 3T4

RE: SALE OF WINDSOR PARKING LOT FOR McDONALDS RESTAURANT

Dear Mr. Kutinsky,

As per our conversation this morning regarding the above mentioned concerns, I had stated that I had mixed feelings in this area.

First of all, I feel that the loss of the Windsor Parking area will greatly affect our students. We have an average of 60 plus students at any given time attending our College, with at least 75% of them needing affordable and convenient parking facilities.

Secondly, a large number of our salon clients require nearby parking. The loss of this facility which is very close to our College may be a deterrent for some of these clients.

In light of these concerns, I do feel however that the City of Red Deer can not afford to overlook any business willing to purchase land in the downtown core, especially with the calibre that McDonalds bear's and the ability to draw a great deal of consumer's to the already suffering downtown area. McDonalds is viewed as an anchor, by other large businesses which can be the basis cited when pursuing land in which to establish their ventures.

In my view parking facilities and attraction of new business into the downtown core are major concerns the City of Red Deer must take into consideration. The City must make development of property desirable to future businesses. If they continue to avoid the issue of attracting some of the larger corporations by non-negotiable views, we as a City will be forced to deal with the fact that our downtown will become a haven for undesirable activities which the citizens will be forced to deal with. The loss of three major anchor's from downtown (The Bay, Zeller's and Kreske's) has already created a predicament and is forcing the question of what the council is going to do to attract equally substantial businesses. The City must ask themselves why they are not ensuring that downtown land is not presented favorably to potential developers especially in the area of cost? One is forced to wonder at the enormous amount of new development on both ends of the city, why was this development not encouraged for the downtown, and actively pursued.



In closing, I feel that we cannot make an educated decision based solely on whether or not the loss of one parking lot will be detrimental to business on the whole. We must insure that we are making the downtown a place that is desirable to patronage by allowing entrepreneurs and corporations to build and create interest in spite of the lack of parking. Unfortunately we already have a lack of parking, but we are failing to see that there is also a lack of reason for consumers to want to come to the downtown. Not only is there not enough variety, there is a lack of value for the consumer dollar for the most part, and lastly downtown is visually unattractive. We must ask ourselves why we do not follow the footsteps of other cities, and pursue some of these options. Lethbridge, Calgary or even Lacombe have done admirable work in their downtown core, especially in the area of value for the money, and visual attraction. We may need to research these options further, before worrying about one parking lot, which I believe could be easily relocated, without too much effort.

Create a "want" and an "urgency" within people, and they will tend to overlook minor obstacles.

If you have any further questions, please do not hesitate to contact myself at 342 - 1110.

Sincerely,

A handwritten signature in dark ink, appearing to read 'Heather Dawson', with a long, sweeping horizontal line extending to the right.

Heather Dawson  
Director

RED DEER CITY COUNCIL

Feb. 4, 1994

The following undersigned have concerns regarding the anticipated sale of the parking lot on 51 Avenue and 50 Streets.

Due to the severe lack of parking currently available in this part of Downtown, we can foresee the tremendously adverse effects on surrounding businesses and on those individuals who utilize the Windsor Parking Lot.

In terms of proximity and size, the Windsor Lot is ideal for patrons of downtown businesses and employees alike. Temporary parking options are not acceptable and permanent solutions must be resolved before any changes take place.

We ask that Council reconsider more closely the negative consequences such a move will have on a significant number of individuals and merchants that generate a need for parking facilities and retain this property for parking.

NAME	SIGNATURE	EMPLOYEE/PATRON
<u>[Signature]</u>	<u>Carl J. A. Perton</u>	<u>James Howard Society</u>
<u>Nathan Chawla</u>	<u>[Signature]</u>	<u>Red Deer Community Student</u>
<u>Michele Arnou</u>	<u>[Signature]</u>	<u>Red Deer Corrections</u>
<u>ESTHER HUSS</u>	<u>[Signature]</u>	<u>" " "</u>
<u>Lyann McMurray</u>	<u>[Signature]</u>	<u>Yan's Sawyers</u>
<u>ESSIE JERVIS</u>	<u>[Signature]</u>	<u>Common Clothes Closet</u>
<u>ROBT JEFFORD</u>	<u>[Signature]</u>	<u>Camp CHATHA Closet</u>

THE CITY OF

March 31/94  
10:50am  
da

DATE: FEBRUARY 18, 1994  
TO: CITY COUNCIL  
FROM: CITY CLERK  
RE: LOT 17, PLAN 922-0308 (WINDSOR PARKING LOT)  
McDONALD'S RESTAURANTS OF CANADA LIMITED

*This report + the  
ones from B&I memo  
dated Feb 9/94 + Parking  
Admin dated Feb. 9/94 did  
not go to Council.*  
*JK*

At the Council Meeting of December 20, 1993 consideration was give to an application from McDonald's Restaurants and at which meeting the following motions received consideration:

"RESOLVED that Council of The City of Red Deer hereby agrees to the sale of Lot 17, Plan 922-0308 (Windsor Parking Lot) to McDonald's Restaurants of Canada Limited, subject to the following:

1. Sale price of \$15 per square foot for a total selling price of \$540,825.
2. The site to be sold as fully serviced, with services located in 49th Street adjacent to the property and the purchaser being responsible for connection charges and extensions from mains to the property.
3. Provision of a minimum of one parking space per four seats in the restaurant.
4. Access to the site to be to the satisfaction of the Director of Engineering Services.
5. Landscaping and architectural treatment to provide an attractive facade from all directions, and to be to the satisfaction of the Development Control Officer.
6. Funds from the sale of the site to be credited to the Parking Fund and utilized for the purchase and/or development of additional parking. Replacement parking shall be provided by The City.
7. An agreement being entered into satisfactory to the City Solicitor."

MOTION DEFEATED

... / 2

"RESOLVED that Council of The City of Red Deer hereby agrees that Lot 17, Plan 922-0308 (Windsor Parking Lot) be advertised for sale with every proposal received to provide replacement parking and the issue of McDonald's to be reconsidered in two months time."

MOTION CARRIED

This matter is now presented back to Council with relevant comments from the Administration and public attached.

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

KELLY KLOSS  
City Clerk

DATE: 9 February 1994

FILE NO. 94-0880

TO: City Council

FROM: Bylaws and Inspections Manager

RE: **WINDSOR PARKING LOT**

---

The attached memo from Mr. Kutinsky covers most of the issues that we feel Council should be aware of when considering the future of the above site.

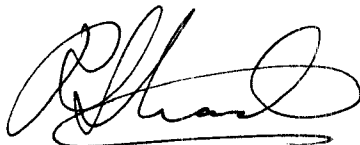
One issue that requires clarification is Council's commitment to the long term parking being provided by the City. We feel it is important that our long term lots be protected from the possibility of development. The advantage of an assured long term parking area to an existing business or new development is given a great deal of consideration by developers. Council has, through the adoption of the Parking Study (1989) and previous resolutions (see below), supported the retention of parking lots; however, while we appreciate the developers can approach Council on any of these sites, a consistent policy would give long term direction to Downtown development.

**Recommendation:** That the P1 (Windsor) parking lot not be sold and that Council reaffirm their commitment to the Parking Study (1989) and their resolution of November 10, 1992 which was:

"Resolved that Council of The City of Red Deer having considered report dated October 30, 1992, from the Red Deer Parking Commission re: Land Bank Business Plan hereby approves the transfer of lands as outlined on the attached map, from the Land Bank to the Parking Commission for their long term management, and as recommended to Council November 9, 1992."

That the only exception be when a developer is prepared to replace a parking lot with an equal number of stalls on a site which is acceptable to the City.

Yours truly,



R. Strader

Bylaws and Inspections Manager  
BUILDING INSPECTION DEPARTMENT

RS/vs

DATE: 9 February 1994

FILE NO. 94-0880

TO: Bylaws & Inspections Manager

FROM: Parking Administrator

RE: **PROPOSED SALE OF P1 (WINDSOR) PARKING LOT**

---

City Council, on December 20, 1993, having given consideration to a proposal from McDonald's Restaurants of Canada Ltd. to purchase the City's P1 (Windsor) parking lot resolved that:

"The City of Red Deer hereby agrees that Lot 17, Plan 922-0308 (Windsor Parking lot) be advertised for sale with every proposal received to provide replacement parking and the issue of McDonald's to be reconsidered in two month's time."

The Parking Administration's position on the sale of the P1 Windsor public parking lot remains unchanged, that being that the lot should not be sold due to the following:

1. New development and businesses should be encouraged to the Downtown but not at the expense of the existing remaining well established businesses. This position is supported by an April 13, 1992 petition previous presented to City Council and the attached letters from concerned Downtown businesses.
2. A number of options have been previously considered as alternative sites for a parking lot.
  - (a) A temporary lot on the Gelmon option land was considered by the Parking Commission on February 19, 1992, but was felt only to be a short term solution and a waste of parking fund reserve money.
  - (b) A permanent solution was considered using the land north of the Superstore on 52 Street. City Council agreed to lease this property to Empire Paarking on May 19, 1992 and has subsequently agreed, on November 22, 1993, to sell it to Camdon Construction and terminate the lease with Empire Paarking.
  - (c) Parking Administration prepared an in-house report to evaluate a proposal to replace the existing P1 Windsor lot on lands south of the existing site on land to include the old Windsor Hotel site (see attached Sept. 1/93 report). The sale and relocation of the existing lot would not provide the same amount of stalls or provide sufficient funds to rebuild the lot to the existing standards.

PROPOSED SALE OF P1 (WINDSOR) PARKING LOT

February 7, 1994

Page 2

3. The demand for long term parking is substantially higher than what current average peak period occupancies indicate. The Superstore has indicated that they have a concern regarding the over 100 non-customer vehicles that have been parking on their lot. When the Empire lot closes and the Superstore requires the non-customer vehicles to park elsewhere the stalls in the P1 Windsor lot location will be in high demand and critical to the Downtown parking operation. There is an existing demand for 150-180 parking stalls.
4. Although City Council has repealed the Bylaw which establishes the Parking Commission, this does not alter the fact that the P1 Windsor Parking lot is as important to the Downtown parking operation as it was when there was a Commission.

It is therefore recommended that City Council maintain their April 13, 1992 position when they considered the first offer of McDonald's to purchase the P1 Windsor lot and the April 13, 1992 petition of Downtown businesses, that the P1 Windsor lot site be retained as a parking lot.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Kutinsky', with a horizontal line drawn through the middle of the signature.

Doug W. Kutinsky  
Parking Administrator

DWK/vs

**LIST OF CHRONOLOGICAL EVENTS  
RE: THE P1 WINDSOR PARKING LOT**

February 7, 1994

1. **Nov. 20/91** - Glen's Sun & Slopes made an offer to purchase the P1 Windsor parking lot.
2. **Nov. 27/91** - Bylaws & Inspections Manager and Parking Administrator memo to Council objecting to the proposal to sell the P1 Windsor lot.
3. **Dec.9/91** - City Council resolved to sell the P1 Windsor lot to Glen's Sun & Slopes, subject to conditions.
4. **Dec. 19/91** - Parking Commission was advised of the sale of the P1 lot to Glen's Sun & Slopes.
5. **Feb. 19/92** - The Parking Commission having considered a Feb.11/92 report from the Parking Administrator regarding the options to permanently replace the P1 Windsor lot and a request to remove all existing parking lots from lands actively being marketed for sale (see attached), resolved that the Parking Commission recommended to Council that there be a temporary moratorium on the sale of Downtown City parking lots.
6. **March 2/92** - City Council defeated a motion that a temporary moratorium be placed on the sale of any City owned parking lots in the City other than the Windsor lot which has a deal pending, as recommended to City Council by the Parking Commission.
7. **March 18/92** - Economic Development Manager, in a March 12/92 memo, advised the Parking Commission that Glen's Sun and Slopes had withdrawn their offer to purchase the Windsor lot.
8. **March 18/92** - Empire Paarking made an offer to lease land north of the Superstore on 52 Street, a site identified by Parking Administrator in a February 11/92 report to the Parking Commission as a proposed location to replace the Windsor lot.
9. **April 13/92** - Economic Development Manager, in a March 24/92 memo to City Council requests direction of City Council RE: future marketing of the P1 Windsor lot.

City Council receives a petition from 20 Downtown businesses, objecting to the future sale of the P1 Windsor lot.

City Council, having considered the report of the Economic Development manager and the petition of Downtown businesses, agreed that the P1 Windsor lot remain as a parking lot and the MCC project complete the asphalt and landscaping work and rearrange the layout.



P1 WINDSOR LOT

February 7, 1993

Page 2

10. **May 19/92** - City Council gave approval for Empire Paarking to lease the land north of the Superstore on 52 Street west of 51 Avenue for a parking lot.
11. **Aug. 26/92** - The City signed the agreement with Empire Paarking to lease the land north of the Superstore on 52 Street.
12. **Sept. 1/92** - The Empire 75 stall parking lot started operation.
13. **Oct. 21/92** - The Parking Commission requested City Council transfer the parking lot land from the land bank to the Parking Commission.
14. **Oct. 23/92** - McDonald's Restaurants made their first offer to purchase the P1 Windsor lot.
15. **Nov. 9/92** - City Council having considered the Parking Commission's Oct.21/92 request resolved to transfer the parking lot lands from the land bank to the Parking Commission.

City Council having given consideration to McDonalds' Oct. 23/92 offer to purchase the P1 Windsor lot and the Bylaws & Inspections Manager's October 29/92 memo objecting to the purchase resolved not to sell the lot to McDonald's.

16. **Sept. 1/93** - The Parking Administrator prepared an in-house report for the City Commissioner and Economic Development Manager, to evaluate the option of relocating the P1 Windsor lot on the land south of the P1 lot on 49 Street to include the property of the Windsor Hotel.
17. **Nov. 9/93** - City Council resolved to repeal Bylaw 2882/85, which established The Red Deer Parking Commission.
18. **Nov. 10/93** - Land & Economic Development circulated a Nov. 8/93 proposal from McDonald's for Council to reconsider their offer to purchase the P1 Windsor lot.
19. **Nov. 22/93** - City Council resolved to enter into an agreement with Camdon Construction Services for the purchase of land north of 52 Street and give Empire Paarking 60 days notice of cancellation of the lease for the existing parking lot.
20. **Dec. 13/93** - The Bylaws & Inspections Manager and Parking Administrator recommended that due to the continued demand for parking at the west end of Ross and 49 Street, that the P1 Windsor lot not be sold.

P1 WINDSOR LOT

February 7, 1994

Page 3

21. **Dec. 20/93** - City Council, having reconsidered the offer from McDonald's to purchase the P1 Windsor lot resolved that:  
"Lot 17, Plan 922-0308 (Windsor Parking lot) be advertised for sale with every proposal received to provide replacement parking and the issue of McDonald's to be reconsidered in two month's time."
22. **Jan. 21/94** - The City advertised that it was considering proposals for the development of the Windsor Parking lot.

DATE: February 11, 1992

FILE NO. 92-1728

TO: R. Strader  
Bylaws and Inspections Manager

FROM: D. Kutinsky  
Parking Administrator

RE: **PARKING LOT RETENTION**

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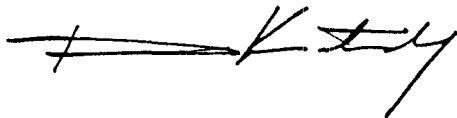
The Parking Commission, on December 19, 1991, when discussing the Parking Administrator's December 11, 1991 report on the above subject tabled the report for further information.

The Commission requested further information regarding current parking demands. A report supplying that information is attached.

It is recommended:

- (a) and supported by the Parking Strategy Report that any future parkade be constructed on the SportsWorld site or as an option on the Post Office lot site.
- (b) The P1 Windsor and City owned P13 Rail Station Empire lots be permanently replaced in the adjacent area, in conjunction with the elimination of the P1 and P13 parking lots this spring.
- (c) The best City owned property available to permanently replace P1 and P13 is north of the Gelmon site on 52 Street. A minimum of one acre is required to replace the existing parking.
- (d) Due to the current and future Downtown parking demand, all existing parking lots be retained and be removed from the land bank of properties being actively marketed.

Yours truly,



Doug W. Kutinsky  
Parking Administrator

DWK/vs

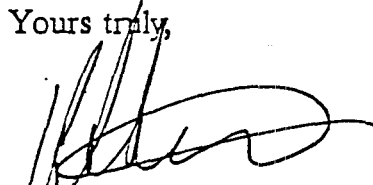
DATE: December 13, 1991  
TO: Parking Commission  
FROM: R. Strader  
Bylaws & Inspections Manager  
RE: OFF-STREET PARKING RETENTION

---

FILE NO. 91-1729

We wish to advise that we concur with the comments made by the Parking Administrator, in the attached memo, regarding the above referenced subject.

Yours truly,



R. Strader  
Bylaws and Inspections Manager  
BUILDING INSPECTION DEPARTMENT

RS/vs

DATE: December 11, 1991

TO: R. Strader  
Bylaws and Inspections Manager

FROM: D. Kutinsky  
Parking Administrator

RE: OFF-STREET PARKING RETENTION

FILE NO. 91-1729

---

City Council have directed the Economic Development Department to actively market all property in the Downtown, presently being utilized for off-street parking.

As a result of this directive, the City has sold the P10 SunLife lot on September 1, 1991 to the Fire Department and most recently the P1 Windsor lot on December 9, 1991, to a private developer. Over the past year, the City has had development proposals for the P9 Century 21 and P2 Turbo lot. The Towne Centre is requesting the P4 Post Office lot for a proposed Towne Plaza and the Transit Department has requested the P5/6 SportsWorld lot for a future off-street transit terminal.

City Council, when approving the Downtown Parking Strategy January 9, 1989, agreed to:

- (a) Maintain as a minimum 200 off-street public parking stalls in the area bordered by Ross Street, 48 Street, 48 Avenue, and Gaetz Avenue.
- (b) Replace the lost public parking stalls whenever a public parking lot is sold for a commercial development project or for an alternative use and increase, as required, parking for the demand generated by new development.
- (c) Parking could be replaced by a combination of publicly and privately developed parking.

As of this date, the City maintains 222 off-street public parking stalls (P4 Post Office - 98 stalls; P5 Sportsworld attendant lot - 101 stalls, and P6 SportsWorld metered lot - 23 stalls) in the four block area bound by Ross Street, 48 Street, 48 Avenue and Gaetz Avenue. As previously mentioned, these two parking areas are being studied as possible locations of a Downtown Plaza (P4 lot) and Transit Terminal (P5/6 lot).

It is the City's intention to replace the parking lost as a result of the recent sale of the P1 Windsor lot, temporarily on the land south of the Gelmon Mall. A possible permanent solution would be to locate a new lot on land purchased north of the Gelmon Mall, west of Gaetz Avenue and north of 52 Street.

## OFF-STREET PARKING RETENTION

December 13, 1991

Page 2

It is therefore recommended that the Parking Commission review this issue and provide their recommendations on whether:

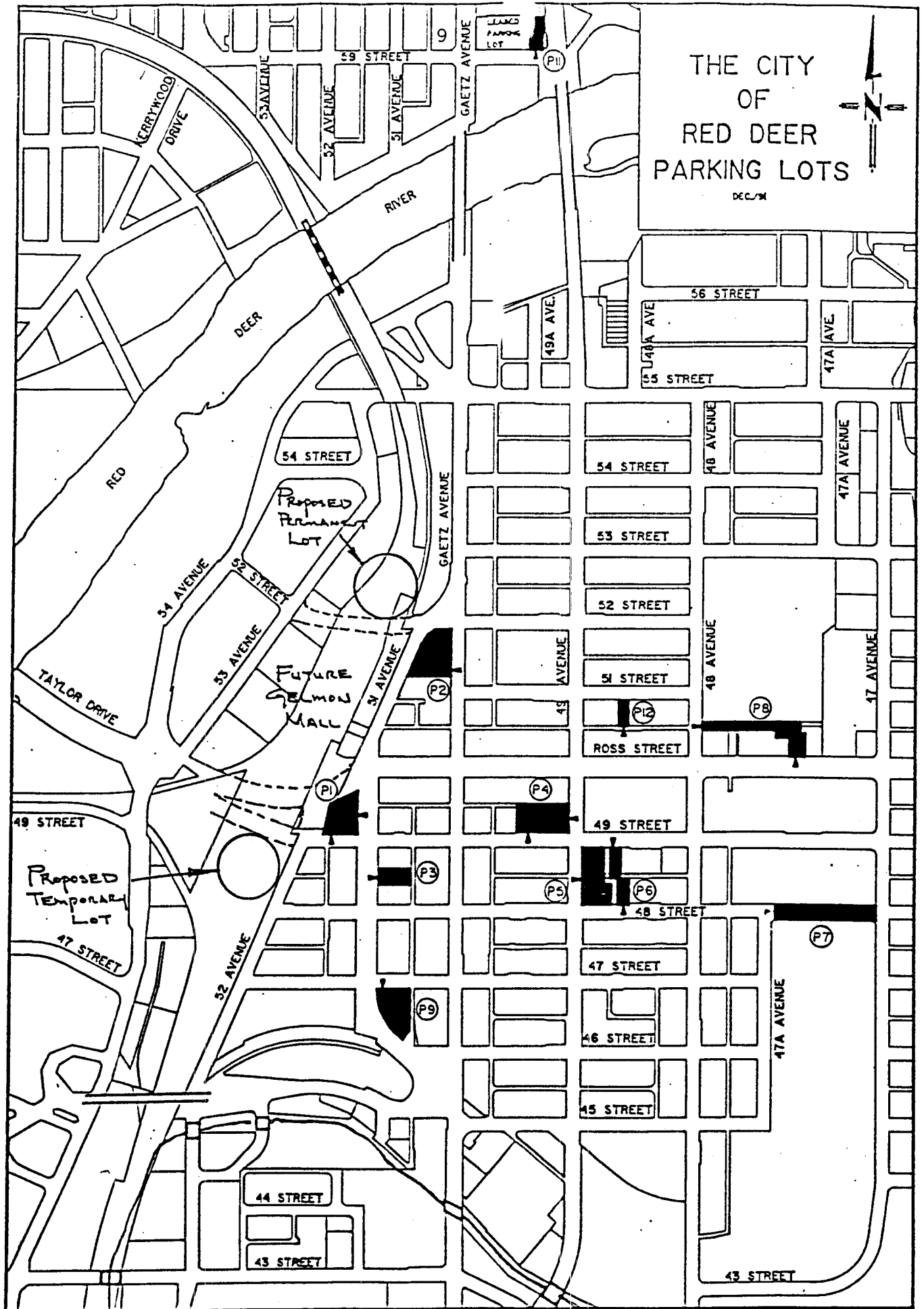
- (a) we proceed with the parking lot replacement on the railway lands described above, or
- (b) do we wait and invest the money on a possible future joint venture,
- (c) and should the City be protecting the remaining public parking lots from future sale?

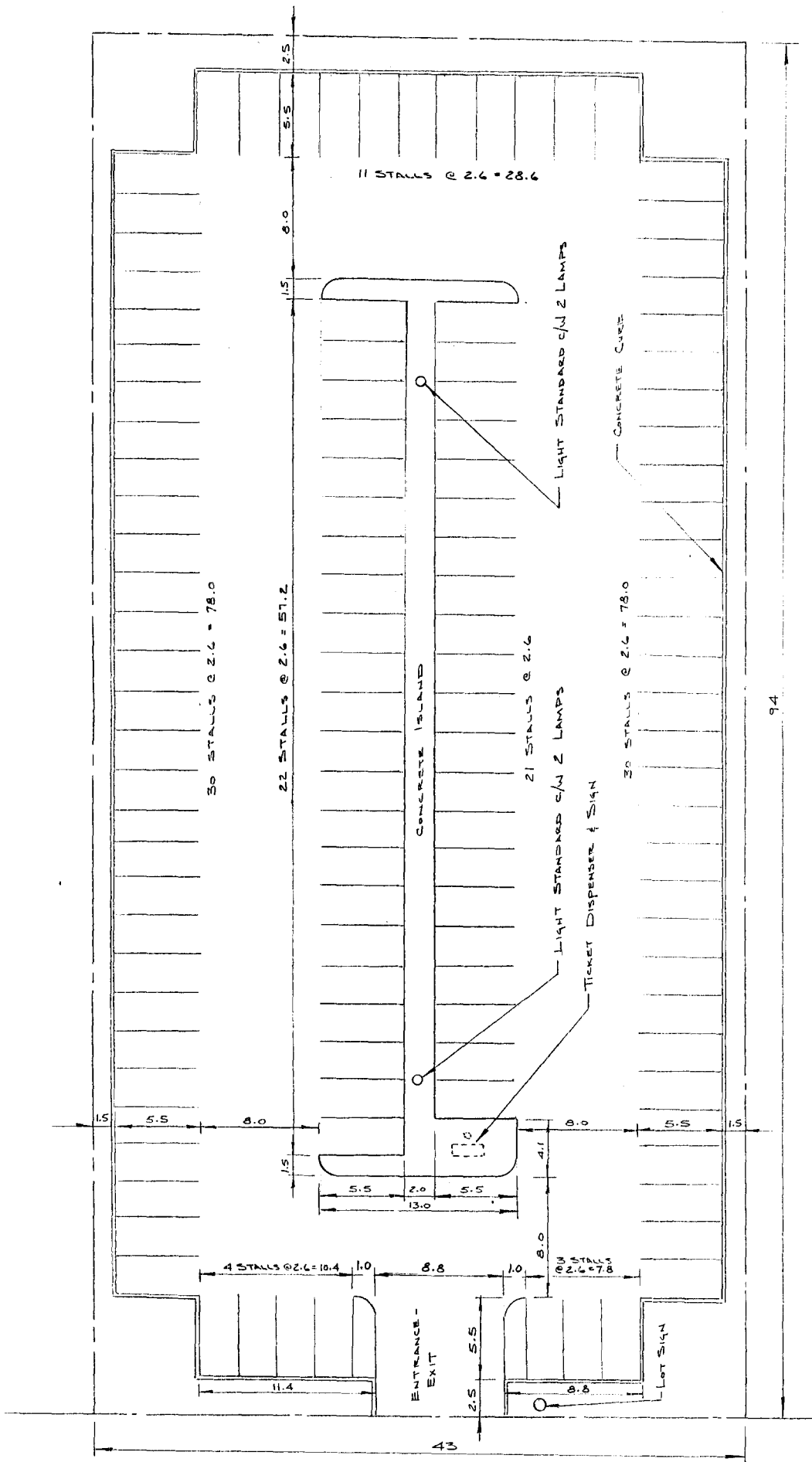
Yours truly,

A handwritten signature in black ink, appearing to read 'DKT', with a horizontal line drawn through the middle of the letters.

Doug W. Kutinsky  
Parking Administrator

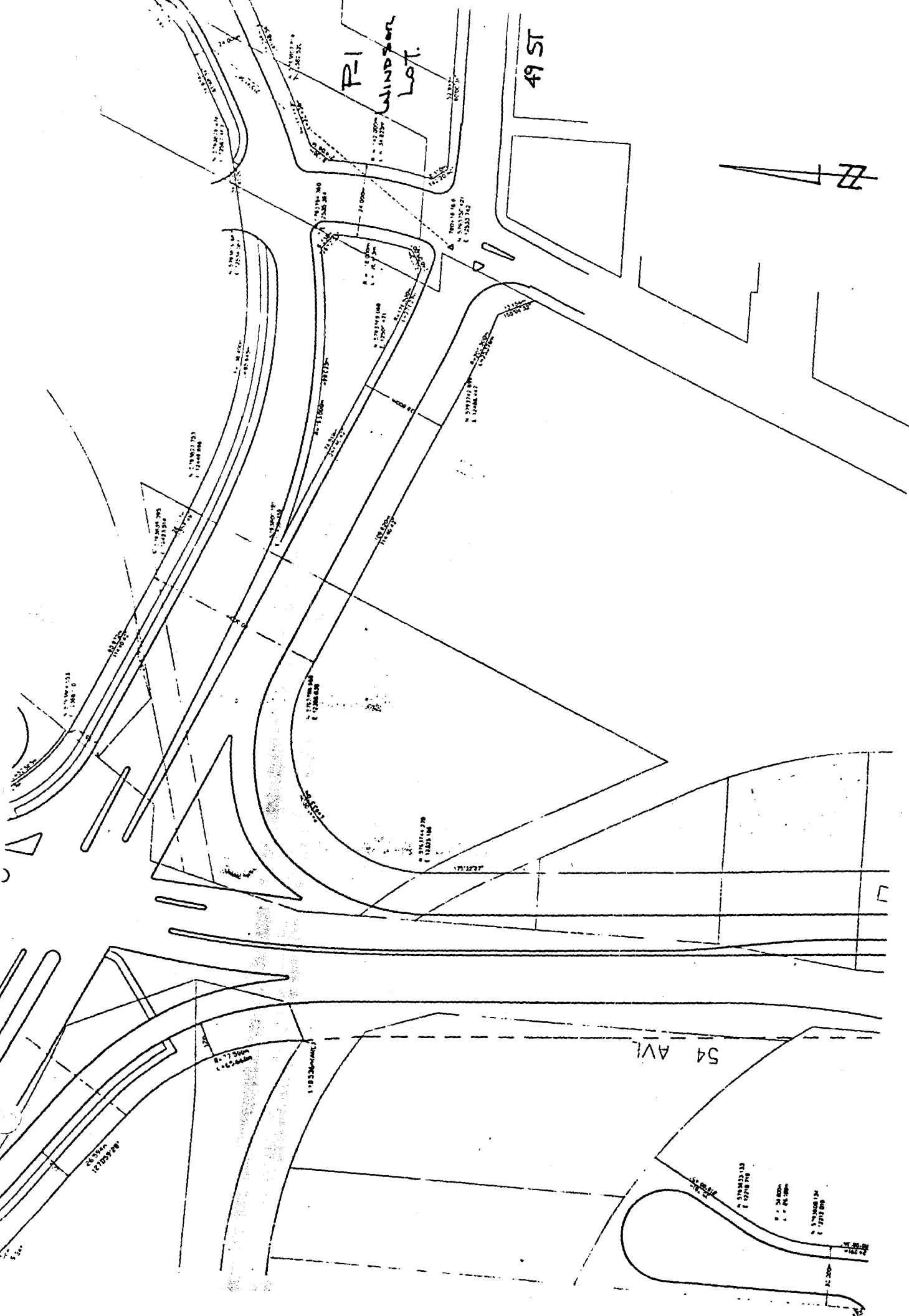
DWK/vs

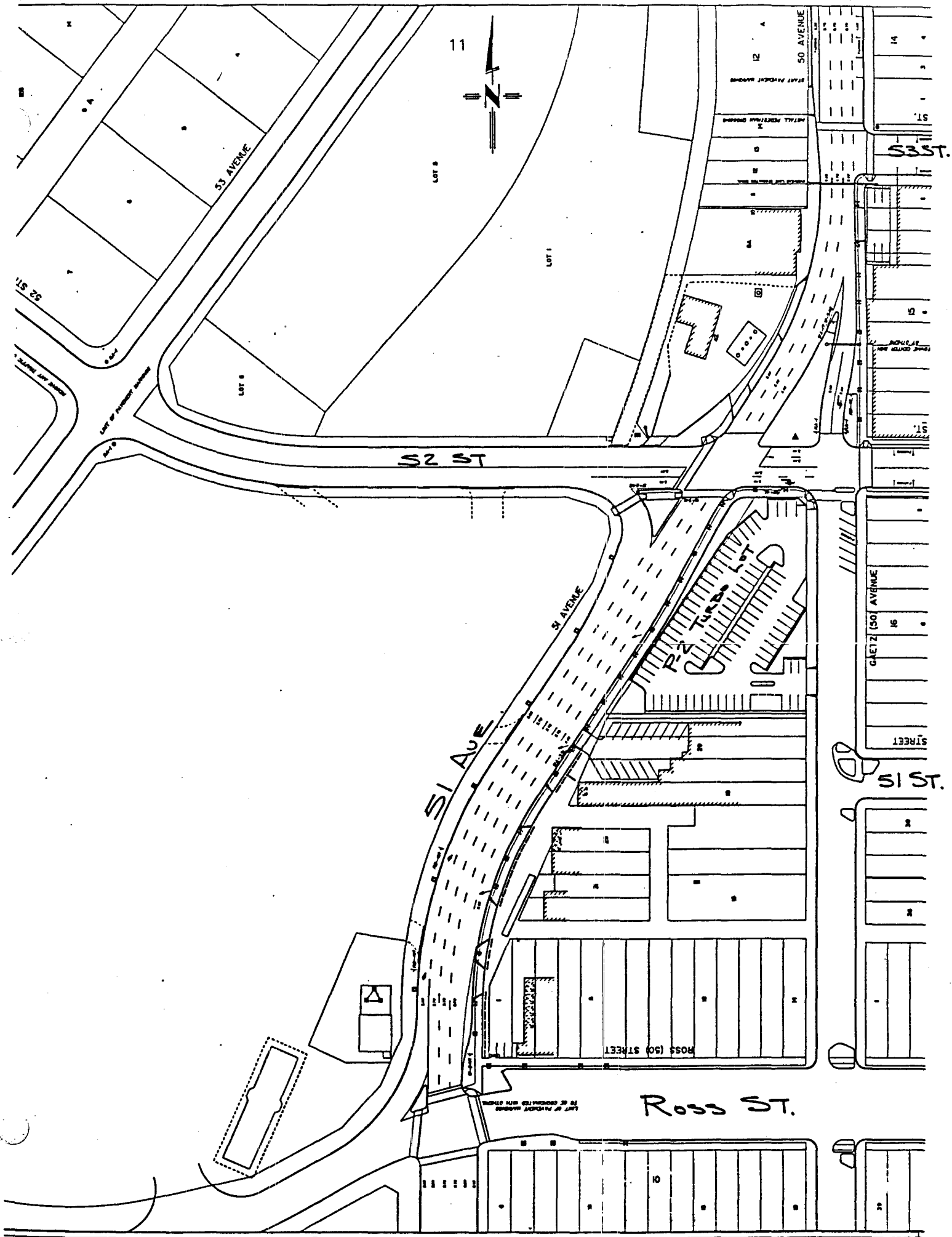




PROPOSED PARKING LOT (121 STALLS)  
 APPROX. 1 ACRE  
 MEASUREMENTS IN METRES







DATE: March 2, 1994  
TO: Land & Economic Development Manager  
FROM: City Clerk  
RE: LOT 17, PLAN 922-0308 (WINDSOR PARKING LOT)

---

At the Committee of the Whole Meeting of Council on February 28, 1994, consideration was given to your report dated February 23, 1994, concerning the above topic and at which meeting, it was agreed that any decision respecting McDonald's offer to purchase the Windsor Parking Lot be held off until March 31, 1994.

I trust you will be providing Council with an update report in due course.



Kelly Kloss  
City Clerk

KK/ds

c.c. Bylaws and Inspections Manager  
Director of Financial Services  
Director of Engineering Services  
Director of Community Services

NO. 3

DATE: February 23, 1994  
TO: Mayor Surkan and Members of Council  
FROM: Alan Scott, Land and Economic Development Manager  
RE: **LOT 17, PLAN 922-0308 (WINDSOR PARKING LOT)**

---

At the regular Council meeting of December 20, 1993, the following resolution received Council approval:

"RESOLVED that Council of The City of Red Deer hereby agrees that Lot 17, Plan 922-0308 (Windsor Parking Lot) be advertised for sale with every proposal received to provide replacement parking, and the issue of McDonald's to be reconsidered in two months time."

As per Council's instructions, the site was advertised, with the deadline for submissions being February 18, 1994. As of that date, no submissions had been received.

We have also communicated with McDonald's and they have advised of their ongoing interest in acquiring the Windsor Parking Lot site for development as a restaurant.

Clearly, the question of replacement parking is critical in the event the Windsor Parking Lot site is sold for redevelopment. In view of this, we contacted the Receiver acting on behalf of the bankruptcy of the Windsor Hotel. We were advised that the insurance company with the coverage on the Windsor Hotel, has not made a decision as to whether the facility may be reconstructed or demolished. They advised this decision will not be made until the end of March 1994.

We feel that a viable alternative for parking to the Windsor Parking Lot would be the former Windsor Hotel site. We have conveyed this message to McDonald's and they have expressed an interest in negotiating for the purchase of the site, and subsequently working a trade with the City for the Windsor Parking Lot. This is not possible, however, until the decision is made with respect to the disposition of that site.

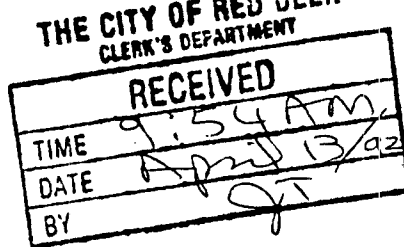
### **Recommendation**

We would recommend that Council table any decision respecting McDonald's offer to purchase the Windsor Parking Lot until March 31, 1994. We will encourage McDonald's to continue their communication with the Receiver on the Windsor Hotel, with the object of arranging the acquisition of that site, which could then be traded with the City for the Windsor Parking Lot site.



Alan V. Scott

AVS/mm



Submitted to City Council

Date: April 13/92

April 7, 1992

RED DEER CITY COUNCIL

The following undersigned have concerns regarding the anticipated sale of the parking lot on 51 Avenue between 49 and 50 Streets.

Due to the severe lack of parking currently available in this part of Downtown, we can foresee the tremendously adverse effects to our businesses if this already limited space is diminished even more by the sale of this parcel of land for Commercial use. Such a move would do away with 90+ existing parking stalls at the same time it was creating the need for more parking.

We ask that Council reconsider more closely the negative consequences such a move will have on a significant number of businesses that generate a need for parking facilities and retain this property for parking.

Be advised that our representative to express our concerns is George Young, 346-0848.

BUSINESS	ADDRESS	NAME	SIGNATURE	TITLE
George's Place	5111-49th	GEORGE YOUNG	[Signature]	OWNER
ARLINGTON HOTEL	4905-51	John J. W. T. [Signature]	[Signature]	OWNER
Bob's Barber Shop	5024-49	[Signature]	[Signature]	OWNER
Family Shoe	5018-49th	J. Teebe G. TESKE	[Signature]	Owner
ST KOVACS SHOE CLINIC	5009C-49ST	STEVE ST KOVACS	[Signature]	Owner
VALLEY HOTEL	5017-49ST	Jim HARROP	[Signature]	MANAGER
VALLEY HOCK COFFEE SHOP	5017-49th	WYN HONG	[Signature]	OWNER
Wedding Whims	4824 50 Ave	Joann Rosso	[Signature]	Owner
Red Deer Goldsmith	4822-50 AVE	Victor PHASOU	[Signature]	Manager
Kresge	4815 Gaetz Ave	D Stasiuk	[Signature]	Mgr.
SCOTTSVILLE	4910 GAETZ AVE	[Signature]	[Signature]	Mgr.
EG PRIOR PRODUCE	4902 GAETZ AVE	GARY PRIOR	[Signature]	OWNER
WINDSOR COFFEE SHOP	5107-49ST	HELEN KWAN	[Signature]	OWNER
BUEHLE HOTEL	5031 ROSS ST.	SHEILA POTVIN	[Signature]	MANAGER
CLUB CAFE	5019-ROSS STREET	EDWARD MATH	[Signature]	(owner)
Sisson Food	5013-ROSS ST	RAIMON SISSON	[Signature]	Owner
Backwoods Den	5003 Ross St	Darren Brown	[Signature]	Mgr.
BANK OF NORTH DAKOTA	5002 AVE 50 ST	RON HAMMACK	[Signature]	MANAGER

RED DEER CITY COUNCIL

April 7, 1992

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We ask that Council reconsider more closely the negative consequences such a move will have on a significant number of businesses that generate a need for parking facilities and retain this property for parking.

Be advised that our representative to express our concerns is George Young, 346-0848.

BUSINESS	ADDRESS	NAME	SIGNATURE	TITLE
Valentine Dry	4952 Ross	M. VALENTINE	<i>M. Valentine</i>	Manager
NIGHT SHADOWS	4714 A GRETZ AVE	Z. HANJIL	<i>Z</i>	OWNER

DATE: September 1, 1993  
TO: Economic Development Manager  
FROM: Bylaws & Inspections Manager  
RE: WINDSOR PARKING LOT

---

FILE NO. 93-0880

Attached is a report from the Parking Administrator, concerning the above referenced site. While we take a different position from his final recommendations, the reasons for his position are valid and deserve consideration.

My feeling is that we should pursue this issue with McDonald's, subject to McDonald's being required to present us with a paved lot, at no cost to the City. It should not be our responsibility to purchase land, remove the buildings, or any of the other things needed to effect this change.

Doug's concern regarding the loss of parking on a lot that is 100% utilized is from a parking perspective, quite justified; however, we do have other lots, admittedly several blocks away that are 60% unless utilized.

McDonald's would be, in our opinion, a welcome addition to the Downtown.

Yours truly,

R. Strader  
Bylaws and Inspections Manager  
BUILDING INSPECTION DEPARTMENT

RS/vs

COPY

DATE: September 1, 1993

FILE NO. 93-0880

TO: R. Strader  
Bylaws and Inspections Manager

FROM: D. Kutinsky  
Parking Administrator

RE: **PROPOSAL TO RELOCATE LOT P1**

---

Parking Administration was requested to evaluate the proposal to sell the existing City P1 lot site and relocate the existing parking on a site south, comprised of the Windsor Hotel site and the land just west of it.

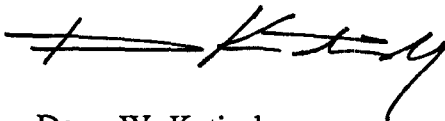
The estimated cost to remove the existing P1 lot improvements and relocate the lot to the proposed site would be \$171,100. An in-house estimate of the proposed site land cost was established at \$485,865, excluding existing site improvements and leases, making the total cost to relocate the P1 lot estimated at \$656,965, excluding existing site improvements and leases.

The existing lot is ideally located to serve the long term parking requirements of the Downtown employees and customers on the west end of Ross Street, Gaetz Avenue, and 49 Street. Due to the Major Continuous Corridor and one-way couplet projects the lot was reconstructed in 1991-92. This changed the lot from 107 stalls on and off-street to the current 91 stalls, and a loss of 16 stalls. The proposed lot relocation design would only provide 76 stalls for an additional loss of 15 stalls. A review of the 1993 peak period occupancy demands for this lot indicate that there is a requirement of 80 (88%) to 91 (100%) stalls.

It is, therefore, recommended that the existing P1 lot not be sold due to:

1. The existing high demand and ideal location of the current lot.
2. The proposed lot would be smaller by 15 stalls providing a loss of parking of 31 stalls in the area since the Fall of 1991.
3. The expected revenue from the sale of the existing lot would not be sufficient to replace the parking on the proposed location.

Yours truly,



Doug W. Kutinsky  
Parking Administrator

DWK/vs



August 25, 1993

## PROPOSAL TO RELOCATE LOT P1

### Existing P1 Lot Size

Area	36,055 ft <sup>2</sup>
Number of Stalls	91

### Proposed P1 Lot Size

Area (see attached plans)	
- Windsor Hotel site	16,250 ft <sup>2</sup>
- Land West of Hotel	14,438 ft <sup>2</sup>
- Lane Closure	<u>2,550 ft<sup>2</sup></u>
	33,238 ft <sup>2</sup>
Estimated Number of Stalls	76

### Estimated Cost to Remove Existing P1 Lot Improvements

1. E.L.&P. Electrical Disconnect and Removal of Cable and Lighting	\$ 400
2. Parking Lot Signage & Ticket Dispenser Removal	150
3. Landscaping - Trees, etc.	<u>Left on Site</u>
Total	\$ 550

### Estimated Cost to Provide Improvements for Proposed P1 Lot

1. Legal fees to consolidate land titles	\$ 3,000
2. Clearing of site of existing buildings, etc.	35,000
3. Providing fill and gravel base	33,200
4. Installation of lot drainage	n/a
5. E.L.&P. installation of power & lot lighting	5,100
6. Trenching and duct work to be contracted	5,000
7. Lot paving and concrete curbs	82,800
8. Painting of stall lines	450
9. Landscaping	5,000
10. Installation of lot signage & ticket dispenser	500
11. Electrician's hook-up of ticket dispenser	<u>500</u>
Total	\$170,550

**Total Cost to Remove & Relocate Lot Improvements** **\$171,100**

### Estimated Cost of Relocation Land Purchase

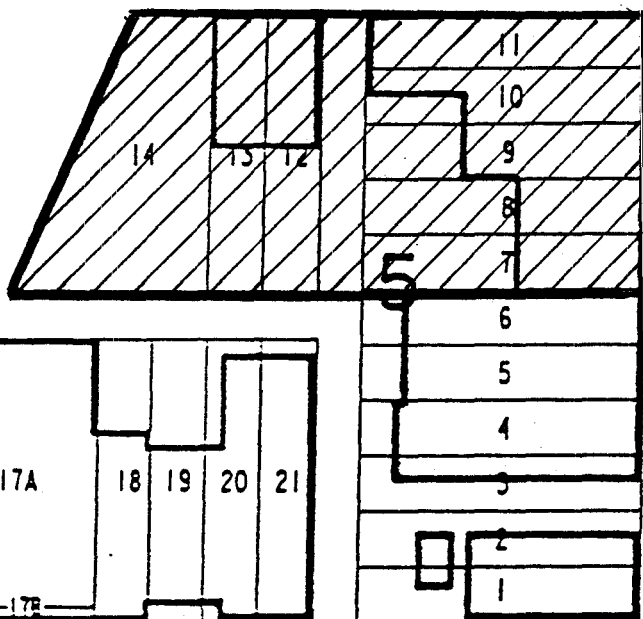
As per attached memo from the Land Department  
Does not include improvements or leases of same

1. Site 1 - 4822-51 Avenue (Windsor Hotel site)	\$251,875
2. Site 2 - 5113-49 Street (Land West of Hotel)	223,790
3. Lane Closure	<u>10,200</u>
Total	<b>\$485,865</b>

**Total Cost to Relocate Lot P1 as proposed** **\$656,965**

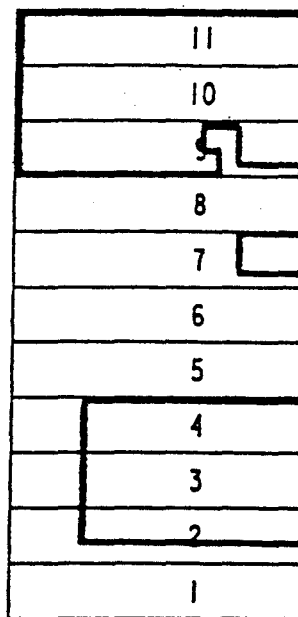
52 AVE.

© 16-6

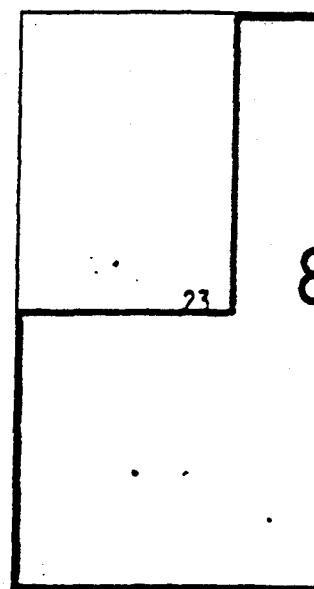


51 AVE.

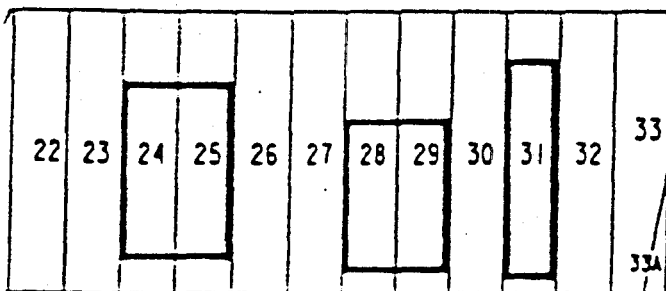
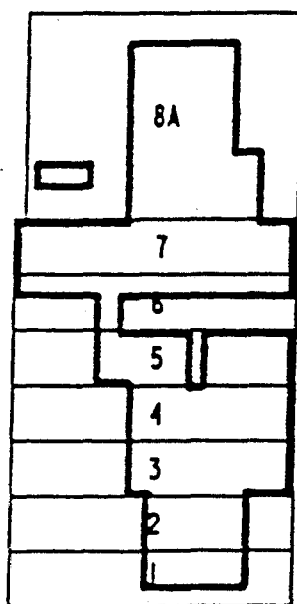
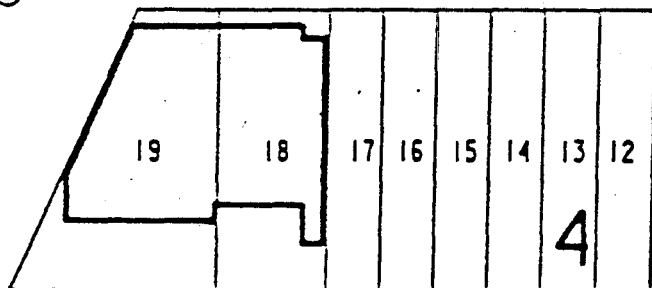
49 ST.

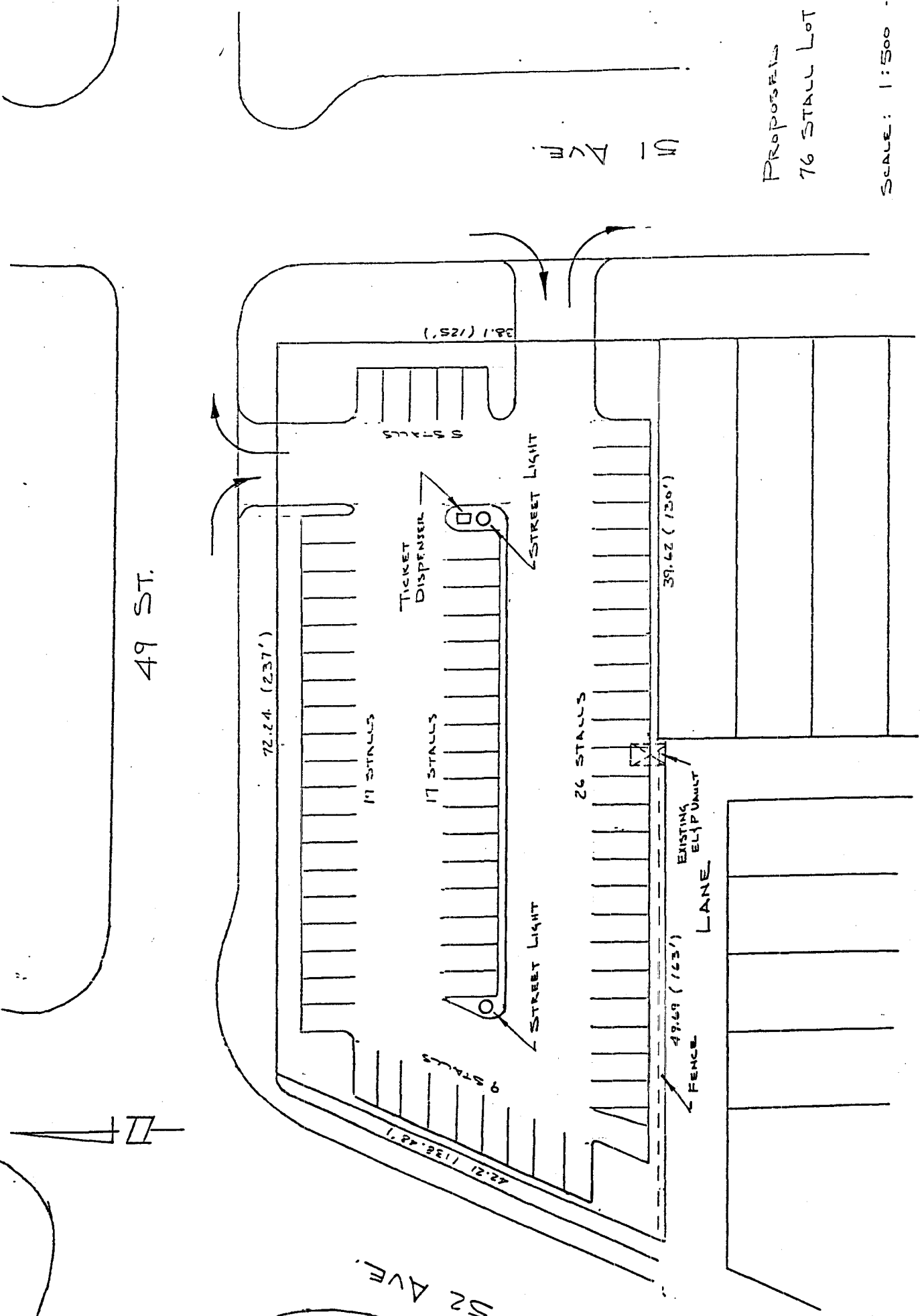


48 ST.



© 16-8





PROPOSED  
76 STALL LOT

SCALE: 1:500

AUG 23/93

DATE: August 25, 1993  
TO: D. Kutinsky, Parking Administrator  
FROM: W. Lees, Land Supervisor  
RE: INHOUSE EVALUATION FOR  
LOTS 7 TO 11, BLOCK 5, PLAN H (4822 - 51 AVENUE)  
LOTS 12 TO 14, BLOCK 5, PLAN H (5113 - 49 STREET)

---

The following is an inhouse evaluation for (see attached map):

Site 1: Lots 7 to 11, Block 5, Plan H  
4822 - 51 Avenue

Site 2: Lots 12 to 14, Block 5, Plan H  
5113 - 49 Street

An inhouse evaluation has determined an estimate of market value for the above sites at \$15.50/sq. ft. This value relates only to a market value for vacant land. No consideration as to value has been given to the following:

1. Site 1 - remaining improvements of Windsor Hotel.
2. Site 2 - improvements and/or lease of these improvements.

In view of the above, an estimate of value for these C-1 zoned sites is as follows (land only):

Site 1: Area - 16,250 sq. ft. @ \$15.50/sq. ft. = \$251,875

Site 2: Area - 14,438 sq. ft. @ \$15.50/sq. ft. = \$223,790

The above values do not consider the acquisition of a portion of the north-south lane which separates Site 1 from Site 2. If this portion of the lane right-of-way was to be acquired, the following conditions would apply:

1. City Council approval of the disposal of the lane and lane closure in accordance with the Municipal Government Act.
2. An easement to be registered in place of the lane right-of-way to cover existing services. Use of this easement to be restricted to parking, access or landscaping.
3. Site 1, Site 2 and the lane right-of-way to be consolidated into one title (estimate cost of \$3000 for legal survey).

4. An estimate of value for this lane right-of-way would be \$10,200 based on 2,550 sq. ft. @ \$4/sq. ft., if an easement is to be taken back.

If no easement is required to cover existing services, then the value of the lane would be 2,550 sq. ft. @ \$15.50/sq. ft. = \$39,525.



W. F. Lees

WFL/mm

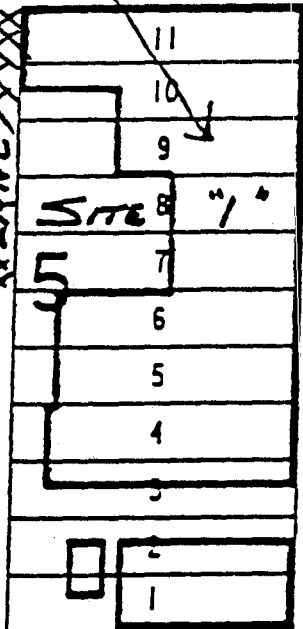
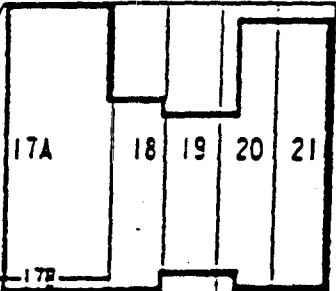


16-6

SUBJECT PROPERTIES

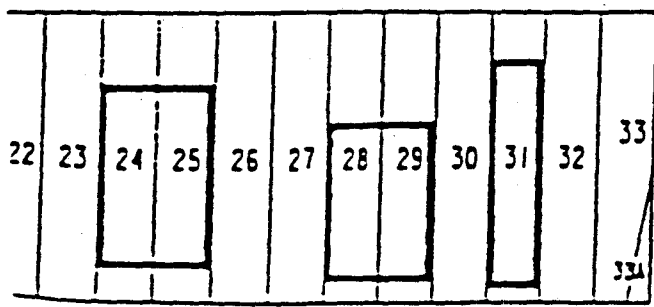
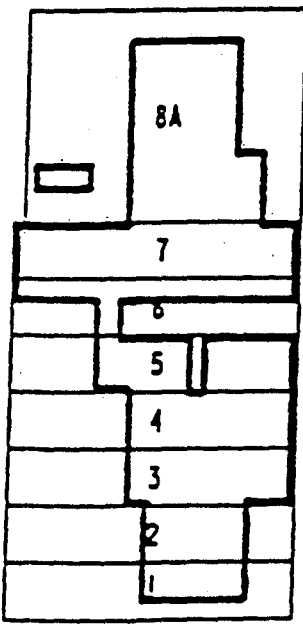
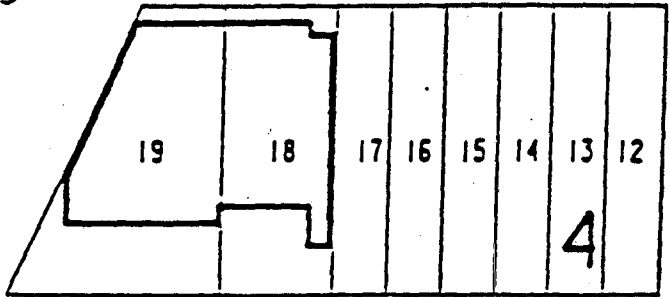
SITE "2"

SITE "1"

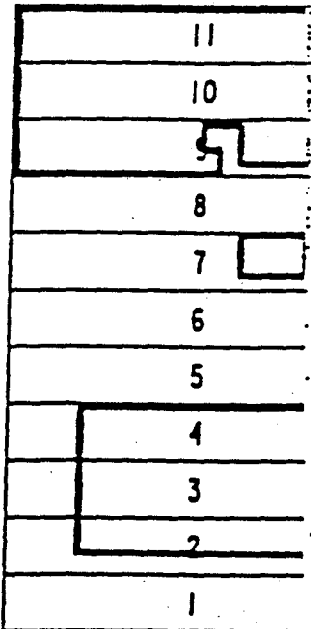
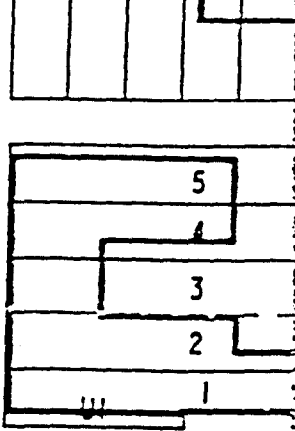
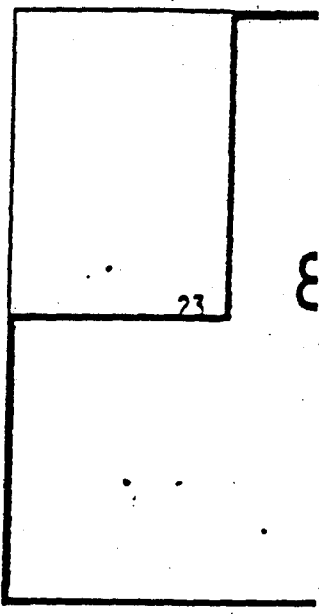


51 AVE.

16-8



48 ST.

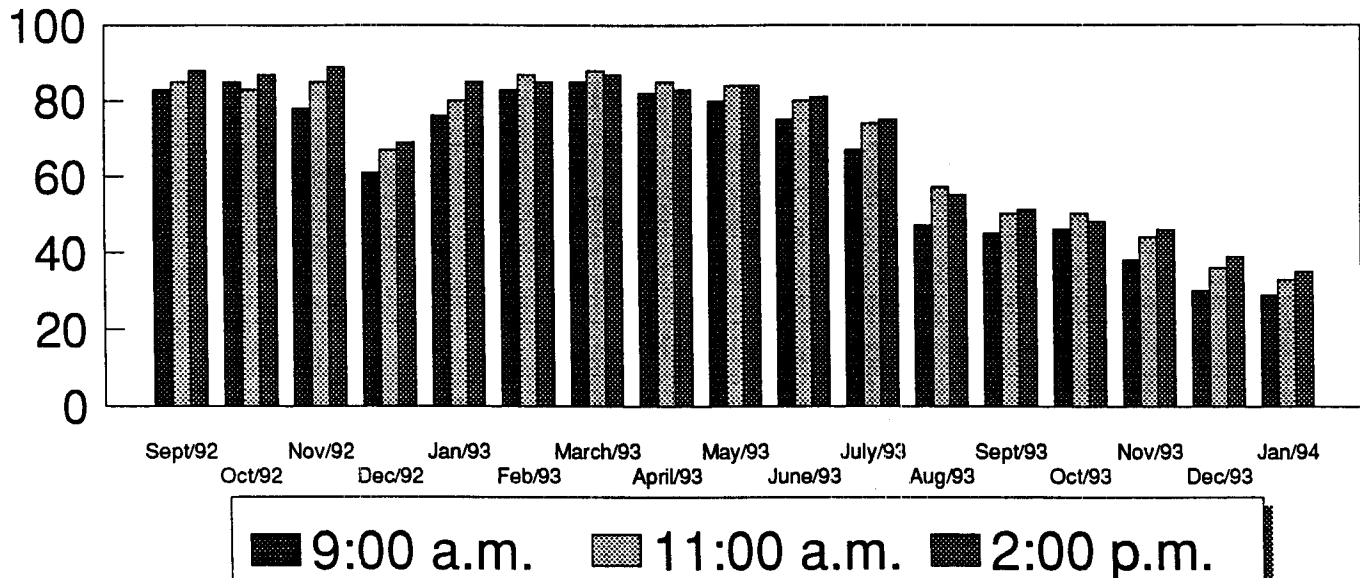


# AVERAGE PEAK PERIOD OCCUPANCY FOR LOT P1 (91 stalls)

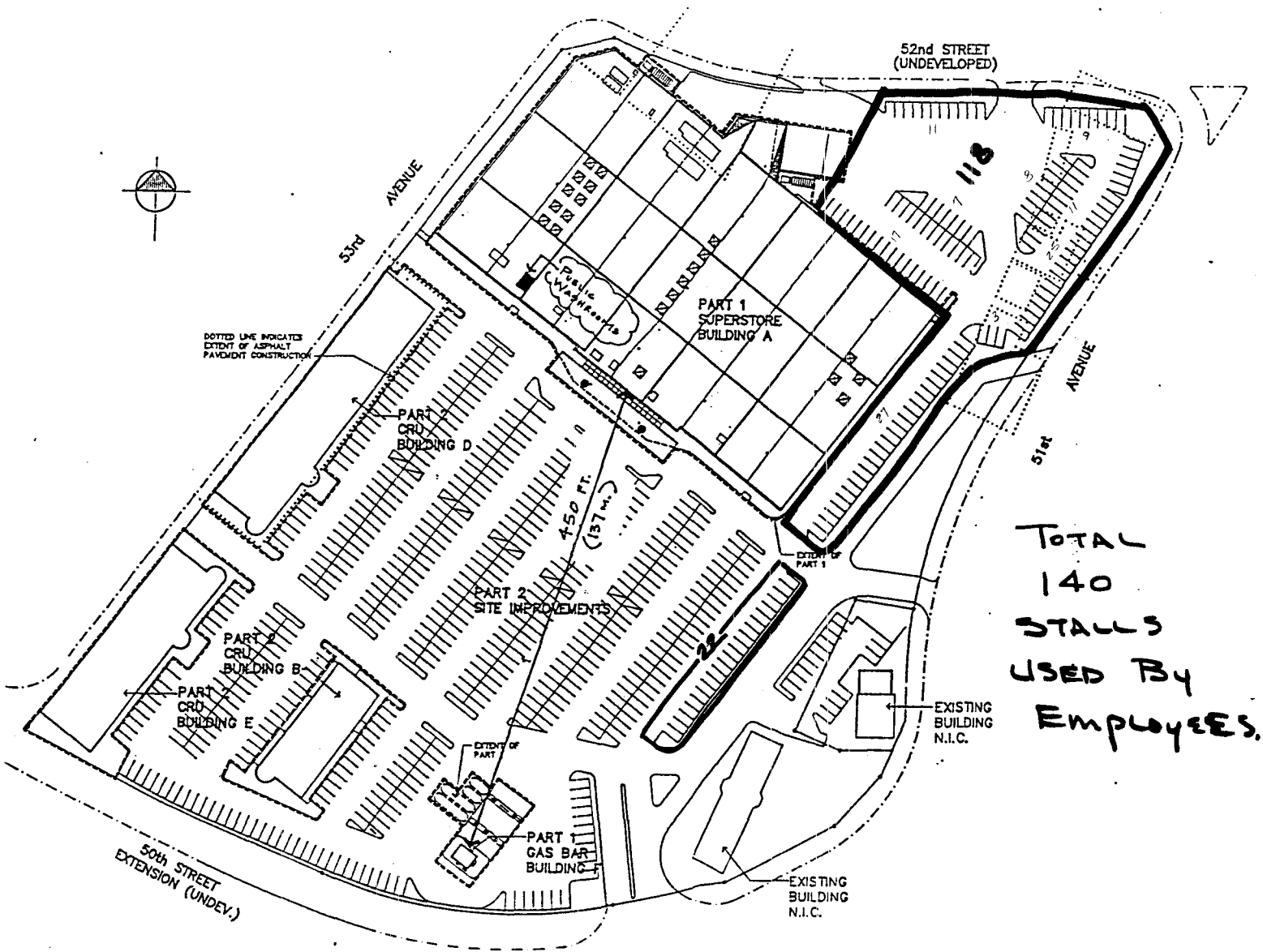
1992

1993

1994



Month	9:00 a.m.	11:00 a.m.	2:00 p.m.
September 1992	83 (91%)	85 (93%)	88 (97%)
October 1992	85 (93%)	83 (91%)	87 (96%)
November 1992	78 (86%)	85 (93%)	89 (98%)
December 1992	61 (67%)	67 (74%)	69 (76%)
January 1993	76 (84%)	80 (88%)	85 (93%)
February 1993	83 (91%)	87 (95%)	85 (93%)
March 1993	85 (93%)	88 (97%)	87 (96%)
April 1993	82 (90%)	85 (93%)	83 (91%)
May 1993	80 (88%)	84 (92%)	84 (92%)
June 1993	75 (82%)	80 (88%)	81 (89%)
July 1993	67 (74%)	74 (81%)	75 (82%)
August 1993	47 (52%)	57 (63%)	55 (61%)
September 1993	45 (49%)	50 (55%)	51 (56%)
October 1993	46 (51%)	50 (55%)	48 (53%)
November 1993	38 (25%)	44 (48%)	46 (51%)
December 1993	30 (33%)	36 (40%)	39 (43%)
January 1994	29 (32%)	33 (36%)	35 (39%)



TOTAL  
140  
STALLS  
USED BY  
EMPLOYEES.

SUPERSTORE  
PARKING LOT.



**DATE: DECEMBER 22, 1993**

**TO: LAND AND ECONOMIC DEVELOPMENT MANAGER**

**FROM: CITY CLERK**

**RE: LOT 17, PLAN 922-0308 (WINDSOR PARKING LOT)  
McDONALD'S RESTAURANTS OF CANADA LIMITED**

---

Your report dated December 15, 1993 pertaining to the above was considered at the Council Meeting of December 20, 1993 and at which meeting the following motions received consideration:

"RESOLVED that Council of The City of Red Deer hereby agrees to the sale of Lot 17, Plan 922-0308 (Windsor Parking Lot) to McDonald's Restaurants of Canada Limited, subject to the following:

1. Sale price of \$15 per square foot for a total selling price of \$540,825.
2. The site to be sold as fully serviced, with services located in 49th Street adjacent to the property and the purchaser being responsible for connection charges and extensions from mains to the property.
3. Provision of a minimum of one parking space per four seats in the restaurant.
4. Access to the site to be to the satisfaction of the Director of Engineering Services.
5. Landscaping and architectural treatment to provide an attractive facade from all directions, and to be to the satisfaction of the Development Control Officer.
6. Funds from the sale of the site to be credited to the Parking Fund and utilized for the purchase and/or development of additional parking. Replacement parking shall be provided by The City.
7. An agreement being entered into satisfactory to the City Solicitor."

MOTION DEFEATED

... / 2

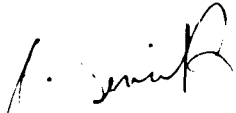
"RESOLVED that Council of The City of Red Deer hereby agrees that Lot 17, Plan 922-0308 (Windsor Parking Lot) be advertised for sale with every proposal received to provide replacement parking and the issue of McDonald's to be reconsidered in two months time."

*"revisited" would have been a better choice of words.*

MOTION CARRIED

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

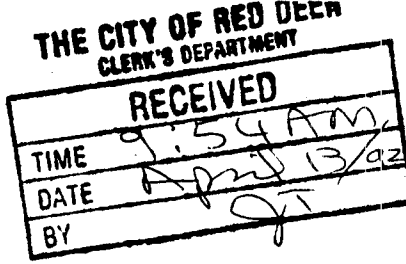
We look forward to a further report to Council within two months.



C. SEVCIK  
City Clerk

CS/clr

cc: City Commissioners  
Director of Community Services  
Director of Engineering Services  
Director of Financial Services  
Bylaws and Inspections Manager  
City Assessor  
Parking Administrator  
Principal Planner  
Downtown Planning Advisory Committee



Submitted to City Council  
Date: April 13/92  
April 7, 1992

RED DEER CITY COUNCIL

The following undersigned have concerns regarding the anticipated sale of the parking lot on 51 Avenue between 49 and 50 Streets.

Due to the severe lack of parking currently available in this part of Downtown, we can foresee the tremendously adverse effects to our businesses if this already limited space is diminished even more by the sale of this parcel of land for Commercial use. Such a move would do away with 90+ existing parking stalls at the same time it was creating the need for more parking.

We ask that Council reconsider more closely the negative consequences such a move will have on a significant number of businesses that generate a need for parking facilities and retain this property for parking.

Be advised that our representative to express our concerns is George Young, 346-0848.

BUSINESS	ADDRESS	NAME	SIGNATURE	TITLE
George's Place	5111-49th	George Young	[Signature]	OWNER
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Bob's Barber Shop	5024-49	[Signature]	[Signature]	OWNER
Family Shoe	5018-49th	G. Teske	G. TESKE	Owner
ST KOVACS SHOE CLINIC	5009C-49ST	STEVE TKOVACS	[Signature]	Owner
VALLEY HOTEL	5017-49ST	Jim Harrop	[Signature]	MANAGER
VALLEY HOPE COFFEE SHOP	5017-49th	Wah Honyew	[Signature]	OWNER
Wedding Whims	4824 50 Ave	Joann Rosso	[Signature]	Owner
Red Deer Goldsmith	4827-50 AVE	Victor Hago	[Signature]	Owner
* Kresge	4815 Gaetz Ave	D Stasiuk	[Signature]	Mgr.
SCOTTSMILLE	4910 GAETZ AVE	[Signature]	[Signature]	Mgr.
EG PRIOR PRODUCE	4902 GAETZ AVE	GARY PRIOR	[Signature]	OWNER
* WINDSOR COFFEE SHOP	5107-49st	HELEN KWAN	[Signature]	OWNER
BUFFALO HOTEL	5031 ROSS ST.	SHEILA POTVIN (Mila Potvin)	[Signature]	MANAGER
CLUB CAFE	5019-ROSS STREET	Ed Harold Malt	[Signature]	Owner
Sisson Furniture	5013-ROSS ST.	RAND SISSON	[Signature]	Owner
Backman's Den	5003-ROSS ST.	Darren Brown	[Signature]	Owner
BANK OF NORTH SOTA	5002 ROSS ST.	RON HAMMERSACK	[Signature]	MANAGER

April 7, 1992

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Be advised that our representative to express our concerns is George Young, 346-0848.

BUSINESS	ADDRESS	NAME	SIGNATURE	TITLE
* Volunteer Drug	4952 Ross St	M. VALENTINE	M. Valentine	Manager
NIGHT SHADOWS	4714 A GRETZ AVE	Z. HANTI	Z	OWNER

The following resolution was passed with regard to **an Offer to Purchase by McDonald's Restaurant for the Windsor Parking Lot.**

Moved by Alderman Lawrence, seconded by Alderman Statnyk

"RESOLVED that Council of The City of Red Deer hereby agrees that the offer by McDonald's Restaurants of Canada Limited to purchase Lot 17, Plan 922-0308 (Windsor Parking Lot) be not accepted."

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

Moved by Alderman Campbell-Cardwell, seconded by Alderman Lawrence

"RESOLVED that the motion relative to McDonald's Restaurants be tabled for two weeks."

Alderman Statnyk, Alderman Schnell, Alderman Volk, Alderman Hull, Alderman Pimm and Mayor Surkan registered dissenting votes.

**MOTION TO TABLE - DEFEATED**

Prior to voting on the original motion, the following amending motion was introduced and passed.

Moved by Alderman Hull, seconded by Alderman Schnell

"RESOLVED that the motion relative to McDonald's Restaurants be amended by adding the following words, "having regard to concerns regarding replacement of parking and optimal utilization of site."

Alderman Statnyk, Alderman Pimm, and Alderman Volk registered dissenting votes.

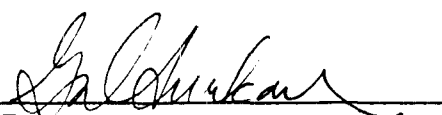
**MOTION TO AMEND - CARRIED**

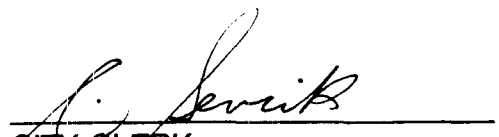
The original resolution as amended was subsequently voted on with Alderman ~~Lawrence~~, Alderman Volk, and Alderman Pimm registering dissenting votes.

*Statnyk* *cs.*

**MOTION CARRIED**

The Monday, November 9, 1992, meeting of Red Deer City Council adjourned at 10:24 p.m. on a motion by Alderman Campbell-Cardwell, seconded by Alderman Statnyk.

  
MAYOR

  
CITY CLERK

BYLAWS**BYLAW 2672/J-92**

Moved by Alderman McGregor, seconded by Alderman Statnyk

FIRST READING: That Bylaw 2672/J-92 be read a first time.  
(Allow for Industrial Training Services in a C4 Zone.)

CARRIED

REPORTS

Consideration was given to the report from the Economic Development Manager dated May 24, 1992 re: **Windsor Parking Lot**. Mr. Kloss read a petition received this date supporting the need for parking facilities in this area while Alderman Statnyk indicated the position of the Parking Commission. Following response by the City Commissioner on questions of Council, a resolution as noted hereunder was introduced and passed.

Moved by Alderman Statnyk, seconded by Alderman McGregor

"RESOLVED that Council of The City of Red Deer, having considered report dated March 24, 1992 from the Economic Development Manager re: Windsor Parking Lot, hereby agrees

that this land remain as a parking lot and the M.C.C. project complete the asphalt and landscaping work and rearrange the layout for most efficient use at a cost of approximately \$35,000."

Alderman Surkan arrived at this time, 5:10 p.m.

The following tabling motion was introduced at this time.

Moved by Alderman Pimm, seconded by Alderman Moffat

"RESOLVED that Council of The City of Red Deer, hereby agree to table this item re: **Windsor Parking Lot** for two weeks to enable the petitioners to attend."

Alderman McGregor, Lawrence, Statnyk, Campbell and Mayor McGhee registered dissenting votes.

MOTION TO TABLE DEFEATED

A new vote was subsequently recorded on the original resolution with Alderman Pimm, Alderman Moffat and Alderman Guilbault registering dissenting votes.

MOTION CARRIED

### UNFINISHED BUSINESS

Consideration was given to the report from the City Clerk dated April 1, 1992 **re: Robb and Sue Sherwin, Utility Account, 121 Nash Street**. The following lifting motion was introduced and passed.

Moved by Alderman McGregor, seconded by Alderman Guilbault

"RESOLVED that Council of The City of Red Deer hereby agrees to lift from the table the matter re: Robb and Sue Sherwin - Utility Account - 121 Nash Street."

MOTION CARRIED

Robb Sherwin was present in Council Chambers to listen to discussions. The following resolution agreeing to the request was introduced and passed following brief discussion.

Moved by Alderman Pimm, seconded by Alderman Guilbault

"RESOLVED that Council of The City of Red Deer having considered correspondence from Robb and Sue Sherwin dated March 16, 1992 regarding a request to waive the utility deposit requirement, hereby agrees that said request be approved.

Council further agrees that if the account falls into arrears again during the twelve month period commencing April 13, 1992, that the applicable utility deposit be required and that the administration be authorized to offer a payment schedule for the deposit to provide an easier method of payment of same."

Alderman Campbell registered a dissenting vote.

MOTION CARRIED

Consideration was given to the report from the City Commissioners dated April 8, 1992 **re: Transit Transfer Terminal**. It was agreed that this matter be held over to the April 27th meeting to enable Mrs. W. Church to attend.

NO. 9

DATE: March 24, 1992  
TO: Mayor and Members of Council  
FROM: Alan Scott, Economic Development Manager  
RE: **WINDSOR PARKING LOT**

---

City Council approved the granting of an option to a numbered company for the acquisition of the Windsor Parking Lot. The company was owned by Glen Moore, and his intention was to develop a multi-tenant facility, which would be anchored by a new sporting goods store.

The option granted by City Council was for 90 days, and shortly before the option was to expire, Mr. Moore advised us he was not in a position to exercise his option. It is my understanding the project he planned to develop was not viable, given the conditions attached to the sale of the land.

In view of recent discussions, centering on City-owned parking lots and their availability for development, the Economic Development Department seeks Council's direction with respect to future marketing efforts. At this time, no further interest has been expressed in the acquisition of the Windsor Parking Lot, however, as the Gelmon project develops, we would expect this site will be come more attractive.

Respectfully submitted,



Alan V. Scott

MANAGER ECONOMIC DEVELOPMENT

AVS/mm

Commissioners' Comments

In addition to the concerns of the Economic Development Manager with respect to the future of this parcel, an answer is also needed by the Major Continuous Corridor Project. If this land is to remain as a parking lot, the project will complete the asphalt and landscaping work and rearrange the layout for most efficient use.

This work would be undertaken in conjunction with the paving of 49 Street and 52 Avenue in the very near future at a cost of approximately \$35,000. If on the other hand the land is to remain on the open market, we don't believe it would be prudent to spend this kind of money. Council direction is requested.

"R.J. MCGHEE", Mayor  
"M.C. DAY", City Commissioner



**DATE:** April 14, 1992  
**TO:** Economic Development Manager  
**FROM:** Assistant City Clerk  
**RE:** WINDSOR PARKING LOT

---

At the Council meeting of April 13, 1992, consideration was given to your report dated March 24, 1992 concerning the above topic and at which meeting the following motion was passed.

"RESOLVED that Council of The City of Red Deer, having considered report dated March 24, 1992 from the Economic Development Manager re: Windsor Parking Lot, hereby agrees that this land remain as a parking lot and the M.C.C. project complete the asphalt and landscaping work and rearrange the layout for most efficient use at a cost of approximately \$35,000."

The decision of Council in this instance is submitted for your information and appropriate action. I would also advise that we received a petition from a number of businesses in the vicinity of the Windsor Parking Lot requesting that said lot's use remain as is. This office will be corresponding with the representative of the group to advise him of Council's decision.

Trusting you will find this satisfactory.



**KELLY KLOSS**  
Assistant City Clerk

KK/jt

c.c. Director of Engineering Services  
City Assessor  
Director of Financial Services  
Senior Planner  
Parking Commission

**THE CITY OF RED DEER**

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

FAX: (403) 346-6195

City Clerk's Department 342-8132

April 14, 1992

George's Place  
5111 - 49 Street  
RED DEER, Alberta  
T4N 1V6

Attention: George Young

Dear George:

**RE: WINDSOR PARKING LOT**

At the Council meeting of The City of Red Deer held on Monday, April 13, 1992, consideration was given to the future use of the Windsor Parking Lot. At the above noted meeting, your petition concerning this matter was submitted, following which the motion as set out hereunder was passed.

"RESOLVED that Council of The City of Red Deer, having considered report dated March 24, 1992 from the Economic Development Manager re: Windsor Parking Lot, hereby agrees that this land remain as a parking lot and the M.C.C. project complete the asphalt and landscaping work and rearrange the layout for most efficient use at a cost of approximately \$35,000."

The decision of Council in this instance is submitted for your information. I would ask that as representative on behalf of the petitioners, you contact same to advise them of Council's decision in this instance.

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

Sincerely,

KELLY KLOSS  
Assistant City Clerk

KK/jt

c.c. Economic Development Manager

*a delight  
to discover!*

NO. 7

SP-4.301

**DATE: April 5, 1994****TO: MAYOR & CITY COUNCIL****FROM: ALDERMAN LINDA CAMPBELL-CARDWELL****RE: SOCIAL HOUSING AGREEMENT**

---

Over the past several months the City has been in receipt of information from Municipal Affairs which suggested that management agencies for social housing should explore possible amalgamation in order that efficiencies could be maximized. As a result the City has facilitated a proposed agreement, as attached, between four major social and senior housing agencies in the city of Red Deer.

On March 29, 1994 representatives from Piper Creek Foundation, Red Deer Housing Authority, Waskasoo Seniors Housing Society, and Twilight Homes Foundation, along with Craig Curtis, Colleen Jensen and I, met to discuss a proposed agreement. Several amendments were made, and subsequently Piper Creek Foundation and Red Deer Housing Authority accepted the amended agreement, as attached, as their first choice option for coordination and management of their respective facilities. Twilight Homes Foundation and Waskasoo Seniors Housing Society still chose to have independent management as their first choice option, with the amended agreement as their second option. Each housing agency will be forwarding a letter to Municipal Affairs explaining their position, along with the submission of the new agreement.

There is also a summary of the current operations by existing agencies attached to the agreement. Municipal grants are provided to the Red Deer Housing Authority in the amount of \$135,000 and to the Piper Creek Foundation in the amount of \$397,000. You will note in the new agreements, the City's dollar contribution is not to increase (Clause 9h). Clause 9g also specifies that "future operating and capital funding arrangements will require review and negotiation".

**RECOMMENDATION:**

That Council for the City of Red Deer approve the Red Deer Social Housing Coordinating Council agreement in principle and further that said agreement be submitted to the province (Municipal Affairs) as a framework for negotiations between the parties.

  
LINDA CAMPBELL-CARDWELL

CJ/kb

- cc
- Craig Curtis, Director of Community Services
  - Colleen Jensen, Social Planning Manager
  - Jim Renick, Red Deer Housing Authority
  - Brian Elliot, Piper Creek Foundation
  - Stuart Black, Waskasoo Seniors Housing Society of Red Deer
  - Doug Sandall, Twilight Homes Foundation



## Red Deer Housing Authority

5024 Ross Street  
Red Deer, Alberta  
T4N 1Y3 343-2177

March 30, 1994

Mr. John Charkie  
Facilitator  
Alberta Municipal Affairs  
5913 Gaetz Avenue  
RED DEER, Alberta  
T4N 4C4

Dear Mr. Sir:

The Red Deer Housing Authority supports the Alberta Government and its initiatives to simplify and reduce the cost of delivery of social housing programs in the province. Our proposal in this regard is attached.

The Red Deer Housing Authority believes its primary role is and should continue to concentrate on the provision of quality housing services to low income and special needs families in Red Deer at the lowest possible cost. This is the essence of our proposal with two important additions.

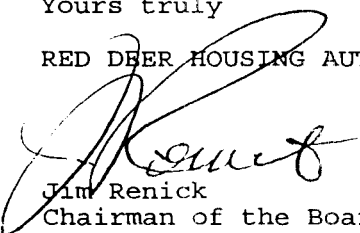
First, our experience in supporting housing services in nearby communities such as Sylvan Lake, although limited, has been successful. With the withdrawal of support services to these agencies by Alberta Municipal Affairs, we believe we can offer assistance to these agencies to help them maintain existing levels of housing services. Thus we propose to offer administrative and maintenance support to smaller agencies within a 50 km distance of Red Deer.

Secondly, the Red Deer Housing Authority is fully aware that a 'joint proposal' is being prepared for a co-ordinating council in Red Deer to provide general governance and budget approval for the various housing agencies in Red Deer. The Red Deer Housing Authority supports this concept and is willing to consider such an arrangement. Local governance can best fulfill local needs. However, due to time constraints, the proposal for a co-ordinating council has not been reviewed or formally approved by the Board.

We trust these materials will assist in the redesign of the delivery of housing services in Alberta

Yours truly

RED DEER HOUSING AUTHORITY

  
Jim Renick  
Chairman of the Board of Directors  
JR/at

c.c.: Rick Beaupre, AMA  
Tom Forgrave, Assistant Deputy Minister - AMA  
Stockwell Day, M.L.A. - Red Deer North  
Victor Doerksen, M.L.A. - Red Deer South  
Red Deer City Council  
Waskasoo Seniors Housing Society  
Piper Creek Foundation



**Red Deer Housing Authority**

**5024 Ross Street  
Red Deer, Alberta  
T4N 1Y3 343-2177**

March 30, 1994

**AGENCY AMALGAMATION**

**PROPOSAL TO  
ALBERTA MUNICIPAL AFFAIRS  
FROM  
RED DEER HOUSING AUTHORITY**

The Red Deer Housing Authority has been in existence since 1975 when twenty-four (24) - three (3) and four (4) bedroom duplexes were built for the Municipality of Red Deer.

The Red Deer Housing Authority Board and Staff have worked together with Alberta Mortgage and Housing Corporation/Alberta Municipal Affairs to meet the housing needs of low income families/singles in the City of Red Deer, Sylvan Lake, Penhold and Blackfalds.

Our staff consists of the administrator, two (2) clerical personnel, three (3) maintenance staff. Together we have forty-six (46) years of Property Management experience with the Red Deer Housing Authority.

**MISSION STATEMENT**

To provide rental accommodation for low and moderate income families, senior citizens, the physically handicapped and individuals who are unable to obtain adequate and affordable housing in the private market. Priority groups are those households in core housing need, and housing assistance is directed to families and individuals in greatest need.

**FUTURE DIRECTION OF RED DEER HOUSING AUTHORITY**

- 1) Ensure adequate and affordable housing is provided for people enduring poverty
- 2) Gain operating self sufficiency
- 3) Coalition of specific interest providers
- 4) Offer administration, budgeting and maintenance services on a fee for service basis
- 5) Ensure programming standards
- 6) Advocacy role

## Red Deer Housing Authority Proposal

**PROCESS USED TO DEVELOP PROPOSAL**

· Letters sent to and conversation with groups in:

Bentley  
Blackfalds  
Sylvan Lake  
Lacombe  
Delburne  
Elnora  
Innisfail  
Olds

· Meetings with:

Piper Creek Foundation  
Waskasoo Senior Citizen Housing Society  
Twilight Homes Foundation  
Penhold Lions Club

The Red Deer Housing Authority Board and Staff have the expertise and knowledge available and are willing to assist other agencies and Alberta Municipal Affairs with amalgamation.

The Red Deer Housing Authority has contacted agencies in Bentley, Blackfalds, Penhold, Sylvan Lake, Lacombe, Delburne, Elnora, Innisfail and Olds. To date, Penhold Lions Club have discussed amalgamation and The Town of Sylvan Lake have agreed to leave the management of the six (6) Community Housing units in Sylvan Lake with the Red Deer Housing Authority (see attached copy).

**MEETINGS**

Piper Creek Foundation, Waskasoo Senior Citizen Housing Society, Twilight Homes Foundation and the Red Deer Housing Authority met to discuss amalgamation of agencies within the City of Red Deer. Piper Creek Foundation indicated some interest in becoming the lead agency. It was evident there is no common ground between the Lodges and the Senior and Community Housing Programs. Lodges follow a hotel structure, not independent self contained apartment living.

For example:

Lodges

- provide room and board to senior citizens who are functionally independent
- receive no federal funding
- requisition deficits from the City of Red and Province of Alberta
- Board structure differs
- accounting and year end is different
- under Inn Keepers Act - not Landlord Tenant Act
- are unionized
- not rent geared to income, annual incomes are not considered
- don't follow the Core Need Income Threshold
- not governed by the Policies and Procedures set down by Alberta Municipal Affairs
- Not GST exempt

(3)

## Red Deer Housing Authority Proposal

It was apparent the Lodges interest in amalgamation was to reduce their deficit (\$745,000.) with any surplus funds our agency may acquire. As the Lodge would not be in a position to contribute to any deficit we may have, we could be forced to give up our surplus, instead of funding our future planned maintenance and development.

Administration and maintenance efficiencies could not be enhanced with an amalgamation, especially if Red Deer Housing Authority staff would have to join their union.

As the Community Housing and Senior Citizens self contained programs are similar, several meetings were held with the administrators of the Waskasoo Senior Citizens Housing Society, Twilight Homes Foundation and the Red Deer Housing Authority to examine amalgamation of the three (3) groups.

The following advantages and disadvantages were concluded:

**Disadvantages**

A significant reduction in service to clients would result if all accounting was done from a central location as the three (3) employees now performing these functions also man (full time) two (2) of the six (6) seniors buildings and assist in the front office operation of the Red Deer Housing Authority.

Losing the support of the Twilight Homes Foundation Board after forty (40) years of dedicated service.

Working in the inefficient category of over five hundred (500) units.

Dealing with an additional clientel and housing type.

**Advantages**

An approximate saving of two thousand dollars (\$2,000.) in annual audit fees, one thousand two hundred dollars (\$1,200.) in Board member expenses and approximately one thousand (\$1,000.) in insurance could be saved by amalgamation.

A comparison in administration wages between the existing agencies and a purposed amalgamated agency, indicated the three (3) separate agencies to be more cost efficient.

With a total of thirteen (13) full time positions responsible for the six hundred fifty (650) units, the administration and Boards believe minimum staffing is already in place and no further savings could be achieved by reducing staff.

(4)

Red Deer Housing Authority Proposal

## PROPOSAL DETAILS

Contact Person - Chairman - Jim Renick (347-1545)  
 - Administrator - Donna Nye  
 (RDHA Office 343-2177)  
 Office Location - 5024 Ross Street, Red Deer, Alta. T4N 1Y3

Date of Implementation - April 1, 1994

The Red Deer Housing Authority submit the following for your consideration. Upon reviewing our operations along with the other Red Deer agencies and extending offers to the surrounding smaller agencies, our conclusions are:

- 1) To operate independently in providing existing services to our clients in the following programmes

Community Housing Program	
City of Red Deer	- 270 units
Town of Sylvan Lake	- <u>6</u> units
	<b>276 units</b>

Special Needs	
City of Red Deer	- <b>10 units</b>

Owned Rent Supplement Program	
Town of Sylvan Lake	- <b>3 units</b>

Rural and Native Housing Program	
Town of Blackfalds	- 1 unit
Town of Sylvan Lake	- <u>1</u> unit
	<b><u>2</u> units</b>

<b>TOTAL</b>	<b>291 UNITS</b>
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Private Rent Supplement Program	
City of Red Deer, Penhold, Blackfalds, Sylvan Lake	<b>44 Allocations</b>

<b>TOTAL (18 Projects)</b>	<b>335 units</b>
----------------------------	------------------

- 2) The new name for the Red Deer Housing Authority will be The Red Deer Regional Housing Authority
- 3) Work co-operatively with Waskasoo Senior Citizens Housing Society and Twilight Homes Foundation to become more cost effective by joint tendering of major repairs (roofing, siding, etc.) and appliance purchases. Also share expertise in maintenance,



(5)

## Red Deer Housing Authority Proposal

- 4) We further propose to provide administration and maintenance services to any smaller agency within a fifty (50) kilometer radius of Red Deer or consider having those smaller agencies amalgamate with us.
- 5) We are prepared to discuss or review any services agencies may require, beyond the fifty (50) kilometer range if and when requested.
- 6) To assist Alberta Municipal Affairs with down sizing of the Red Deer District Office, we are also willing to consider assuming some tasks now being completed at the Red Deer District Office ie., the Alberta Rent Supplement Program.
- 7) We support the concept of a co-ordinated council, made up of representatives from Piper Creek Foundation, Waskasoo Seniors Housing Society of Red Deer and Twilight Homes Foundation, that will not diminish the Authority or contributions of the Red Deer Housing Authority Board.

**ROLE OF BOARD OF DIRECTORS**

The Board of Directors is the decision making body and responsible for the overall operation of the housing portfolio. The main concern of the board members should be in the areas of general policy control and direction. The major functions of the Board include:

- Ensuring that the Agency is fulfilling its purpose, philosophy and objectives.
- Ensuring the Agency meets its obligations as stipulated in the Housing Act.
- Providing overall direction and supervision to the housing manager and the staff of the Agency.
- Ensuring that the Agency operates within the powers and duties as set out in the Constitution and the Housing Act.
- Maintaining good public relations.
- Approving annual budgets prior to submission to Alberta Municipal Affairs.
- Approving all contracts before awarding them.
- Ensuring all client groups have equal access to Social Housing services, giving priority to those most in need and approving or rejecting the recommendations of the housing manager on the selection of tenants.
- Recruiting of staff.
- Take a lead role in developing and delivering new Social Housing.
- Develop a three (3) year Business Plan
- Establish and maintain a planned maintenance fund.

(6)

## Red Deer Housing Authority Proposal

**ORGANIZATIONAL CHART**

Board of Directors (7 members)  
 (with representatives from Sylvan Lake and Penhold)

Communities of  
 Red Deer    Sylvan Lake    Penhold    Blackfalds

Administrator

Clerical                      Clerical

Schizophrenia Society of Alberta

Physically Disabled

Rent Supplement  
 Parkland Community Living & Support Services

**BOARD MEMBER SELECTION**

Board members will be selected by the current Nominating Committee. Prospective names will be submitted by current Board Members or Red Deer citizens. Should smaller groups join the Red Deer Housing Authority, representatives from other municipalities or service groups may be asked to represent their project.

**RELATIONSHIP WITH OTHER GROUPS**

The Red Deer Housing Authority refer senior clients requesting housing to Waskasoo Towers and Twilight Homes Foundation.

The Red Deer Housing Authority provides Rent Supplements to the Parkland Community Living and Support Services and refer clients to the Handi-Capped Housing Society of Alberta.

The Private Rent Supplement Program allocations are now being dispersed from the Red Deer Housing Authority to various agencies in the central region. We also have the central regions current waiting list for the Rent Supplement Program which was previously compiled at the Red Deer District Office.

In the future, we will work together by offering assistance to other agencies and jointly tender contracts and set up a bulk purchase plan for appliances.

(7)

## Red Deer Housing Authority Proposal

**THREE YEAR PLAN**

The Red Deer Housing Authority staff consist of

- 1 administrator
- 2 senior clerks
- 1 maintenance supervisor
- 1 maintenance worker specific
- 1 maintenance worker general

Since 1990, our portfolio has increased by fifty-eight (58) units in 6 projects and the Private Landlord Rent Supplement program (40 allocations).

We have assumed the above responsibilities without decreasing service to the tenants or increasing staff. If our portfolio remains the same, we do not anticipate additional staff are required, however, should smaller groups join us the staffing numbers will be reviewed.

A new Benefits Plan will be developed should Alberta Municipal Affairs not be in a position to recommend an alternative to the current Plan. When a new Benefits Plan is developed, an invitation would be extended to smaller groups to join with us.

The current salary schedule provided by Alberta Municipal Affairs will be retained at this time and reviewed within the next two years.

Linoleum installation, exterior and interior painting, major plumbing and electrical repairs are contracted to outside trades. To ensure our property values do not deteriorate, the Red Deer Housing administration and maintenance staff pay particular attention to maintaining the units to our high standards. Our staff are reviewing items currently back charged to tenants during and at the end of their tenancy. Our tenants will be notified that additional back charges may be applied for misuse or abuse of the property.

**EVALUATION**

The Board of Directors will monitor the agency to ensure it is operating according to the Housing Act.

Tenants will also monitor the success as well as the operational review to be completed by Alberta Municipal Affairs.

**AGENCY:** RED DEER HOUSING AUTHORITY

**PROPOSED THREE YEAR FINANCIAL PLAN**

(April 1, 1994 to March 31, 1997)

**REVENUE (All 100 Budget Account Categories)**

1993/94 Budget Amount	\$ 1,017,850.
1994/95 Budget Amount	1,022,450.
1995/96 Proposed Budget Amount	1,090,450.
1996/97 Proposed Budget Amount	1,120,450.

Explain the reasons for the proposed change.

Increased Rent Geared to Income and Rosewood Manor less estimated turnovers

**ADMINISTRATION COSTS (All 800 Budget Account Categories)**

1993/94 Budget Amount	\$ 200,500.
1994/95 Budget Amount	207,000.
1995/96 Proposed Budget Amount	213,200.
1996/97 Proposed Budget Amount	219,600.

Explain the reasons for the proposed change.

Estimate 3% per year due to inflation & possible increased Audit Fees, Legal Fees

**OPERATING COSTS (All 200, 300, 400 Budget Account Categories)**

1993/94 Budget Amount	\$ 679,950.
1994/95 Budget Amount	702,700.
1995/96 Proposed Budget Amount	726,937.
1996/97 Proposed Budget Amount	735,947.

Explain the reasons for the proposed change.

Allowed for 3% increase in property taxes and 6% utilities, operating expenses - no change

**MAINTENANCE COSTS (All 500, 600 Budget Account Categories)**

1993/94 Budget Amount	\$ 249,700.
1994/95 Budget Amount	212,100.
1995/96 Proposed Budget Amount	233,300.
1996/97 Proposed Budget Amount	256,600.

Explain the reasons for the proposed change.

10% for increase, aging portfolio and roofing requirements

**SURPLUS (DEFICIT)**

1993/94 Budget Amount	( \$ 112,300. )
1994/95 Budget Amount	( 99,350. )
1995/96 Proposed Budget Amount	( 82,977. )
1996/97 Proposed Budget Amount	( 91,697. )



# SYLVAN LAKE

A TOWN FOR ALL SEASONS

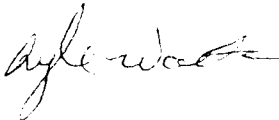
*March 22, 1994*

*Red Deer Housing Authority  
c/o Donna Nye  
5024 - Ross Street  
Red Deer, Alberta  
T4N 1Y3*

*Dear Ms. Nye:*

*At their regular meeting of March 14, 1994 Council have agreed to leave the management of the subsidized housing units in Sylvan Lake under the direction of Red Deer Housing Authority.*

*Yours truly*



*Lyle Wack  
Town Manager*

*/pj*

**Agreement Between**

Her Majesty the Queen in Right of Alberta,  
herein represented by  
The Minister of Municipal Affairs  
(hereinafter referred to as the "Province")

**AND**

The City of Red Deer  
(hereinafter referred to as the "City")

**AND**

Red Deer Housing Authority  
Twilight Homes Foundation  
Waskasoo Seniors Housing Society of Red Deer  
Piper Creek Foundation  
(hereinafter referred to as the "Agencies")

which jointly shall be referred to as the  
Red Deer Social Housing Coordinating Council  
(hereinafter referred to as the "Coordinating Council")

WHEREAS the Province has requested a reduction in  
the number of Social and Senior Housing Authorities

AND WHEREAS the participating agencies currently  
provide social and senior housing services.

AND WHEREAS the agencies have agreed to form a  
single coordinating agency to provide direction and  
coordination for the provision of non-profit social and senior  
housing in the city of Red Deer

AND WHEREAS the participating agencies will continue  
to provide, manage and operate their own facilities.

THEREFORE it is hereby resolved to form the Red Deer Housing Coordinating Council to

- a) be responsible for administering the "New" Provincial Housing Act with respect to non-profit social and senior housing in the City of Red Deer.
- b) to operate independently of the Province with respect to the normal management of these projects.
- c) to receive advisory support from the Province.
- d) to have general responsibility for planning and coordinating the operations and future development of non-profit social and senior housing in Red Deer.

### **Mission Statement**

The Coordinating Council shall provide direction and co-ordination for the provision of non-profit social and senior housing in Red Deer. Affordable accommodation or lodge care shall be the priority for those in need who otherwise would not be appropriately housed.

The Coordinating Council shall achieve this by planning and coordinating the non-profit social and senior housing operations and development in the city.

Social and Senior Housing is understood to mean housing for seniors and housing for households in need where government assistance is provided for construction, acquisition, renovation or rental.

Households in need are households that cannot afford to obtain adequate and suitable accommodation. Seniors in need are seniors who for financial, physical or social reasons no longer are able to, or wish to, live alone and who choose to live in a lodge setting where all services are provided for them e.g. housekeeping, cooking and laundry.

## **1) AUTHORITY**

The Council shall derive its authority from the "New Provincial Housing Act" and from its member agencies.

It shall be accountable to the Minister responsible for Social and Senior Housing

NOTE: Changes in the current legislation regulations and policies may be required to provide the Coordinating Council with the necessary authority.

## **2) RESPONSIBILITY**

The Council shall be responsible for:

- a) Approving budgets for all agencies according to policy and direction set by the Council.
- b) Allocating agency's operating surpluses to operations or reserves (for future needs).
- c) Setting rental policies and rates
- d) Setting admissions policies
- e) Setting planning parameters for future needs.
- f) Providing future direction for the city's non-profit social and senior housing
- g) Establishing within existing facilities a continuum of services available to households and residents.
- h) Developing annual objectives to ensure that any long range plan is fulfilled.



The Participating agencies shall be responsible for:

- a) Preparation and administration of budgets.
- b) Delivery of services to tenants and residents.
- c) Preparation and implementation of management policies related to individual agencies.
- d) Management of respective agency personnel.
- e) Management of respective facilities.

### **3) COORDINATING COUNCIL MEMBERSHIP**

Membership shall be limited to two members from each of the four existing social and senior housing agencies in Red Deer plus two City aldermen for as long as the City provides funding for any member agencies. There shall be a maximum of three aldermen on the Council.

City aldermen shall be appointed for a one year term. Other members shall be appointed for a two year term except that initially one member from each agency will be appointed for a one year term.

Members may be appointed for a second two year term and these terms are staggered so that one member is appointed each year from each agency to allow for continuity of representation.

After four consecutive years of service a member must stand down for at least one year.

### **4) OFFICERS**

The Coordinating Council shall elect from its membership annually a chairman and a vice chairman, who shall act as chair in the absence of the chairman. All members shall be voting members and the chairman shall vote on all issues. The Council may also choose to elect a secretary treasurer on an annual basis.

## **5) MEETINGS**

The Coordinating Council shall meet at least quarterly.

The Secretary shall give at least 48 hours written notice of either a regular or special meeting to each Coordinating Council member.

Special meetings may be called by the Chairman and shall be called if at least three other members give written request to do so. The notice of meeting must state the business to be dealt with at the special meeting unless all members present at the meeting agree otherwise.

A simple majority of members shall constitute a quorum in any meeting of the Coordinating Council.

## **6 OPERATIONAL PLAN**

Each agency participating in the Coordinating Council shall be responsible for its individual operation.

All participating agencies shall actively cooperate in sharing expertise and resources to gain efficiency in the total operation of non profit social and seniors housing in the city.

Individual agencies may provide services (including consulting) on a fee for service basis to outlying communities/areas.

## **7. CURRENT OPERATIONS BY EXISTING AGENCIES**

### **a) Red Deer Housing Authority**

- 296 Social Housing Units
- Seven member voluntary board appointed by Alberta Municipal Affairs.

Red Deer Housing Authority cont...

- Fiscal Year - April 1 to March 31
- Budget recommended by the Board and set by Alberta Municipal Affairs.
- Policies set by Alberta Municipal Affairs.
- Wage scale set by Alberta Municipal Affairs.
- Administration staff - 1 Administrator and 2 Office Staff.
- Funding from Federal, Provincial & Municipal Grants

**b) Twilight Homes Foundation**

- 242 Self Contained Units for Seniors
- Nine member voluntary board appointed locally
- Fiscal Year - April 1 to March 31
- Budget recommended by Board and set by Alberta Municipal Affairs.
- Policies set by Alberta Municipal Affairs.
- Wage scale set by Alberta Municipal Affairs.
- Administration staff - 1 Administrator & 2 office staff.

**c) Waskasoo Senior Housing**

- 112 Self Contained units for seniors
- eight member voluntary board appointed locally
- Fiscal year - April 1 - March 31
- Budget is recommended by the Board and set by Alberta Municipal Affairs.
- Policies set by Alberta Municipal Affairs.
- Wage scale set by Alberta Municipal Affairs.
- Administration staff - 1 administrator

**d) Piper Creek Foundation**

- 183 lodge units for seniors
- five member volunteer board appointed locally
- Fiscal year - January 1 - December 31
- Budget is set by the Board
- Policies are set by the Board
- Wage scale set by the Board
- Administration staff: 2 Managers
  - 1 Administrator/Manager
  - 1 Administrative Support
- Funding from Provincial & Municipal Grants
- Operates with 55 unionized staff
- is recognized as a Corporation under the Interpretation Act.
- Presently has requisitioning authority through the City of Red Deer.

## **8) FUTURE OPERATIONS BY EXISTING AGENCIES**

Agencies will give up some of their current authority and control to the new Coordinating Council. e.g. authority to set budgets, form rental and admission policies and plan future expansion of programs.

On an ongoing basis agencies will examine their operations with a view to making them cost effective through cooperative efforts.

There will be greater emphasis on team building and overall efficiency in the managing of the total non-profit social and senior housing portfolio.

## **9) CRITICAL FACTORS AFFECTING THE SUCCESS OF THIS PROPOSAL**

- a) Maintenance of strong volunteer boards.
- b) Understanding of the diverse make-up of existing agencies.
- c) Provincial commitment to future capital projects.
- d) Maintaining the integrity of existing components and agencies.
- e) Recognition and acceptance of individual agency's authority.
- f) Recognition of the efforts and concessions by all agencies.
- g) The parties acknowledge that provision of housing for the most needy may not by its very nature be self supporting. Therefore future operating and capital funding arrangements will require review and negotiation.
- h) Municipal requisitions shall not increase as a result of future changes.
- i) Continued Federal and Provincial support for existing mortgage and capital arrangements or the provision of a no cost alternative to agencies.

**10) SERVICE TO TENANTS AND RESIDENTS**

Service to tenants and residents will not be affected except that rents will change to be a more accurate reflection of the services needed and received.

The Coordinating Council recognizes that each agency should have input from tenants and residents and will consider their input into operational decisions affecting them.

**11) REPORTING TO THE PROVINCIAL & FEDERAL GOVERNMENTS**

- i) The Coordinating Council shall provide to the Provincial & Federal Governments as requested:
  - a) Yearly financial Audited Reports
  - b) Client data
  - c) Building Conditions
- ii) The Province agrees to involve the Coordinating Council in any negotiations with the Federal Government that affect the Coordinating Council.

**12) EFFECTIVE DATE OF IMPLEMENTATION**

Effective date of implementation shall be 90 days after ratification by the participating agencies and by the Province.

Tenants and residents shall be notified by formal letter.

The general public shall be notified through the local print media.

**13) PROGRAM EVALUATION**

The Coordinating Council program shall be evaluated after two years by the participating agencies.

Any agency wishing to withdraw from the Coordinating Council may do so twelve months after giving the Coordinating Council their written decision to do so.

Agreed this \_\_\_\_\_ day of \_\_\_\_\_ 1994.

\_\_\_\_\_  
\_\_\_\_\_

Government of Alberta

\_\_\_\_\_  
\_\_\_\_\_

City of Red Deer

\_\_\_\_\_  
\_\_\_\_\_

Red Deer Housing Authority

\_\_\_\_\_  
\_\_\_\_\_

Twilight Homes Foundation

\_\_\_\_\_  
\_\_\_\_\_

Waskasoo Seniors Housing Society

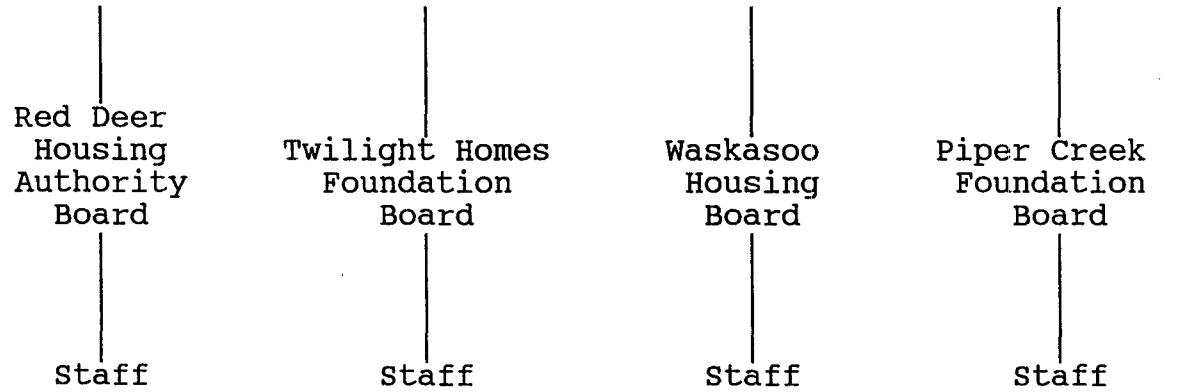
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Piper Creek Foundation

## CURRENT OPERATIONS BY EXISTING AGENCIES

	RED DEER HOUSING AUTHORITY	TWILIGHT HOMES FOUNDATION	WASKASOO HOUSING SOCIETY	PIPER CREEK FOUNDATION
=====	=====	=====	=====	=====
# OF UNITS:	296 Social Housing	242 Self Contained for Seniors	112 Self Contained for Seniors	183 Lodge units for Seniors
# OF BOARD MEMBERS:	7	9	8	5
APPOINTMENT BY:	Municipal Affairs	Locally	Locally	Locally
FISCAL YEAR:	Apr 1 - March 31	Apr 1 - March 31	Apr 1 - March 31	Jan 1 - Dec 31
BUDGET RECOMMENDED BY:	Board	Board	Board	Management
BUDGET APPROVED BY:	Municipal Affairs	Municipal Affairs	Municipal Affairs	Board
POLICIES SET BY:	Municipal Affairs	Municipal Affairs	Municipal Affairs	Board
WAGE SCALE SET BY:	Municipal Affairs	Municipal Affairs	Municipal Affairs	Board
ADMINISTRATION STAFF:	1 Administrator & 2 office staff	1 Administrator 2 office staff	1 Administrator	1 Administrator/Mgr 2 Managers 1 Admin Support
FUNDING:	Federal, Provincial & Municipal Grants			Provincial & Municipal Grants
OTHER PERTINENT INFORMATION:				Operates with 55 Unionized Staff  Is recognized as a Corporation under the Interpretation Act.  Presently has requisitioning Authority through the City.

**Red Deer Social Housing Coordinating Council**  
(2 Representatives from each Agency)  
(2 Representatives from the City of Red Deer)





# Waskasoo Seniors Housing Society of Red Deer

4810 - 54 STREET  
RED DEER, ALBERTA T4N 6R3  
PHONE 340-1585

March 31, 1994

John Charkie  
Facilitator  
Alberta Municipal Affairs  
5913 Gaetz Avenue  
RED DEER, Alberta  
T4N 4C4

Dear Mr. Charkie:

Please accept this letter and attachments as two Social Housing Proposals submitted by the Waskasoo Seniors Housing Society of Red Deer.

The **main** proposal, attached, indicates the Waskasoo Seniors Housing Society's intention of remaining independent of the other local agencies.

The **alternate** proposal would be for the Waskasoo Seniors Housing Society to join forces with the Red Deer Twilight Homes Foundation.

Thank you for your consideration.

Yours truly,

Stuart Black  
Chairman



cc Rick Beaupre  
Red Deer Twilight Homes Foundation  
Red Deer Housing Authority  
Piper Creek Foundation  
✓ City of Red Deer

THE CITY OF RED DEER  
CLERK'S DEPARTMENT

RECEIVED	
TIME	3:30 PM
DATE	94/03/31
BY	FK

**WASKASOO SENIORS HOUSING SOCIETY OF RED DEER**

4810 - 54 Street. Red Deer, AB. T4N 6R3  
Phone 340-1585

March 31, 1994

**SOCIAL HOUSING PROPOSAL**

The Waskasoo Seniors Housing Society is a non-profit volunteer organization consisting of eight board members appointed by the Oddfellows and Rebekahs.

The Oddfellows and Rebekahs became involved in senior citizen housing in 1981, registered as a Society on January 28, 1982, and signed the Management Agreement with Alberta Mortgage & Housing Corporation on April 15, 1982 to provide property management services for Waskasoo Towers.

Waskasoo Towers is an eight story building, containing 112 self contained apartments which currently house 117 tenants.

**Mission Statement**

The purpose of the Waskasoo Seniors Housing Society is to provide housing for Albertans age 65 or older with low to moderate incomes who are either self-sufficient, or, who are functionally independent with assistance available through existing community services.

The key objective of the Waskasoo Seniors Housing Society Agency is to ensure efficient administration of its housing portfolio in accordance with Government Legislation.

The future direction of the agency is to provide competent administrative and property management services with increased independence for its project known as Waskasoo Towers.

**Background Information**

Waskasoo Seniors Housing Society has met with Twilight Homes Foundation, Red Deer Housing Authority, and Piper Creek Foundation.

It has been determined that Waskasoo Seniors Housing Society, Twilight Homes Foundation, and Red Deer Housing Authority are similar in operation with respect to the: application process, tenant selection, point scoring, rent geared to income, rent adjustments, annual income reviews, residential tenancy agreements, security deposits, move-in/move-out inspections, financial & general administration.

It has also been determined that the Waskasoo Seniors Housing Society and the Twilight Homes Foundation operations only common factor with the Piper Creek Foundation operation is that all three agencies provide housing for senior citizens who are either self-sufficient, or, who are functionally independent with assistance available through existing community services.

After reviewing some of the operational finances of all four agencies, with particular attention paid to administration & maintenance staffing and labour costs, the Waskasoo Seniors Housing Society submits the following information resulting in its decision to retain its current structure.

.... /2

- **WASKASOO TOWERS** is within the optimum unit efficiency range with 112 units. **Current** Administration Labour, Maintenance Labour, and Social Club Grant costs total: \$54,252 which equals **\$484 per unit per year.**
- **TWILIGHT HOMES FOUNDATION** is within the optimum unit efficiency range with 242 units. **Current** Administration Labour, Maintenance Labour, and Social Club Grant costs total: \$124,013 which equals **\$512 per unit per year.**
- **RED DEER HOUSING AUTHORITY** is within the optimum unit efficiency range with 336 units. **Current** Administration Labour and Maintenance Labour costs total: \$196,836 which equals **\$586 per unit per year.**
- **PIPER CREEK FOUNDATION 1993 Budget** information shows that the total of 183 units are split between three lodges which are virtually, individually staffed and that the expected Administration Labour, Maintenance Labour, and Social Activities Labour costs total: \$366,594 which equals **\$1,992 per unit per year.**

**Please see attach. A** - Salary Comparison between Agencies (based on high end of salary grid).

**Please see attach. B** - Administration Expenses Comparison between Waskasoo Towers and Piper Creek Foundation (based on 1993 budgets).

To amalgamate under Piper Creek Foundation may result in increased labour costs, increased administration expenses, and a possible reduction in tenant services.

Twilight Homes Foundation has submitted two proposals to Waskasoo Seniors Housing Society offering to combine the respective Board of Directors, or, to assume the property management responsibilities of the Waskasoo Seniors Housing Society.

**Please see attach. C** - Administration Labour Comparison - existing vs amalgamation (Waskasoo Seniors Housing Society, Twilight Homes Foundatin, Red Deer Housing Authority).

To amalgamate under Red Deer Housing Authority or Twilight Homes Foundation would result in minimal cost savings, and a possible reduction in tenant services.

Waskasoo Towers operates with the equivalent of 2.25 full time staff. This is the minimum number of staff needed in order to operate effectively.

Therefore, it is the intention of the Waskasoo Seniors Housing Society to continue in its present structure, while working with the Twilight Homes Foundation to streamline duplicated areas where possible.

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PROPOSAL DETAILS

AGENCY NAME: Waskasoo Seniors Housing Society of Red Deer

CONTACT PERSON: Stuart Black  
Chairman  
4810 - 54 Street  
Red Deer, AB. T4N 6R3  
343-5873

IMPLEMENTATION DATE: April 1, 1994

ORGANIZATION CHART: Board of Directors  
Administrator  
Maintenance Person  
Janitorial Person

BOARD COMPOSITION: Eight members appointed from  
the Oddfellows and Rebekahs

REPRESENT: Seniors Citizens Self Contained  
Housing in Red Deer

The Waskasoo Seniors Housing Society is the decision making body, and is responsible for the overall operation of its housing portfolio. Major functions of the Board include:

- Ensuring that the Agency is fulfilling its purpose, philosophy and objectives.
- Ensuring that the Agency meets its obligations as stipulated by Government Legislation.
- Providing overall direction to the housing manager and the staff of the Agency.
- Supervising the housing manager and monitoring the performance of the housing manager and the staff of the Agency.
- Ensuring that the Agency operates within the powers and duties as set out in the Constitution.
- Maintaining good public relations.
- Approving the annual budget.
- Approving all contracts before awarding them.
- Approving or rejecting the recommendations of the housing manager on the selection of tenants.
- Recruiting of staff.

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The Waskasoo Seniors Housing Society intends to communicate with Red Deer Housing Authority, and to work with Twilight Homes Foundation in order to provide a 'one window approach' while retaining its current structure. e.g.:

- Centralize the senior citizen housing application process.
- Tender contracts as a whole (elevators, fire alarm systems).
- Centralize the purchasing of appliances.
- Share administration and maintenance expertise.
- Share support staff for assistance during an emergency situation, and as vacation relief & illness relief.
- Provide financial support between projects when necessary & if possible.
- Invest a portion of surplus funds for maintaining & improving existing building.
- Invest a portion of surplus funds towards the future housing needs of seniors citizens in Red Deer.

#### Staffing - Compensation

Staffing to remain as present:	One Administrator	35+	hrs/wk.
	One Maintenance Person	30	hrs/wk.
	One Janitorial Person	20	hrs/wk.

Salaries and benefits to remain in line with the current compensation plan and/or to be comparable with the other local agencies.

Group Benefits Plan to be reviewed and decision made based on options provided, if available, by Alberta Municipal Affairs, and after consultation with the other local agencies.

#### Three Year Financial Plan

Please see attach. D - Proposed Three Year Financial Plan.

#### Critical Factors

There are no special conditions to be met by any other agency in order for this proposal to succeed.

#### Communication Plan

At present, there is no communication plan devised as proposed changes will not affect the tenants or the general public.

#### Ongoing Evaluation

- Board of Directors to monitor the overall operation.
- It is our understanding that the Alberta Government will be conducting periodic operational reviews, to ensure that the agency is operating in accordance with the Housing Act.

Administration, Maintenance, Activity Staffing & Salary Comparison

Red Deer Housing Authority	Waskasoo Towers	Twilight Homes	Piper Creek	Piper Creek as per AMA Plan
336 units 18 projects	112 units 1 building	242 units 5 buildings	184 units 3 buildings	
1 - Administrator VI 53,376	1 - Administrator III 33,900	1 - Administrator IV 39,732	1 - Executive Director/Manager 59,940 (65 units)	1 - Administrator IV 39,732
4 Programs 3 Communities			2 - Managers 46,380 (68 units) 46,380 (51 units)	
1 - Senior Clerk 26,592		1 - Senior Clerk 24,792	1 - Administrative Assistant 35,256	1 - Senior Clerk 24,792
1 - Office Administrator 29,472		1 - Casual Clerk Typist 6,000		
1 - Maintenance Supervisor 37,584	1 - Maintenance Person 21,000	2 - Maintenance People 30,422 (149 units, 2 buildings) 28,643 ( 93 units, 3 buildings)	3 - Maintenance People 32,777 (65 units, 1 building) 32,777 (68 units, 1 building) 32,777 (51 units, 1 building)	2 - Maintenance People 30,422 (133 units, 2 buildings) 14,321 ( 51 units, 1 building)
1 - Maintenance - Specific 29,472				
1 - Maintenance - General 26,028				
2, 3, & 4 bedroom duplexes, townhouses, single family units	1 - Social Club 1,120	3 - Social Clubs 2,170	3 - Activity Directors 24,769 (65 units) 24,769 (68 units) 24,769 (51 units)	3 - Social Clubs 1,840
\$202,524 603/unit	\$56,020 500/unit	\$131,759 544/unit	\$366,594 1,992/unit	\$111,107 603/unit

Attach. BADMINISTRATION EXPENSES COMPARISON

Based on 1993 Budgets

	<b>Waskasoo Towers</b>	<b>Piper Creek</b>
Vehicle Expense	\$ 0	\$ 4,000
Advertising	300	600
Audit	1,800	4,000
Conference	500	3,000
Travel	250	6,000
Hospitality	0	3,500
Legal Fees	0	1,000
Memberships	0	1,500
Staff Training	500	4,000
Office Expenses	1,300	9,000
Telephone	<u>1,550</u>	<u>6,500</u>
	<u><b>\$ 6,200</b></u>	<u><b>\$43,100</b></u>
 <u><b>PER UNIT PER YEAR:</b></u>	 <u><b>\$ 55.36</b></u>	 <u><b>\$ 235.52</b></u>

**ADMINISTRATION LABOUR COMPARISON**  
**COST EFFICIENCY BETWEEN EXISTING VERSUS AMALGAMATION**

Waskasoo Seniors Housing Society/Twilight Homes Foundation/  
Red Deer Housing Authority

**Existing Administration**

Administrator VI	\$ 53,376
Administrator IV	39,732
Administrator III	33,900
Office Administrator	29,472
2 Senior Clerks	53,184
1 Casual Clerk	<u>6,000</u>
	<b><u>\$215,664</u></b>

**Amalgamated Administration**

Administrator VI	\$ 53,376	<b>or</b>	Administrator VI	\$ 53,376
Administrator V	46,608		2 Placement Officers	75,168
Placement Officer	30,035		Office Administrator	29,472
Office Administrator	29,472		2 Senior Clerks	53,184
2 Senior Clerks	53,184		Casual Clerk	<u>6,000</u>
Casual Clerk	<u>6,000</u>			<b><u>\$217,200</u></b>
	<b><u>\$218,675</u></b>			

**or**

Administrator VI	\$ 53,376
Administrator IV	39,732
Administrator III	28,200 (reduced to 30 hrs/wk)
Office Administrator	29,472
2 Senior Clerks	53,184
Casual Clerk	<u>7,200</u>
	<b><u>\$211,164</u></b>

\* All salaries are based on the high end of the scale for comparison purposes only. The comparison indicates the cost effectiveness of the current administration to be more efficient than an amalgamated administration. Each agency is operating with a bare minimum of staffing to get the job done. The last amalgamated administration scenario indicates a small savings of \$4,500 annually. This savings can be realized under the current operations without agency amalgamation.



**AGENCY:** WASKASOO SENIORS HOUSING SOCIETY OF RED DEER

**PROPOSED THREE YEAR FINANCIAL PLAN**

(April 1, 1994 to March 31, 1997)

**REVENUE (All 100 Budget Account Categories)**

1993/94 Budget Amount	\$ <u>390,000</u>
1994/95 Budget Amount	<u>403,050</u>
1995/96 Proposed Budget Amount	<u>456,300</u>
1996/97 Proposed Budget Amount	<u>480,800</u>

Explain the reasons for the proposed change. *Increase in Rent Generated Income*

**ADMINISTRATION COSTS (All 800 Budget Account Categories)**

1993/94 Budget Amount	\$ <u>57,100</u>
1994/95 Budget Amount	<u>56,900</u>
1995/96 Proposed Budget Amount	<u>60,300</u>
1996/97 Proposed Budget Amount	<u>64,000</u>

Explain the reasons for the proposed change. *Cost Inflation of Products & Services*

**OPERATING COSTS (All 200, 300, 400 Budget Account Categories)**

1993/94 Budget Amount	\$ <u>216,953</u>
1994/95 Budget Amount	<u>209,700</u>
1995/96 Proposed Budget Amount	<u>222,300</u>
1996/97 Proposed Budget Amount	<u>235,600</u>

Explain the reasons for the proposed change. *Cost Inflation of Utilities & Operating Costs*

**MAINTENANCE COSTS (All 500, 600 Budget Account Categories)**

1993/94 Budget Amount	\$ <u>64,350</u>
1994/95 Budget Amount	<u>63,950</u>
1995/96 Proposed Budget Amount	<u>72,800</u>
1996/97 Proposed Budget Amount	<u>77,200</u>

Explain the reasons for the proposed change. *Cost Inflation of Maint. Supplies & Services*

**SURPLUS (DEFICIT)**

1993/94 Budget Amount	\$ <u>51,597</u>
1994/95 Budget Amount	<u>72,500</u>
1995/96 Proposed Budget Amount	<u>100,900</u>
1996/97 Proposed Budget Amount	<u>104,000</u>



# PIPER • CREEK • FOUNDATION

4277 - 46A AVENUE, RED DEER, ALBERTA T4N 6T6 PHONE 343-1077

March 31, 1994

Tom Forgrave  
Assistant Deputy Minister  
Housing & Consumer Affairs  
10155 102 Street  
Edmonton, Alberta  
T5J 4L4

Dear ~~Mr. Forgrave~~ <sup>Tom</sup>:

In response to your request related to amalgamation of agencies, attached please find the Piper Creek Foundation's proposal for the city of Red Deer.

A little background on this proposal is needed. First, there is currently not unanimous support of the proposal by Red Deer's social and senior housing agencies. This proposed Coordinating Council is most agencies second preference given their first alternative is to remain "as is". None the less all of the noted agencies actively participated in the preparation of the document and are satisfied with the contents. It is also my understanding that they would support implementation of a Coordinating Council should their "as is" submissions not be accepted by the Province.

This proposal was put together over the last two weeks and may not include all of the information required by yourselves. However, we feel that it is an excellent start towards what we believe to be your objectives with respect to agency amalgamation. Officials and aldermen from the City of Red Deer played an effective facilitation role in preparation of the proposal.

Piper Creek Foundation's proposal is the attached proposal - namely we support establishing a Coordinating Council consisting of the Twilight Homes Foundation, Waskasoo Seniors Housing Society of Red Deer, Red Deer Housing Authority and Piper Creek Foundation.

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Page 2  
Tom Forgrave  
March 31, 1994

Do not hesitate to contact myself should there be any questions  
or a requirement for additional information.

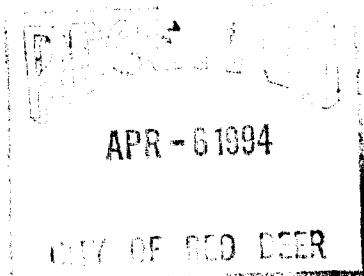
Yours sincerely,

**PIPER CREEK FOUNDATION**



Brian Elliott  
Chairman, Board of Directors

cc: Chairman - Twilight Homes Foundation  
Chairman - Waskasoo Seniors Housing Society of Red Deer  
Chairman - Red Deer Housing Authority  
City Clerk - City of Red Deer  
Victor Doerksen - M.L.A. Red Deer South  
Stockwell Day - M.L.A. - Red Deer North



## RED DEER TWILIGHT HOMES FOUNDATION

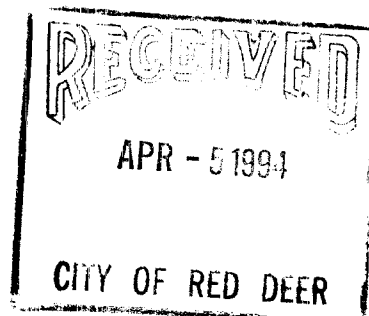
4809 - 34 STREET, RED DEER, ALBERTA T4N 0P2 Phone (403) 343-0680

March 31, 1994

Mr. John Charkie  
Facilitator  
Alberta Municipal Affairs  
Housing and Consumer Affairs Division  
5913 Gaetz Avenue  
Red Deer, Alberta  
T4N 4C4

Dear Mr. Charkie:

Re: Management Agency Proposal



In response to the request from Alberta Municipal Affairs to submit a management agency proposal, attached is a proposal outlining the Twilight Homes Foundation's history and response to the guidelines received from your department.

Over the past six months, much correspondence has been received from your department and several meetings have been held in this regard. Based on the information received, the Twilight Homes Foundation is able to meet all objectives as outlined and would be prepared to operate independently of the Province.

The Twilight Homes Foundation was the founder of senior citizens housing in Alberta and in all of Canada. I'm sure 40 years of experience in the development, construction, and management of senior citizens housing and the commitment of our members provides strong support for the Foundation's capabilities to continue to independently manage the senior citizens apartments currently under their portfolio. However, it is also been indicated by your department that this may not be acceptable.

To assist the provincial government in meeting their objectives, the Twilight Homes Foundation has also offered to amalgamate with the Waskasoo Seniors Housing Society of Red Deer who is the only other agency which provides management services for the senior citizen self-contained housing units in Red Deer. The Waskasoo Seniors have indicated they will only consider amalgamation with the Twilight Homes Foundation if they are not successful in their individual proposal to stand alone. Included in this proposal, as Addendum E, is a letter outlining Waskasoo Seniors' intent in this regard.

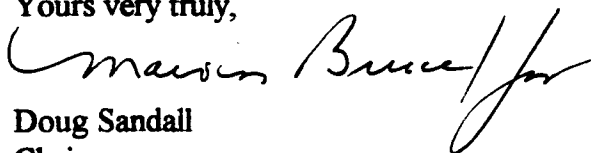
- 2 -

Approximately two months ago contact was made by the Piper Creek Foundation. Apparently, the Piper Creek Foundation is in jeopardy of losing their existing funding arrangements and felt an amalgamation with the other agencies in Red Deer was imperative to their future existence. Several meetings were held between the Red Deer agencies. Based on the information received regarding the operations of the Piper Creek Foundation, it was decided their organization requires a complete assessment of what their future mandate should be and their operating costs needed to be brought in line with the operating guidelines currently utilized by the other Red Deer agencies prior to any involvement with the Piper Creek Foundation.

If the Piper Creek Foundation addresses these issues through their three year business plan, the Twilight Homes Foundation would be willing to consider a proposal for a "Coordinating Council" which would provide direction and coordination for the non-profit social housing in the city of Red Deer. Under this "Coordinating Council" the existing boards would continue to provide, manage and operate their own facilities. Included in this proposal, as Addendum F, is a copy of the "Coordinating Council" concept.

The Twilight Homes Foundation has been very proactive in senior citizens housing since 1953 and have every intent on remaining very active in meeting the future needs of the senior citizens in this community. We would appreciate an opportunity to discuss our proposal directly with your department and if you have any questions or require further clarification, please contact me directly.

Yours very truly,



Doug Sandall  
Chairman

cc Tom Forgrave, Assistant Deputy Minister - Alberta Municipal Affairs  
Stockwell Day, M.L.A - Red Deer North  
Victor Derksen, M.L.A. - Red Deer South  
Red Deer City Council  
Red Deer Housing Authority  
Waskasoo Seniors Housing Society  
Piper Creek Foundation

**RED DEER TWILIGHT HOMES FOUNDATION**

**4809 - 34 Street  
Red Deer, Alberta  
T4N 0P2**

**343-0680**

**MANAGEMENT AGENCY PROPOSAL**

**Submitted March 31, 1994**

**TO:**

**Alberta Municipal Affairs  
5913 Gaetz Avenue  
Red Deer, Alberta  
T4N 4C4**

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### **ADDENDUM A**

**Administration Comparison - Cost Efficiency between Existing  
versus Amalgamation**

### **ADDENDUM B**

**Comparison of Administration Expenses - Twilight Homes Foundation  
versus Piper Creek Foundation**

### **ADDENDUM C**

**Administration, Maintenance, Activity Staffing and Salary Comparison  
- Red Deer Housing Authority, Waskasoo Seniors, Twilight Homes  
Foundation, Piper Creek Foundation**

### **ADDENDUM D**

**Financial Projection - 3 Year Plan**

### **ADDENDUM E**

**Waskasoo Seniors Housing - letter regarding future amalgamation  
with Twilight Homes Foundation**

### **ADDENDUM F**

**Coordinating Council concept**

## RED DEER TWILIGHT HOMES FOUNDATION

The story begins in 1953. Stuart Fleming was the president of the Kiwanis Club. Kiwanis was less than two years old. We were 24 members and had very little money.

The pressing need in Red Deer at this time was senior citizens' housing, and the lack of nursing home facilities. Several community meetings were called with representation from most of Red Deers Organizations and City Council. Little progress was made. In July a Senior Housing Committee was formed by the Kiwanis Club, with George Sinclair as Chairman, Fred Horn, Doug Snider, Earl Anderson and myself as members. This committee eventually grew into the Kiwanis Twilight Homes Foundation adding all Kiwanis members.

Mr. Hugh Bower had given the City Council 6 - 7 acres to the city for development for Senior Citizens. The Kiwanis Committee headed by George Sinclair took a proposal to City Council September 30th. It basically proposed that we would develop the property. This first stage would be 16 cottage units. This was to be followed by a lodge-type accommodation within 3 years. The Council trusted us, and leased the land tax free for 3 years.

We had bit off a pile of work for 24 members. We started the long legal process of forming the Kiwanis Foundation. At the same time we began negotiations with Central Mortgage and Housing Corporation to enter the housing business for senior citizens. It took many, many trips to Calgary as Red Deer had no office in 1953. Meanwhile we drew preliminary plans for 16 cottage units in 2 groups of 8 suites. On November 30, 1953, Central Mortgage and Housing Corporation gave provisional approval. Negotiations went on all winter with Central Mortgage and Housing Corporation. The contract was let, and the sod was turned in June 1954. The 16 units were completed in December. The first couple moved into cottage #1 on December 31, 1954. The rent was \$20.00 per month.

During the summer of 1954, the committee headed by George Sinclair began talking to the Alberta Government. They stressed the deplorable conditions many of our seniors were living under. They were in basement rooms, third floors of old houses, dingy rooms in some of our old hotels. Premier Manning and his Social Services Minister, Jordenson, listened after many trips. Under Fred Horns direction our Club launched a Brick Campaign to raise funds for the Lodge in the fall of 1954. Kiwanis motto was "We Build", so were practicing what we preached. In spite of 1954's bad weather for harvest, the community backed us to the tune of \$20,000. During the winter preliminary plans for the \$175,000 Twilight Lodge was drawn. The contract was let to Western Builders of Red Deer. It was to be financed by a Grant from the Province of \$60,000, a loan from the Province to the City of \$75,000, and a Grant from the County of Red Deer for \$10,000, the Kiwanis Foundation was to make up the balance. The sod was turned in June of 1955 with Premier Manning. During the construction year, our committee solicited help from



Red Deer Twilight Homes Foundation  
Management Agency Proposal  
Page 2

50 community organizations to furnish the lodge. The response was nearly 100%. This included fellow service clubs, womens organizations, fraternities, churches, seniors, and youth groups. They were not limited to Red Deer as many groups from Central Alberta did help. The Lodge, the first of its kind in Alberta or even Canada, was officially opened May 11th, 1956 by Premier Manning. It accommodated 52 people. It was run by a Matron (Mrs. Fowler) and a staff of eight. With a Board of Directors from the Kiwanis, One City Alderman, one Ministerial Association, and one member at large. It was run without a loss for many years. The residents paid \$75.00 a month.

Between 1958 and 1966 the Kiwanis Foundation built 24 more cottage units. This accommodated 48 more seniors. During these years our Foundation kept discussions alive regarding Nursing Home Care. We felt it was a Government responsibility as costs were too high for a community to supply this service. We felt it belonged under the department of Health. We were pleased when this came to pass.

In 1966 the Kiwanis Foundation started planning for the Centennial Courts. They were built in two stages during 1967 and 1968 and the addition in 1972 and 1973. Opened by Premier Lougheed in 1973. Financed by Central Mortgage and Housing Corporation, the province of Alberta, and the Kiwanis Foundation. Total cost of construction \$600,000.

In 1974 and 1975 plans were prepared for the Pines Lodge. This million dollar project was financed by the Alberta Housing Corporation, and housed 65 seniors. It was officially opened in 1976 by Attorney General Jim Foster and Public Works Cabinet Minister, Bill Yurko. The late Roy Simpson chaired the project for the Kiwanis Foundation.

The Golden Circle was the next project that the Kiwanis Club spearheaded, Co-Chaired by Roy Simpson and myself, Stuart Fleming. It was built in honor of the 25th year of Kiwanis work in Red Deer. It has excelled our expectations and its use by Seniors has been gratifying. The Circle was financed half by the Alberta Government, and half by the City, other community organizations, the seniors, the Government of Canada - New Horizons Grants, and the Kiwanis Club raised \$116,000 through a telethon chaired by Roy Simpson. It was built in stages but completed in 1977 and another stage in 1981. Total cost \$750,000.

In 1980, the City took over the full management of the two lodges - The Twilight Lodge and the Pines Lodge, now managed by the Piper Creek Foundation.

Red Deer Twilight Homes Foundation  
Management Agency Proposal  
Page 3

Recently, Alberta Housing has built 4 more housing projects; the Canyon View Place, the Barrett Place, the Fleming Manor, and the Waskasoo Towers. It is managed by the Oddfellows and Rebecca's. The first three are managed by the Kiwanis Twilight Homes Foundation.

Throughout the past "40" years which the Kiwanis Club has worked with seniors, we have had the greatest possible co-operation from Central Mortgage and Housing Corporation, The Alberta Government, the City of Red Deer, the County of Red Deer, the citizens, and the organizations and seniors of Red Deer.

We thank you All!!!

Presented by Dr. Stuart Fleming

This is the story of the Kiwanis Twilight Homes Foundation and is a great example of the commitment the Kiwanis Club of Red Deer has to improve the quality of life within this community. This Club is very proud of it's achievements and the ambition of it's members is just as strong today as it was in 1953.

The Kiwanis Twilight Homes Foundation members have dedicated more than 40 years of service to the senior citizens of Red Deer and would not be prepared to step away from these accomplishments. As I'm sure you will agree, the Kiwanis Twilight Homes Foundation is more than capable of standing alone and look forward to continuing to meet the future needs of the senior citizens of this community.

More recently and in addition to the management of the seniors housing complexes, the Kiwanis Twilight Homes Foundation provides amenities to senior citizens and other identified groups within the community. The funds to provide these amenities come solely from bequests, donations, and money-raising projects.

Throughout 1994, the Twilight Homes Foundation is providing approximately \$11,000 in amenities for the senior citizens residing in the housing complexes managed by the Foundation and by the Piper Creek Foundation to enrich the seniors way of life. These amenities consist of: providing and circulating large print books for senior tenants, audio tapes, magazines, annual Christmas dinner for senior tenants, weekly church transportation, annual garden party for the gardeners, and seven bus trips throughout the summer.

Red Deer Twilight Homes Foundation  
 Management Agency Proposal  
 Page 4

Other programs sponsored annually by the Kiwanis Twilight Homes Foundation towards the community for an approximate \$8,000 are: senior Happy-Timers swim program, transportation to the Mayor's Garden Party and Heritage Day events, and 12 scholarships to the Red Deer College.

In addition, over the past several years many donations have been provided to the Red Deer Regional Hospital and amenities to the community:

Colour Doppler Ultrasound Unit for measuring blood flow	\$145,000
Cardiac Telemetry Unit for Rehabilitation Centre	\$ 25,000
Infusion Pump for Cancer Centre	\$ 4,000
Link court landscaping and patient park walkway extension	\$ 13,000
Paco-emulsifier and Lithotripter for Ophthalmology and Urology	\$ 65,000
Vasculab for diagnosing blocked arteries	\$ 45,000
Hydraulic examining table for Cancer Centre	\$ 4,000
City paramedic service	\$125,000
Patient lifts with slings	\$ 18,000
Patient locaters for Auxiliary Hospital	\$ 17,000
Laparoscopic Cholecystectomy Equipment	\$ 55,000
Additional Laparoscopic Cholecystectomy Equipment	\$ 10,000
A concrete walkway to the park from the Auxiliary Hospital	\$ 900
Lifeline units to permit seniors to contact help in emergencies	\$ 17,000
Amenities to the Parkvale Lodge	\$ 12,000
Amenities to the Piper Creek Lodge	\$ 4,100
Evalu-Life Computer Program - Kevin Sirois Fitness Centre	\$ 400
Atrium for the Red Deer Museum	\$ 40,000
Golden Circle Renovations	\$ 10,000
An elevator lift at the Westerner building	\$ 60,000
Devices for hard-of-hearing at Red Deer College Arts' Centre	\$ 18,200
S.T.E.P. student wages for senior housing complexes	\$ 750
Alberta Native Friendship Centre - video cassette recorder	\$ 500
Suicide Prevention Training Program	\$ 5,000
A spa facility at the Red Deer swimming pool	\$135,500
Steam train trip for senior citizens	\$ 500
Amenities to Barrett Place	\$ 2,100
Red Deer Library - Literacy & Legacy Project	\$ 45,000
Red Deer Action Van	\$ 10,000
Golden Circle Directory	\$ 1,900

Red Deer Twilight Homes Foundation  
Management Agency Proposal  
Page 5

### **Mission Statement**

The Red Deer Twilight Homes Foundation is a registered society under the Province of Alberta Societies Act. Through the Kiwanis Club of Red Deer, the Foundation was created in 1954 to provide low rental housing projects, dormitories and hostels and hospital(s) for aged persons in the City of Red Deer. In 1982, the Foundation added the objective, to improve the quality of life of senior citizens in our community with such amenities as may be acquired or developed or shared by other citizens.

The Red Deer Twilight Homes Foundation's objective towards senior citizens self-contained housing is to provide accommodation to low and moderate income seniors in Alberta. The senior citizens living in the complexes are functionally independent with several receiving assistance through existing community based services such as Home Care and Meals on Wheels. With the increasing demand on our health care system more and more pressure is being placed on seniors to remain in their homes for as long as possible before entering the health care system. Our tenants range in age from 61 to 96 with almost half 80 plus.

The Red Deer Twilight Homes Foundation will assume the full responsibility of the management of self-contained housing within the boundaries of Red Deer and will assume the lead role in planning and developing new senior housing accommodation. The Foundation will also continue to provide amenities to improve the quality of life of senior citizens and other identified groups in our community.

### **Background Information**

The Red Deer Twilight Homes Foundation has met with representatives of the Board of the Waskasoo Seniors Housing Society run by the Odd Fellows and Rebecca's which provides self-contained housing for 112 seniors. We suggested to them that Twilight Homes Foundation and Waskasoo Seniors Housing Society could be combined as one management agency to provide self-contained housing for seniors in Red Deer. The initial response from Waskasoo was not positive so as a follow-up we wrote to the Chairman of the Board of Directors to formally suggest we combine. We also advised him that the Twilight Homes Foundation would also be interested in assuming their responsibilities if they so wish. Waskasoo Seniors Housing response indicated they were awaiting additional information from Mr. John Charkie and would respond to our letter upon receipt of this information.

Red Deer Twilight Homes Foundation  
Management Agency Proposal  
Page 6

Prior to receiving Waskasoo's response, we wrote to Mr. Tom Forgrave expressing our concerns, advising of our actions to date, and requesting his comments and/or suggestions.

Recently, we met with representatives of the Red Deer Housing Authority, the Piper Creek Foundation, and the Waskasoo Seniors Housing Society. The Red Deer Twilight Homes Foundation, Waskasoo Seniors Housing Society, and the Red Deer Housing Authority indicated they would not be receptive to an amalgamation with the Piper Creek Foundation.

The Twilight Homes Foundation, Waskasoo Seniors Housing, and Red Deer Housing operate basically along the same policies and procedures. Common ground is shared through the rent-geared-to-income policy, compensation plans, staffing requirements, financial administration to name a few. It was also felt that these 3 agencies are capable of standing on their own and meeting the objectives as outlined in the December 23, 1993 package.

After completing a financial analysis of an amalgamated scenerio versus the existing structure, it was determined that only minimal cost efficiencies could be realized if all three agencies were amalgamated. Please refer to Addendum A.

Even though the administration of these three agencies is similar, it was decided that there were some very significant differences in Red Deer Housing Authority's operations such as: clientel, funding arrangements, housing types.

Based on the information received regarding the Piper Creek Foundation's organizational structure, service provided, and budget figures, the Red Deer Twilight Homes Foundation will not have any association with it's operation. The Piper Creek Foundation's purpose, objectives, and organizational structure need to be assessed and brought in line with the realities of today's society.

Please refer to the attached Addendum B and C for a comparison of Administration, Maintenance, and Social Activity labour expenses for each Red Deer Agency.

Upon review, I'm sure you will agree that the efficiency level between the Piper Creek Foundation and the other three agencies are not comparable. In addition, the employees of the Piper Creek Foundation staff are unionized under C.U.P.E. which provides for much higher wages than our compensation plan.

**Red Deer Twilight Homes Foundation  
Management Agency Proposal  
Page 7**

The Red Deer Twilight Homes Foundation once again wrote to the Waskasoo Seniors Housing Board of Directors to advise that they are still willing to amalgamate with their agency. A written commitment has been received from the Waskasoo Seniors Housing Society that if sometime in the future, the Waskasoo Board of Directors would like to pursue an amalgamation of agencies or a withdrawal of their management, they would approach the Red Deer Twilight Homes Foundation.

Throughout this process meetings have also been held with Red Deer M.L.A.s, Alberta Municipal Affairs facilitators, and the city aldermen.

**Proposal Details**

**Agency Name - Red Deer Twilight Homes Foundation**

**Contact - Doug Sandall, Chairman    342-2500  
4809 - 34 Street  
Red Deer, Alberta   T4N 0P2**

**Implementation - Upon approval by Alberta Municipal Affairs**

The role of the Board of Directors is to be accountable for the overall operation of the housing portfolio. The main concern of the Board members are in the areas of general policy control, direction, and planning.

- ensure the agency is fulfilling its purpose, philosophy, and objectives
- ensure the agency meets its obligations as stipulated in the Housing Act
- provide overall direction to the Administrator and staff
- monitor the performance of the agency
- maintain good public relations
- approve annual operating budgets within the guidelines established by the Provincial Government
- prepare a 3 year business plan
- maintain a planned maintenance fund
- take the lead role in planning for future housing needs of senior citizens in Red Deer

Red Deer Twilight Homes Foundation  
 Management Agency Proposal  
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## **Organizational Chart**

Board of Directors

Administrator

Maintenance Personnel (2)

Senior Clerk

Janitorial Personnel (2)

Clerk Typist

Board Composition - 9 voluntary members

- 7 appointed from the Kiwanis Club of Red Deer
- 1 appointed by the City of Red Deer
- 1 appointed by the Ministerial Association

Represents - Senior Citizen Self-Contained Housing within the community of Red Deer

The Red Deer Twilight Homes Foundation and the Waskasoo Seniors Housing Society will work together to offer a one-window approach to senior citizens seeking self-contained seniors housing. This will be achieved through streamlining the application process. To ensure the applicant in the greatest need is offered the first available apartment, one waiting list will be utilized by both agencies. There will exist a sharing of staff for relief support.

The Red Deer Twilight Homes Foundation will offer their assistance to other agencies like Waskasoo Towers including agencies in the surrounding communities. Assistance could be provided by way of administration advice or policy interpretation, tendering contracts such as elevator maintenance, fire alarm maintenance, bulk appliance purchasing, in addition to providing advice in areas of financial administration, budgeting, and maintenance.

The Red Deer Twilight Homes Foundation is automated and would also be in a position to perform the accounting functions if requested by smaller agencies who will be affected by the withdrawal of the accounting functions currently completed by Alberta Municipal Affairs.

Red Deer Twilight Homes Foundation  
 Management Agency Proposal  
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### **Three Year Business Plan**

The current staffing level is at a minimum and could not be reduced without affecting the administration and maintenance standards currently provided. Recently, a part-time clerical position was changed to a casual clerk and the hours of work decreased from 20 hours a week to 11 hours a week. In addition, this position no longer qualifies for the group benefit plan.

The current compensation plan developed by Alberta Municipal Affairs will be retained and updated as required by the Board of Directors. The current benefit plan will be retained outlining entitlements such as short term disability leave, casual illness leave, bereavement leave, paid holidays, annual vacation leave, etc. The group benefit plan will be reviewed and a decision made based on the options provided by Alberta Municipal Affairs which we presume to be forthcoming in the near future. This decision will be made with consultation between other agencies to ensure the best possible option is pursued.

Service to the tenants will be increased due to the combined efforts of the Red Deer Twilight Homes Foundation and the Waskasoo Seniors Housing Society to streamline procedures ie) one application process, administration relief between agencies. Agencies outlying Red Deer will be able to continue providing the same service to their clients with support being provided from the larger Red Deer based agencies.

Please refer to Addendum D for the three year financial plan.

### **Staffing**

- 1 - Administrator (36 1/4 hours/week)
- 1 - Senior Clerk (35 hours/week)
- 1 - Clerk Typist (11 1/2 hours/week)
- 2 - Maintenance Personnel (40 hours/week/each)
- 2 - Janitorial Personnel (30/hours/week & 13/hours/week)

Full time staff equivalent of 5



Red Deer Twilight Homes Foundation  
Management Agency Proposal  
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The Administrator works under the direction of the Board of Directors and is responsible for the overall operation of the organization. This includes carrying out policy decisions, ensuring efficiency of the property management service, administering and monitoring the operations of the agency such as tenant selection, tenant placement, rent collections, maintenance; ensuring the efficiency of the financial administration; attending Board meetings to report on the operations and activities of the Agency; present annual budgets to the Board of Directors for review and approval; hire, train and supervise staff of the Agency. The Administrator is also responsible for responding to health emergencies such as a tenant who has fallen, unconscious, or passed away. A good rapport must be maintained with tenants families and community support services such as Home Care, Meals on Wheels, health care workers. In addition, the Administrator prepares maintenance specifications for contract work, reviews bids, and coordinates the repairs.

The clerical staff provide support to the Administrator to meet the objectives outlined above. Duties include income verifications and reviews, reviewing applications, rent collections, move-in and move-out of tenants, computerized accounting functions, processing payroll, etc.

The maintenance personnel do everything from lock changes to hot water heating control. They are also responsible for the grounds maintenance which entails snow removal, lawn care, bedding plants, fertilizing etc. for approximately 5 acres of land. Their compensation is based on a General Maintenance scale even though their skills much exceed this level. Our staff follow a preventative maintenance program, responsible to ensure life safety standards are met, perform appliance repairs, electrical work and drywalling, to name a few. Private contractors are utilized for larger projects such as flooring replacement, countertop replacement, roof replacement, etc. The maintenance staff are required to be on call after hours and on weekends to respond to maintenance related emergencies. The staff are compensated by time off in lieu of overtime for any hours worked over and above their normal work week. No additional pay is provided.

The janitorial personnel are responsible for the cosmetics of the projects. They perform the cleaning of the apartment hallways, lounges, washrooms, libraries, windows, stairwells, etc. The janitors also prepare suites for rental including washing drapes, windows, walls, cupboards, appliances, etc. Private contractors are utilized for hallway carpet cleaning and high level exterior window cleaning.

The staff of the Red Deer Twilight Homes Foundation are all very conscientious and very dependable. They have a genuine concern for the well being of the tenants and enjoy working for the Foundation.

Red Deer Twilight Homes Foundation  
 Management Agency Proposal  
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**242 units - 256 tenants residing throughout 5 projects**

Twilight Cottages

8 cottage units  
 Built in 1954

Centennial Courts

60 bachelor units  
 Built in 1968 & 1972

Canyon View Place

41 1 bedroom units  
 Built in 1977

Barrett Place

108 1 bedroom units  
 Built in 1980

Fleming Manor

25 1 bedroom units  
 Built in 1983

**Critical Factors**

No special conditions to be met in order for this proposal to succeed.

**Communication Plan**

The City Council has been notified of the Twilight Homes Foundation's intent to remain the management agency over their current portfolio. The M.L.A.'s of Red Deer have also been notified. No communication to the media or the tenants required.

**Ongoing Evaluation**

One of the roles of the Board of Directors is to monitor the performance of the agency and to ensure the obligations as stipulated in the Housing Act are being met. It is our understanding that the Housing & Consumer Affairs Department will also be conducting operational reviews on agency performance.

## ADDENDUM A

**Administration Comparison**  
**Cost Efficiency between Existing versus Amalgamation**  
**Red Deer Twilight Homes Foundation/Waskasoo Seniors Housing/Red Deer Housing**

***Existing Administration***

Administrator VI	53,376
Administrator IV	39,732
Administrator III	33,900
Office Administrator	29,472
2 Senior Clerks	53,184
1 Casual Clerk	<u>6,000</u>
	215,664

***Amalgamated Administration***

Administrator VI	53,376	or	Administrator VI	53,376	or
Administrator V	46,608		2 Placement Officers	75,168	
Placement Officer	30,035		Office Administrator	29,472	
Office Administrator	29,472		2 Senior Clerks	53,184	
2 Senior Clerks	53,184		Casual Clerk	<u>6,000</u>	
Casual Clerk	<u>6,000</u>			217,200	
	218,675				

Administrator VI	53,376
Administrator IV	39,732
Administrator III	28,200 (reduced to 30 hours/week)
Office Administrator	29,472
2 Senior Clerks	53,184
Casual Clerk	<u>7,200</u>
	211,164

\* All salaries are based on the high end of the scale for comparison purposes only. The comparison indicates the cost effectiveness of the current administration to be more efficient than an amalgamated administration. Each agency is operating with a bare minimum of staffing to get the job done. The last amalgamated administration scenario indicates a small savings of \$4,500/annually. This savings can be realized under the current operations without agency amalgamation.

Two offices are currently equipped with computer terminals, photocopiers, typewriters, etc. Each office serves a different and extensive portfolio which would require the individual offices to be retained.

The only savings would be in audit fees, liability insurance, and board members expense, approximately \$4,900. However, you would lose 40 years of experience and the dedication of a very active and responsible board of directors.

## ADDENDUM B

**Comparison of Administration Expenses**  
**Twilight Homes Foundation versus Piper Creek Foundation - Based on 1993 Budgets**

	Twilight Homes	Piper Creek
Vehicle Expense	0	4,000
Advertising	50	600
Audit	3,600	4,000
Conference	500	3,000
Travel	1,300	6,000
Hospitality	0	3,500
Legal Fees	0	1,000
Memberships	0	1,500
Staff Training	600	4,000
Office Expenses	3,050	9,000
Telephone	<u>5,200</u>	<u>6,500</u>
	14,300	43,100

versus

Red Deer Housing Authority	Waskasoo Towers	Twilight Homes	Piper Creek	Piper Creek as per AMA Plan
336 units 18 projects	112 units 1 building	242 units 5 buildings	184 units 3 buildings	Based on same staffing & compensation plan as other 3
1 - Administrator VI 53,376	1 - Administrator III 33,900	1 - Administrator IV 39,732	1 - Executive Director/Manager 59,940 (65 units)	1 - Administrator IV 39,732
4 Programs 3 Communities			2 - Managers 46,380 (68 units) 46,380 (51 units)	
1 - Senior Clerk 26,592		1 - Senior Clerk 24,792	1 - Administrative Assistant 35,256	1 - Senior Clerk 24,792
1 - Office Administrator 29,472		1 - Casual Clerk Typist 6,000		
1 - Maintenance Supervisor 37,584	1 - Maintenance Person 21,000	2 - Maintenance People 30,422 (149 units, 2 buildings) 28,643 ( 93 units, 3 buildings)	3 - Maintenance People 32,777 (65 units, 1 building) 32,777 (68 units, 1 building) 32,777 (51 units, 1 building)	2 - Maintenance People 30,422 (133 units, 2 buildings) 14,321 ( 51 units, 1 building)
1 - Maintenance - Specific 29,472				
1 - Maintenance - General 26,028				
2, 3, & 4 bedroom duplexes, townhouses, single family units	1 - Social Club 1,120	3 - Social Clubs 2,170	3 - Activity Directors 24,769 (65 units) 24,769 (68 units) 24,769 (51 units)	3 - Social Clubs 1,840
\$202,524 603/unit	\$56,020 500/unit	\$131,759 544/unit	\$366,594 1,992/unit	\$111,107 603/unit

## ADDENDUM D

**Financial Projection**

	<b>1993/94 Budget</b>	<b>1993/94 Estimate</b>	<b>1994/95 Budget</b>	<b>1995/96 Budget</b>	<b>1996/97 Budget</b>
<b>Revenue</b>	780,550	760,600	767,600	852,500	869,550
<b>Administration</b>	134,168	113,500	117,450	113,800	115,550
<b>Operating</b>	372,149	339,350	371,450	375,873	391,000
<b>Maintenance</b>	140,100	117,000	127,000	131,860	118,000
<b>Operating Surplus</b>	<b>134,133</b>	<b>190,750</b>	<b>151,700</b>	<b>230,967</b>	<b>245,000</b>

The reduced revenue in 1993/94 was due to lower interest rates on investment income and pension increases estimated were not realized. The 1994/95 revenue budget does not include the increase of the rent-geared-to-income ratio to 28%. This increase should realize a revenue of \$798,700 thereby increasing the operating surplus to \$182,800.

Administration costs were lower in 1993/94 than expected due to a change in long term staff causing reduced wages and benefits. The hours of one position were reduced almost 50%. In addition, no vacation relief allowance is utilized as staff cover off during their normal work hours for co-workers during vacation. There is no cost of living increase included in the above figures.

In operating an annual 6% increase to utility costs and a 3% increase to insurance is anticipated. The grants-in-lieu of taxes were lower in 1993 but a projection of a 5% increase over the next few years is anticipated. Again, no vacation relief allowance was utilized and no cost of living increase for project labour staff. In 1994/95 there is a fire upgrading project for an approximate \$15,000.

The maintenance items upcoming other than routine items are roof replacements and hall carpet replacements. A planned maintenance replacement cycle is ongoing for suite upgrades such as carpets, lino, countertops, painting, etc.

Upon approval by Alberta Municipal Affairs, the Red Deer Twilight Homes Foundation plan to invest up to 10% of the annual surplus. These funds would be utilized strictly for future replacement of capital items and unexpected expenditures.

ADDENDUM E

# Waskasoo Seniors Housing Society of Red Deer

4810 - 54 STREET  
RED DEER, ALBERTA T4N 6R3  
PHONE 340-1585

March 30, 1994

Mr. Doug Sandall  
Chairman  
Red Deer Twilight Homes Foundation  
4809 - 34 Street  
RED DEER, Alberta  
T4N 0P2

Dear Mr. Sandall:

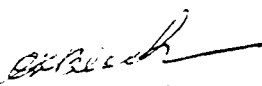
On behalf of the Board of Directors, I submit the following response to your letter dated March 17, 1994.

The Red Deer Twilight Homes Foundation is correct in its understanding that, at this time, the Waskasoo Seniors Housing Society do not wish to join forces with the Twilight Homes Foundation.

This Society appreciates the interest shown by your Foundation and would therefore, be pleased to approach the Twilight Homes Foundation in the future, should an amalgamation of the respective Agencies, or a withdrawal of this Society's management Services be deemed appropriate.

We trust that Twilight Homes Foundation finds the above satisfactory.

Yours truly,

  
Stuart Black  
Chairman

Commissioners' Comments

We concur with the recommendation in the report prepared by Alderman Campbell-Cardwell, but would recommend that in addition, in the letter of transmittal to the Province, we point out it is Council's intention that the City's portion of funding for these agencies will remain in the same proportion to the Provincial funding as at present. We do not believe this necessarily commits Council to any future course of action but it does serve notice on the Province that if their intention is to phase out the funding for these agencies, they should anticipate the City would not be prepared to assume a downloaded responsibility.

"G. SURKAN"  
Mayor

"H.M.C. DAY"  
City Commissioner



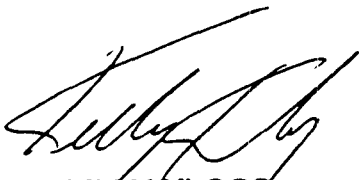
**DATE: MARCH 29, 1994**  
**TO: DIRECTOR OF COMMUNITY SERVICES**  
**FROM: CITY CLERK**  
**RE: COORDINATING COUNCIL: SENIORS/SOCIAL HOUSING AUTHORITY**

---

At the Committee of the Whole Meeting of Red Deer City Council held on March 28, 1994, consideration was given to the above topic. At this meeting it was agreed that the following changes be made to the proposed Agreement regarding the Red Deer Social Housing Coordinating Council.

1. That the section relative to "Membership" be amended to allow for those members representing the City of Red Deer to be appointed for one year terms.
2. The section relative to "Officers" be amended to provide for the Chairman to be a voting member. In addition, this section should be amended to allow a motion to be deemed defeated in the event of a tie vote.
3. That an additional section be added to the Agreement to indicate that The City of Red Deer's requisition relative to Social/Senior housing is not to increase beyond the current funding levels.

The preceding is submitted for your information and appropriate action. Trusting you will find this satisfactory.



**KELLY KLOSS**  
City Clerk

KK/clr

cc: Social Planning Manager

NO. 2

**DATE: MARCH 24, 1994**  
**TO: CITY COUNCIL**  
**FROM: CITY COMMISSIONERS**  
**RE: COORDINATING COUNCIL - SENIORS/SOCIAL HOUSING AUTHORITY**

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Attached is a draft agreement concerning the above topic. This is placed on the Committee of the Whole agenda for the purpose of discussion.

Perhaps the most fundamental issue for our discussion will be the ongoing reporting relationship and accountability that the Coordinating Council will have to City Council, given that municipal dollars are still implicated in the attached proposal. We are anticipating that this will be the first step in a series of steps which will move the housing agencies toward greater integration, less duplication in administrative overhead and ultimately financial self sufficiency.

One of the early decisions that Council will need to make will hinge on what direction it will want to give the Coordinating Council with regard to the use and ongoing availability of municipal dollars to meet housing needs.

"H.M.C. Day"  
City Commissioner

"G. Surkan"  
Mayor

March 23, 1994

1~

Dear 2~

**RE: Coordinating Council: Seniors/Social Housing Authority**

In response to the request from Alberta Municipal Affairs to move toward a coordinated social/senior housing authority, The City of Red Deer has facilitated the drafting of a proposal which encompasses some of the ideas discussed at our meeting on March 16, 1994. A draft is enclosed for your consideration as a member agency in the new Coordinating Council. Should you desire, City representatives would be prepared to meet with your board to address questions and concerns.

Any feedback that you can provide before our next meeting on Tuesday, March 29 at 5:00 p.m., at Parkvale Lodge, would be very useful. My telephone number is 343-3422 (bus.) or 342-6497 (res.). The willingness of Red Deer housing agencies to explore this new arrangement is seen to be a very positive step forward.

Yours sincerely,

LINDA CAMPBELL-CARDWELL  
Alderman

:dmg

Enc.

**Agreement Between**

Her Majesty the Queen in Right of Alberta,  
herein represented by  
The Minister of Municipal Affairs  
(hereinafter referred to as the "Province")

**AND**

The City of Red Deer  
(hereinafter referred to as the "City")

**AND**

Red Deer Housing Authority  
Twilight Homes Foundation  
Waskasoo Seniors Housing Society of Red Deer  
Piper Creek Foundation  
(hereinafter referred to as the "Agencies")

which jointly shall be referred to as the  
Red Deer Social Housing Coordinating Council  
(hereinafter referred to as the "Coordinating Council")

**WHEREAS** the Province has requested this reduction of  
the number of Social/Senior Housing Authorities

**AND WHEREAS** the agencies have agreed to form a  
single management agency to oversee the non-profit  
social/senior housing in the city of Red Deer

**THEREFORE** it is hereby resolved to form the Red Deer  
Housing Coordinating Council to

- a) be responsible for administering the "New"  
Provincial Housing Act with respect to  
non-profit social/senior housing in the City of  
Red Deer.
- b) to operate independently of the Province with  
respect to the normal management of these  
projects.

- c) to receive advisory support from the Province.
- d) to have general responsibility for planning and coordinating the operations and future development of non-profit social/senior housing in Red Deer.

**Mission Statement**

The Coordinating Council shall manage and operate existing non-profit social/senior housing projects in Red Deer. Affordable accommodation or lodge care shall be the priority for those in need who otherwise would not be more appropriately housed.

The Coordinating Council shall achieve this by planning and coordinating the non-profit social/senior housing operations and development in the city.

Social/Senior Housing is understood to mean housing for seniors and housing for households in need where government assistance is provided for construction, acquisition, renovation or rental. Households in need are households that cannot afford to obtain adequate and suitable accommodation.

This includes households which pay or would have to pay more than 30% of their gross monthly income for adequate and suitable rental accommodation. It also includes households with special housing needs or who lack the ability to obtain housing as a result of a social or other disability, e.g. people with mental or physical disabilities, hard to house people and victims of family violence.

Seniors in need are seniors who for financial, physical or social reasons no longer are able to, or wish to, live alone and who choose to live in a lodge setting where all services are provided for them e.g. housekeeping, cooking and laundry.

**1) AUTHORITY**

The Council shall derive its authority from the "New Provincial Housing Act" and from its member Agencies.

It shall be accountable to the Minister responsible for Social/Senior Housing

NOTE: Changes in the current legislation regulations and policies may be required to provide the Coordinating Council with the necessary authority.

**2) RESPONSIBILITY**

The Council shall be responsible for:

- a) Approving budgets for all services
- b) Allocating Agencies operating surpluses to operations or reserves (for future needs).
- c) Setting rental policies and rates
- d) Setting admissions policies
- e) Setting planning parameters for future needs.
- f) Providing future direction for the city's non-profit social/senior housing
- g) Establishing within existing facilities a continuum of services available to households /residents.
- h) Developing annual objectives to ensure that any long range plan is fulfilled.

### 3) **MEMBERSHIP**

Membership shall be limited to two members from each of the four existing social/senior housing agencies in Red Deer plus 2 City Aldermen for as long as the City provides funding for any member Agencies.

Members shall be appointed for a 2 year term except that initially one member from each agency will be appointed for a one year term.

Members may be appointed for a second two year term and these terms are staggered so that one member is appointed each year from each agency to allow for continuity of representation.

After four consecutive years of service a member must stand down for at least one year.

### 4) **OFFICERS**

The Coordinating Council shall elect from its membership annually a chairman who will be non voting except to break a tie vote, and a vice chairman who shall act as chairman in the absence of the chairman. They may also choose to elect a secretary treasurer on an annual basis.

### 5) **MEETINGS**

The Coordinating Council shall meet at least quarterly.

The Secretary shall give at least 48 hours written notice of either a regular or special meeting to each Coordinating Council member.

Special meetings may be called by the Chairman and shall be called if at least three other members give written request to do so. The notice of meeting must state the business to be dealt with at the special meeting unless all members present at the meeting agree otherwise.

A simple majority of members shall constitute a quorum in any meeting of the Coordinating Council.

## **6 OPERATIONAL PLAN**

Each agency participating in the Coordinating Council shall be responsible for its individual operation.

All participating agencies shall actively cooperate in sharing expertise and resources to gain efficiency in the total operation of non profit social/seniors housing in the city.

Individual agencies may provide services (including consulting) on a fee for service basis to outlying communities/areas.

## **7. CURRENT OPERATIONS BY EXISTING AGENCIES**

### **a) Red Deer Housing Authority**

- 296 Social Housing Units
- Seven member voluntary board appointed by Alberta Municipal Affairs.
- Fiscal Year - April 1 to March 31
- Budget recommended by the Board and set by Alberta Municipal Affairs.
- Policies set by Alberta Municipal Affairs.
- Wage scale set by Alberta Municipal Affairs.
- Administration staff - 1 Administrator and 2 Office Staff.
- Funding from Federal, Provincial & Municipal Grants



**b) Twilight Homes Foundation**

- 242 Self Contained Units for Seniors
- Eight member voluntary board appointed locally
- Fiscal Year - April 1 to March 31
- Budget recommended by Board and set by Alberta Municipal Affairs.
- Policies set by Alberta Municipal Affairs.
- Wage scale set by Alberta Municipal Affairs.
- Administration staff - 1 Administrator & 2 office staff.

**c) Waskasoo Senior Housing**

- 112 Self Contained units for seniors
- eight member voluntary board appointed locally
- Fiscal year - April 1 - March 31
- Budget is recommended by the Board and set by Alberta Municipal Affairs.
- Policies set by Alberta Municipal Affairs.
- Wage scale set by Alberta Municipal Affairs.
- Administration staff - 1 administrator

**d) Piper Creek Foundation**

- 183 lodge units for seniors
- five member volunteer board appointed locally
- Fiscal year - January 1 - December 31
- Budget is set by the Board
- Policies are set by the Board
- Wage scale set by the Board
- Administration staff: 2 Managers
  - 1 Administrator/Manager
  - 1 Administrative Support
- Funding from Provincial & Municipal Grants
- Operates with 55 unionized staff
- is recognized as a Corporation under the Interpretation Act.
- Presently has requisitioning authority through the City of Red Deer.

**8) FUTURE OPERATIONS BY EXISTING AGENCIES**

Agencies will give up some of their current authority and control to the new Coordinating Council. e.g. authority to set budgets, form rental and admission policies and plan future expansion of programs.

On an ongoing basis Agencies will examine their operations with a view to making them cost effective through cooperative efforts.

There will be greater emphasis on team building and overall efficiency in the managing of the total non-profit social/senior housing portfolio.

#### **9) CRITICAL FACTORS AFFECTING THE SUCCESS OF THIS PROPOSAL**

- a) Maintenance of strong volunteer boards.
- b) Understanding of the diverse make-up of existing agencies.
- c) Provincial commitment to future capital projects.
- d) Maintaining the integrity of existing components and projects.
- e) Recognition and acceptance of our local authority.
- f) Recognition of the efforts and concessions by all agencies.
- g) The parties acknowledge that provision of housing for the most needy may not by its very nature be self supporting. Therefore future operating and capital funding arrangements will require review and negotiation.

#### **10) SERVICE TO TENANTS/RESIDENTS**

Service to tenants/residents will not be affected except that rents will increase to be a more accurate reflection of the services received.

The Coordinating Council recognizes that tenants/residents should have input and will consider their input into operational decisions affecting them.

**11) REPORTING TO THE PROVINCIAL & FEDERAL GOVERNMENTS**

- i) The Coordinating Council shall provide to the Provincial & Federal Governments as requested:
  - a) Yearly financial Audited Reports
  - b) Client data
  - c) Building Conditions
- ii) The Province agrees to involve the Coordinating Council in any negotiations with the Federal Government that affect the Coordinating Council.

**12) EFFECTIVE DATE OF IMPLEMENTATION**

Effective date of implementation shall be 90 days after ratification by the participating agencies and by the Province.

Tenants/residents shall be notified by formal letter.

The general public shall be notified through the local print media.

**13) PROGRAM EVALUATION**

The Coordinating Council program shall be evaluated after two years by the participating agencies.

Any agency wishing to withdraw from the Coordinating Council may do so 12 months after giving the Coordinating Council their written decision to do so.

Agreed this \_\_\_\_\_ day of \_\_\_\_\_ 1994.

\_\_\_\_\_  
\_\_\_\_\_ Government of Alberta

\_\_\_\_\_  
\_\_\_\_\_ City of Red Deer

\_\_\_\_\_  
\_\_\_\_\_ Red Deer Housing Authority

\_\_\_\_\_  
\_\_\_\_\_ Twilight Homes Foundation

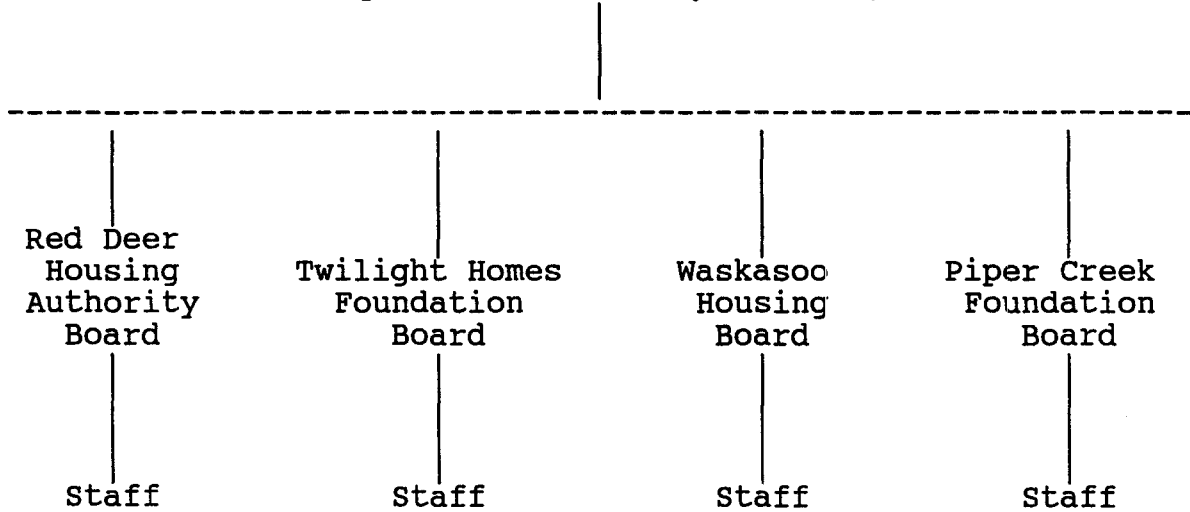
\_\_\_\_\_  
\_\_\_\_\_ Waskasoo Seniors Housing Society

\_\_\_\_\_  
\_\_\_\_\_ Piper Creek Foundation

## CURRENT OPERATIONS BY EXISTING AGENCIES

	RED DEER HOUSING AUTHORITY	TWILIGHT HOMES FOUNDATION	WASKASOO HOUSING SOCIETY	PIPER CREEK FOUNDATION
=====	=====	=====	=====	=====
# OF UNITS:	296 Social Housing	242 Self Contained for Seniors	112 Self Contained for Seniors	183 Lodge units for Seniors
# OF BOARD MEMBERS:	7	8	8	5
APPOINTMENT BY:	Municipal Affairs	Locally	Locally	Locally
FISCAL YEAR:	Apr 1 - March 31	Apr 1 - March 31	Apr 1 - March 31	Jan 1 - Dec 31
BUDGET RECOMMENDED BY:	Board	Board	Board	Management
BUDGET APPROVED BY:	Municipal Affairs	Municipal Affairs	Municipal Affairs	Board
POLICIES SET BY:	Municipal Affairs	Municipal Affairs	Municipal Affairs	Board
WAGE SCALE SET BY:	Municipal Affairs	Municipal Affairs	Municipal Affairs	Board
ADMINISTRATION STAFF:	1 Administrator & 2 office staff	1 Administrator 2 office staff	1 Administrator	1 Administrator/Mgr 2 Managers 1 Admin Support
FUNDING:	Federal, Provincial & Municipal Grants			Provincial & Municipal Grants
OTHER PERTINENT INFORMATION:				Operates with 55 Unionized Staff  Is recognized as a Corporation under the Interpretation Act.  Presently has requisitioning Authority through the City.

**Red Deer Social Housing Coordinating Council**  
 (2 Representatives from each Agency)  
 (2 Representatives from the City of Red Deer)



**Agreement Between**

Her Majesty the Queen in Right of Alberta,  
herein represented by  
The Minister of Municipal Affairs  
(hereinafter referred to as the "Province")

**AND**

The City of Red Deer  
(hereinafter referred to as the "City")

**AND**

Red Deer Housing Authority  
Twilight Homes Foundation  
Waskasoo Seniors Housing Society of Red Deer  
Piper Creek Foundation  
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which jointly shall be referred to as the  
Red Deer Social Housing Coordinating Council  
(hereinafter referred to as the "Coordinating Council")

WHEREAS the Province has requested a reduction in  
the number of Social and Senior Housing Authorities

AND WHEREAS the participating agencies currently  
provide social and senior housing services.

AND WHEREAS the agencies have agreed to form a  
single coordinating agency to provide direction and  
coordination for the provision of non-profit social and senior  
housing in the city of Red Deer

AND WHEREAS the participating agencies will continue  
to provide, manage and operate their own facilities.

THEREFORE it is hereby resolved to form the Red Deer Housing Coordinating Council to

- a) be responsible for administering the "New" Provincial Housing Act with respect to non-profit social and senior housing in the City of Red Deer.
- b) to operate independently of the Province with respect to the normal management of these projects.
- c) to receive advisory support from the Province.
- d) to have general responsibility for planning and coordinating the operations and future development of non-profit social and senior housing in Red Deer.

### **Mission Statement**

The Coordinating Council shall provide direction and co-ordination for the provision of non-profit social and senior housing in Red Deer. Affordable accommodation or lodge care shall be the priority for those in need who otherwise would not be appropriately housed.

The Coordinating Council shall achieve this by planning and coordinating the non-profit social and senior housing operations and development in the city.

Social and Senior Housing is understood to mean housing for seniors and housing for households in need where government assistance is provided for construction, acquisition, renovation or rental.



Households in need are households that cannot afford to obtain adequate and suitable accommodation. Seniors in need are seniors who for financial, physical or social reasons no longer are able to, or wish to, live alone and who choose to live in a lodge setting where all services are provided for them e.g. housekeeping, cooking and laundry.

**1) AUTHORITY**

The Council shall derive its authority from the "New Provincial Housing Act" and from its member agencies.

It shall be accountable to the Minister responsible for Social and Senior Housing

NOTE: Changes in the current legislation regulations and policies may be required to provide the Coordinating Council with the necessary authority.

**2) RESPONSIBILITY**

The Council shall be responsible for:

- a) Approving budgets for all agencies according to policy and direction set by the Council.
- b) Allocating agency's operating surpluses to operations or reserves (for future needs).
- c) Setting rental policies and rates
- d) Setting admissions policies
- e) Setting planning parameters for future needs.
- f) Providing future direction for the city's non-profit social and senior housing
- g) Establishing within existing facilities a continuum of services available to households and residents.
- h) Developing annual objectives to ensure that any long range plan is fulfilled.

The Participating agencies shall be responsible for:

- a) Preparation and administration of budgets.
- b) Delivery of services to tenants and residents.
- c) Preparation and implementation of management policies related to individual agencies.
- d) Management of respective agency personnel.
- e) Management of respective facilities.

**3) COORDINATING COUNCIL MEMBERSHIP**

Membership shall be limited to two members from each of the four existing social and senior housing agencies in Red Deer plus two City aldermen for as long as the City provides funding for any member agencies. There shall be a maximum of three aldermen on the Council.

City aldermen shall be appointed for a one year term. Other members shall be appointed for a two year term except that initially one member from each agency will be appointed for a one year term.

Members may be appointed for a second two year term and these terms are staggered so that one member is appointed each year from each agency to allow for continuity of representation.

After four consecutive years of service a member must stand down for at least one year.

**4) OFFICERS**

The Coordinating Council shall elect from its membership annually a chairman and a vice chairman, who shall act as chair in the absence of the chairman. All members shall be voting members and the chairman shall vote on all issues. The Council may also choose to elect a secretary treasurer on an annual basis.

## 5) MEETINGS

The Coordinating Council shall meet at least quarterly.

The Secretary shall give at least 48 hours written notice of either a regular or special meeting to each Coordinating Council member.

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## 6 OPERATIONAL PLAN

Each agency participating in the Coordinating Council shall be responsible for its individual operation.

All participating agencies shall actively cooperate in sharing expertise and resources to gain efficiency in the total operation of non profit social and seniors housing in the city.

Individual agencies may provide services (including consulting) on a fee for service basis to outlying communities/areas.

## 7. CURRENT OPERATIONS BY EXISTING AGENCIES

### a) Red Deer Housing Authority

- 296 Social Housing Units
- Seven member voluntary board appointed by Alberta Municipal Affairs.

## Red Deer Housing Authority cont...

- Fiscal Year - April 1 to March 31
- Budget recommended by the Board and set by Alberta Municipal Affairs.
- Policies set by Alberta Municipal Affairs.
- Wage scale set by Alberta Municipal Affairs.
- Administration staff - 1 Administrator and 2 Office Staff.
- Funding from Federal, Provincial & Municipal Grants

## b) Twilight Homes Foundation

- 242 Self Contained Units for Seniors
- Nine member voluntary board appointed locally
- Fiscal Year - April 1 to March 31
- Budget recommended by Board and set by Alberta Municipal Affairs.
- Policies set by Alberta Municipal Affairs.
- Wage scale set by Alberta Municipal Affairs.
- Administration staff - 1 Administrator & 2 office staff.

## c) Waskasoo Senior Housing

- 112 Self Contained units for seniors
- eight member voluntary board appointed locally
- Fiscal year - April 1 - March 31
- Budget is recommended by the Board and set by Alberta Municipal Affairs.
- Policies set by Alberta Municipal Affairs.
- Wage scale set by Alberta Municipal Affairs.
- Administration staff - 1 administrator

## d) Piper Creek Foundation

- 183 lodge units for seniors
- five member volunteer board appointed locally
- Fiscal year - January 1 - December 31
- Budget is set by the Board
- Policies are set by the Board
- Wage scale set by the Board
- Administration staff: 2 Managers
  - 1 Administrator/Manager
  - 1 Administrative Support
- Funding from Provincial & Municipal Grants
- Operates with 55 unionized staff
- is recognized as a Corporation under the Interpretation Act.
- Presently has requisitioning authority through the City of Red Deer.

## 8) FUTURE OPERATIONS BY EXISTING AGENCIES

Agencies will give up some of their current authority and control to the new Coordinating Council. e.g. authority to set budgets, form rental and admission policies and plan future expansion of programs.

On an ongoing basis agencies will examine their operations with a view to making them cost effective through cooperative efforts.

There will be greater emphasis on team building and overall efficiency in the managing of the total non-profit social and senior housing portfolio.

## 9) CRITICAL FACTORS AFFECTING THE SUCCESS OF THIS PROPOSAL

- a) Maintenance of strong volunteer boards.
- b) Understanding of the diverse make-up of existing agencies.
- c) Provincial commitment to future capital projects.
- d) Maintaining the integrity of existing components and agencies.
- e) Recognition and acceptance of individual agency's authority.
- f) Recognition of the efforts and concessions by all agencies.
- g) The parties acknowledge that provision of housing for the most needy may not by its very nature be self supporting. Therefore future operating and capital funding arrangements will require review and negotiation.
- h) Municipal requisitions shall not increase as a result of future changes.
- i) Continued Federal and Provincial support for existing mortgage and capital arrangements or the provision of a no cost alternative to agencies.

**10) SERVICE TO TENANTS AND RESIDENTS**

Service to tenants and residents will not be affected except that rents will change to be a more accurate reflection of the services needed and received.

The Coordinating Council recognizes that each agency should have input from tenants and residents and will consider their input into operational decisions affecting them.

**11) REPORTING TO THE PROVINCIAL & FEDERAL GOVERNMENTS**

- i) The Coordinating Council shall provide to the Provincial & Federal Governments as requested:
  - a) Yearly financial Audited Reports
  - b) Client data
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- ii) The Province agrees to involve the Coordinating Council in any negotiations with the Federal Government that affect the Coordinating Council.

**12) EFFECTIVE DATE OF IMPLEMENTATION**

Effective date of implementation shall be 90 days after ratification by the participating agencies and by the Province.

Tenants and residents shall be notified by formal letter.

The general public shall be notified through the local print media.

**13) PROGRAM EVALUATION**

The Coordinating Council program shall be evaluated after two years by the participating agencies.

Any agency wishing to withdraw from the Coordinating Council may do so twelve months after giving the Coordinating Council their written decision to do so.

Agreed this \_\_\_\_\_ day of \_\_\_\_\_ 1994.

\_\_\_\_\_  
\_\_\_\_\_

Government of Alberta

\_\_\_\_\_  
\_\_\_\_\_

City of Red Deer

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\_\_\_\_\_

Red Deer Housing Authority

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\_\_\_\_\_

Twilight Homes Foundation

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\_\_\_\_\_

Waskasoo Seniors Housing Society

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\_\_\_\_\_

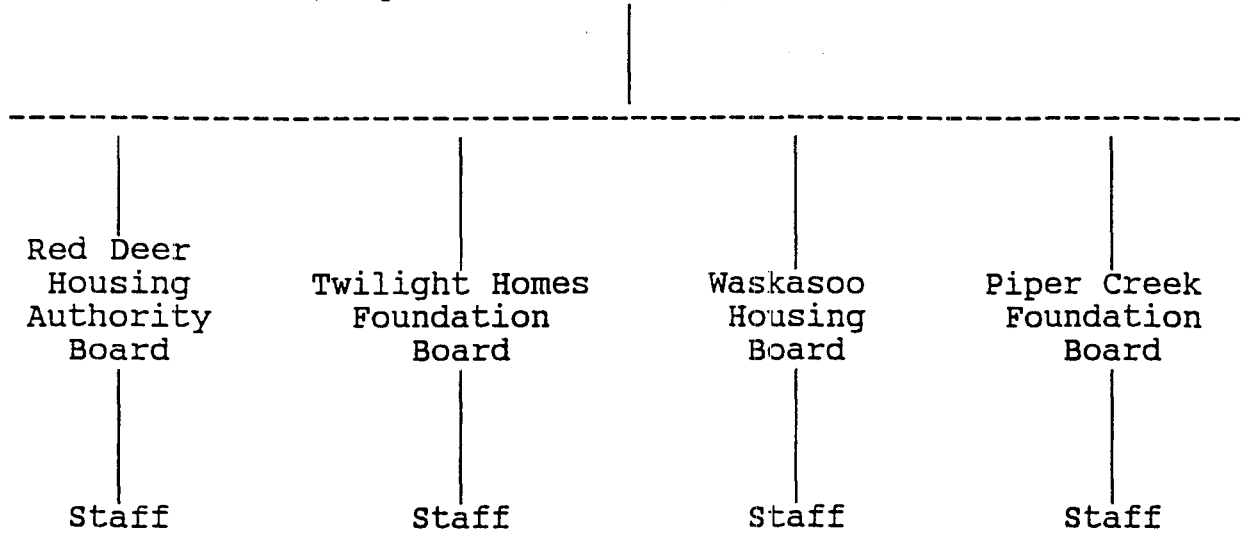
Piper Creek Foundation

## CURRENT OPERATIONS BY EXISTING AGENCIES

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WAGE SCALE SET BY:	Municipal Affairs	Municipal Affairs	Municipal Affairs	Board
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FUNDING:	Federal, Provincial & Municipal Grants			Provincial & Municipal Grants
OTHER PERTINENT INFORMATION:				Operates with 55 Unionized Staff  Is recognized as a Corporation under the Interpretation Act.  Presently has requisitioning Authority through the City.



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- a) be responsible for administering the "New" Provincial Housing Act with respect to non-profit social and senior housing in the City of Red Deer.
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- d) to have general responsibility for planning and coordinating the operations and future development of non-profit social and senior housing in Red Deer.

#### **Mission Statement**

The Coordinating Council shall provide direction and co-ordination for the provision of non-profit social and senior housing in Red Deer. Affordable accommodation or lodge care shall be the priority for those in need who otherwise would not be appropriately housed.

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## **1) AUTHORITY**

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NOTE: Changes in the current legislation regulations and policies may be required to provide the Coordinating Council with the necessary authority.

## **2) RESPONSIBILITY**

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- is recognized as a Corporation under the Interpretation Act.
- Presently has requisitioning authority through the City of Red Deer.

## **8) FUTURE OPERATIONS BY EXISTING AGENCIES**

Agencies will give up some of their current authority and control to the new Coordinating Council. e.g. authority to set budgets, form rental and admission policies and plan future expansion of programs.

On an ongoing basis agencies will examine their operations with a view to making them cost effective through cooperative efforts.

There will be greater emphasis on team building and overall efficiency in the managing of the total non-profit social and senior housing portfolio.

## **9) CRITICAL FACTORS AFFECTING THE SUCCESS OF THIS PROPOSAL**

- a) Maintenance of strong volunteer boards.
- b) Understanding of the diverse make-up of existing agencies.
- c) Provincial commitment to future capital projects.
- d) Maintaining the integrity of existing components and agencies.
- e) Recognition and acceptance of individual agency's authority.
- f) Recognition of the efforts and concessions by all agencies.
- g) The parties acknowledge that provision of housing for the most needy may not by its very nature be self supporting. Therefore future operating and capital funding arrangements will require review and negotiation.
- h) Municipal requisitions shall not increase as a result of future changes.
- i) Continued Federal and Provincial support for existing mortgage and capital arrangements or the provision of a no cost alternative to agencies.



**10) SERVICE TO TENANTS AND RESIDENTS**

Service to tenants and residents will not be affected except that rents will change to be a more accurate reflection of the services needed and received.

The Coordinating Council recognizes that each agency should have input from tenants and residents and will consider their input into operational decisions affecting them.

**11) REPORTING TO THE PROVINCIAL & FEDERAL GOVERNMENTS**

i) The Coordinating Council shall provide to the Provincial & Federal Governments as requested:

- a) Yearly financial Audited Reports
- b) Client data
- c) Building Conditions

ii) The Province agrees to involve the Coordinating Council in any negotiations with the Federal Government that affect the Coordinating Council.

**12) EFFECTIVE DATE OF IMPLEMENTATION**

Effective date of implementation shall be 90 days after ratification by the participating agencies and by the Province.

Tenants and residents shall be notified by formal letter.

The general public shall be notified through the local print media.

**13) PROGRAM EVALUATION**

The Coordinating Council program shall be evaluated after two years by the participating agencies.

Any agency wishing to withdraw from the Coordinating Council may do so twelve months after giving the Coordinating Council their written decision to do so.

Agreed this \_\_\_\_\_ day of \_\_\_\_\_ 1994.

\_\_\_\_\_  
\_\_\_\_\_

Government of Alberta

\_\_\_\_\_  
\_\_\_\_\_

City of Red Deer

\_\_\_\_\_  
\_\_\_\_\_

Red Deer Housing Authority

\_\_\_\_\_  
\_\_\_\_\_

Twilight Homes Foundation

\_\_\_\_\_  
\_\_\_\_\_

Waskasoo Seniors Housing Society

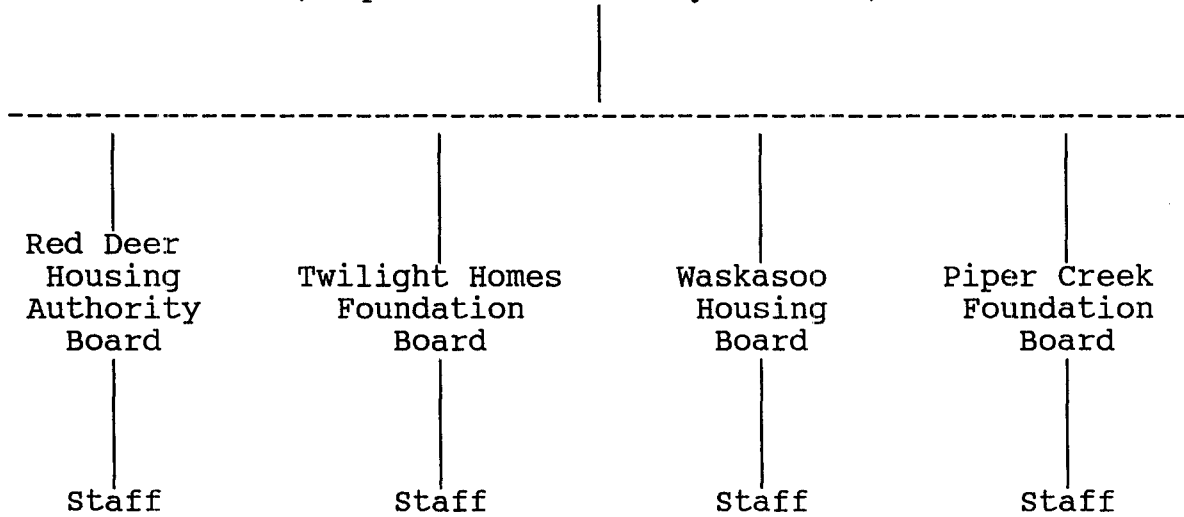
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Piper Creek Foundation

## CURRENT OPERATIONS BY EXISTING AGENCIES

	RED DEER HOUSING AUTHORITY	TWILIGHT HOMES FOUNDATION	WASKASOO HOUSING SOCIETY	PIPER CREEK FOUNDATION
# OF UNITS:	296 Social Housing	242 Self Contained for Seniors	112 Self Contained for Seniors	183 Lodge units for Seniors
# OF BOARD MEMBERS:	7	9	8	5
APPOINTMENT BY:	Municipal Affairs	Locally	Locally	Locally
FISCAL YEAR:	Apr 1 - March 31	Apr 1 - March 31	Apr 1 - March 31	Jan 1 - Dec 31
BUDGET RECOMMENDED BY:	Board	Board	Board	Management
BUDGET APPROVED BY:	Municipal Affairs	Municipal Affairs	Municipal Affairs	Board
POLICIES SET BY:	Municipal Affairs	Municipal Affairs	Municipal Affairs	Board
WAGE SCALE SET BY:	Municipal Affairs	Municipal Affairs	Municipal Affairs	Board
ADMINISTRATION STAFF:	1 Administrator & 2 office staff	1 Administrator 2 office staff	1 Administrator	1 Administrator/Mgr 2 Managers 1 Admin Support
FUNDING:	Federal, Provincial & Municipal Grants			Provincial & Municipal Grants
OTHER PERTINENT INFORMATION:				Operates with 55 Unionized Staff  Is recognized as a Corporation under the Interpretation Act.  Presently has requisitioning Authority through the City.

**Red Deer Social Housing Coordinating Council**  
(2 Representatives from each Agency)  
(2 Representatives from the City of Red Deer)



**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

April 13, 1994

Mr. John Charkie, Facilitator  
Alberta Municipal Affairs  
5913 Gaetz Avenue  
Red Deer, Alberta  
T4N 4C4

Dear Sir:

**RE: SOCIAL HOUSING AGREEMENT**

---

Over the past several months, the City has been in receipt of information from Municipal Affairs which suggested that agencies for social housing should explore possible amalgamation in order that efficiencies could be maximized. As a result, the City has facilitated a proposed agreement, as attached, between four major social and senior housing agencies in the City of Red Deer. It is my understanding that you have already received responses from these organizations, namely Red Deer Housing Authority, the Piper Creek Foundation, the Waskasoo Seniors Housing Society of Red Deer and the Twilight Homes Foundation, relative to said proposed agreement.

At the Council Meeting of the City of Red Deer held April 11, 1994, City Council approved in principle the attached Red Deer Social Housing Coordinating Council Agreement and agreed that said agreement be submitted to the Province (Municipal Affairs) as a framework for negotiations between the parties. In addition, City Council agreed to advise the Province of The City's intent regarding funding, namely that at best The City would not be funding social housing to a greater proportion of the Provincial funding than at present.

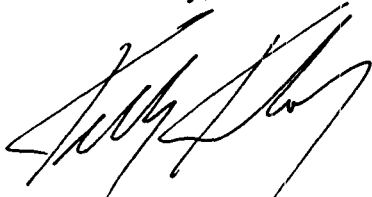
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*a delight  
to discover!*

John Charkie, Facilitator  
April 13, 1994  
Page 2

We trust that the preceding will assist you in the redesign of social housing within Red Deer. If you have any questions or require additional information, please do not hesitate to contact the undersigned.

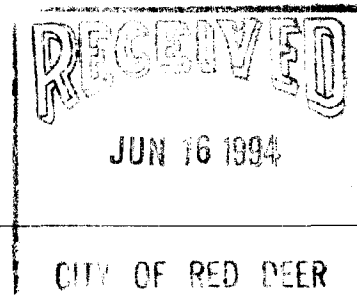
Sincerely,

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

KELLY KLOSS  
City Clerk

KK/clr  
Attchs.

cc: Alderman Campbell-Cardwell  
Alderman Volk  
Director of Community Services  
Social Planning Manager  
Red Deer Housing Authority  
Piper Creek Foundation  
Waskasoo Seniors Housing Society of Red Deer  
Twilight Homes Foundation  
Victor Doerksen, M.L.A. Red Deer South  
Stockwell Day, M.L.A. Red Deer North  
Tom Forgave, Assistant Deputy Minister



MUNICIPAL AFFAIRS  
HOUSING & CONSUMER AFFAIRS  
Calgary District Office

301 Centre 70; 7015 Macleod Trail S, P.O. Box 5880, Postal Station A, Calgary, Alberta, Canada T2H 2M9 403/297-5700 FAX 403/297-6138

June 10, 1994

KELLY KLOSS  
CITY OF RED DEER  
PO BOX 5008  
RED DEER AB T4N 3T4

**RE: PIPER CREEK FOUNDATION**

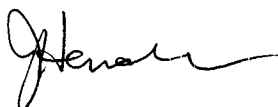
Dear Kelly Kloss:

We acknowledge receipt of the letter from the Piper Creek Foundation and the Consolidation proposal dated March 31, 1994.

Our office will be reviewing the proposal in due course and will advise you accordingly. The efforts of the agencies involved with the proposal are indeed appreciated.

Yours truly,

ALBERTA MUNICIPAL AFFAIRS

  
for John Charkie,  
Facilitator

JC/jh

cc: Alderman Campbell-Cardwell  
Alderman Volk  
Director of Community Services  
Social Planning Manager  
Red Deer Housing Authority  
Piper Creek Foundation  
Waskasoo Seniors Housing Society of Red Deer  
Twilight Homes Foundation  
Mayor

94/06/16 KX

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

## MEMORANDUM

TO: City Clerk

FROM: Wendy Martindale, Manager  
Red Deer Visitor and Convention Bureau

DATE: March 23, 1994

SUBJECT: 1993 Audited Financial Statements

---

Attached for your information, as set out in our agreement with the City, is a copy of the 1993 audited financial statements for the Red Deer Visitor and Convention Bureau. We are pleased to report that the Visitor Bureau ended the year with a modest surplus.

At our recent annual general meeting, the following slate of officers was elected for 1994/95:

Chairman	Diana Rowe
Vice Chairman	Ken Truhn
Treasurer	Lorraine Martinek

Three newly elected directors, Lorraine Martinek, Paul Bill and Jan Brososky, took office for a two year term. Our new Executive and Board of Directors looks forward to an exciting year ahead for tourism in Red Deer.

WM/lc

Commissioners' Comments

Submitted for Council's information.

"G. SURKAN"

Mayor

"H.M.C. DAY"

City Commissioner



**RED DEER VISITOR  
AND CONVENTION BUREAU**

Financial Statements  
for the Year Ended December 31, 1993  
and Auditors' Report

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# *Matthew Craig Davies Collins*

CHARTERED ACCOUNTANTS

*Red Deer, Alberta*

## **AUDITORS' REPORT**

To the Members  
Red Deer Visitor and Convention Bureau

We have audited the balance sheet of the Red Deer Visitor and Convention Bureau as at December 31, 1993 and the statements of revenue, expenditure and fund balances for the year then ended. These financial statements are the responsibility of the Bureau's management. Our responsibility is to express an opinion on these financial statements based on our audit.

Except as explained in the following paragraph, we conducted our audit in accordance with generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In common with many such organizations, the Bureau derives a portion of its revenues from the general public in the form of donations and sponsorships which are not susceptible to complete audit verification. Accordingly, our verification of revenue from this source was limited to amounts recorded in the accounts of the Bureau, and we are unable to determine whether any adjustments might be necessary for unrecorded receipts.

In our opinion, except for the effects of adjustments, if any, that might have been required had donations and sponsorships been susceptible to satisfactory audit verification, these financial statements present fairly, in all material respects, the financial position of the Bureau as at December 31, 1993 and the results of its operations for the year then ended in accordance with the disclosed basis of accounting described in Note 2 to the financial statements which are considered appropriate in the circumstances.

*Matthew Craig Davies Collins*

Red Deer, Alberta  
March 10, 1994

Chartered Accountants

**RED DEER VISITOR AND CONVENTION BUREAU**

**BALANCE SHEET**  
**DECEMBER 31, 1993**

	Red Deer Visitor and Convention Bureau		Regional Tourism Partnership		Convention Marketing Consortium	Total	
	<u>1993</u>	<u>1992</u>	<u>1993</u>	<u>1992</u>	<u>1993</u>	<u>1993</u>	<u>1992</u>
<b><u>ASSETS</u></b>							
CURRENT ASSETS							
Cash	\$ 200	\$ 200	\$ -	\$ -	\$ -	\$ 200	\$ 200
Grants receivable - operating	3,647	4,618	-	-	-	3,647	4,618
Grants receivable - capital	-	8,600	-	-	-	-	8,600
Inventory	15,010	17,282	-	-	-	15,010	17,282
Regional tourism partnership project in progress (Note 3)	-	-	18,132	-	-	18,132	-
Due from the City of Red Deer (Note 4)	<u>7,717</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>7,717</u>	<u>-</u>
	26,574	30,700	18,132	-	-	44,706	30,700
DUE FROM (TO) REGIONAL TOURISM PARTNERSHIP (Note 5)	9,688	(11,558)	(9,688)	11,558	-	-	-
DUE FROM (TO) CONVENTION MARKETING CONSORTIUM (Note 6)	2,493	-	-	-	(2,493)	-	-
FIXED ASSETS (Note 7)	<u>40,371</u>	<u>33,419</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>40,371</u>	<u>33,419</u>
	<u>79,126</u>	<u>52,561</u>	<u>8,444</u>	<u>11,558</u>	<u>(2,493)</u>	<u>85,077</u>	<u>64,119</u>
<b><u>LIABILITIES AND FUND BALANCES</u></b>							
LIABILITIES							
Accounts payable and accrued liabilities	7,686	2,405	-	-	-	7,686	2,405
Deferred revenue (Note 8)	14,178	8,829	-	-	-	14,178	8,829
Due to the City of Red Deer (Note 4)	<u>-</u>	<u>8,619</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>8,619</u>
	<u>21,864</u>	<u>19,853</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>21,864</u>	<u>19,853</u>
RESERVE AND EQUITY (DEFICIT)							
Operating reserve (Note 9)	7,400	7,400	-	-	-	7,400	7,400
Operating fund and trust fund surplus (deficit)	8,899	(8,111)	8,444	11,558	(2,493)	14,850	3,447
Unexpended capital funds on hand	592	-	-	-	-	592	-
Capital fund equity (Note 10)	<u>40,371</u>	<u>33,419</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>40,371</u>	<u>33,419</u>
	<u>57,262</u>	<u>32,708</u>	<u>8,444</u>	<u>11,558</u>	<u>(2,493)</u>	<u>63,213</u>	<u>44,266</u>
	\$ <u>79,126</u>	\$ <u>52,561</u>	\$ <u>8,444</u>	\$ <u>11,558</u>	\$ <u>(2,493)</u>	\$ <u>85,077</u>	\$ <u>64,119</u>

Approved by the Board:

\_\_\_\_\_ Chairman

\_\_\_\_\_ Treasurer

**RED DEER VISITOR AND CONVENTION BUREAU**  
**STATEMENT OF REVENUE, EXPENDITURE AND OPERATING FUND BALANCE**  
**YEAR ENDED DECEMBER 31, 1993**

	<u>1993</u>	<u>1992</u>
<b>REVENUE</b>		
Contributions from the City of Red Deer	\$ 145,047	\$ 140,822
Contributions from others	6,597	16,682
Government grants	13,002	27,342
Membership, seminar and event fees	20,842	22,265
Advertising and publications	24,645	33,930
Sales of food, souvenirs and other	60,198	36,103
Catering	7,622	10,493
Facility rental	3,038	2,528
Miscellaneous and other revenue	<u>3,485</u>	<u>6,022</u>
	<u>284,476</u>	<u>296,187</u>
<b>EXPENDITURES</b>		
Salaries, wages and benefits	116,086	119,671
Travel	5,903	5,362
Membership fees and events	12,871	12,013
Postage and stationery	7,128	5,501
Telephone	3,993	3,062
Advertising and publications	35,675	41,599
Accounting, audit and other professional fees	9,658	19,268
Training courses and seminars	7,927	8,513
Building costs	4,877	5,181
Contractual services	4,871	21,643
Equipment and room rental	266	153
Miscellaneous services	4,707	4,294
Goods for resale	33,338	16,459
General supplies	7,018	11,242
Cash short	49	-
Bank charges	90	49
Contributions to municipal agencies	-	2,500
Transfer to capital fund to purchase fixed assets	-	7,075
Contribution to Regional Tourism partnership	4,000	4,300
Contribution to Convention Marketing Consortium	<u>9,009</u>	<u>-</u>
	<u>267,466</u>	<u>287,885</u>
<b>EXCESS OF REVENUE OVER EXPENDITURE</b>	17,010	8,302
<b>FUND BALANCE, BEGINNING OF YEAR</b>	<u>(8,111)</u>	<u>(16,413)</u>
<b>FUND BALANCE, END OF YEAR</b>	\$ <u><u>8,899</u></u>	\$ <u><u>(8,111)</u></u>

**RED DEER VISITOR AND CONVENTION BUREAU**  
**STATEMENT OF REVENUE, EXPENDITURE AND UNEXPENDED CAPITAL FUNDS**  
**YEAR ENDED DECEMBER 31, 1993**

	<u>1993</u>	<u>1992</u>
REVENUE		
Provincial grant	\$ 4,819	\$ 21,226
Other capital grant	500	-
Funded by operations	-	7,075
Funded by Convention Marketing Consortium	525	-
Sale of equipment	<u>1,700</u>	<u>-</u>
	<u>7,544</u>	<u>28,301</u>
EXPENDITURE		
Fixed assets purchased added to capital fund	6,952	25,608
Minor capital additions written off in the year	<u>-</u>	<u>2,693</u>
	<u>6,952</u>	<u>28,301</u>
UNEXPENDED CAPITAL FUNDS ON HAND	\$ <u>592</u>	\$ <u>-</u>

# **RED DEER VISITOR AND CONVENTION BUREAU**

## **STATEMENT OF REVENUE, EXPENDITURE AND FUND BALANCE**

### **REGIONAL TOURISM PARTNERSHIP**

**YEAR ENDED DECEMBER 31, 1993**

	<u>1993</u>	<u>1992</u>
REVENUE		
Contributions from other partners	\$ 16,000	\$ 16,700
Contribution from Bureau - marketing and promotion	4,000	4,300
Federal government grants	4,483	34,042
Provincial government grants	6,253	14,882
Miscellaneous revenue	<u>1,204</u>	<u>20</u>
	<u>31,940</u>	<u>69,944</u>
EXPENDITURE		
Hourly wage personnel	8,709	347
Business travel	1,408	832
Membership fees	25	-
Postage	689	1,933
Telephone	235	165
Advertising	14,629	28,713
Training courses	-	45
Other professional services	99	-
Contract staff wages	2,810	3,604
Contractual services	1,002	16,914
Contribution to Visitor Information	-	9,500
General supplies	5,201	5,227
Stationery supplies	<u>247</u>	<u>246</u>
	<u>35,054</u>	<u>67,526</u>
EXCESS (DEFICIENCY) OF REVENUE OVER EXPENDITURE	(3,114)	2,418
FUND BALANCE, BEGINNING OF YEAR	<u>11,558</u>	<u>9,140</u>
FUND BALANCE, END OF YEAR	\$ <u>8,444</u>	\$ <u>11,558</u>

# **RED DEER VISITOR AND CONVENTION BUREAU**

## **STATEMENT OF REVENUE, EXPENDITURE AND FUND BALANCE**

### **CONVENTION MARKETING CONSORTIUM**

**YEAR ENDED DECEMBER 31, 1993**

**1993**

#### **REVENUE**

Contributions from partners	\$ 15,761
Contribution from Bureau - marketing and promotion	9,009
Provincial government employment grants	<u>3,926</u>

**28,696**

#### **EXPENDITURE**

Postage	1,230
Advertising	3,937
Other professional service	806
Miscellaneous services	1,426
Contractual services	20,890
General supplies	2,375
Funding of capital expenditures	<u>525</u>

**31,189**

**DEFICIENCY OF REVENUE OVER EXPENDITURE AND  
FUND BALANCE, END OF YEAR**

**\$ (2,493)**



# **RED DEER VISITOR AND CONVENTION BUREAU**

## **NOTES TO THE FINANCIAL STATEMENTS**

**DECEMBER 31, 1993**

### **1. STATUS OF THE BUREAU**

The Red Deer Visitor and Convention Bureau was incorporated under the Societies Act of the Province of Alberta on March 4, 1988 for the purpose of co-ordinating tourist and convention promotion for the City of Red Deer.

### **2. SIGNIFICANT ACCOUNTING POLICIES**

These financial statements have been prepared in accordance with generally accepted accounting principles and reflect the following policies:

#### **Fund Accounting**

The accounts of the Bureau are maintained in accordance with the principles of fund accounting. For financial reporting purposes the following funds are established:

##### **Operating Fund:**

To record the activities associated with the Bureau's operations.

##### **Capital Fund:**

To record the activities associated with the Bureau's fixed asset requirements.

##### **Regional Tourism Partnership Trust Fund:**

To record the activities associated with the Regional Tourism Partnership.

##### **Convention Marketing Consortium Trust Fund:**

To record the activities associated with the Convention Marketing Consortium.

#### **Fixed Assets**

Fixed assets are funded by either direct funding for capital or a transfer from operations. Depreciation of fixed assets is not recorded in the accounts of the Bureau but rather the assets are expensed when acquired. In accordance with the terms of the lease with the City of Red Deer, all changes, improvements or alterations to the facility belong to the City of Red Deer. All chattels or equipment acquired by the Bureau belong to the City of Red Deer upon termination of the lease.

#### **Inventories**

Inventories are valued at the lower of cost or net realizable value.

#### **Changes in Financial Position**

A statement of changes in financial position is not provided as disclosure in these financial statements is considered to be adequate.

# **RED DEER VISITOR AND CONVENTION BUREAU**

## **NOTES TO THE FINANCIAL STATEMENTS**

**DECEMBER 31, 1993**

### **3. REGIONAL TOURISM PARTNERSHIP PROJECT IN PROGRESS**

The Regional Tourism partnership has committed funds for the development and installation of a computer information system at Heritage Ranch. The system is to be jointly owned by the partners and is scheduled to be completed in 1994 at an estimated capital cost of \$15,200.

### **4. DUE FROM (TO) THE CITY OF RED DEER**

The City of Red Deer acts as the banker for the Bureau. The due from (to) account represents funds held on behalf of the Bureau or funds advanced to the Bureau. These funds are treated as working capital required for the day to day operations of the Bureau.

### **5. DUE FROM (TO) REGIONAL TOURISM PARTNERSHIP**

The Bureau acts as a collector and disburser of funds for a Regional Tourism Partnership. This partnership is comprised of the following equal partners:

Bureau  
Town of Olds  
Town of Sylvan Lake  
Town of Rocky Mountain House  
Municipal District of Clearwater

The balance on hand represents the accumulated excess (deficiency) of revenue over expenditure generated by the partnership and is held in trust for the partnership.

**RED DEER VISITOR AND CONVENTION BUREAU**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**DECEMBER 31, 1993**

**6. DUE FROM (TO) CONVENTION MARKETING CONSORTIUM**

The Bureau acts as a collector and disbursing agent for a Convention Marketing Consortium. This consortium is comprised of the following equal partners:

Bureau  
Westerner Exposition Association  
Local hotels

The balance on hand represents the accumulated excess (deficiency) of revenue over expenditure generated by the consortium and is held in trust for the consortium.

**7. FIXED ASSETS**

Fixed assets comprise the following:

	<u>1993</u>	<u>1992</u>
Kitchen equipment	\$ 1,865	\$ 1,525
Office equipment	23,000	21,930
Display equipment	5,000	3,699
Leasehold improvements	<u>10,506</u>	<u>6,265</u>
	<u>\$ 40,371</u>	<u>\$ 33,419</u>

These fixed assets include a significant amount of furniture and kitchen equipment purchased from the City of Red Deer for \$1 in 1992 when the Bureau moved to the Heritage Ranch location.

**8. DEFERRED REVENUE**

Deferred revenue represents next year's membership fees received in the current year.

# **RED DEER VISITOR AND CONVENTION BUREAU**

## **NOTES TO THE FINANCIAL STATEMENTS**

**DECEMBER 31, 1993**

### **9. OPERATING RESERVE**

This operating reserve is comprised of a \$7,000 grant from the City of Red Deer and two private donations of \$200 each. These funds will be used to construct a sign on Highway 2. No expenditures have been incurred to date.

### **10. CAPITAL FUND EQUITY**

	<u>1993</u>	<u>1992</u>
Balance, beginning of year	\$ 33,419	\$ 7,811
Add fixed assets purchased in the year	6,952	28,301
Less - minor capital items written off	<u>-</u>	<u>(2,693)</u>
Balance, end of year	\$ <u>40,371</u>	\$ <u>33,419</u>

### **11. SPONSORSHIPS**

In addition to the sponsorships recorded in the financial statements, the Bureau receives significant sponsorship funding in the form of gifts-in-kind such as discount coupons, gift certificates, etc. to be distributed to tourists. Management estimates the unrecorded gifts-in-kind received in the year amounted to \$1,731 (1992 - \$2,390). Three project staff positions were held by individuals receiving unemployment insurance benefits in 1993. Management estimates the unrecorded value of these three staff positions to be \$21,750.

### **12. TAX STATUS**

The Bureau being a non-profit organization is exempt from income tax in accordance with Section 149 of the Income Tax Act.

### **13. COMPARATIVE FIGURES**

Certain of the prior year's comparative figures have been reclassified to conform to the current year's presentation.

SCHEDULE 1

**RED DEER VISITOR AND CONVENTION BUREAU**  
**SUMMARY SCHEDULE OF REVENUE AND EXPENDITURE BY PROGRAM**  
**YEAR ENDED DECEMBER 31, 1993**

	<u>1993</u>	<u>1992</u>
<b>REVENUE BY PROGRAM</b>		
Administration - Schedule 2	\$ 138,325	\$ 147,041
Chamber of Commerce - Schedule 3	-	454
Visitor information - Schedule 4	11,208	19,231
Heritage Ranch services - Schedule 5	50,253	37,730
The Crossing - Schedule 6	2,084	8,178
Events/resources - Schedule 7	1,180	5,222
Membership services - Schedule 8	12,251	10,248
Hospitality improvement seminars - Schedule 9	8,591	12,017
David Thompson Tourist Council - Schedule 10	10,300	-
Marketing and promotion - Schedule 11	11,043	13,483
Tourist publications - Schedule 12	29,485	36,078
Souvenirs - Schedule 13	<u>9,756</u>	<u>6,505</u>
	<u>284,476</u>	<u>296,187</u>
<b>EXPENDITURE BY PROGRAM</b>		
Administration - Schedule 2	70,027	78,323
Chamber of Commerce - Schedule 3	-	13,552
Visitor Information - Schedule 4	46,364	44,083
Heritage Ranch services - Schedule 5	43,766	28,875
The Crossing - Schedule 6	131	14,169
Events/resources - Schedule 7	1,243	4,851
Membership services - Schedule 8	12,164	10,559
Hospitality improvement seminars - Schedule 9	9,198	12,967
David Thompson Tourist Council - Schedule 10	10,300	14,137
Marketing and promotion - Schedule 11	26,531	19,432
Tourist publications - Schedule 12	38,475	42,172
Souvenirs - Schedule 13	<u>9,267</u>	<u>4,765</u>
	<u>267,466</u>	<u>287,885</u>
<b>EXCESS OF REVENUE OVER EXPENDITURE</b>	<b>\$ <u>17,010</u></b>	<b>\$ <u>8,302</u></b>

**RED DEER VISITOR AND CONVENTION BUREAU****SCHEDULE OF REVENUE AND EXPENDITURE****ADMINISTRATION****YEAR ENDED DECEMBER 31, 1993**

	1993 <u>Actual</u>	1993 <u>Budget</u> (unaudited)	1992 <u>Actual</u>
<b>REVENUE</b>			
Contributions from the City of Red Deer	\$ 134,747	\$ 134,747	\$ 140,822
Federal government employment grants	2,255	2,020	2,610
Provincial government employment grants	1,076	600	3,090
Miscellaneous revenue	<u>247</u>	<u>200</u>	<u>519</u>
	<u>138,325</u>	<u>137,567</u>	<u>147,041</u>
<b>EXPENDITURE</b>			
Salaries	43,521	43,100	44,695
Hourly wage personnel	8,463	13,080	11,215
Special service recognition	300	200	81
Business travel	3,095	2,800	3,112
Seminar and conference travel	440	300	519
Membership fees	400	300	25
Conference fees	330	300	279
Postage	1,096	1,000	1,385
Telephone	1,992	1,200	1,766
Advertising	132	200	291
Subscriptions and publications	376	125	15
Accounting and audit	5,216	3,000	2,993
Training courses	455	400	400
Building rental	1,590	1,590	1,500
Miscellaneous services	368	600	945
Contractual services	104	-	-
Insurance	368	350	350
General supplies	628	857	969
Stationery supplies	1,153	1,500	708
Transfer to capital fund to purchase fixed assets	<u>-</u>	<u>-</u>	<u>7,075</u>
	<u>70,027</u>	<u>70,902</u>	<u>78,323</u>
<b>EXCESS OF REVENUE OVER EXPENDITURE</b>	<b>\$ <u>68,298</u></b>	<b>\$ <u>66,665</u></b>	<b>\$ <u>68,718</u></b>

**RED DEER VISITOR AND CONVENTION BUREAU****SCHEDULE OF REVENUE AND EXPENDITURE****CHAMBER OF COMMERCE****YEAR ENDED DECEMBER 31, 1993**

	1993 <u>Actual</u>	1993 <u>Budget</u> (unaudited)	1992 <u>Actual</u>
REVENUE			
Sale of other goods & services	\$ -	\$ -	\$ 251
Convention services	<u>-</u>	<u>-</u>	<u>203</u>
	<u>-</u>	<u>-</u>	<u>454</u>
EXPENDITURE			
Advertising	-	-	100
Hostess services	-	-	4,234
Information staff salaries	-	-	5,976
Convention supplies	-	-	2,564
Utilities	<u>-</u>	<u>-</u>	<u>678</u>
	<u>-</u>	<u>-</u>	<u>13,552</u>
DEFICIENCY OF REVENUE OVER EXPENDITURE	\$ <u>-</u>	\$ <u>-</u>	\$ <u>(13,098)</u>

**RED DEER VISITOR AND CONVENTION BUREAU****SCHEDULE OF REVENUE AND EXPENDITURE****VISITOR INFORMATION****YEAR ENDED DECEMBER 31, 1993**

	<b><u>1993</u></b> <b><u>Actual</u></b>	<b><u>1993</u></b> <b><u>Budget</u></b> <b>(unaudited)</b>	<b><u>1992</u></b> <b><u>Actual</u></b>
<b>REVENUE</b>			
Contribution from Regional Tourism	\$ -	\$ -	\$ 9,500
Federal government employment grants	2,491	6,230	2,773
Provincial government employment grants	1,182	750	5,343
Retail sales	5,936	8,925	1,497
Miscellaneous revenue	<u>1,599</u>	<u>2,000</u>	<u>118</u>
	<u>11,208</u>	<u>17,905</u>	<u>19,231</u>
<b>EXPENDITURE</b>			
Salaries	14,260	21,180	18,727
Hourly wage personnel	21,058	22,720	15,529
Business travel	565	730	590
Postage	564	500	37
Telephone	1,991	1,500	1,286
Advertising	1,102	500	2,197
Training courses	1,280	870	619
Janitorial services	2,596	2,250	2,653
Goods for resale	892	1,000	653
General supplies	947	300	1,447
Stationery supplies	737	1,000	345
Utilities	323	180	-
Cash short	<u>49</u>	<u>-</u>	<u>-</u>
	<u>46,364</u>	<u>52,730</u>	<u>44,083</u>
<b>DEFICIENCY OF REVENUE OVER EXPENDITURE</b>	<b>\$ <u>(35,156)</u></b>	<b>\$ <u>(34,825)</u></b>	<b>\$ <u>(24,852)</u></b>



**RED DEER VISITOR AND CONVENTION BUREAU****SCHEDULE OF REVENUE AND EXPENDITURE****HERITAGE RANCH SERVICES****YEAR ENDED DECEMBER 31, 1993**

	1993 <u>Actual</u>	1993 <u>Budget</u> (unaudited)	1992 <u>Actual</u>
<b>REVENUE</b>			
Retail sales			
- Food	\$ 31,023	\$ 27,000	\$ 21,794
- Souvenirs	7,002	3,000	1,714
Catering	7,622	14,375	10,493
Facility rental	3,038	3,100	2,528
Consignment sales - souvenirs	1,568	2,000	1,169
Miscellaneous revenue	<u>-</u>	<u>60</u>	<u>32</u>
	<u>50,253</u>	<u>49,535</u>	<u>37,730</u>
<b>EXPENDITURE</b>			
Salaries	6,071	5,250	-
Hourly wage personnel	2,687	3,100	3,099
Business travel	312	200	310
Bank charges	90	50	49
Advertising	608	600	93
Miscellaneous services	2,390	2,025	82
Catering services	4,232	8,500	7,223
Other professional services	692	700	-
Food spoilage	280	500	398
Goods for resale			
- Food	19,938	18,000	12,347
- Souvenirs	4,685	2,975	877
Consignment goods purchased - souvenirs	797	1,300	512
General supplies	630	850	1,385
Stationery supplies	354	-	-
Contributions to municipal agencies	<u>-</u>	<u>-</u>	<u>2,500</u>
	<u>43,766</u>	<u>44,050</u>	<u>28,875</u>
<b>EXCESS OF REVENUE OVER EXPENDITURE</b>	<b>\$ <u>6,487</u></b>	<b>\$ <u>5,485</u></b>	<b>\$ <u>8,855</u></b>

**RED DEER VISITOR AND CONVENTION BUREAU****SCHEDULE OF REVENUE AND EXPENDITURE****THE CROSSING****YEAR ENDED DECEMBER 31, 1993**

	<b><u>1993</u></b> <b><u>Actual</u></b>	<b><u>1993</u></b> <b><u>Budget</u></b> <b>(unaudited)</b>	<b><u>1992</u></b> <b><u>Actual</u></b>
<b>REVENUE</b>			
Federal government grant	\$ 2,037	\$ -	\$ 8,178
Miscellaneous revenue	<u>47</u>	<u>-</u>	<u>-</u>
	<b><u>2,084</u></b>	<b><u>-</u></b>	<b><u>8,178</u></b>
<b>EXPENDITURE</b>			
Postage	6	-	13
Advertising	-	-	2,033
Proposal development	-	-	1,391
Heritage Ranch survey	-	-	10,566
General supplies	<u>125</u>	<u>-</u>	<u>166</u>
	<b><u>131</u></b>	<b><u>-</u></b>	<b><u>14,169</u></b>
<b>EXCESS (DEFICIENCY) OF REVENUE OVER EXPENDITURE</b>	<b><u>\$ 1,953</u></b>	<b><u>\$ -</u></b>	<b><u>\$ (5,991)</u></b>

**RED DEER VISITOR AND CONVENTION BUREAU****SCHEDULE OF REVENUE AND EXPENDITURE****EVENTS/RESOURCES****YEAR ENDED DECEMBER 31, 1993**

	1993 <u>Actual</u>	1993 <u>Budget</u> (unaudited)	1992 <u>Actual</u>
REVENUE			
Workshop fees	\$ 395	\$ 200	\$ 2,912
Reimbursement of airshow expenses	785	2,600	2,270
Further Education Council grant	<u>-</u>	<u>-</u>	<u>40</u>
	<u>1,180</u>	<u>2,800</u>	<u>5,222</u>
EXPENDITURE			
Salaries	-	500	600
Business travel	14	-	-
Seminar and conference travel	-	-	150
Postage	616	-	345
Telephone	10	-	10
Advertising	199	250	1,258
Other professional services	-	-	195
Honorariums for speakers	107	100	725
Contractual services	-	1,000	809
General supplies	262	400	759
Stationery supplies	<u>35</u>	<u>50</u>	<u>-</u>
	<u>1,243</u>	<u>2,300</u>	<u>4,851</u>
EXCESS (DEFICIENCY) OF REVENUE OVER EXPENDITURE	\$ <u>(63)</u>	\$ <u>500</u>	\$ <u>371</u>

**RED DEER VISITOR AND CONVENTION BUREAU****SCHEDULE OF REVENUE AND EXPENDITURE****MEMBERSHIP SERVICES****YEAR ENDED DECEMBER 31, 1993**

	1993 <u>Actual</u>	1993 <u>Budget</u> (unaudited)	1992 <u>Actual</u>
REVENUE			
Membership fees and events	\$ <u>12,251</u>	\$ <u>13,200</u>	\$ <u>10,248</u>
EXPENDITURE			
Salaries	5,900	5,750	5,280
Business travel	427	300	-
Postage	1,213	1,200	1,368
Advertising	830	1,200	1,231
Member events	1,841	1,450	1,409
Contractual services	504	1,150	235
Goods for resale	265	400	-
General supplies	959	1,000	901
Stationery supplies	<u>225</u>	<u>250</u>	<u>135</u>
	<u>12,164</u>	<u>12,700</u>	<u>10,559</u>
EXCESS (DEFICIENCY) OF REVENUE OVER EXPENDITURE	\$ <u>87</u>	\$ <u>500</u>	\$ <u>(311)</u>

**RED DEER VISITOR AND CONVENTION BUREAU****SCHEDULE OF REVENUE AND EXPENDITURE****HOSPITALITY IMPROVEMENT SEMINARS****YEAR ENDED DECEMBER 31, 1993**

	1993 <u>Actual</u>	1993 <u>Budget</u> (unaudited)	1992 <u>Actual</u>
REVENUE			
Seminar fees	\$ <u>8,591</u>	\$ <u>3,000</u>	\$ <u>12,017</u>
EXPENDITURE			
Salaries	1,505	1,000	3,125
Business travel	-	-	26
Postage	155	50	15
Advertising	49	150	642
Seminar materials	1,171	400	1,314
Equipment and room rental	266	150	153
Seminar instructors	5,021	1,875	6,180
Meals and coffee	983	350	1,512
Stationery supplies	<u>48</u>	<u>25</u>	<u>-</u>
	<u>9,198</u>	<u>4,000</u>	<u>12,967</u>
DEFICIENCY OF REVENUE OVER EXPENDITURE	\$ <u>(607)</u>	\$ <u>(1,000)</u>	\$ <u>(950)</u>

**RED DEER VISITOR AND CONVENTION BUREAU****SCHEDULE OF REVENUE AND EXPENDITURE****DAVID THOMPSON TOURIST COUNCIL****YEAR ENDED DECEMBER 31, 1993**

	<u>1993</u> <u>Actual</u>	<u>1993</u> <u>Budget</u> (unaudited)	<u>1992</u> <u>Actual</u>
REVENUE			
Contribution from the City of Red Deer	\$ <u>10,300</u>	\$ <u>10,300</u>	\$ _____
EXPENDITURE			
Tourist guide	-	-	1,125
Membership fees	10,300	10,300	10,300
Regional map	-	-	1,270
Motor Coach Tour program	_____	_____	<u>1,442</u>
	<u>10,300</u>	<u>10,300</u>	<u>14,137</u>
DEFICIENCY OF REVENUE OVER EXPENDITURE	\$ _____	\$ _____	\$ <u>(14,137)</u>

**RED DEER VISITOR AND CONVENTION BUREAU****SCHEDULE OF REVENUE AND EXPENDITURE****MARKETING AND PROMOTION****YEAR ENDED DECEMBER 31, 1993**

	1993 <u>Actual</u>	1993 <u>Budget</u> (unaudited)	1992 <u>Actual</u>
<b>REVENUE</b>			
Federal government grants	\$ -	\$ 6,250	\$ 2,805
Contributions from partners	6,597	2,400	7,182
Provincial government grants	36	-	2,433
Retail sales	2,241	750	-
Sales of other goods & services	<u>2,169</u>	<u>3,250</u>	<u>1,063</u>
	<u>11,043</u>	<u>12,650</u>	<u>13,483</u>
<b>EXPENDITURE</b>			
Salaries	1,400	1,750	-
Hourly wage - personnel	343	6,250	-
Business travel	475	-	96
Postage	59	-	40
Advertising	3,345	850	1,369
Subscriptions and publications	2,567	1,800	-
Convention services	2,379	4,625	1,280
Miscellaneous services	569	-	890
Contractual services	31	-	10,542
General supplies	2,142	1,000	789
Stationery supplies	212	400	126
Contribution to Regional Tourism Partnership	4,000	4,000	4,300
Contribution to Convention Marketing Consortium	<u>9,009</u>	<u>-</u>	<u>-</u>
	<u>26,531</u>	<u>20,675</u>	<u>19,432</u>
<b>DEFICIENCY OF REVENUE OVER EXPENDITURE</b>	<b>\$ <u>(15,488)</u></b>	<b>\$ <u>(8,025)</u></b>	<b>\$ <u>(5,949)</u></b>

**RED DEER VISITOR AND CONVENTION BUREAU****SCHEDULE OF REVENUE AND EXPENDITURE****TOURIST PUBLICATIONS****YEAR ENDED DECEMBER 31, 1993**

	1993 <u>Actual</u>	1993 <u>Budget</u> (unaudited)	1992 <u>Actual</u>
<b>REVENUE</b>			
Advertising and publications	\$ 24,645	\$ 27,300	\$ 33,930
Retail sales	3,475	3,000	2,110
Sales of other goods and services	1,365	2,500	-
Provincial government grants	<u>-</u>	<u>175</u>	<u>38</u>
	<u>29,485</u>	<u>32,975</u>	<u>36,078</u>
<b>EXPENDITURE</b>			
Salaries	9,058	9,000	8,867
Business travel	575	400	559
Postage	655	750	941
Advertising	24,915	22,500	29,767
Subscriptions and publications	433	400	-
Other professional services	1,371	1,700	-
Miscellaneous services	1,273	1,600	261
Contractual services	-	300	1,392
General supplies	195	600	342
Stationery supplies	<u>-</u>	<u>-</u>	<u>43</u>
	<u>38,475</u>	<u>37,250</u>	<u>42,172</u>
<b>DEFICIENCY OF REVENUE OVER EXPENDITURE</b>	\$ <u>(8,990)</u>	\$ <u>(4,275)</u>	\$ <u>(6,094)</u>



**RED DEER VISITOR AND CONVENTION BUREAU****SCHEDULE OF REVENUE AND EXPENDITURE****SOUVENIRS****YEAR ENDED DECEMBER 31, 1993**

	1993 <u>Actual</u>	1993 <u>Budget</u> (unaudited)	1992 <u>Actual</u>
REVENUE			
Retail sales	\$ 6,898	\$ 5,000	\$ 4,352
Wholesale sales	<u>2,858</u>	<u>2,000</u>	<u>2,153</u>
	<u>9,756</u>	<u>7,000</u>	<u>6,505</u>
EXPENDITURE			
Salaries	1,520	1,500	2,477
Advertising	1,119	600	208
Miscellaneous services	-	100	-
Goods for resale	6,481	4,000	1,672
General supplies	<u>147</u>	<u>250</u>	<u>408</u>
	<u>9,267</u>	<u>6,450</u>	<u>4,765</u>
EXCESS OF REVENUE OVER EXPENDITURE	\$ <u>489</u>	\$ <u>550</u>	\$ <u>1,740</u>

# RED DEER VISITOR AND CONVENTION BUREAU

## BALANCE SHEET DECEMBER 31, 1993

	Red Deer Visitor and Convention Bureau		Regional Tourism Partnership		Convention Marketing Consortium	Total	
	<u>1993</u>	<u>1992</u>	<u>1993</u>	<u>1992</u>	<u>1993</u>	<u>1993</u>	<u>1992</u>
<b>ASSETS</b>							
<b>CURRENT ASSETS</b>							
Cash	\$ 200	\$ 200	\$ -	\$ -	\$ -	\$ 200	\$ 200
Grants receivable - operating	3,647	4,618	-	-	-	3,647	4,618
Grants receivable - capital	-	8,600	-	-	-	-	8,600
Inventory	15,010	17,282	-	-	-	15,010	17,282
Regional tourism partnership project in progress (Note 3)	-	-	18,132	-	-	18,132	-
Due from the City of Red Deer (Note 4)	<u>7,717</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>7,717</u>	<u>-</u>
	26,574	30,700	18,132	-	-	44,706	30,700
DUE FROM (TO) REGIONAL TOURISM PARTNERSHIP (Note 5)	9,688	(11,558)	(9,688)	11,558	-	-	-
DUE FROM (TO) CONVENTION MARKETING CONSORTIUM (Note 6)	2,493	-	-	-	(2,493)	-	-
FIXED ASSETS (Note 7)	<u>40,371</u>	<u>33,419</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>40,371</u>	<u>33,419</u>
	<u>79,126</u>	<u>52,561</u>	<u>8,444</u>	<u>11,558</u>	<u>(2,493)</u>	<u>85,077</u>	<u>64,119</u>
<b>LIABILITIES AND FUND BALANCES</b>							
<b>LIABILITIES</b>							
Accounts payable and accrued liabilities	7,686	2,405	-	-	-	7,686	2,405
Deferred revenue (Note 8)	14,178	8,829	-	-	-	14,178	8,829
Due to the City of Red Deer (Note 4)	<u>-</u>	<u>8,619</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>8,619</u>
	<u>21,864</u>	<u>19,853</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>21,864</u>	<u>19,853</u>
<b>RESERVE AND EQUITY (DEFICIT)</b>							
Operating reserve (Note 9)	7,400	7,400	-	-	-	7,400	7,400
Operating fund and trust fund surplus (deficit)	8,899	(8,111)	8,444	11,558	(2,493)	14,850	3,447
Unexpended capital funds on hand	592	-	-	-	-	592	-
Capital fund equity (Note 10)	<u>40,371</u>	<u>33,419</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>40,371</u>	<u>33,419</u>
	<u>57,262</u>	<u>32,708</u>	<u>8,444</u>	<u>11,558</u>	<u>(2,493)</u>	<u>63,213</u>	<u>44,266</u>
	\$ <u>79,126</u>	\$ <u>52,561</u>	\$ <u>8,444</u>	\$ <u>11,558</u>	\$ <u>(2,493)</u>	\$ <u>85,077</u>	\$ <u>64,119</u>

Approved by the Board:

\_\_\_\_\_ Chairman

\_\_\_\_\_ Treasurer

# Red Deer Visitor and Convention Bureau

## 1994/95 Board of Directors

Appointed Directors	Organization	Term Ending
Bill Hull	City of Red Deer	October 1994
Syd Butler	David Thompson Country Tourist Council	AGM 1996
Fred Mueller	Westerner Exposition Association	AGM 1996
Shirley Hocken	Recreation, Parks & Culture Board	AGM 1995
Bonnie Ganske	Red Deer Chamber of Commerce	AGM 1995
No Appointment	Economic Development Board	AGM 1995

Elected Directors		Term Ending
Merv Phillips	Owner/Manager, Tango Productions	AGM 1995
Diana Rowe	Community Relations Coordinator, McDonald's	AGM 1995
Ken Truhn	Sales Manager, Radio 7	AGM 1995
Paul Bill	Quality Control and Materials Manager	AGM 1996
Jan Brososky	Director of Sales and Catering, Red Deer Lodge	AGM 1996
Lorraine Martinek	Manager, Canyon Ski Area	AGM 1996

### Advisory (Non-Voting) Members

Alan Scott	Manager, Land and Economic Development Department, City of Red Deer
Pat Henry	Executive Director, Red Deer Chamber of Commerce
Larry Johnstone	General Manager, Westerner Exposition Association
Tony Maxwell	General Manager, David Thompson Country Tourist Council

### Staff:

Wendy Martindale	Manager
Freda Lentz	Visitor Services Supervisor
Kathy Card	Member Services Coordinator

**DATE: APRIL 12, 1994**

**TO: WENDY MARTINDALE, MANAGER**  
**RED DEER VISITOR AND CONVENTION BUREAU**

**FROM: CITY CLERK**

**RE: 1993 AUDITED FINANCIAL STATEMENTS**

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At the City of Red Deer Council Meeting held on April 11, 1994, consideration was given to the Red Deer Visitor and Convention Bureau's 1993 audited financial statements. At this meeting it was agreed that same be filed.

On behalf of Council, thank you for submitting this report and for attending the Council Meeting.



KELLY KLOSS  
City Clerk

KK/clr

*Hand delivered - Mar. 22/94**AKH.*

THE KOREA VETERANS ASSOCIATION OF CANADA INC. (K.V.A. CAN.)  
L'ASSOCIATION CANADIENNE DES VÉTÉRANS DE LA CORÉE INC. (A.C.V.C.)

*March 22, 1994*

Her Worship Mayor, Gail Surkan  
City of Red Deer,  
City Hall,  
48 Ave.,  
Red Deer, Ab.

Subject : Disposition of Harvard Aircraft # 370

Your Worship:

As requested by City Council, a meeting of all interested parties was held on 10 March 1994, concerning the disposition of the subject aircraft.

The following attended this meeting:

Korea Veterans Association - Chair  
CF Detachment Penhold - Captain B. Wood represented LCol  
Wall, Det Commander  
Red Deer Flying Club  
Red Deer Industrial Airport  
The Royal Canadian Legion, Br # 35  
The RCAF Association

The Nanton Lancaster Society had been invited but failed to attend. They did, however, submit a letter of reply.

Captain Wood, briefed the meeting concerning the ownership of the Harvard and the normal DND process for disposition of such historical items. The aircraft continues to be the property of DND and remains on DND "Inventory", even when placed on loan for display purposes. In the normal sequence, the local commander is required to submit his recommendations to his Command Headquarters concerning the disposition of such equipments. The Commander of the command - in this case, Air Command - then submits his recommendations to National Defence Headquarters for a final decision and direction.

Clearly, considerations such as the heritage connection to this area and the ability of the receiving organization to provide for continued maintenance and up-keep of the air craft will be major factors in LCol Wall's recommendation.

...2...

If they so desire the organizations attending may submit written proposals to LCol Wall; however, these are not a prerequisite since verbal presentations have already been heard. Nanton's written request will be forwarded by the Chairman.

Following an open discussion, all attending groups agreed that the ultimate common intention is to retain this heritage item in the Red Deer environs. As a matter of record, all groups agreed that:

1. The aircraft should remain in this immediate area as a "heritage" item; and
2. All groups will continue to work together to seek a disposition proposal acceptable to all.

As a aside, I must add that this meeting had the added advantage of pointing out the very excellent and unqualified support the KVA Peace Memorial project has from all of the attending groups.

I believe the meeting has clearly defined the ownership and disposal questions. It has also resulted in a co-operative approach to providing advice to the Detachment Commander when the time comes for him to formulate his recommendations.

On behalf of all groups attending, I would like to thank Council for the opportunity of having this matter discussed in Council and for your very productive proposal for this joint meeting. I look forward to Council's continued co-operation as we jointly work for the development of Red Deer.

Yours sincerely,




---

G. Steacy, CD  
President,  
KVA Bighorn Chapter #67

Commissioners' Comments

Submitted for Council's information.

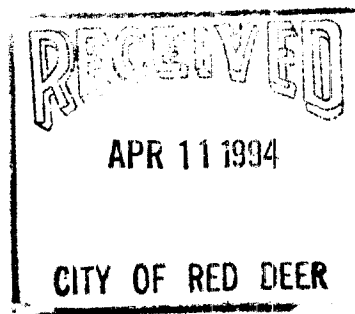
cc: LCol R. Wall  
Red Deer Flying Club  
Red Deer Industrial Airport  
The Royal Canadian Legion Br # 35  
The RCAF Association  
Korea Veterans Association # 67

"G. SURKAN"  
Mayor  
"H.M.C. DAY"  
City Commissioner

GS/kj

April 6, 1994

Lt. Col. Rick Wall  
18 Wing  
Detachment Penhold  
Mynarski Park, Alberta  
TOM INO



Dear Lt. Col. Wall:

Re: Harvard 370

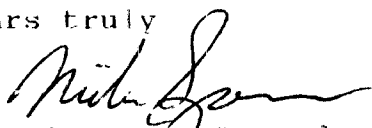
On March 10, 1994 representatives of the Red Deer Flying Club attended a meeting called by the Korea Veterans Association regarding the disposition of Harvard 370.

The Red Deer Flying Club's position is that Harvard 370 represents an important historic chapter in the history of Central Alberta. Accordingly, on January 17, 1994 the Flying Club made a presentation to Red Deer City Council (copy attached).

It is our understanding that Harvard 370 is and will remain the property of DND. Should DND decide that Harvard 370 remain at this Historic Location the Red Deer Flying Club, would undertake the cost of display and maintenance. This would be done with the full support of the Red Deer Airport Business Association. Attached, please find a sketch of a possible display format.

The Red Deer Flying Club sincerely hopes that Harvard 370 remains at the Red Deer Industrial Airport as a constant reminder of our Airport's history and of the contribution made by Canada's Airmen and Women over the past 62 years.

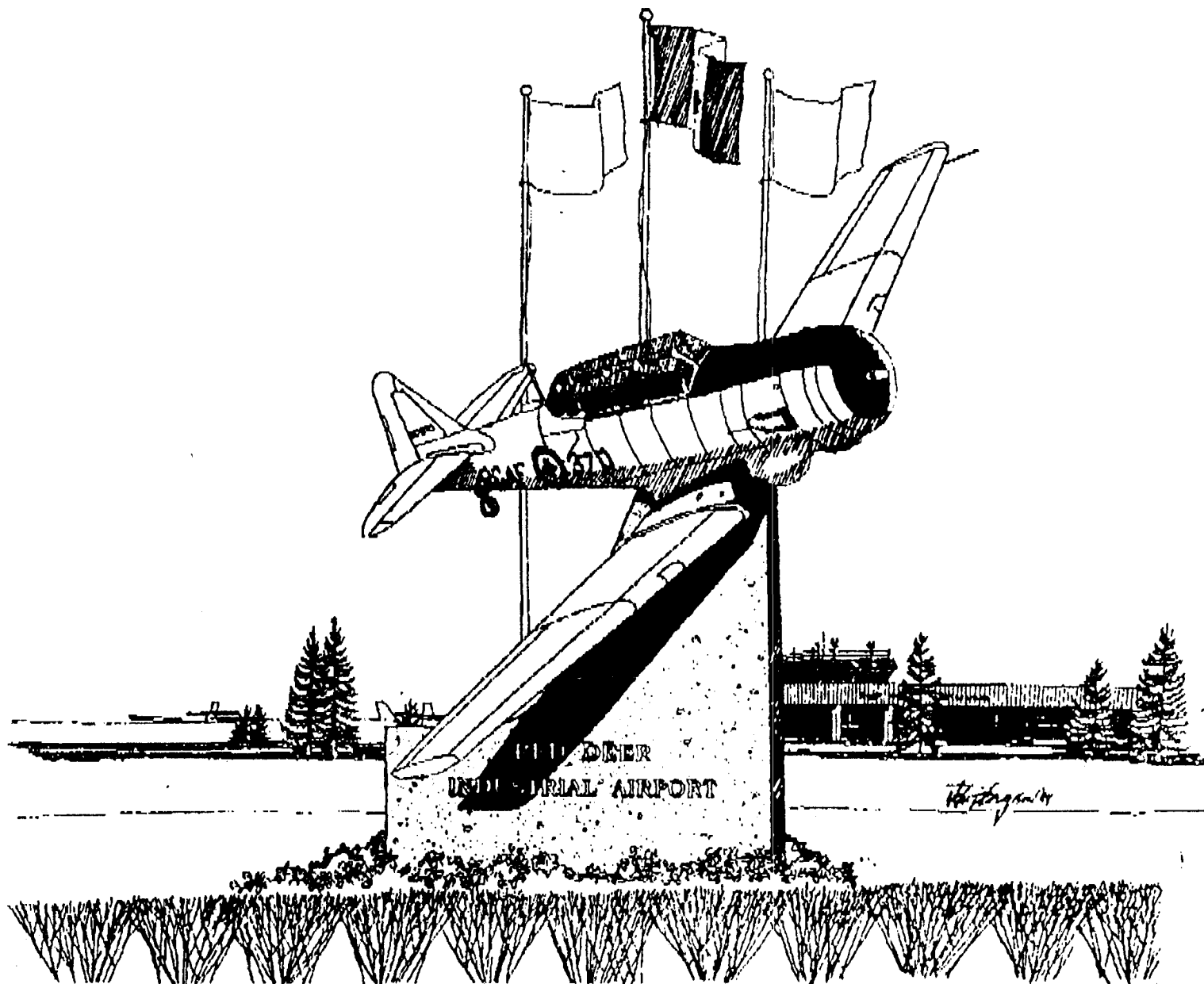
Yours truly



Mike Spencer, President  
Red Deer Flying Club  
Box 474  
Red Deer, Alberta  
T4N 5G1

cc: Red Deer Industrial Airport  
The RCAF Association  
Korea Veterans Association  
Red Deer Airport Business Association  
City of Red Deer  
Royal Canadian Legion Branch 35





## HARVARD 370

Your Worship and Members of Council:

The first indication the Red Deer Flying Club had that the future status of Harvard 370 would be discussed at tonight's council meeting was the Council Agenda that appeared in the Sunday Advisor. This left us very little time to put together a submission from the Red Deer Flying Club so my apologies for the quality of some of the material attached.

The Red Deer Flying Club recognizes the efforts put forth by the Korean Veterans Association and we wish them well. We do however, strongly feel that Harvard 370 already has a home.

Attached are some newspaper clippings featuring Harvard 370 that could help reinforce our contentions. One gives a brief history of Harvard 370 and the other is from the September '92 unveiling of a plaque at the dedication of the recently refurbished Harvard 370.

Members of Council, the Red Deer City Council of 1965 thought that this Harvard was SPECIAL. Important enough to be purchased from Crown Assets and dedicated to CFB Penhold in memory of its historic past.

If and when CFB Penhold closes and if and when the City regains ownership of Harvard 370, the Red Deer Flying Club would be willing to undertake moving 370 to another site on the Airport property and provide ongoing maintenance.

Again, the Red Deer Flying Club feels that Harvard 370 already has a home. At any other location it would become just another Harvard. Its home is the Red Deer Industrial Airport where its presence constantly reminds us of our Airport's history and the contributions made by Canada's Airmen and women over the past 62 years.

Thank you.

Respectfully submitted



Ron Schmidt

on behalf of the Red Deer Flying Club

**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

April 12, 1994

The Korea Veterans Association  
of Canada Inc.  
71 Selkirk Blvd.  
Red Deer, Alberta  
T4N 0G5

Att: Gerald Steacy,  
President

Dear Sir:

**RE: DISPOSITION OF HARVARD AIRCRAFT #370**

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At the City of Red Deer Council Meeting held on April 11, 1994, consideration was given to your correspondence dated March 22, 1994 concerning the above. At this meeting said letter was received as information. It is Council's understanding that your letter was an interim report and that once more information is available with regard to the Harvard Aircraft, all interested parties will again meet to make a formal recommendation to Council regarding the disposition of the Harvard Aircraft.

For your information, attached hereto is an additional letter from the Red Deer Flying Club which was submitted to Council at the April 11, 1994 meeting.

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

Sincerely,



KELLY KLOSS  
City Clerk

KK/clr  
Attch.

cc: Red Deer Flying Club  
Att: Ron Schmidt

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## 1995 WORLD JUNIOR HOCKEY CHAMPIONSHIP ASSOCIATION



NO. 3

April 4th, 1994

Mr. Bill Statnyk  
Alderman  
City of Red Deer  
P.O. Box 5008  
Red Deer, Alberta  
T4N 3T4

Dear Bill:

Thank you for taking the time from your schedule to discuss the coming World Junior Hockey Championships.

As I mentioned, our request is that the City of Red Deer allow the World Junior Committee the use of their Billboard located on Highway 2, for a period of 6 months. The dates of which to be 1st July, 1994 to 31st January, 1995.

It would be our intention to have the signage sponsored by a local firm and as well to note the City of Red Deer as a sponsor.

Thank you again for your assistance.

Sincerely,

Ray McBeth  
Friends of The Games

DATE: April 6, 1994

TO: Kelly Kloss,  
City Clerk

FROM: Alan Scott,  
Land & Economic Development Manager

RE: **INDUSTRIAL LAND MARKETING SIGN - EDGAR INDUSTRIAL PARK  
ADJACENT TO HIGHWAY 2**

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The sign adjacent to Highway 2, erected to assist in the marketing of the industrial land, was first installed in the spring of 1988, approximately 6 years ago. Over the years, the sign has had some deterioration until we are probably now at a point when it should be updated and repainted.

The Land & Economic Development Department would, therefore, have no objection to the sign being used on a temporary basis to advertise the World Junior Hockey Championships, on the understanding that there would be no costs associated with the use of this sign accruing to the Land & Economic Development Department.

Once the Championships are over, we would recommend that the sign be removed at no cost to the City, and we would then undertake to update the sign for future use as an industrial land marketing tool.



Alan V. Scott

LAND & ECONOMIC DEVELOPMENT DEPARTMENT

AVS/pr

Commissioners' Comments

We concur with the recommendation of the Land & Economic Development Manager and recommend that Council review the long term uses of the Sign when the World Junior Championships are completed.

"G. SURKAN"  
Mayor

"H.M.C. DAY"  
City Commissioner

**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

April 12, 1994

1995 World Junior Hockey  
Championship Association  
c/o Alberta Amateur Hockey Association  
1, 7875 - 48 Avenue  
Red Deer, Alberta  
T4P 2K1

Att: Mr. Ray McBeth

Dear Ray:

At the City of Red Deer Council Meeting held on April 11, 1994, consideration was given to your letter dated April 4, 1994 concerning the 1995 World Junior Hockey Championships to be held in Red Deer. At this meeting, Council passed the following resolution:

"RESOLVED that Council of The City of Red Deer, having considered correspondence from the 1995 World Junior Hockey Championship Association dated April 4, 1994 re: Use of Highway 2 Billboard, hereby approves said request subject to the following conditions:

1. The sign be used on a temporary basis to advertise the World Junior Hockey Championships for the period of July 1, 1994 to January 31, 1995.
2. That no costs associated with the use of this sign will accrue to the Land and Economic Development Department.
3. The City of Red Deer be shown as a sponsor on said signage.
4. That once the championships are over, said signage be removed at no cost to the City,

and as presented to Council April 11, 1994."

... / 2


*a delight  
to discover!*

1995 World Junior Hockey  
Championship Association  
April 12, 1994  
Page 2

As Council has approved your request, it would now be appropriate for you to contact the City's Land and Economic Development Manager, Mr. Alan Scott, at 342-8105, to determine the process to be followed for placing this sign.

Thank you for attending the Council Meeting. I wish your Association all the best in their preparations for the upcoming championships.

Sincerely,



KELLY KLOSS  
City Clerk

KK/clr

cc: Land and Economic Development Manager  
Bylaws and Inspections Manager

Submitted to City Council

Date: April 11/94

On Friday, April 8, 1994 the first meeting of the Solid Waste Management Advisory Committee was held. Generally speaking, the meeting went very well, with a lot of background material and information passed on to the members.

During the course of the meeting, the committee was informed that the City had approached the County of Red Deer for redesignation of the north half of the section to AB - B from AG - A. This new zoning would allow a landfill to be considered as a discretionary use on the site. First reading of the redesignation bylaw took place some time ago. The Public Hearing and 2nd and 3rd reading of the bylaw is scheduled for Tuesday, April 19, 1994.

One of the members of the committee, Mr. T. Nielsen, representing the landowners wanted the redesignation deferred until the committee had done it's work. He was supported by one other committee member, also representing the landowners. It was explained that the County process presently under way, would not allow for a landfill. County MPC approval would still be required and more importantly, Health Unit approval would be required. It was further pointed out that the logical procedure was to obtain the required clearances from the County first and if they are obtained, then application to the Health Unit would be made. This is the preferred route of both the County and the Health Unit.

Mr. Nielsen insisted that we come to Council with his request for deferral of the redesignation process with the County. We finally agreed to bring his request to this meeting but we would not support his request. We believe it is imperative that we continue with the County approval process and at the same time work within the committee to try and resolve as many of the concerns as possible relative to the proposed site prior to applying to the Health Unit.

We would ask that Council pass a resolution supporting our present course of action with respect to County approvals and seek 2nd and 3rd readings of the bylaw on April 19, 1994.



**DATE: APRIL 12, 1994**

**TO: DIRECTOR OF ENGINEERING SERVICES**

**FROM: CITY CLERK**

**RE: COUNTY OF RED DEER LAND USE BYLAW 2C/94 -  
RE-ZONING FROM AGRICULTURAL - A to AGRICULTURAL - B**

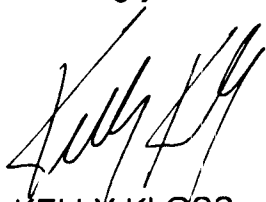
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At the Council Meeting of April 11, 1994, consideration was given to a verbal report from Alderman Volk relative to the Solid Waste Management Advisory Committee. At this meeting the following motion was passed:

"RESOLVED that Council of The City of Red Deer hereby agrees that the City Administration proceed with the process of receiving 2nd and 3rd readings of County of Red Deer Bylaw No. 2C/94 on April 19, 1994."

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

Trusting you will find this satisfactory.



KELLY KLOSS  
City Clerk

KK/clr

cc: Public Works Manager