

DATE: December 21, 1993
TO: All Departments
FROM: City Clerk
RE: PLEASE POST FOR THE INFORMATION OF EMPLOYEES

SUMMARY OF DECISIONS

**FOR THE REGULAR MEETING OF RED DEER CITY COUNCIL
HELD IN THE COUNCIL CHAMBERS, CITY HALL,
MONDAY, DECEMBER 20, 1993,
COMMENCING AT 4:30 P.M.**

- (1) Confirmation of the Minutes of the Regular Meeting of December 6, 1993.

DECISION - MINUTES CONFIRMED

PAGE

- (2) **UNFINISHED BUSINESS**

- 1) City Clerk - Re: Sign Changes/Annexed Area

. . 1

DECISION - ITEM WITHDRAWN

- (3) **PUBLIC HEARINGS**

(4) **REPORTS**

- 1) Executive Assistant - Re: Queen Elizabeth II Scholarship Trust Fund/Agreement . . 3

DECISION - APPROVED AGREEMENT

- 2) City Assessor - Re: 1993 Tax Sale . . 9

DECISION - RECEIVED AS INFORMATION

- 3) Red Deer Regional Planning Commission - Re: Land Use Bylaw Amendment 2672/Z-93/Kentwood East - Phase 2/Kuhnen Property . . 10

DECISION - BYLAW GIVEN 1ST READING

- 4) Red Deer Regional Planning Commission - Re: Land Use Bylaw Amendment 2672/Y-93/Taylor Drive Extension (from 32 Street to 43 Street)/The City of Red Deer . . 11

DECISION - BYLAW GIVEN 1ST READING

- 5) Public Works Manager - Re: Snow and Ice Control Costs . . 12

DECISION - RECEIVED AS INFORMATION

- 6) Red Deer Regional Health Unit - Re: 1992 Annual Report . . 13

DECISION - RECEIVED AS INFORMATION

- 7) Director of Engineering Services/Acting Transit Manager - Re:
Transit Service/Christmas Eve . . 14

DECISION - RECEIVED AS INFORMATION

- 8) Director of Community Services - Re: School Age Child Care
Standards . . 16

DECISION - APPROVED STANDARDS

- 9) City Assessor - Re: 1994 Adoption Bylaw 3100/93 . . 30

DECISION - AGREED TO BYLAW

- 10) Director of Engineering Services - Re: Deer Crossing Signs
on 67 Street . . 32

**DECISION - AGREED TO MODIFICATIONS OF SIGNS IN ORDER TO
REDUCE MAINTENANCE COSTS**

(5) **CORRESPONDENCE**

- 1) City of Lethbridge - Re: EEMA/Meeting/Support for resolution
to disband EEMA . . 35

DECISION - AGREED TO SUPPORT

(7) **NOTICES OF MOTION**

- 1) City Clerk - Re: Alderman Guilbault/Christmas Tree Lights
City Hall Park . . 73

**DECISION - AGREED NOT TO CHANGE LIGHTING SCHEDULE FOR
CITY HALL PARK**

- 2) City Clerk - Re: Alderman Pimm/Provincial Government
Downloading/Request for information relative to dollar value
and informing Province and Citizens . . 77

DECISION - AGREED TO REQUEST

(8) **WRITTEN ENQUIRIES**

- 1) City Clerk - Re: Alderman Guilbault/Service of the Building
Inspection Department . . 79

DECISION - RECEIVED AS INFORMATION

(9) **BYLAWS**

- 1) 2672/Y-93 - Land Use Bylaw Amendment/Taylor Drive
Extension (from 32 Street to 43 Street)/The City of Red Deer -
1st Reading . . 11
. . 82

DECISION - 1ST READING GIVEN

- 2) FCM - Re: Proposed Municipal Infrastructure Program/Municipal Representation on Management Committee . . 37

DECISION - AGREED TO SUPPORT REPRESENTATION

- 3) Royal Canadian Mounted Police - Re: 1994 Commissioner's Directional Statement and "K" Division Priorities/Objectives . . 42

DECISION - RECEIVED AS INFORMATION

- 4) Alberta Urban Municipalities Association - Re: 1993 AUMA Convention Resolutions . . 65

DECISION - RECEIVED AS INFORMATION

- 5) The Alberta Channel - Re: Application for a Channel 20 Television Transmitter at Red Deer/Concerns of Potential Interference . . 67

DECISION - RECEIVED AS INFORMATION

- 6) Alberta Municipal Affairs - Re: Applications by Non-Profit Organizations/Exemption from Assessment and Property Taxation/Decision by Municipal Council . . 70

DECISION - AGREED TO REQUEST CHANGE IN LEGISLATION

(6) **PETITIONS & DELEGATIONS**

- 2) 2672/Z-93 - Land Use Bylaw Amendment/Kentwood East - Phase 2/Kuhnen Property - 1st Reading . . 10
.. 84

DECISION - 1ST READING GIVEN

- 3) 3100/93 - 1994 Adoption Bylaw - 3 Readings . . 30
.. 86

DECISION - 3 READINGS GIVEN

ADDITIONAL AGENDA

- 1) Development Standards - Oriole Park

DECISION - DELETED REQUIREMENT FOR CEDAR SHAKES

- 2) McDonald's Restaurants - Proposed McDonald's Request to Purchase Windsor Parking Lot

DECISION - DENIED REQUEST, HOWEVER, AGREED TO OFFER LOT FOR SALE

- 3) Central Alberta Animal Clinic - Re: Agreement with An-Mel Holdings Ltd./Land Exchange Bylaw 2672/AA-93

DECISION - BYLAW GIVEN 1ST READING

A G E N D A

FOR THE REGULAR MEETING OF RED DEER CITY COUNCIL

TO BE HELD IN THE COUNCIL CHAMBERS, CITY HALL,

MONDAY, DECEMBER 20, 1993,

COMMENCING AT 4:30 P.M.

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.. 84
- 3) 3100/93 - 1994 Adoption Bylaw - 3 readings .. 30
.. 86

Social Planning - Special Transportation during holiday season

Committee of the Whole

- 1) Administrative Matter

UNFINISHED BUSINESSNO. 1

DATE: DECEMBER 14, 1993
TO: CITY COUNCIL
FROM: CITY CLERK
RE: SIGN CHANGES - ANNEXED AREA

At the Council Meeting of August 30, 1993 Council considered a report from the Engineering Department Manager pertaining to the above topic. At the aforesaid meeting the following motion was introduced:

Moved by Alderman Schnell, seconded by Alderman Campbell-Cardwell

"RESOLVED that Council of The City of Red Deer hereby approves an over expenditure of \$15,000 to the Public Works Sign Maintenance Budget to update road signs due to recent annexation, and as recommended to Council August 30, 1993."

Prior to voting on the above motion however, a tabling motion was passed agreeing that said matter be tabled for a period of two months pending receipt of further information.

Following hereafter is a further report from the Engineering Department Manager as requested.



C. SEVCIK
City Clerk

CS/clr

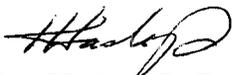
DATE: December 10, 1993
 TO: City Clerk
 FROM: Engineering Department Manager
 RE: **SIGN CHANGES - ANNEXED AREA**

On August 30, 1993, City Council passed a tabling motion agreeing that the matter of a potential overexpenditure of \$15,000 to the Public Works sign maintenance account be tabled for a period of two months pending receipt of further information. Specifically, more information on the proposed speed limit changes was requested.

The Public Works Department is now indicating that they will likely have sufficient budget to complete the remaining work as follows:

1. Annexation Sign Changes - complete at a cost of approximately \$5,500.
2. Speed Limit Sign Changes - to be completed during the week of December 13, 1993 at an estimated cost of \$1,500.
3. Dangerous Goods Route Sign Changes - to be completed by the end of the year at an estimated cost of \$8,500.

In view of the good possibility that remaining Public Works Budget will be sufficient to complete the necessary works, we would suggest that the above motion be rescinded.



Ken Haslop, P. Eng.
 Engineering Department Manager

Commissioners' Comments

KGH/emg

c.c. Public Works Manager
 c.c. Meters and Signs Supervisor
 c.c. Fire Chief

In light of the comments from the Engineering Department Manager, we would recommend that the resolution be withdrawn.

"G. SURKAN"
 Mayor

"H.M.C. DAY"
 City Commissioner

DATE: DECEMBER 21, 1993
TO: ENGINEERING DEPARTMENT MANAGER
FROM: CITY CLERK
RE: SIGN CHANGES - ANNEXED AREA

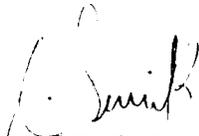
Your report dated December 10, 1993 pertaining to the above topic was presented on the Council Agenda of December 20, 1993.

At the aforesaid meeting, the following motion was withdrawn in accordance with your recommendations:

"RESOLVED that Council of The City of Red Deer hereby approves an over expenditure of \$15,000 to the Public Works Sign Maintenance Budget to update road signs due to recent annexation, and as recommended to Council August 30, 1993."

MOTION WITHDRAWN

The decision of Council in this instance is submitted for your information and I trust you will find same satisfactory.


C. SEVCIK
City Clerk

CS/clr

cc: Public Works Manager
Meters and Signs Supervisor
Fire Chief

NO. 1

DATE: December 06, 1993

TO: CITY COUNCIL

RE: QUEEN ELIZABETH 11 SCHOLARSHIP TRUST FUND

At the Council Meeting of November 9, 1992, City Council struck a sub-committee of Council to meet with representatives of the Red Deer Regional Hospital Centre to consider options which would result in the Queen Elizabeth 11 Scholarship Trust Fund becoming self-sustaining. Council also asked that the sub-committee and the Hospital look at an amendment to the existing agreement which would allow for the City and the Hospital to share equally in providing the necessary financial assistance in the event the capital becomes depleted or the interest generated annually is insufficient to pay the Scholarship.

On March 2nd, 1993, the Finance Director, Mr. Alan Wilcock and I, at the request of the City Commissioners, met with representatives of the Red Deer Regional Hospital Centre to discuss the Fund.

We agreed to make application to the Red Deer Community Foundation in the Fall of 1993 for moneys to top up the Fund to an amount sufficient to sustain a \$1,000 annual scholarship. The application was submitted but was unsuccessful. We were advised that the total of the grant requests far surpassed the funding available this quarter.

In light of this information and the current fiscal realities, the City and Hospital representatives agreed to recommend that, on an annual basis, the Hospital and the City share equally in providing any shortfall in the interest revenue to allow for the payment of the full Scholarship. It would appear to be easier to handle a small yearly expenditure (i.e., \$200-300) rather than both parties having to pay several thousand dollars in one lump sum to top up the account.

The City and Hospital representatives also reviewed the existing agreement and agreed to the following:

- 1) Reorganization of the agreement to include the appendices in the body of the document in an effort to simplify the format and provide greater clarity.
- 2) Provision for the Scholarship to be presented to a "group" (i.e., two or more persons) **or** an "individual". The existing agreement specifies an "individual" recipient. With the proposed amendment to allow for a "group" recipient, we were careful to maintain the original integrity of the Scholarship as a "single annual scholarship of \$1,000". [Sections 2 and 3]
- 3) Identification in the agreement, of the City's "designate" as the Red Deer Regional Hospital Board, responsible for the appointment of the Scholarship Selection Committee and the general administration of the Scholarship. The existing agreement refers to "the City or its designate" as having this responsibility. The Board was then appointed as the City's "designate" under a separate resolution of Council. [Section 4(2)]

City Council
Page 2

- 4) A change in the date for selection of the recipient of the award from "June 30" to "September 30" in any given year, to more appropriately accommodate the Scholarship Selection Committee. [Section 4(5)]
- 5) A provision whereby the Hospital will bear all costs of administration of the Scholarship, such as advertising, printing of the Scholarship certificates and related expenses. In the existing agreement this is a cost to be borne from the interest generated by the Fund. [Section 7]
- 6) A new provision for the City and the Hospital to contribute equally the necessary funds to award the full Scholarship in the event the Fund becomes depleted or the interest generated in a given year is insufficient for payment of the Scholarship. [Section 8]

RECOMMENDATIONS:

Based on our discussions with representatives of the Red Deer Regional Hospital Centre, and the information provided in this report, Mr. Wilcock and I would recommend the following action:

- 1) That City Council approve the proposed new agreement attached to this report, to replace and supersede the Agreement, dated May 28, 1990, between The City of Red Deer and the Red Deer General and Auxiliary Hospital and Nursing Home District #15.
- 2) That City Council agree that the City will share equally with the Hospital in providing, on an annual basis, any shortfall in the interest revenue generated by the Queen Elizabeth 11 Scholarship Trust Fund, to allow for the payment of the full Scholarship.
- 3) That City Council further agree that the City will pay its portion of the shortfall in any given year as an over-expenditure from the Mayor's Public Relations Account.

The Red Deer Regional Hospital Board has already reviewed and approved the proposed new agreement, and has agreed to share equally in annually paying any shortfall in interest revenue necessary to award the full Scholarship.


PAT SHAW
Executive Assistant

pms
Att.

Commissioners' Comments

We concur with the recommendations from the Executive Assistant and the Director of Financial Services.

"G. SURKAN"
Mayor
"H.M.C. DAY"
City Commissioner

THIS AGREEMENT made effective the ____ day of _____, 1993.

BETWEEN:

THE CITY OF RED DEER
(the "City")

OF THE FIRST PART

-and-

**THE RED DEER GENERAL AND AUXILIARY HOSPITAL
AND NURSING HOME DISTRICT #15**
(the "Hospital")

OF THE SECOND PART

WHEREAS the parties by agreement dated the 28th day of May, 1990, (the "Said Agreement") have contributed funds and established a fund known as "THE QUEEN ELIZABETH II SCHOLARSHIP FUND" (the "Fund") in commemoration of the occasion of the visit of Her Majesty Queen Elizabeth II to the City of Red Deer on June 28, 1990, based on the following citation:

"The Queen Elizabeth II Scholarship in Paediatrics or Neonatology is awarded annually to assist recipients with further study and to commemorate the visit of Her Majesty Queen Elizabeth II to Red Deer, June 28, 1990.

The Queen Elizabeth II Scholarship in Paediatrics or Neonatology is made possible from an endowment fund established through generous contributions from the City of Red Deer, the Red Deer Regional Hospital Centre and private donors."

AND WHEREAS in accordance with the Said Agreement, the City and the Hospital entered into an agreement with the Red Deer Community Foundation on the 23rd day of January, 1991, (the "Foundation Agreement") for the investment and management of the Fund;

AND WHEREAS the parties wish to amend and update the Said Agreement;

NOW THEREFORE THIS AGREEMENT WITNESSETH that in consideration of the mutual covenants and agreements herein contained, the parties agree together as follows:

INTERPRETATION

1. (1) The parties each acknowledge that effective upon execution of this agreement, this agreement shall replace and supersede the Said Agreement with respect to their future obligations respecting the Fund and the awarding of the Scholarship.
- (2) The parties each ratify and confirm the Foundation Agreement.
2. For the purpose of this agreement "candidate" and "recipient" shall each respectively mean and include:
 - a) a single person; or
 - b) a group of two or more persons.

THE SCHOLARSHIP

3. (1) The Scholarship shall be a single annual Scholarship of \$1,000.00.
- (2) It is the intent that the Scholarship shall be awarded annually, however, if there is no candidate judged by the Selection Committee to be worthy, the Scholarship may be withheld in any one year.

SCHOLARSHIP SELECTION COMMITTEE

4. (1) A Scholarship Selection Committee shall be appointed annually by Council of The City, or its designate, where one is appointed, and shall include one member of Council.
- (2) The parties acknowledge that the City has appointed the Red Deer Regional Hospital Board as its designate (subject to annual review by Council) to be responsible for :
 - a) the annual appointment of a Scholarship Selection Committee; and
 - b) the general administration of the Scholarship.

- (3) The Scholarship Selection Committee shall be responsible for selecting a recipient from among qualified candidates based on criteria established by this agreement.
- (4) The selection process will be determined by the Scholarship Selection Committee.
- (5) If the Scholarship is awarded, the Scholarship Selection Committee shall select the recipient by September 30 in any given year, and notify the Hospital and The City forthwith.

CRITERIA FOR THE SCHOLARSHIP

5. The criteria for the awarding of the Scholarship shall be as follows:
 - a) it shall be awarded to a candidate at the post-secondary education level working or studying in Paediatrics or Neonatology who has demonstrated outstanding aptitude, academic or professional ability;
 - b) the candidate must be a Canadian citizen or a Landed Immigrant; and
 - c) preference shall be given to candidates from Red Deer and Central Alberta.
 - d) any additional selection factors established by the Scholarship Selection Committee which are consistent with and reflect the aims and purposes of the Scholarship.

ADMINISTRATION

- 6.. Any interest accrued on the Fund in excess of the amount of the Scholarship in any year shall be paid to the Foundation to be added to the capital of the Fund and dealt with as a part thereof.
7. All costs of administration of the Scholarship, such as advertising, printing of the Scholarship Certificates and related expenses shall be borne by the Red Deer General and Auxiliary Hospital and Nursing Home District #15.
8. If the Fund becomes depleted, or the interest generated is insufficient for

payment of the Scholarship, the City and the Hospital shall each contribute equally the necessary funds to award the full Scholarship.

AMENDMENT

9. The provisions of this agreement, the criteria for the Scholarship, and the Administrative Guidelines may be amended or replaced from time to time hereafter by the mutual agreement of the parties.

TERMINATION

10. This agreement may only be terminated by mutual agreement of the parties, provided however that such termination shall not be effective unless and until the parties have entered into an agreement with the Foundation to ensure that the Fund shall continue to be administered, and the Scholarship awarded thereafter, in accordance with this agreement and any amendments thereto.

IN WITNESS WHEREOF the parties have executed this agreement the ____ day of _____, 1993.

THE CITY OF RED DEER

Per: _____

Per: _____

**THE RED DEER GENERAL AND AUXILIARY
HOSPITAL AND NURSING HOME DISTRICT #15**

Per:  _____

Per:  _____

DATE: DECEMBER 21, 1993

TO: PAT SHAW
EXECUTIVE ASSISTANT

FROM: CITY CLERK

RE: QUEEN ELIZABETH II SCHOLARSHIP TRUST FUND

Your report dated December 6, 1993 pertaining to the above topic was presented on the Council Agenda of December 20, 1993. At said meeting Council passed the following motion in accordance with your recommendations:

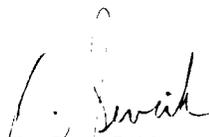
"RESOLVED that Council of The City of Red Deer hereby approves the proposed new agreement between The City of Red Deer and the Red Deer General and Auxiliary Hospital and Nursing Home District #15 re: Queen Elizabeth II Scholarship Trust Fund and as presented to Council December 20, 1993.

Council further agrees that the City will share equally with the Hospital in providing, on an annual basis, any shortfall in the interest revenue generated by the Queen Elizabeth II Scholarship Trust Fund, to allow for the payment of the full scholarship with the City portion of the shortfall in any given year to be charged as an over-expenditure to the Mayor's Public Relations Account."

Enclosed herewith are two fully executed copies of the new agreement between The City of Red Deer and the Red Deer General and Auxiliary Hospital and Nursing Home District #15. We have kept one original for our files.

Trusting you will find this satisfactory and that you will advise the Hospital of Council's decision and forward to them a copy of the agreement for their files.

Thank you for your assistance in this matter.


C. SEVCIK
City Clerk

CS/clr
Encls.

cc: Director of Financial Services
Director of Community Services



Red Deer Regional Hospital Centre

3942 - 50A Avenue

Red Deer, Alberta

T4N 4E7

Telephone - (403) 343-4422

Facsimile - (403) 343-4433

Mailing Address

P.O. Bag 5030
Red Deer, Alberta
T4N 6R2

July 2, 1993

Mrs. Patricia M. Shaw
Executive Assistant to the Mayor & Commissioner
The City of Red Deer
Box 5008
Red Deer, Alberta
T4N 3T4

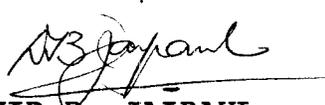
Dear ^{Pat} Mrs. Shaw:

RE: THE QUEEN ELIZABETH II SCHOLARSHIP FUND

Thank you for your work on redrafting the terms of the above agreement. Enclosed are the original and two (2) copies of the revised agreement duly signed by the Board.

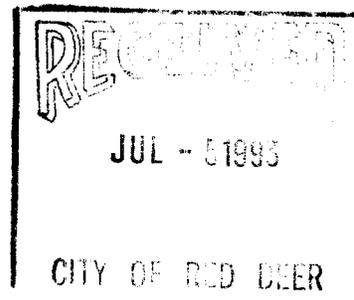
Thank you, and have a good summer.

Yours very truly,


DAVID B. JAIPAUL
Director, Financial Services

DBJ/jh

Encl.



OWNERS & OPERATORS OF:

Red Deer General Hospital
3942 - 50A Avenue
343-4422

Dr. Richard Parsons Auxiliary Hospital
3929 - 52 Avenue
343-4422

Valley Park Manor Nursing Home
5505 - 60 Avenue
343-4722

Red Deer Nursing Home
4736 - 30 Street
343-4456

Westpark Nursing Home
5715 - 41 St. Cr.
343-4539

Pat Shaw



June 8, 1993

We have never received
the agreement back from the
Hospital?

C. Sewal 93.11.24

Mr. David B. Jaipaul
Director, Financial Services
Red Deer Regional Hospital Centre
3942 - 51A Avenue
Red Deer, Alberta
T4N 4E7

Dear Mr. Jaipaul:

RE: THE QUEEN ELIZABETH II SCHOLARSHIP FUND

Further to our conversation on May 6, 1993, I am pleased to enclose the original and two copies of the revised agreement incorporating the changes we discussed.

I believe the revised agreement adequately identifies the changes you suggested, ie. that the recipient could be a "group of people" as well as an "individual", while maintaining the Scholarship as a "single annual Scholarship of \$1,000.00" and that the date by which the annual selection of a recipient is to be made, be changed from June 30 to September 30.

I have reviewed the latest changes and would ask that you do the same. Once you are satisfied, would you **please forward the agreement to the Hospital Board for ratification prior to returning the three signed copies to me for presentation to City Council.**

Once both Organizations have approved the agreement and the City has signed them, we will forward a signed copy of the document to you for your file. I will also arrange to send a copy of the revised agreement to the Red Deer Community Foundation for information and record.

.../2

Office of the Mayor



Mr. David B. Jaipaul
Page 2
June 8, 1993

Thank you for your assistance in seeking the necessary approvals. If you have any questions, please call me at 342-8157.

Personal regards!

PATRICIA M. SHAW
Executive Assistant to the Mayor and Commissioner

/cjm

Enclosure (Original and 2 copies of agreement)

- c. Mr. A. Wilcock, Director of Financial Services
- Mr. C. Sevcik, City Clerk

~~Mr. David B. Jaipaul
Director, Financial Services
Red Book Regional Hospital Center
1000 - 21A Avenue
Red Oak, Alaska
99561-421~~

Our Mr. Jaipaul

RE: THE QUEEN ELIZABETH II SCHOLARSHIP FUND

Further to our conversation on May 4, 1993, I am pleased to enclose the original and two copies of the revised agreement incorporating the changes we discussed.

I believe the revised agreement adequately identifies the changes you requested. In fact, the text could be a "group of people" as well as an "individual," while maintaining the Scholarship as a "single annual scholarship of \$1,000.00" and the date by which the award selection of a recipient is to be made be changed from June 30 to September 30.

I have reviewed the latest changes and would ask that you do the same. Once you are satisfied, would you please forward the agreement to the Honorable David W. Williams prior to returning the three signed copies to me for presentation to City Council.

Once both Organizations have approved the agreement and the City has signed their part, we will forward a signed copy of the document to you for file. I will also arrange to send a copy of the revised agreement to the Red Book Community Foundation for information and record.

2

THIS AGREEMENT made effective the ____ day of _____, 1993.

BETWEEN:

THE CITY OF RED DEER

(the "City")

OF THE FIRST PART

-and-

THE RED DEER GENERAL AND AUXILIARY HOSPITAL

AND NURSING HOME DISTRICT #15

(the "Hospital")

OF THE SECOND PART

WHEREAS the parties by agreement dated the 28th day of May, 1990, (the "Said Agreement") have contributed funds and established a fund known as "THE QUEEN ELIZABETH II SCHOLARSHIP FUND" (the "Fund") in commemoration of the occasion of the visit of Her Majesty Queen Elizabeth II to the City of Red Deer on June 28, 1990, based on the following citation:

"The Queen Elizabeth II Scholarship in Paediatrics or Neonatology is awarded annually to assist recipients with further study and to commemorate the visit of Her Majesty Queen Elizabeth II to Red Deer, June 28, 1990.

The Queen Elizabeth II Scholarship in Paediatrics or Neonatology is made possible from an endowment fund established through generous contributions from the City of Red Deer, the Red Deer Regional Hospital Centre and private donors."

AND WHEREAS in accordance with the Said Agreement, the City and the Hospital entered into an agreement with the Red Deer Community Foundation on the 23rd day of January, 1991, (the "Foundation Agreement") for the investment and management of the Fund;

AND WHEREAS the parties wish to amend and update the Said Agreement;

NOW THEREFORE THIS AGREEMENT WITNESSETH that in consideration of the mutual covenants and agreements herein contained, the parties agree together as follows:

INTERPRETATION

1. (1) The parties each acknowledge that effective upon execution of this agreement, this agreement shall replace and supersede the Said Agreement with respect to their future obligations respecting the Fund and the awarding of the Scholarship.

(2) The parties each ratify and confirm the Foundation Agreement.
2. For the purpose of this agreement "candidate" and "recipient" shall each respectively mean and include:
 - a) a single person; or
 - b) a group of two or more persons.

THE SCHOLARSHIP

3. (1) The Scholarship shall be a single annual Scholarship of \$1,000.00.

(2) It is the intent that the Scholarship shall be awarded annually, however, if there is no candidate judged by the Selection Committee to be worthy, the Scholarship may be withheld in any one year.

SCHOLARSHIP SELECTION COMMITTEE

4. (1) A Scholarship Selection Committee shall be appointed annually by Council of The City, or its designate, where one is appointed, and shall include one member of Council.

(2) The parties acknowledge that the City has appointed the Red Deer Regional Hospital Board as its designate (subject to annual review by Council) to be responsible for :
 - a) the annual appointment of a Scholarship Selection Committee; and
 - b) the general administration of the Scholarship.

- (3) The Scholarship Selection Committee shall be responsible for selecting a recipient from among qualified candidates based on criteria established by this agreement.
- (4) The selection process will be determined by the Scholarship Selection Committee.
- (5) If the Scholarship is awarded, the Scholarship Selection Committee shall select the recipient by September 30 in any given year, and notify the Hospital and The City forthwith.

CRITERIA FOR THE SCHOLARSHIP

5. The criteria for the awarding of the Scholarship shall be as follows:
 - a) it shall be awarded to a candidate at the post-secondary education level working or studying in Paediatrics or Neonatology who has demonstrated outstanding aptitude, academic or professional ability;
 - b) the candidate must be a Canadian citizen or a Landed Immigrant; and
 - c) preference shall be given to candidates from Red Deer and Central Alberta.
 - d) any additional selection factors established by the Scholarship Selection Committee which are consistent with and reflect the aims and purposes of the Scholarship.

ADMINISTRATION

- 6.. Any interest accrued on the Fund in excess of the amount of the Scholarship in any year shall be paid to the Foundation to be added to the capital of the Fund and dealt with as a part thereof.
7. All costs of administration of the Scholarship, such as advertising, printing of the Scholarship Certificates and related expenses shall be borne by the Red Deer General and Auxiliary Hospital and Nursing Home District #15.
8. If the Fund becomes depleted, or the interest generated is insufficient for

payment of the Scholarship, the City and the Hospital shall each contribute equally the necessary funds to award the full Scholarship.

AMENDMENT

9. The provisions of this agreement, the criteria for the Scholarship, and the Administrative Guidelines may be amended or replaced from time to time hereafter by the mutual agreement of the parties.

TERMINATION

10. This agreement may only be terminated by mutual agreement of the parties, provided however that such termination shall not be effective unless and until the parties have entered into an agreement with the Foundation to ensure that the Fund shall continue to be administered, and the Scholarship awarded thereafter, in accordance with this agreement and any amendments thereto.

IN WITNESS WHEREOF the parties have executed this agreement the _____ day of _____, 1993.

THE CITY OF RED DEER

Per: _____

Per: _____

**THE RED DEER GENERAL AND AUXILIARY
HOSPITAL AND NURSING HOME DISTRICT #15**

Per: _____

Per: _____

Dated: 1993.

BETWEEN:

THE CITY OF RED DEER

(the "City")

OF THE SECOND PART

-and-

**THE RED DEER GENERAL AND AUXILIARY
HOSPITAL AND NURSING HOME DISTRICT**

1 5

(the "Hospital")

OF THE THIRD PART

A G R E E M E N T

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

File No. 17,264 THC



THE CITY OF RED DEER

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

FAX: (403) 346-6195

April 21, 1993

Mr. David B. Jaipaul
 Director, Financial Services
 Red Deer Regional Hospital Centre
 3942 50A Avenue
 Red Deer, Alberta
 T4N 4E7

Dear Mr. Jaipaul:

RE: QUEEN ELIZABETH II SCHOLARSHIP FUND

I enjoyed meeting you and Mr. Newsham on March 2.

Our Solicitor, Mr. Tom Chapman, has revised the agreement to eliminate some of the duplication and to make it less cumbersome.

Mr. Wilcock, our City Clerk, and I have reviewed it and believe it reflects all aspects of the original agreement.

As agreed at our meeting, I am forwarding a copy for review by your Administration. Once it is deemed satisfactory, we can arrange to have it approved by the Hospital Board and signed by the proper Hospital authorities prior to submitting it to City Council, along with the resolution of approval from your Board.

Following approval by City Council I will arrange for signature by the City and ensure that a signed copy is directed to the Hospital and the Red Deer Community Foundation for information and file.

If you have any concerns or questions concerning the agreement or the process of approval, please call me at 342-8157.

Sincerely,

PATRICIA M. SHAW
 Executive Assistant to the Mayor and Commissioner

/cjm

c. Director of Financial Services
 City Clerk

Att. - Agreement



Note:

*"Item 3 (1) and (2)
 are New and REVISED
 per Charlie's comments."*

*a delight
 to discover!*

THIS AGREEMENT made effective the ____ day of April, 1993.

BETWEEN:

THE CITY OF RED DEER

(the "City")

OF THE FIRST PART

-and-

**THE RED DEER GENERAL AND AUXILIARY HOSPITAL
AND NURSING HOME DISTRICT #15**

(the "Hospital")

OF THE SECOND PART

WHEREAS the parties by agreement dated the 28th day of May, 1990, (the "Said Agreement") have contributed funds and established a fund known as "THE QUEEN ELIZABETH II SCHOLARSHIP FUND" (the "Fund") in commemoration of the occasion of the visit of Her Majesty Queen Elizabeth II to the City of Red Deer on June 28, 1990, based on the following citation:

"The Queen Elizabeth II Scholarship in Paediatrics or Neonatology is awarded annually to assist recipients with further study and to commemorate the visit of Her Majesty Queen Elizabeth II to Red Deer, June 28, 1990.

The Queen Elizabeth II Scholarship in Paediatrics or Neonatology is made possible from an endowment fund established through generous contributions from the City of Red Deer, the Red Deer Regional Hospital Centre and private donors."

AND WHEREAS in accordance with the Said Agreement, the City and the Hospital entered into an agreement with the Red Deer Community Foundation on the 23rd day of January, 1991, (the "Foundation Agreement") for the investment and management of the Fund;

AND WHEREAS the parties wish to amend and update the Said Agreement;

NOW THEREFORE THIS AGREEMENT WITNESSETH that in consideration of the mutual covenants and agreements herein contained, the parties agree together as follows:

1. (1) The parties each acknowledge that effective upon execution of this agreement, this agreement shall replace and supersede the Said Agreement with respect to their future obligations respecting the Fund and the awarding of the Scholarship.
- (2) The parties each ratify and confirm the Foundation Agreement.
2. The Scholarship shall be \$1,000.00.
3. (1) A Scholarship Selection Committee shall be appointed annually by Council of The City, or its designate, where one is appointed, and shall include one member of Council.
- (2) The parties acknowledge that the City has appointed the Red Deer Regional Hospital Board as its designate (subject to annual review by Council) to be responsible for :
 - a) the annual appointment of a Scholarship Selection Committee; and
 - b) the general administration of the scholarship.
- (3) The Scholarship Selection Committee shall be responsible for selecting a recipient from among qualified candidates based on criteria established by this agreement, together with any additional selection factors established by the Scholarship Selection Committee.
- (4) The additional selection factors determined by the Scholarship Selection Committee shall reflect the aims and purposes of the Scholarship.
- (5) The selection process will be determined by the Scholarship Selection Committee.
4. The criteria for the awarding of the Scholarship shall be as follows:

- a) it shall be awarded to a candidate working or studying in Paediatrics or Neonatology who has demonstrated outstanding aptitude, academic or professional ability;
- b) the candidate must be a Canadian citizen or a Landed Immigrant; and
- c) preference shall be given to candidates from Red Deer and Central Alberta.

5. The Scholarship shall be administered in accordance with the following Administrative Guidelines:

- a) it shall be awarded to candidates at the post-secondary education level;
- b) only one Scholarship recipient shall be named and receive a Scholarship in any one year;
- c) it shall be awarded annually, however, if there is no candidate judged by the Selection Committee to be worthy, the Scholarship may be withheld in any one year;
- d) The Scholarship Selection Committee shall select the Scholarship recipient by June 30 in any given year, and notify the Hospital and The City forthwith;
- e) Any interest accrued on the Fund in excess of the amount of the Scholarship in any year shall be paid to the Foundation to be added to the capital of the Fund and dealt with as a part thereof;
- f) All costs of administration of the Scholarship, such as advertising, printing of the Scholarship Certificates and related expenses shall be born by the Red Deer General and Auxiliary Hospital and Nursing Home District #15;

- g) If the Fund becomes depleted, or the interest generated is insufficient for payment of the Scholarship, the City and the Hospital shall each contribute equally the necessary funds to award the full Scholarship.

- 6. The provisions of this agreement, the criteria for the Scholarship, and the Administrative Guidelines may be amended or replaced from time to time hereafter by the mutual agreement of the parties.

- 7. This agreement may only be terminated by mutual agreement of the parties, provided however that such termination shall not be effective unless and until the parties have entered into an agreement with the Foundation to ensure that the Fund shall continue to be administered, and the Scholarship awarded thereafter, in accordance with this agreement and any amendments thereto.

IN WITNESS WHEREOF the parties have executed this agreement the _____ day of _____, 1993.

THE CITY OF RED DEER

Per: _____

Per: _____

**THE RED DEER GENERAL AND AUXILIARY
HOSPITAL AND NURSING HOME DISTRICT #15**

Per: _____

Per: _____

Office of the Mayor



November 25, 1992

Mr. R. M. Manning
Chairman
Board of Trustees
Red Deer Regional Hospital Centre
3942 - 50A Avenue
Red Deer, Alberta
T4N 4E7

Dear Mr. Manning:

RE: QUEEN ELIZABETH II SCHOLARSHIP TRUST FUND

Further to our City Clerk's letter of November 10, 1992, I am pleased to advise you that Mr. Alan Wilcock, Director of Finance and I have been appointed by the City Commissioners to meet with representatives of the Hospital to find some solution to the matter of insufficient funds to cover the annual costs of the Scholarship.

We are currently gathering information from the Foundation in terms of Section 9 of our agreement with them, and I have contacted Debbie Leitch at the Hospital for information on any costs of administering the Scholarship. Once we have this information, we will be in a position to meet with your representatives, and I will contact you to schedule a convenient date.

We look forward to working with you to find a mutually acceptable resolution to the current financial concerns.

Sincerely,

PATRICIA M. SHAW
Executive Assistant to the
Mayor and Commissioner

PMS/dh

c.c. Debbie Leitch, c/o R.D.R.H.C.
Director of Finance
City Clerk

DATE: NOVEMBER 10, 1992
TO: CITY COMMISSIONERS
FROM: CITY CLERK
RE: QUEEN ELIZABETH II SCHOLARSHIP TRUST FUND

Further to our letter to the Hospital regarding the above matter, please accept this memo as a reminder to appoint the Sub-Committee Members to meet with the Hospital representatives to consider various options which will result in the fund becoming self-sustaining, including both scholarship and administration costs.

During consideration of this matter at the Council Meeting, it was also suggested that the option of amending the Agreement to include the provision, "in the event that the capital becomes depleted, or the interest generated is insufficient for payment of the Scholarship, The City of Red Deer and the Red Deer Regional Hospital Centre shall share equally in providing the necessary financial assistance", be considered.

Trusting you will take appropriate action and appoint members to the Sub-Committee as called for in this instance to meet with Hospital representatives and to report back to Council in due course.


G. SEVCIK
City Clerk

CS/clr

cc: Director of Financial Services
Executive Assistant

A. Willock } appointed
P. Shaw }



THE CITY OF RED DEER

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

FAX: (403) 346-6195

City Clerk's Department 342-8132

November 10, 1992

Red Deer Regional Hospital Centre
#3942 - 50 A Avenue
Red Deer, Alberta
T4N 4E7

Att: Mr. R.M. (Bob) Manning
Chairman, Board of Trustees

Dear Sir:

RE: QUEEN ELIZABETH II SCHOLARSHIP TRUST FUND

Your letter of October 5, 1992 pertaining to the above matter was considered at the Council Meeting of November 9, 1992 and at which meeting Council passed the following motion:

"RESOLVED that Council of The City of Red Deer having considered correspondence dated October 5, 1992, from the Red Deer Regional Hospital Centre, Chairman of the Board of Trustees, re: Queen Elizabeth II Scholarship Trust Fund hereby agrees as follows:

1. To fund the shortfall for 1992 (City share \$300.00);
2. To strike a sub-committee of Council to meet with the Hospital representatives to consider other various options which will result in the fund becoming self-sustaining including both scholarship and administration costs;

and as recommended to Council November 9, 1992."

The decision of Council in this instance is submitted for your information and as noted in the above resolution, the City will pay it's share (\$300) to fund the shortfall for 1992. The Sub-Committee, which will be appointed by the City Commissioners, will be in contact with you in the very near future to discuss the various options and we will await their recommendations before any changes to the Agreement between the Hospital and The City are contemplated.

... / 2



*a delight
to discover!*

Red Deer Regional Hospital Centre
Page 2
November 10, 1992

Trusting you will find this satisfactory.

Sincerely,

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

C. SEVCIK
City Clerk

CS/clr

cc: City Commissioners
Director of Financial Services
Executive Assistant

NO. 2

DATE: 9 December 1993
TO: City Clerk
FROM: City Assessor
RE: 1993 TAX SALE

Further to City Council's Resolution of September 13, 1993, may we advise that, of the five properties originally eligible for the 1993 tax sale, four registered owners paid the outstanding taxes and were consequently removed from the sale.

The following property was offered for sale on December 3, 1993, at 11:00 a.m. with no bids received:

Legal Description: Lot 60, Block 9, Plan 878 NY
Address: 17 Orwell Close

The property owners have been advised that, in accordance with the *Tax Recovery Act*, if payment of taxes is not received within one year, the City will apply for title.

Respectfully submitted,



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

AK/ngl

Commissioners' Comments

Submitted for Council's information only.

"G. SURKAN"
Mayor

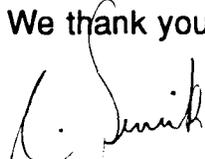
"M.C. DAY"
City Commissioner

DATE: DECEMBER 21, 1993
TO: CITY ASSESSOR
FROM: CITY CLERK
RE: 1993 TAX SALE

Your report dated December 9, 1993 pertaining to the above topic was presented on the Council Agenda of December 20, 1993.

Your report was accepted for information purposes only and it was agreed that same be filed.

We thank you for your report in this instance.


C. SEVCIK
City Clerk

CS/clr

cc: Director of Financial Services



**RED DEER
REGIONAL PLANNING COMMISSION**

2830 BREMNER AVENUE, RED DEER,
ALBERTA, CANADA T4R 1M9

NO. 3

DIRECTOR: W. G. A. Shaw, ACP, MCIP

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

MEMORANDUM

TO: Charles Sevcik, City Clerk

DATE: December 9, 1993

FROM: Frank Wong, Planning Assistant

**RE: PROPOSED LAND USE AMENDMENT 2672/Z-93
KENTWOOD EAST - PHASE 2
KUHNEN PROPERTY**

Enclosed is a proposed land use amendment pertaining to the Kentwood East Subdivision and containing 3.46 ha (8.55 ac).

Avalon Homes Inc. is proposing to develop 32 duplex parcels and 20 single family parcels. The proposal conforms to the recently adopted outline plan for the area.

Planning staff recommend that City Council proceed with the first reading of the proposed land use amendment.

Frank Wong

Frank Wong
Planning Assistant

FW/eam

Encl.

Commissioners' Comments

We recommend Council give the bylaw first reading following which same will be advertised for a Public Hearing to be held January 17, 1994.

"G. SURKAN", Mayor

"M.C. DAY", City Commissioner

MUNICIPALITIES WITHIN COMMISSION AREA

CITY OF RED DEER • MUNICIPAL DISTRICT OF CLEARWATER No. 99 • COUNTY OF STETTLE No. 6 • COUNTY OF LACOMBE No. 14 • COUNTY OF MOUNTAIN VIEW No. 17 • COUNTY OF PAINT EARTH No. 18 • COUNTY OF RED DEER No. 23 • TOWN OF BLACKFALDS • TOWN OF BOWDEN • TOWN OF CARSTAIRS • TOWN OF CASTOR • TOWN OF CORONATION • TOWN OF DIDSBURY • TOWN OF ECKVILLE • TOWN OF INNISFAIL • TOWN OF LACOMBE • TOWN OF OLDS • TOWN OF PENHOLD • TOWN OF ROCKY MOUNTAIN HOUSE • TOWN OF STETTLE • TOWN OF SUNDRE • TOWN OF SYLVAN LAKE • VILLAGE OF ALIX • VILLAGE OF BENTLEY • VILLAGE OF BIG VALLEY • VILLAGE OF BOTHA • VILLAGE OF CAROLINE • VILLAGE OF CLIVE • VILLAGE OF CREMONA • VILLAGE OF DELBURNE • VILLAGE OF DONALDA • VILLAGE OF ELNORA • VILLAGE OF GADSBY • VILLAGE OF HALKIRK • VILLAGE OF MIRROR • SUMMER VILLAGE OF BIRCHCLIFF • SUMMER VILLAGE OF GULL LAKE • SUMMER VILLAGE OF HALF MOON BAY • SUMMER VILLAGE OF JARVIS BAY • SUMMER VILLAGE OF NORGLLENWOLD • SUMMER VILLAGE OF ROCHON SANDS • SUMMER VILLAGE OF SUNBREAKER COVE • SUMMER VILLAGE OF WHITE SANDS • SUMMER VILLAGE OF BURNSTICK LAKE



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

December 21, 1993

Avalon Homes (Red Deer) Inc.
4920 - 54 Street
Red Deer, Alberta
T4N 2G8

Dear Sir/Madam:

RE: LAND USE BYLAW AMENDMENT 2672/Z-93 KENTWOOD EAST - PHASE 2

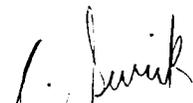
At its meeting held on December 20, 1993, Council of the City of Red Deer gave first reading to Land Use Bylaw Amendment 2672/Z-93, a copy of which is enclosed herewith. This bylaw pertains to the redesignation of lands to accommodate your proposed development of 32 duplex and 20 single family parcels in Kentwood East - Phase 2.

This office will now proceed with preparation of advertising for a Public Hearing to be held on Monday, January 17, 1994 commencing at 7:00 p.m., or as soon thereafter as Council may determine. The advertising is scheduled to appear in the Red Deer Advocate on December 31, 1993 and January 7, 1994.

In accordance with the Land Use Bylaw, you are required to deposit with the City Clerk, prior to public advertising, an amount equal to the estimated cost of said advertising, which in this instance is \$600.00. We will require this deposit by no later than Wednesday, December 29, 1993 in order to proceed with the advertising as scheduled above. Once the actual costs are known, you will be either invoiced for or refunded the balance.

Trusting you will find this satisfactory. If you have any questions, please do not hesitate to contact the undersigned.

Sincerely,


C. SEVCIK
City Clerk

CS/clr
Encls.

cc: Principal Planner
Council & Committee Secretary - Sandra



*a delight
to discover!*



**RED DEER
REGIONAL PLANNING COMMISSION**

2830 BREMNER AVENUE, RED DEER,
ALBERTA, CANADA T4R 1M9

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

DIRECTOR: W. G. A. Shaw, ACP, MCIP

NO. 4

MEMORANDUM

TO: Charles Sevcik, City Clerk

DATE: December 13, 1993

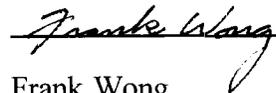
FROM: Frank Wong, Planning Assistant

**RE: PROPOSED LAND USE AMENDMENT 2672/Y-93
TAYLOR DRIVE EXTENSION (FROM 32 STREET TO 43 STREET)
THE CITY OF RED DEER**

Enclosed please find a proposed land use amendment pertaining to the above.

The Taylor Drive Extension has been in operation for some time and is now receiving the final survey (as built).

Planning staff recommend that City Council proceed with the first reading of the proposed land use amendment.



Frank Wong
Planning Assistant

Commissioners' Comments

FW/eam

We concur and recommend Council give the bylaw first reading. A Public Hearing will be advertised for January 17, 1994.

Encl.

"G. SURKAN"
Mayor

"H.M.C. DAY"
City Commissioner

MUNICIPALITIES WITHIN COMMISSION AREA

CITY OF RED DEER • MUNICIPAL DISTRICT OF CLEARWATER No. 99 • COUNTY OF STETTLE No. 6 • COUNTY OF LACOMBE No. 14 • COUNTY OF MOUNTAIN VIEW No. 17 • COUNTY OF PAINT EARTH No. 18 • COUNTY OF RED DEER No. 23 • TOWN OF BLACKFALDS • TOWN OF BOWDEN • TOWN OF CARSTAIRS • TOWN OF CASTOR • TOWN OF CORONATION • TOWN OF DIDS BURY • TOWN OF ECKVILLE • TOWN OF INNISFAIL • TOWN OF LACOMBE • TOWN OF OLDS • TOWN OF PENHOLD • TOWN OF ROCKY MOUNTAIN HOUSE • TOWN OF STETTLE TOWN OF SUNDRE • TOWN OF SYLVAN LAKE • VILLAGE OF ALIX • VILLAGE OF BENTLEY • VILLAGE OF BIG VALLEY • VILLAGE OF BOTHA • VILLAGE OF CAROLINE • VILLAGE OF CLIVE VILLAGE OF CREMONA • VILLAGE OF DELBURNE • VILLAGE OF DONALDA • VILLAGE OF ELNORA • VILLAGE OF GADSBY • VILLAGE OF HALKIRK • VILLAGE OF MIRROR • SUMMER VILLAGE OF BIRCHCLIFF • SUMMER VILLAGE OF GULL LAKE • SUMMER VILLAGE OF HALF MOON BAY • SUMMER VILLAGE OF JARVIS BAY • SUMMER VILLAGE OF NORGLLENWOLD SUMMER VILLAGE OF ROCHON SANDS • SUMMER VILLAGE OF SUNBREAKER COVE • SUMMER VILLAGE OF WHITE SANDS
SUMMER VILLAGE OF BURNSTICK LAKE

DATE: DECEMBER 21, 1993
TO: RED DEER REGIONAL PLANNING COMMISSION
FROM: CITY CLERK
RE: LAND USE BYLAW AMENDMENTS 2672/Y-93, 2672/Z-93 AND 2672/AA-93

At its meeting of December 20, 1993, Council of the City of Red Deer gave first reading to each of the above noted bylaws.

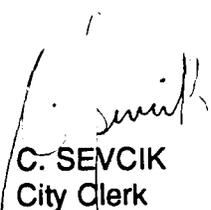
Bylaw 2672/Y-93 pertains to the redesignation of Taylor Drive Extension from 32 Street to 43 Street.

Bylaw 2672/Z-93 pertains to the redesignation of lands for the development of 32 duplex parcels and 20 single family parcels in the Kentwood East - Phase 2 Subdivision by Avalon Homes (Red Deer) Inc.

Bylaw 2672/AA-93 provides for an amendment to the Land Use Bylaw so that the Central Alberta Animal Clinic building on Lot 10A, Block A, Plan 782-0258 (2404 - 50 Avenue) becomes a conforming building. Presently the building has a frontyard of 15.5 meters rather than the bylaw requirement of 18 meters.

Enclosed herewith is a copy of each of the aforesaid bylaws. This office will now proceed with advertising for a Public Hearing to be held on Monday, January 17, 1994 commencing at 7:00 p.m. or as soon thereafter as Council may determine.

Trusting you will find this satisfactory.


C. SEVCIK
City Clerk

CS/clr
Encls.

cc: Director of Community Services
Director of Engineering Services
Bylaws and Inspections Manager
City Assessor
Land and Economic Development Manager
E. L. & P. Manager
Fire Chief
Council & Committee Secretary - Sandra

NO. 5

File Name:gord\memos\snow&ice

DATE: December 13, 1993
TO: City Clerk
FROM: Public Works Manager
RE: SNOW AND ICE CONTROL COSTS

The Snow and Ice Control budget is the most difficult budget within the Public Works Department to manage from the cost control viewpoint. Because the budget is established as a level of service as opposed to absolute maximum, the costs can vary considerably. There can be some level of service adjustments as related to costs, but these are not great.

To date, the Snow and Ice year in 1993 could be termed average to good. Costs to December 12 are \$630,000 of a \$753,100 budget.

If we encounter a major snowfall event in the remaining portion of 1993, then this budget would be exceeded, and there would not be sufficient time to advise Council.

If a major snowfall event is not encountered, then the Council approved budget will be sufficient to year end.

RECOMMENDATION:

Presented for the information of Council.



Gordon Stewart, P. Eng.
Public Works Manager

GAS/sh

c. Director of Engineering Services
Director of Financial Services

Commissioners' Comments

Submitted for Council's information only.

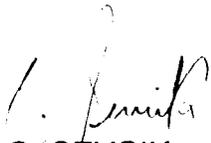
"G. SURKAN"
Mayor

"M.C. DAY"
City Commissioner

DATE: DECEMBER 21, 1993
TO: PUBLIC WORKS MANAGER
FROM: CITY CLERK
RE: SNOW AND ICE CONTROL COSTS

Your report dated December 13, 1993 pertaining to the above matter was presented on the Council Agenda of December 20, 1993. At the aforesaid meeting your report was accepted as information only and it was agreed that same be filed.

We thank you for your report in this instance.


C. SEVCIK
City Clerk

CS/clr

cc: Director of Engineering Services
Director of Financial Services



NO. 6

Red Deer REGIONAL HEALTH UNIT

THE CITY OF RED DEER CLERK'S DEPARTMENT	
RECEIVED	
TIME	10:15 am
DATE	Dec 9 1993
BY	[Signature]

December 3, 1993

To Our Partners in Health Care:

On behalf of the Board of the Red Deer Regional Health Unit, I am pleased to present you with a copy of the 1992 Annual Report. The report covers the activities of the health unit to the end of March 1993. It includes program highlights, new initiatives and a review of services provided to the community.

We welcome any questions you may have about our services or your concerns over the future of the health care system. Your comments will allow us to continue to tailor our services to the community, and to provide effective, efficient community based health care.

Yours sincerely,

David J. Allison, MD, FRCPC
Medical Officer of Health/Chief Executive Officer

DJA/km

Enclosure

Commissioners' Comments

Submitted for Council's information only.

"G. SURKAN"
Mayor

"M.C. DAY"
City Commissioner

ANNUAL REPORT 1992



Red Deer
REGIONAL HEALTH UNIT

Our Mission Statement

“The mission of the Red Deer Regional Health Unit is to promote, protect, maintain and restore optimal health within our communities.”

This mission will be fulfilled through community based programs founded upon the following operating principles:

Strengthening community participation in decision making about their health.

Sharing with the community the responsibility for health and working together to attain it.

Identifying health issues and mobilizing the community and resources to respond effectively.

Supporting and advancing health causes.

Enhancing awareness, knowledge and skills related to health behaviours.

Acquiring and maintaining specialized and current knowledge and skills.

Describing the patterns and distribution of disease, disability and premature death in the population.

Conducting formal evaluation of health needs, risks, trends and program efficacy.



Board Members

<i>Shirley Ramsay</i>	<i>Chairman - County of Lacombe, Ward 4</i>
<i>Russell King</i>	<i>Vice-Chairman - M.D. of Clearwater , Ward 3</i>
<i>Sally Deck</i>	<i>City of Red Deer, Ward 2</i>
<i>Penny Archibald</i>	<i>County of Red Deer, Ward 7</i>
<i>Earl Kinsella</i>	<i>County of Red Deer, Ward 6</i>
<i>Suzan King</i>	<i>Town of Lacombe, Ward 5</i>
<i>Bill Statnyk</i>	<i>City of Red Deer, Ward 1</i>

Management Team

<i>Edna Allwright</i>	<i>Chief Executive Officer</i>
<i>Dr. Conway Brewerton</i>	<i>Medical Officer of Health</i>
<i>Dr. Jeanette MacQuarrie</i>	<i>Consulting Medical Officer of Health</i>
<i>Rob Elliot</i>	<i>Director, Environmental Health Services Department</i>
<i>Bill Ensslin</i>	<i>Director, Speech/Language Department</i>
<i>Larry LaClare</i>	<i>Manager, Business Services</i>
<i>Patricia Leitner</i>	<i>Director, Community Health Nursing Department</i>
<i>Sandy McGrath</i>	<i>Director, Home Care Department</i>
<i>Donna Thompson</i>	<i>Director, Health Promotion Department</i>

Message from the Board Chairman

Change has become a central theme to all agencies who work in the public sector. Much of that change is driven by increasing financial constraints. But some of that change occurs as a result of insightful planning and evaluation of existing programs and services. The challenge for us is to maintain a balance. We must continue to protect our public by maintaining those services at the heart of public health - immunization, nutrition, clean water, waste disposal and safe environments. Yet, to stand still in the face of new challenges could result in missed opportunities. We need to support new initiatives that can positively impact the health of our communities.

The Red Deer Regional Health Unit is committed to leadership and promoting the well being of our citizens. We have identified several tasks ahead of us. We need to continue our investigations into the community's health status. We need to examine ways to provide services in an efficient and cost effective manner. We need to build partnerships and alliances with individuals, groups and agencies that will lessen duplication and increase coordination of health services in the community.

During 1992, in preparation for health reform, we undertook the task of clarifying our role in public health. We developed a mission statement and responded to the province's call for health units to outline their goals and objectives for public health in a Role Statement. We continued to build partnerships with other health service providers in the region to provide cost effective services.

We willingly accepted Alberta Health's call for an expanded role in Home Care through Health Facility Partnership initiatives in Home Parenteral Therapy, Shortened Hospital Stay, Early Discharge Programs and expanded Palliative Care initiatives. The concept of Self Managed Care was piloted here and has become an ongoing option for home care clients. Our health unit reacted to the province's invitation for a heart health project by proposing a four year Rural Heart Health Study involving communities in our region.

The Board thanks the staff of the Red Deer Regional Health Unit for their continued commitment to meeting these challenges now and in the future.



Report from the Medical Officer of Health

From May, 1991 until April 30, 1992 I had the privilege to be part-time Consulting Medical Officer of Health for the Red Deer Regional Health Unit. In May, the position was taken over full-time by Dr. Conway Brewerton, fulfilling the duties and responsibilities of the role outlined by the Public Health Act of Alberta. The Communicable Disease Regulations further define the duties of the Medical Health Officer in protecting the health of the community, and also outline the areas of cooperation between Community Health Nursing and Environmental Health in communicable disease control.

An important focus of Dr. Brewerton's was the establishment of a Communicable Disease Team. The team would be able to cross departmental lines and respond quickly to epidemics or outbreaks of disease in the community and establish liaison with local physicians, Public Health Laboratories and with the Director of Communicable Disease in the Province.

Our Mission

The Board and senior management were involved in clarifying goals and looking ahead to what the future of Public Health should be in the province. A community workshop was developed to work on Alberta Health Goals. Health unit staff acted as facilitators and representation came from hospitals and other agencies. As part of the health reform process all health units were asked to prepare role statements for Alberta Health. The role statement was to outline the purpose and vision of the health unit. Role statements were to include public health philosophy, legal authority, mission statement, values, operating principles and an inventory of health unit programs and services. Program details included historical perspective, expected outcomes, target groups, and key issues. It is the intent of Alberta Health to use the individual role statements to prepare a provincial document to be released in 1993.

As part of this exercise the health unit developed and ratified a mission statement. Senior management also developed a draft strategic plan which embraces these principles.

The role statement was sent to several allied agencies for comments. This document conveyed the complexities of public health and the dedication of staff. No doubt it will be a reference document as we work towards a more fully integrated health system.

Community Initiatives

The Shell Health Study, a proposal spearheaded by the Department of Community Medicine, Calgary, solicited health unit board support. This study proposed to build baseline data in an area surrounding a gas plant.

Phase II of the Environmental Health Strategic Plan was undertaken in April, 1992 and the project reviewed all Environmental Health Programs in the Province.

Review of the Waste Management Regulations was announced by the Minister of Health in June, 1992. Health unit staff were invited to assist in the project.

Epi-Info, a communicable disease epidemiological computer software package, was introduced to assist the health unit in communicable disease control.

Infant Hib (Haemophilus Influenza) vaccine was introduced in the new year and provided for infants beginning at two months of age. The vaccine was easily integrated into regular childhood vaccine schedules. This was the first new initiative in vaccine use over many years and was an exciting prospect as the age group under one year could be reached.

Injury prevention received encouraging news with the announcement that the Minister of Health was allocating \$175,000 to special project funds for injury prevention, with \$75,000 being allocated to the Injury Research Unit of the University of Alberta and the rest allocated for pilot projects. Red Deer Regional Health Unit was successful in obtaining funds for an Injury Fair to be held in Rocky Mountain House in 1993.

In January, the Minister of Health forwarded notification of initiatives for heart health and announced that selection of proposals would be of two types; three to four major comprehensive initiatives showing collaboration with other agencies, and containing a research component, would be funded as well as several smaller proposals. Red Deer's proposal, focusing on heart health for rural communities, was selected.

Red Deer Regional Health Unit's program areas were ably directed by Department Directors in Home Care, Environmental Health, Community Health Nursing, Speech and Language, Health Promotion (which includes Dental and Nutrition Services) and Administration. As Alberta's third largest health unit, we managed through initiative and resourcefulness to provide for the health of Central Albertans.

Dr. Jeanette MacQuarrie

*All programs
are based on
working with
and in the
community,
supporting
families,
advocating
for improved
public health
policies and
coordinating
our services
with other
stakeholders.*

Community Health Nursing Department

In 1992, community health nurses celebrated sixty years of dedicated and committed service to the community. We look forward with anticipation to steadily improving the health of our communities during the next sixty years.

Community Health Nursing Program

Today's services continue with immunization, control of communicable disease, maternal and child health and school health services. We were able to maintain a reasonable waiting time for Family Centered Clinic appointments and continued to increase the vaccination rate for preventable diseases. In February, we introduced the new combined Hib vaccine for infants and children. This new vaccine can be combined with other routine childhood vaccines and given as a single injection rather than two injections, as was previously the case. It protects against Haemophilus Influenza type B, the most common cause of bacterial meningitis in children less than five years old. Since its' introduction in 1992, there has been a significant drop of Hib disease in the country. The vaccine was well received by parents and health professionals.

We increased our involvement in childhood injury prevention and worked together on projects with the communities of Rocky Mountain House and Red Deer. Funds from the province were used to hire a coordinator to assess safety concerns in Rocky Mountain House and to stage a Safety Fair in 1993. In Red Deer, we worked with local businesses, agencies, media, the Alberta Motor Association, Alberta Department of Transportation, and the Safe City Society to bring 'Kids 'n Carseats' to the community. Safety inspectors were recruited from the community along with members of our own staff and given instructions on correct carseat use. In all, eighty vehicles carrying ninety-five carseats were checked by them. The positive public response has prompted plans for future projects.

Data from 'Compliance for Kids', a tobacco sales education program for merchants, indicated that some merchants were making tobacco products available to minors despite an awareness campaign conducted jointly by the community health nursing program and the health promotion department. As a result, a proposed bylaw was drafted with the help of city solicitors to support the present tobacco laws in Canada and to increase fines to merchants. While we were unsuccessful in our attempt, we were successful in fostering dialogue in the community and raising awareness of the issue.

We continued to provide support and health counselling to families through our baby clinics, home visits and phone service. Requests for school services remained constant as nursing staff provided health education, consultation and counselling services.

We increased the number of immunizations given to seniors and those at risk to flu in the annual October flu campaign. Seniors Wellness Clinics continued throughout the year and we worked with other health unit departments to coordinate our services to this group.

Area offices worked within their communities to bring health events to the public. Rocky Mountain House was the site of the annual senior's 'Alive and Kicking' promotion, while the Lacombe office took part in presenting a Womens' Health Day Forum in the Alix community and a Senior's Health Fair in Lacombe.

Hereditary Disease Program

The number of referrals to this program increased in 1992. The majority of these were from the Red Deer area, but also included referrals from outside the health unit area. We continued our monthly outreach genetics clinic and offered counselling and education on request. We are committed to providing the public with information about diseases which may be inherited and supporting them in making informed choices.

Sexual Health Program

In April of 1992, we launched a health promotion project called 'Dress Code for the 90's'. The campaign used an alternative educational strategy to reach a targeted group of young people. Condoms were distributed in two local bars in Red Deer to raise awareness of sexually transmitted disease (STD). A group of young, trained volunteers distributed the condoms wrapped in educational material. The campaign was well received by bar patrons, staff and management. An evaluation of patrons indicated the campaign caused them to think about their own personal risks of contracting an STD. Two agencies, the Red Deer Further Education Council and the Central Alberta AIDS Network participated in the planning and implementation of the project.

We continued to provide education to the schools, community and health professionals. Queries from the community prompted us to hold two successful evening seminars on menopause. Over four hundred men and women attended the sessions initiated jointly by the Sexual Health Program and the Health Promotion Department. Interest in the area indicates a need for continued support from the health unit.

Education pre and post testing was done in a local high school to evaluate the effectiveness of educational strategies being used. The family practise physicians were given an update on the Sexual Health Program resources and objectives. Community education requests continued to increase and frequent topics this year included menopause, AIDS, osteoporosis, and 'How to Talk to Your Kids about Sex'. The Teen Sexual Health Clinic continues to see increasing numbers of clients.

*Immunization
is still one of
the most
important
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measures,
and it
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the overall
health status
of the
community.*

Environmental Health Services Department

In 1992, Environmental Health Services continued to promote public health and safety throughout the health unit. Wherever people or communities were at risk, we responded with education and enforcement of regulations to reduce risk or eliminate environmental dangers.

Staff were involved with the investigation and the control of four outbreaks of Norwalk Virus in the health unit area. Diligent action by the health unit staff enabled us to obtain specimen samples which confirmed the outbreak's cause. The outbreaks occurred in institutions and were successfully controlled by an education campaign on handwashing. The source was not determined.

We continued to present the Foodsafe Program. This course is a legislated requirement for any food establishment employing more than five employees. Fifty people attended the program in 1992. At first, attendees expressed concern at the amount of information, but the presentors were able to allay their concerns by the end of the six sessions. Ongoing evaluation indicates continued strong support for the program. Participants felt the message of safe food handling will be incorporated in their place of work.

Late in 1992, a survey of food establishments exhibiting a predetermined level of public health risk was begun. The survey determined the level of concern for public health in these food establishments. Results were used to help develop an inspection program that could be prioritized for each inspector's area. This approach will enable us to provide a more comprehensive service.

Waste disposal continued to have a high profile in the health unit area. In Bowden, a high water table problem meant the landfill was operating in conflict with Waste Management Regulations. An order was issued and the Town of Bowden closed the landfill. The Pine Lake Modified Landfill was reopened after having been closed in 1991 for water table problems. The landfill now operates in a smaller area. An application to extend the Lousana Modified Landfill was approved by the Local Board of Health. We consulted to the City of Red Deer during the year as plans were put into place to expand the city landfill site.

Our department consulted to families, the general public and a private company when private water wells were contaminated by improperly disposed substances. The company responsible was able to provide alternate supplies and correct the situation.

We continued to respond to inquiries received from the public in the areas of safe food handling, housing, sewage disposal, subdivisions and communicable diseases.

Health Promotion Department

The Health Promotion Department report covers the activities of the nutrition and dental programs during the year.

Nutrition at Work - Building Healthy Hearts

Heart health continues to be a priority for the Nutrition Program. This year the focus shifted from the worksite 'Take Heart' program to rural heart health. In a successful bid for a four year demonstration project, we conducted focus groups, sought agency support and analyzed existing 'Take Heart' and Alberta Heart Health data. Final presentation to the Federal National Health Research and Development Project Committee is slated for early 1993. The Red Deer project will take us into rural communities near Innisfail, Alix, and Rocky Mountain House. Together with Community Health Nursing and Home Care, the project will endeavour to work with other partners in building heart healthy rural communities.

Seniors in the Rocky Mountain House area were given personal measures of heart health and heart healthy information during a Heart Beat workshop and health fair, as part of the annual senior's 'Alive and Kicking' event. The health unit worked with other community agencies on this health fair which was coordinated by the Rocky Further Education Council.

Working in the Community

We provided nutrition information to a wide variety of groups in the community including women's groups, other health professionals, and teachers. Interest in nutrition topics continues to grow in concerned groups, with presentations requested by The Women's Forum in Alix, Seniors' Fair in Lacombe, and the Welcome Wagon Prenatal Fair in Red Deer.

In 1991, we found that up to 25% of children in some areas regularly come hungry to school. This year a committee of parents, school officials and a nutritionist from the health unit met to discuss the effects of poverty on children. Activities were initiated to support school feeding and to combat the effects of poverty on children. Support was given from several businesses and agencies in Red Deer. This endeavour comes under the sponsorship of the Child Poverty Action Committee in Red Deer which was formed in 1992. The health unit is a member agency.

Nutrition information was provided to nineteen day care centres in the community to update them on the new provincial manual for daycares. The manual outlines the Alberta Day Care Regulations associated with child feeding. A health package entitled 'Adventure to Health', incorporating nutrition, active living and health behaviours was developed. Summer recreation programs, private camps and athletic teams received the material, along with a workshop for program leaders, where appropriate.

Together with Community Health Nursing, we conducted an Infant Feeding Survey to give us information on local feeding practices and to determine factors influencing these practices.

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The information will be of use to the health unit, hospitals, physicians and private agencies in the development of community based programs to support change in infant nutrition.

Highlights of the survey indicated:

- Breastfeeding was initiated by 85% of mothers. The average rate in Canada is 80%.
- 37% of babies were weaned by 2 months, 57% before 4 months, and 82% before 6 months. Early weaning is a concern. Mothers who weaned early were young, single, of low income and had less education.
- Breastfeeding problems were experienced by 40% of mothers in hospital, with the majority of these continuing to have problems at home. Community based support for breastfeeding is critical to its' continuing beyond 2 months.

The new 'Canada's Food Guide to Healthy Eating' was released late in 1992. Changes in the guide will have implications for anyone providing nutrition information as well as for consumers. The new guide looks at diet in relation to total lifestyle and emphasizes a wide variety of foods with increased servings in the grain, fruit and vegetable groups. A national, provincial and local strategy has been planned for early 1993 to distribute the food guide. Locally, media releases, mailouts and workshops for teachers, home economists, nurses and fitness instructors have been planned.

A series of four nutrition teaching manuals were developed for teachers and health professionals. These manuals emphasize healthy eating and weight, as well as body image for children and adolescents. These were sold across Canada and are now being sold by an Ontario distributor to schools in Eastern Canada.

We continued to provide opportunities for students to become involved in learning about public health. A nutrition student from University of Alberta was employed for twelve weeks during the summer. In addition, practicums were supplied for dietetic interns from the University of Alberta and the Royal Alex Hospital, Edmonton, and third year nursing students from Red Deer College.

Dental Health at Work - Strengthening Oral Health

In 1992, the Dental Program continued work to improve the oral health status of the community by providing resources and information, and gathering data to assess oral health needs.

Working in the Schools

A Fluoride Mouth Rinse Program was administered by teachers in twenty schools where the community water supply is low in fluoride (less than .5 mg/L fluoride). Children rinsed once a week for thirty-six weeks of the school year. The average participation rate of students was 89% and the utilization rate of rinse delivered to schools was 83% over the past year. Parental support and a good working relationship with schools has contributed to these high rates of use.

Oral health screening of Grade 1 and Grade 6 students was conducted in 16 schools. Screening will help us determine areas of need and trends in oral health status of school age children. Children with identified problems were referred to dentists. Some families indicated they could not afford dental treatment services - a situation which will be further examined. Of those children screened:

- 40% had decayed teeth.
- 38% were referred to a dentist. 42% of those referred to the dentist received dental treatment.
- The average caries free rate was 21% among 5 and 6 year olds. The World Health Organization has set a goal of 50% caries free (decay free) rate for this age group by Year 2000.

- The average DMFT (decayed, missing, filled teeth) for 12 year old adolescents was 2.37. The World Health Organization standard for Year 2000 is 2.0.

All Grade 5 classes in local schools received a presentation on dental health, disease prevention and oral hygiene. Sales of the Dentalsaurus Teaching Manuals for Grades 1-6 continued to flourish. These manuals provide teachers with ideas to integrate oral health into the health curriculum.

We designed and conducted a survey to determine the use of cigarettes and smokeless tobacco, attitudes toward tobacco, and purchasing habits of tobacco products among adolescents. Eighteen hundred Grade 7 students were surveyed. Data will be shared locally in the community and the province. The survey was partially funded by a grant from the Alberta Lung Association. Preliminary results indicated:

- Up to 25% of Grade 7 students were smoking.
- 11% of students were using smokeless tobacco.
- More girls than boys at this age were smokers.
- Students purchased tobacco products most frequently from gas stations, convenience stores and vending machines.
- Knowledge of the risk associated with tobacco was high, despite its use.

A complete report and recommendations is scheduled for release early in 1993. Tobacco and youth is a concern of the health unit, agencies and schools.

Working in the Community

Fluoride supplement prescriptions were filled for children ages three to thirteen whose water supply was low in fluoride. Changes in dosage schedules, as authorized by Alberta Health were implemented. This program is offered in collaboration with Community Health Nursing and Environmental Health Services.

An information package on oral health, pregnancy and the newborn was developed to integrate oral health into prenatal teaching. Packages were distributed to pregnant women in prenatal classes in Innisfail, Lacombe, Rocky Mountain House as well as Red Deer Regional Hospital. Workshops on oral health and pregnancy were given to instructors.

The health unit co-chaired the local April Dental Health Month Committee. This committee represents a partnership of dentists, dental hygienists and assistants. Sponsored activities included contests in local high schools, 'Teddy Bear' dental picnics at MacDonald's, gift packs for moms of the first babies born in April in local hospitals, as well as activity placemats for restaurants in Red Deer.

We provided oral health presentations to community groups and other health professionals on dental health, general care and prevention, community water fluoridation, oral cancer, tobacco use, and fluoride supplementation.

*It is important
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Home Care Department

Home Care delivers community based health care services to clients of all ages in their homes. We match client needs with available services and resources both in the client's environment, the community and Home Care. Our goal is to have clients remain as healthy and as independent as possible in their own homes. The department provides a holistic approach to health, employing nurses, home support aides, social workers, occupational and physical therapists. Nutrition and speech therapy are available within the health unit. Home Care works with others in the community to assist with hospital discharges, to provide placement in longterm care facilities, and to support palliative care using professionals and volunteers to care for those who choose to die at home. A coordinated approach to health care reduces duplication of activities. Other goals are to promote client confidence in the quality and the level of care delivered and a sense of ownership and responsibility for their own care.

In 1992, the province provided funding for several new initiatives in Home Care that broadened service to clients. Self Managed Care was implemented to allow clients more independence to hire, train and arrange for assistance in management of their own care. Clients previously under the charge of Alberta Family and Social Services were transferred to Alberta Health Home Care to provide health care and support services. Red Deer Hospital and Home Care became joint partners in a program to provide intravenous care at home called Home Parenteral Therapy (HPT). Plans were initiated for incorporating the brain-injured client, a new category of client, into the Home Care Program.

We continued to provide care in the home for clients with short term and long term care needs. Clients requiring short term care are expected to be the greatest source of future growth in our department. Earlier hospital discharges and clients wishing to remain at home will promote this growth. Our palliative, or terminally ill clients also will increase in number as their needs are met more effectively in the home. Continuing partnerships and collaboration with physicians and health care facilities will allow our knowledge and skills to grow in this very special area.

We continued to plan and evaluate staff and client needs to allow us to be proactive in providing care in the future. This year we used a wide variety of community resources to educate staff while being aware of and supporting other educational initiatives across the province.

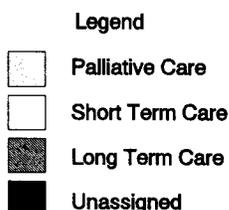
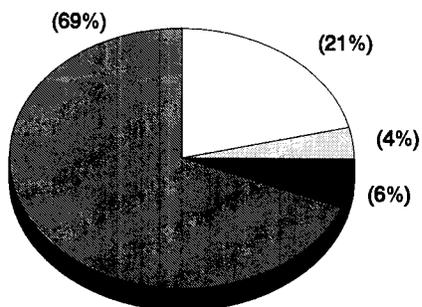
Since the inception of Home Care in 1978, the focus of care continues to shift from the institution to community based services. Caring for clients in the home is cost effective, takes advantage of community participation, and encourages collaborative efforts between agencies. Satisfied clients, able to play a major role in their own health, along with satisfied families and caregivers, gives positive reinforcement to increasing community based services. We will continue to monitor and track the efficiency and effectiveness of these services and to advocate funding for their support. These dollars need to be applied to provide the leanest, reasonable health care we can.

Home Care is excited by the potential for growth in the future and proud to be innovators of health care now.

Home Care Department

1992 -1993

TYPE OF CARE REPORT



AVERAGE COST PER CLIENT/MONTH

Including Administration Costs



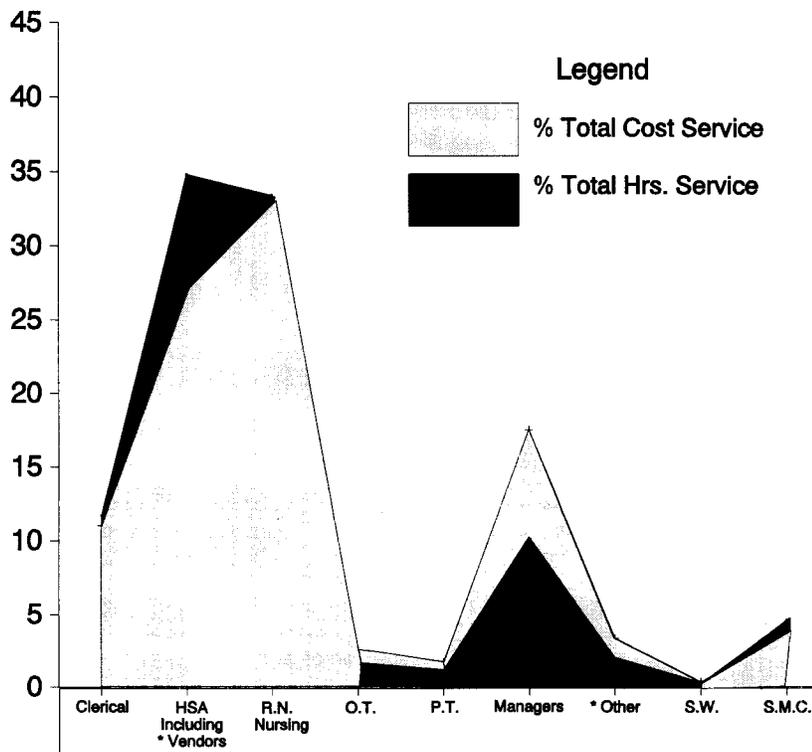
HOME CARE PROVIDES A COST-EFFECTIVE ALTERNATIVE TO OTHER HEALTH DELIVERY SYSTEMS.

Legend



Costs Obtained From: Red Deer Regional Hospital Alberta Health and Home Care Information System.

SUMMARY OF SERVICE BY COSTS AND HOURS



	% of Total Cost of Service	% of Total Hours of Service
Clerical	11.04	11.71
Home Support Aide including Vendors	27.04	34.83
R.N. Nursing	32.81	33.41
Occupational Therapist	2.54	1.70
Physical Therapist	1.73	1.19
Managers	17.49	10.24
* Other	3.33	2.05
Social Worker	0.34	.22
Self Managed Care	3.67	4.59

* OTHER - Hospital Liaison Position and Staff Development Coordinator.
* VENDOR - Include all vendor services used by Home Care.

Caring for clients in the home is cost effective, takes advantage of community participation, and encourages collaborative efforts between agencies.

Home Care Department

Speech and Language Services Department

Since 1988, the profession of speech-language pathology in this province has gone through tremendous growth. The benefits of speech therapy have become widely accepted. The impact that speech therapy has on social success, academic success, and self esteem has been proven many times.

Building Partnerships

Our profession has moved from being prescriptive to consultative. The majority of services are provided through consultation to the staff of partner agencies and or family members.

Through assessment and consultation, we jointly determined what the individual's goals were and how best to meet them. To help reduce or eliminate the effects of a communication disorder, staff provided services in situations where the learned skill would be used frequently and naturally.

We worked with parents and staff of daycares to provide services to preschool children. Through inservice and direct training for specific goals we were able to obtain a much higher success rate. The trained adult can address the goals throughout the day, every day, not just when the child is with the therapist. The ability to communicate needs and wants, or to appropriately interact with other children, increases the child's self esteem and better prepares him to meet the challenges of school.

Partnerships with schools ensured that children received the best educational experience possible. A child unable to understand directions in school will not achieve academic success to his full potential. A child unable to pronounce all sounds may not learn to read to full potential. A child with fluency problems may develop behaviour problems. A hearing impaired child may have all of these problems.

School boards worked in close partnership with us - providing staff to be trained to conduct one-to-one or small group therapy for their students. Working in conjunction with teachers, speech therapists provided resources to assist students overcome a variety of difficulties. This allowed the therapists to be free to provide services to a greater number of students. In some instances, the teacher became the client, and language stimulation strategies were supplied for use with the whole class. The broader impact of these strategies strengthens and reinforces the roll of speech therapy in schools.

Similar principles were used with our adult clients. Training was provided to spouses, caregivers, and group home staff. The people who are with our clients everyday were taught the speech goals and how to implement them. To be able to indicate basic needs like hurt or hunger has a positive impact on self esteem and quality of life. Speech therapists can help accomplish this.

Working in the Community

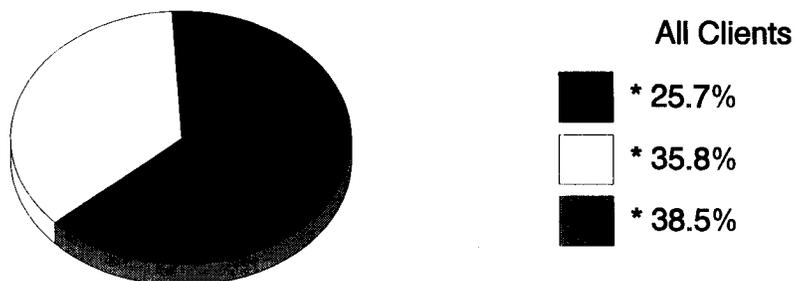
We continued to provide community education to individuals, groups, agencies and other health professionals.

Prevention, early identification and early intervention continue to be of prime importance to the overall goals of Speech and Language Services.

In 1992, we worked with family members, schools and daycare staff building partnerships that can sustain and reinforce the benefits of speech therapy.

SUMMARY OF TREATMENT

For Quarter Ending March 1993



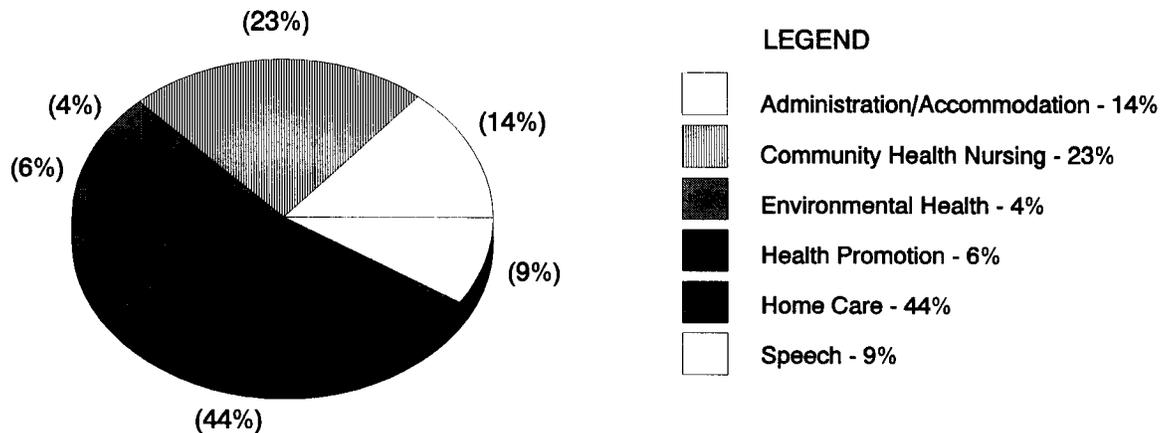
- * 25.7% of all clients received treatment intervention from the Speech-Language Pathologist.
- * 35.8% of all clients received consultative intervention from the Speech-Language Pathologist.
- * 38.5% of all clients received treatment intervention from a para-professional.

STATEMENT OF REVENUE AND EXPENDITURES

Year Ended 31st March, 1993

	1993 ACTUAL	1992 ACTUAL
REVENUE		
Provincial operating grant	7,728,054	6,966,446
Provincial accommodation/capital grant	472,335	454,168
Provincial special project grants	160,534	41,702
Investment income	153,452	168,849
Other revenue	133,445	109,902
	8,647,820	7,741,067
EXPENDITURES		
Salaries and benefits	6,545,403	5,714,173
Supplies and services	1,692,775	1,610,011
Long term debt principal and interest	188,000	168,000
Purchase of property and equipment	93,907	205,539
	6,520,085	7,697,723
EXCESS OF REVENUE OVER EXPENDITURES	127,735	43,344
ALLOCATED TO UNAPPROPRIATED RETAINED SURPLUS	127,735	43,344
EXCESS FUNDS REFUNDABLE TO PROVINCE	--	--

SCHEDULE OF EXPENDITURES BY PROGRAM



SERVICES TO THE REGION

1992 - 1993

Services Provided to Adults

- 2842 Vaccinations for flu were given to people at risk for complications of flu by the Community Health Nursing Department.
- 1380 Consultations with travellers were conducted to vaccinate and recommend shots and healthy behaviors.
- 141 Clients were followed-up by Environmental Health Services with information and support regarding communicable diseases.
- 15 Adults were seen by Speech and Language Services.

Services Provided to Business and the Community

- 392 Consultations on dental health were made to professionals in the community.
- 236 Consultations on nutrition were made to professional groups in the community.
- 343 People telephoned the Sexual Health Program for information on sexuality issues and services available in the community.
- 1988 People received sexual health education and consultation.
- 3433 Water samples were received by Environmental Health Services. Problems were identified and clients given information as to the safety of their water supply.
- 534 Inquiries were received from the public regarding the safe use and handling of food.
- 242 People telephoned asking for information and help to ensure they have safe and adequate housing.
- 178 People reported problems with sewage disposal concerns and other nuisances.
- 147 Applications for subdivisions were assessed for health concerns by Environmental Health Services.
- 95 Carseats were checked by the Kids 'n Carseats safety inspection program.
- 4 Worksites received the Take Heart Program.
- 1296 People attended 72 nutrition education sessions in the community.
-

SERVICES TO THE REGION

1992 - 1993

Services Provided to Children and Adolescents

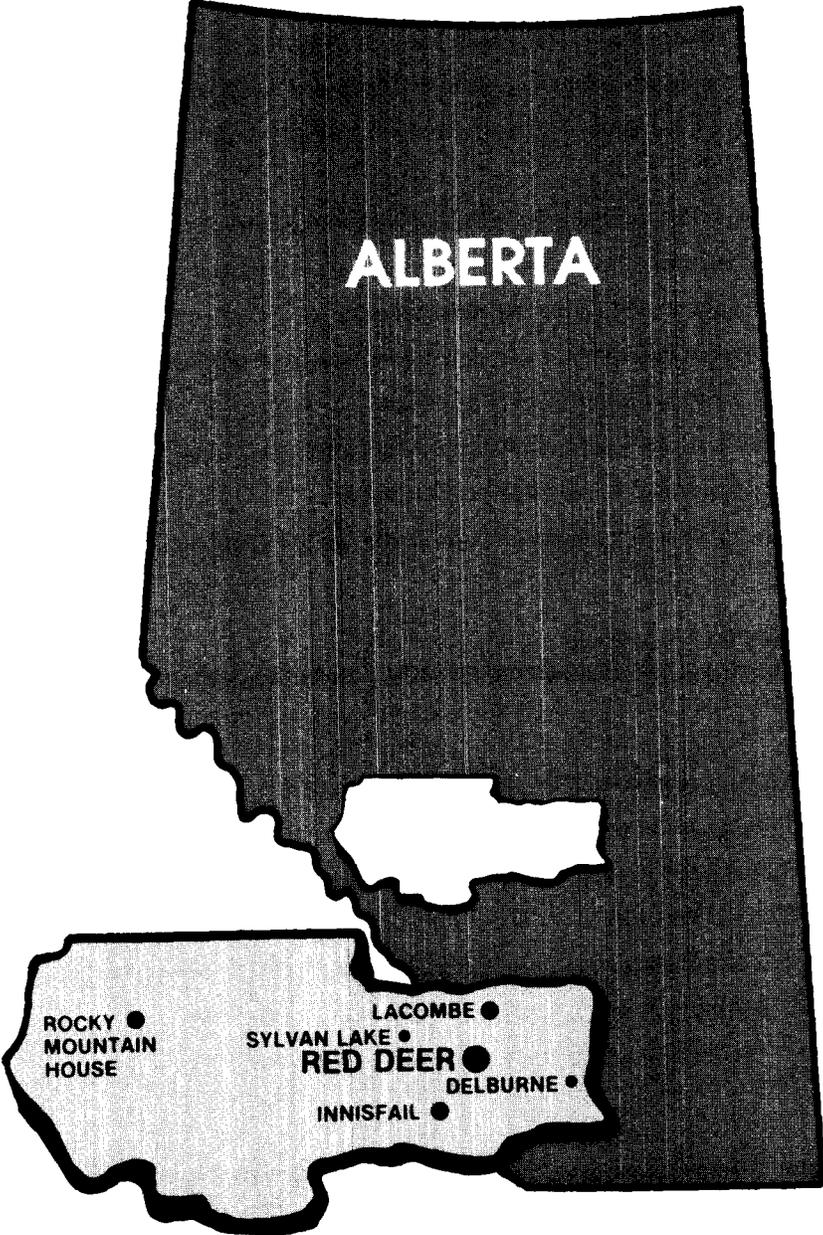
379	Preschool children received speech and language services.
1087	School aged children received speech and language services.
302	Hours were spent educating school children about health by the Public Health Nurse.
95	Classroom presentations on oral health were made by the Dental Hygienist.
3337	Students in 20 schools took part in the fluoride mouthrinse program at schools, an increase of 15% over the previous year.
1110	Students in Grades 1 and 6 were screened to determine their oral health status.
3584	Students were vaccinated at school.
26,289	Infants and preschool children were vaccinated at family-centered clinics, an increase of 27% over the previous year.
854	Young people visited the Teen Clinic, an increase of 47% from last year.

Services Provided to Families

2200	Newborns were visited or families contacted by Public Health Nurses.
54	Families were counselled at the Red Deer Outreach Genetics Clinic.
94	Referrals to the Outreach Genetics Clinic were made by other health professionals in the community.
392	Children were prescribed fluoride supplements for use at home.
964	Consultations to the public on oral health were made.
853	Consultations on nutrition were made to the public.

RED DEER REGIONAL HEALTH UNIT

Regional Map



Red Deer Regional Health Unit Offices

**2845 Bremner Avenue
Red Deer, Alberta T4R 1S2**

Telephone (403) 341-2100

**Bay #4 - 1Sylvan Drive
Sylvan Lake, Alberta T0M 1Z0**

Telephone (403) 887-2241

**Box 376
Delburne, Alberta T0M 0V0**

Telephone (403) 749-3660

**Box 340, 4934 - 50 Street
Rocky Mountain House, Alberta T0M 1T0**

Telephone (403) 845-3030

**Box 219 5010 - 51 Street
Lacombe, Alberta T0C 1S0**

Telephone (403) 782-3218

**Box 6094, 4904 - 50 Street
Innisfail, Alberta T4G 1S7**

Telephone (403) 227-3636

Produced by: **Red Deer Regional Health Unit
Health Promotion Department**





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

December 21, 1993

Red Deer Regional Health Unit
2845 Bremner Avenue
Red Deer, Alberta
T4R 1S2

Att: Dr. David J. Allison, M.D., FRCPC
Medical Officer of Health/Chief Executive Officer

Dear Dr. Allison:

RE: 1992 ANNUAL REPORT - RED DEER REGIONAL HEALTH UNIT

Please be advised that your report referred to above was presented on the Council Agenda of December 20, 1993. At the noted meeting Council of the City of Red Deer accepted said report for information only and it was agreed that same be filed.

We thank you for your report in this instance.

Sincerely,



C. SEVCIK
City Clerk

CS/clr



*a delight
to discover!*

NO. 7

DATE: December 13, 1993

TO: Mayor
Members of Council
City Commissioner

FROM: Director of Engineering Services
Acting Transit Manager

RE: **TRANSIT SERVICE - CHRISTMAS EVE**

As part of a continuing effort to provide efficient and economical transit service to the public, we are constantly looking for opportunities to reduce costs to the system while at the same time minimizing adverse effects on the riders.

We recently reviewed our records to determine the ridership on Christmas Eve to decide if continuation of this service through to normal quitting time is warranted. Presently the last run out of the downtown is about 10:15 p.m. and the buses return to the garage around 11:00 p.m. Our ridership records revealed that in 1991 we carried 3.6 passengers per bus per hour on the two bus Dial-a-Bus system. In 1992, on Christmas Eve, we carried 2.8 customers per bus per hour for a total ridership of 43 passengers. For the entire 1993 year our cost per passenger is \$0.83 ; our 1992 Christmas Eve cost would have approximated \$14.40. Given these figures we decided it would be advisable to terminate the service after 7:15 p.m.

Our review of the records also indicated that the 6:45 p.m. departure from the downtown was still very heavy. In order to ensure that our patrons are able to get home quickly that evening, we decided to extend our normal service from 6:15 p.m. to 6:45 p.m.

There was some question, with the present wording of the Collective Agreement, that we would be able to do this without consultation with the Transit Union. Discussion with the union brought unanimous consent to the proposal. We were very pleased with the spirit of co-operation of the transit employees.

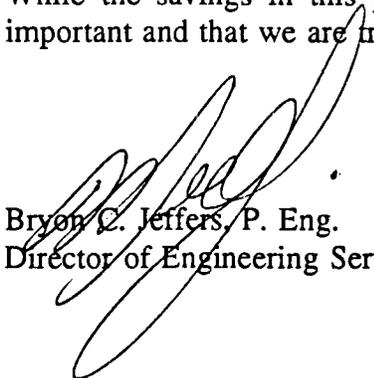
We are intending to advertise the service changes relating to Christmas Eve, on the buses and on the radio starting Wednesday, December 15, 1993.

Deletion of service beyond 7:15 p.m. on Christmas Eve will save us approximately \$600 in salaries plus the reduced fuel and other equipment costs. The loss in revenue is minimal as many of the riders would be pass holders. The cost to extend normal service from 6:15 p.m. to 6:45 p.m. is negligible.

Page 2
December 14, 1993

This information is forwarded to the members of Council as you may receive some feedback from riders who will miss this service.

While the savings in this particular instance is small, it is the process or mind set that is important and that we are trying to engrain in all our employees.



Bryon C. Jeffers, P. Eng.
Director of Engineering Services



Kevin Joll
Acting Transit Manager

Commissioners' Comments

Submitted for Council's information only.

"G. SURKAN"
Mayor

"H.M.C. DAY"
City Commissioner

DATE: DECEMBER 21, 1993

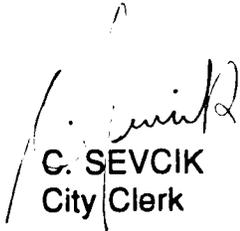
**TO: DIRECTOR OF ENGINEERING SERVICES
A/TRANSIT MANAGER**

FROM: CITY CLERK

RE: TRANSIT SERVICE - CHRISTMAS EVE

Your joint report dated December 13, 1993 pertaining to the above matter, was presented on the Council Agenda of December 20, 1993. At said meeting Council accepted your report for information purposes only and agreed that same be filed.

We thank you for your report in this instance.


C. SEVCIK
City Clerk

CS/clr

NO. 8

CS-4.225

DATE: December 13, 1993

TO: CHARLIE SEVCIK
City Clerk

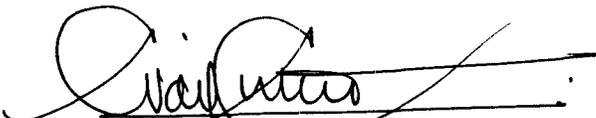
FROM: CRAIG CURTIS, Director
Community Services Division

RE: SCHOOL AGE CHILD CARE STANDARDS
A memo from the Chairman of the F.C.S.S. Board
dated December 10, 1993 refers.

1. The present school age child care standards were approved by City Council in January 1988. They are now subject to review as part of the division's five-year plan.
2. I support the recommendations of the F.C.S.S. Board. The amendments do not alter the basic intent of the standards. The child/staff ratio and indoor and outdoor space requirements remain unchanged in the new policy.

3. **RECOMMENDATION**

It is recommended that City Council support the comments of the Family & Community Support Services (F.C.S.S.) Board and approve the revised City of Red Deer School Age Child Care Standards.



CRAIG CURTIS

:dmg

- c Colleen Jensen, Social Planning Manager
Roger Clarke, Chairman, F.C.S.S. Board

DATE: November 17, 1993

TO: F.C.S.S. BOARD

FROM: BARBARA JEFFREY
Projects Supervisor

RE: SCHOOL AGE CHILD CARE STANDARDS

The School Age Child Care Standards are set by the F.C.S.S. Board and approved by City Council. Because they have not been reviewed since 1988, a committee of Red Deer Child Care and Social Planning staff have met to consider any changes. Alberta Family and Social Services have also been contacted regarding any changes in their regulations.

Included in this agenda are the existing standards, a letter from Red Deer Child Care Society regarding revising standards and the suggested revised standards. The changes are in bold print on the revised standards.

RECOMMENDATION:

That the revised City of Red Deer School Age Child Care Standards be approved by the F.C.S.S. Board as presented and forwarded to City Council for final approval.



BARBARA JEFFREY
Projects Supervisor

BJ/kb
Encl.

DATE: December 10, 1993

TO: CHARLIE SEVCIK
City Clerk

FROM: ROGER CLARKE, Chairman
Family & Community Support Services Board

RE: SCHOOL AGE CHILD CARE STANDARDS

In late 1987, administration in the Social Planning department prepared, in cooperation with interested parties, a set of standards for School Age Child Care programs in the city which are partially funded by Family and Community Support Services. The Province of Alberta (Alberta Family and Social Services) had indicated to the City that the responsibility for developing standards would be municipal.

The Family and Community Support Services Board approved the standards in November, 1987 and City Council concurred, after seeking additional information, January 1988 with the following motion:

"Resolved that Council of the City of Red Deer hereby agreed to approve the report, tabled from the December 14, 1987 Council meeting, on Child Care Standards and as recommended by the City Administration."

As part of the five-year plan in Community Services, the standards were reviewed by the Social Planning Department in conjunction with Red Deer Child Care Society and Alberta Family and Social Services (Social Care Facilities Division).

The revised School Age Child Care Standards were considered by the Family and Community Support Services Board on December 07, 1993 with the following motion adopted:

"That the Red Deer & District Family & Community Support Services Board approve the revised City of Red Deer School Age Child Care Standards as amended, and forward same to Council for final approval."

Attached are the Standards, with the revisions noted in bold.

CHARLIE SEVCIK
December 10, 1993
Page Two

RECOMMENDATION:

That Council approve the revised School Age Child Care Standards as submitted by the Family and Community Support Services Board.



ROGER D. CLARKE, Chairman
Family & Community Support Services Board

CJ/kb

cc - Craig Curtis, Director of Community Services

Commissioners' Comments

We concur with the recommendations of the F.C.S.S. Board.

"G. SURKAN", Mayor

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

the following; gross motor activities, dramatic play, quiet times, creative arts, music, books, table games, puzzles and scientific experiments. Activities are planned based on child need and interest.

* The program shall identify and respond to individual needs in order to foster positive peer association; encourage friendships, cooperative sports, cooperative play and projects; develop awareness, understanding and tolerance of individual differences.

* The program shall incorporate into its program provisions to deal with informing a child how to cope with emergencies, deal with adult strangers and self protection from physical or sexual abuse.

* The program shall prominently display and/or publish a periodic program plan and schedule of activities in the Centre for information of the children and parents.

PARENT INVOLVEMENT:

Please consider the following recommendation for parent involvement.

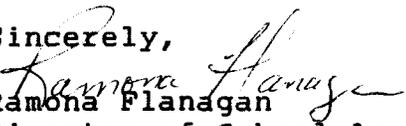
Often it is difficult to acquire suitable, committed volunteers to be a part of the Board. However we endeavor to find suitable candidates when choosing parents to represent School Age Programs. Therefore, to place a standard of a volunteer to have legal, accounting, or management skills makes this task even more difficult. The current standard, is an ideal in theory and an excellent one. Perhaps a more workable and practical standard could read as follows:

Parent Involvement:

c.) The centre is encouraged to include parents or guardians as members of its Board of Director's, if applicable, or to develop Parent Advisory Committees to ensure that there is a mechanism for Parents to give direction to the programs. This standard is currently adopted by the City of Edmonton. Please delete Section 5., C., of the current standards.

The rest of the School Age Standards are currently acceptable with the Red Deer Child Care Society. We are very pleased to have the opportunity to provide input in choosing and adopting excellent standards for all our programs.

Sincerely,


 Ramona Flanagan
 Director of School Age Programs
 Red Deer Child Care Society

cc: Noreen Spencer

**THE CITY OF RED DEER
 SCHOOL-AGE CHILD CARE STANDARDS**

1) PERSONNEL QUALIFICATIONS

a) Supervisor/Child Care Worker

The person must be at least 18 years of age and have a valid First Aid Emergency Certificate. The person shall be required to provide a current (**within last 3 months**) criminal record check completed by the local RCMP. A T.B. (tuberculin/ mantoux) test will be required and **updated in keeping with the local health unit standards which recommends the test pre-employment and thereafter if there are symptoms or a known contact.**

The person will have work experience with group care of children. Courses or experience in recreation, teacher training and/or child development is preferred. The person should be enthusiastic, child-oriented, and prepared to work as part of a team. S/he must be able to demonstrate leadership in developing and nurturing parents' confidence, skills and involvement. Experience in the purchasing of supplies, record keeping and managing is an asset. The person must be willing to complete at least **four** approved professional development workshops or one child-related credit course annually.

b) Assistant/Child Care Worker

The person must be at least 18 years of age and have a valid First Aid Emergency Certificate or **obtain the same within the first three months of employment.** The person shall be required to provide a current (**within last 3 months**) criminal record check completed by the local RCMP. A T.B. (tuberculin/mantoux) test will be required and **updated in keeping with the local health unit standards which recommends the test pre-employment and thereafter if there are symptoms or a known contact.**

The person will have work experience in group care of children. Courses or experience in recreation, teacher training and/or child development is preferred. The person will be enthusiastic, child oriented, and prepared to work as part of a team. **They will be willing to attend professional development workshops to increase their knowledge and skills.**

c) Volunteers

The use of volunteers is **encouraged** in School Age Child Care programs. Volunteers will be approved by program supervisors and work under their direct supervision. Regular volunteers will be required to obtain a current criminal record check completed by the local RCMP.

2) STAFF/CHILD RATIO

The ratio shall not exceed 1:14. There must be two adults on the premises at all times and one of them must be the program supervisor or assistant. If the second adult is not one of the regular staff, the program must satisfy the licensing authority that the second adult is a suitable alternate. The above requirements are also necessary for any off-site trips. **Programs are also encouraged to use volunteers on off-site trips.**

Maximum group size shall be 28, while still maintaining the 1:14 ratio. Under special circumstances (ie field trips via bus) the group size may increase to 42 while still maintaining the 1:14 ratio and space requirements.

Where a centre consists of more than 28 children, there shall be a minimum of two groups. Each group shall have a specific area with designated primary staff to ensure consistent care and supervision. In special circumstances (ie: field trips), volunteers and practicum students may be considered in determining staff/child ratio.

3. SPACE REQUIREMENT

The physical space must meet all municipal and provincial requirements for zoning, building safety, fire safety and health and be suitable for the group care of children. **The program will require a license under the Social Care Facilities Act, administered by Alberta Family and Social Services.** Programs not within the schools would also require a City of Red Deer Occupancy Permit.

a) Indoor Space

Any calculations of indoor space must be exclusive of fixed furnishings, washrooms, storage, kitchen and other space not usually designated for child care purposes.

There must be at least 3m² of play space per child (**Alberta Family and Social Services recommends 4.5m²**).

b) Outdoor Play Space

Suitable outdoor play space shall be available adjacent to the centre housing the school-age child care program. Public play space may be considered for this requirement.

There must be at least 7m² per child of outdoor play space.

4. PROGRAM

- a) The program shall be developed in response to the social, emotional, physical, and cognitive needs of the children.
- b) **The program shall promote self-sufficiency and self-esteem, self-discipline and cooperation in children.**
- c) **The program shall encourage initiative and decision making in children in their choices of activities.**
- d) **The program shall encourage children to participate in the planning, development and implementation of the program.**
- e) **The program shall have planning which demonstrates the use of developmentally-appropriate activities such as, but not limited to the following: gross motor activities, dramatic play, quiet times, creative arts, music, books, table games, puzzles and scientific experiments. Activities are planned based on child need and interest.**
- f) The program shall identify and respond to individual needs in order to foster positive peer association; encourage friendships, cooperative sports, cooperative play and projects; develop awareness, understanding and tolerance of individual differences.
- g) **The program shall incorporate into its program provisions to deal with informing a child how to cope with emergencies, deal with adult strangers and self protection from physical or sexual abuse.**

- h) The program shall prominently display and/or publish a periodic program plan and schedule of activities in the Centre for the information of children and parents.
- i) **Programs shall be encouraged to have at least four different learning centres as recommended by Alberta Family and Social Services.**

5) **PARENT INVOLVEMENT**

- a) The program shall develop opportunities for parental input into decision-making areas which directly concern the care and well being of the children, such as behaviour management and discipline, program philosophy and content, equipment and nutrition.
- b) The program shall provide opportunities for parental involvement in social events, fund raising events, community awareness events and workshops to meet the needs and interests of the parents.
- c) The program shall **include on their Board, parents of children** currently enrolled in the program **or establish a Parent Advisory Committee for School Age Programs to ensure a mechanism for parents of school age children to give direction to the program. The program is also encouraged to seek volunteer board members who bring expertise and skills necessary for an effective board (ie: child care, personnel, legal, accounting, etc.).**

6) **HEALTH AND EMERGENCY PROVISIONS**

- a) Each program shall have property insurance and general liability insurance coverage for staff, volunteers, and children for **a minimum of \$1,000,000.00. Professional liability insurance is also strongly advised.**
- b) An emergency plan and fire exits must be posted. **Evidence of monthly fire drills must be recorded.**
- c) Current addresses and phone numbers shall be easily accessible (including all off-site activities) with respect to:
 - 1) parents and alternates to contact if parents not available
 - 2) staff and substitute staff
 - 3) Public Health Unit
 - 4) each child's physician
 - 5) hospital emergency number
 - 6) ambulance and taxi services
 - 7) **information as to allergies, medical problems or long term medication**

The above information must be kept current. Parent files will be reviewed September and January to ensure any changes have been documented.

- d) The program must keep a record of information related to allergies **and their symptoms** and special needs of any child in the program and the required response.
- e) Each program shall have a first-aid kit on site as prescribed by the Occupational Health and Safety Act. The program supervisor and the program assistant must both possess a valid First Aid Certificate.
- f) In case of an accident or serious illness, a staff member shall ensure the child receives medical assistance **immediately** and shall notify the parent or guardian **as soon as possible.**
- g) The program will develop a written policy for dealing with suspicion of child abuse (including sexual abuse) based on recommendations from Alberta Family and Social Services (AFSS). **AFSS recommends that programs use their child abuse protocols.**

- h) Any medication administered by S.A.C.C. staff must be prescribed by a physician. Staff must have written authorization from the parent and must also be trained by an expert, which may include the parent, to administer the medication.
- i) Smoking is prohibited **anywhere within the S.A.C.C. program, including off-site trips.**

7. DISCIPLINE

- a) The program shall develop a written philosophy of behaviour management and discipline which is age appropriate. This shall be distributed annually to every parent or guardian of a child enrolled in the program. The staff and volunteers in the program will be familiar with this document.
- b) Certain forms of punishment including, but not limited to the following, shall not be permitted under any circumstances:
 - hitting, shaking, shoving, requiring a child to repeat inappropriate physical movements or confinement.
 - any action or statement which can be detrimental to a child's self respect or dignity
 - corporal punishment is not allowed under any circumstances.

8) ADMINISTRATION

The program shall maintain **and keep current** at least the following records (**on site and at the administration office**):

- a) An application for enrollment signed by the parent or guardian that includes the following:
 - name, current home address and phone number of child and child's parents or guardians; child's date of birth
 - name, phone number and address of place at which parent or guardian can be reached in case of emergency while child is in the program.
 - name, relationship, phone number and address of two alternate persons to be contacted in the event of emergency and parent(s) or guardian(s) cannot be reached.
 - name, address and phone number of the child's physician
 - dates of enrollment.
- b) For those families requesting subsidy, a signed and dated declaration of income and statement of fees according to sliding fee schedule to be reviewed at least annually. This information shall be confidential.
- c) Records of parents' payment of fees. Records for each family shall be confidential.
- d) Record of daily attendance.
- e) Any/all authorizations for medications or other treatments.
- f) **Termination information is recorded at the administration office.**

9) **EQUIPMENT**

Equipment should be of adequate supply and age appropriate, and should facilitate the changing needs and interests for indoor and outdoor play and meet the developmental needs of children (see 4d - Program).

10) **COMMUNITY RESOURCES**

Programs shall use community resources as much as possible and thus facilitate the integration of children into their community. Programs are encouraged to share resources as well and thus promote cost efficiency.

11) **FACILITY LOCATION**

Wherever feasible, school-age child care programs shall utilize schools, recreation facilities, churches, family day homes, or other community facilities.

In cases where separate school-age facilities are not available, steps should be taken to ensure that proper storage and play spaces are available for the children.

Approved:
February, 1988

THE CITY OF RED DEER
SCHOOL-AGE CHILD CARE STANDARDS

1) PERSONNEL QUALIFICATIONS

a) Supervisor/Child Care Worker

The person must be at least 18 years of age and have a valid First Aid Emergency Certificate. Past experience working with the group care of children is essential. The person must be willing to complete at least 4/6 staff development sessions provided by School-Age Child Care Coordinating Council or one child-related credit course annually. The person should be enthusiastic, child oriented, and prepared to work as part of a team. He/She must be able to demonstrate leadership in developing and nurturing parents' confidence, skills, and involvement. Experience in the purchasing of supplies, record keeping and some managerial skills are an asset.

The Supervisor shall be required to undergo a security check by the local R.C.M.P. and a T.B. test.

b) Assistant/Child Care Worker

This person must be at least 18 years of age and must have a valid First Aid Emergency Certificate. Past experience working with the group care of children is essential. Some courses or experience in recreation, teacher training, or child development is preferred.

The person should be enthusiastic, child-oriented and willing to work as part of a team with parents and staff.

The child care worker shall be required to undergo a security check by the local R.C.M.P. and a T.B. test.

c) Volunteers

Volunteers may be utilized as part of the program personnel. They shall be under the supervision of the program coordinator or supervisor.

All regular program volunteers shall be required to undergo a security check by the local R.C.M.P.

2) STAFF/CHILD RATIO

The ratio shall not exceed 1:14. There must be two adults on the premises at all times and one of them must be the program supervisor or assistant. If the second adult is not one of the regular staff, the program must satisfy the licensing authority that the second adult is a suitable alternate. The above requirements are also necessary for any off-site trips.

Maximum group size shall be 28.

3. SPACE REQUIREMENT

The physical space must meet all municipal and provincial requirements for zoning, building safety, fire safety and health and be suitable for the group care of children. The program will require a City of Red Deer Occupancy Permit.

a) Indoor Space

Any calculations of indoor space must be exclusive of fixed furnishings, washrooms, storage, kitchen and other space not usually designated for child care purposes.

There must be at least 3m^2 of play space per child.

b) Outdoor Play Space

Suitable outdoor play space shall be available adjacent to the centre housing the school-age child care program. Public play space may be considered for this requirement.

There must be at least 7m^2 per child of outdoor play space.

4. PROGRAM

a) The program shall be developed in response to the social, emotional, physical and cognitive needs of the children. It must be recognized that the children are spending a significant part of their day in structured, adult-directed activity and thus the program must provide opportunity for the child to participate in self-directed time.

b) The program shall be designed to respond to the individual needs of the children in order to satisfy the mixed age group and keeping in mind long periods of time away from home.

- c) The program shall allow the maximum of child-directed program development, which contributes to their sense of commitment and self-worth and helps to develop planning and leadership skills.
- d) The program shall provide play areas and age appropriate equipment for creative arts, housekeeping, music, gross motor activities, quiet times, books, manipulative toys, blocks and board games. Sand, water and woodworking areas may be included.
- e) Evidence of planning must be presented upon request.

5) PARENT INVOLVEMENT

- a) The program shall develop opportunities for parental input into decision-making areas which directly concern the care and well being of the children, such as behaviour management and discipline, program philosophy and content, equipment and nutrition.
- b) The program shall provide opportunities for parental involvement in social events, fund raising events, community awareness events and workshops to meet the needs and interests of the parents.
- c) The program shall have a board or advisory committee comprised of a majority of parents of children currently enrolled in the program along with community members or other volunteers interested in child care or having expertise needed by the program, eg: legal, accounting, personnel.

6) HEALTH AND EMERGENCY PROVISIONS

- a) Each program shall have property insurance and general liability insurance coverage for staff, volunteers, and children for \$1,000,000.00
- b) An emergency plan and fire exits must be posted.
- c) Current addresses and phone numbers shall be easily accessible (including all off-site activities) with respect to:
 - i) parents and alternates to contact if parents not available
 - ii) staff and substitute staff
 - iii) Public Health Unit
 - iv) each child's physician
 - v) hospital emergency number
 - vi) ambulance and taxi services

The above information must be updated.

- d) The program must keep a record of information related to allergies and special needs of any child in the program and the required response.
- e) Each program shall have a first-aid kit on site as prescribed by the Occupational Health and Safety Act. The program supervisor and the program assistant must both possess a valid First Aid Certificate.
- f) In case of an accident or serious illness, a staff member shall ensure the child receives medical assistance as soon as possible and shall notify the parent or guardian immediately.
- g) The program will develop a written policy for dealing with suspicion of child abuse (including sexual abuse) based on recommendations from Alberta Social Services.
- h) Any medication administered by S.A.C.C. staff must be prescribed by a physician. Staff must have written authorization from the parent and must also be trained by an expert, which may include the parent, to administer the medication.
- i) Smoking shall be prohibited in any area frequented by children or close enough to a ventilation system that recirculates air back into the room where the children are playing.

7. DISCIPLINE

- a) The program shall develop a written philosophy of behaviour management and discipline which is age appropriate. This shall be distributed annually to every parent or guardian of a child enrolled in the program. The staff and volunteers in the program will be familiar with this document.
- b) Certain forms of punishment including, but not limited to the following, shall not be permitted under any circumstances:
 - hitting, shaking, shoving, requiring a child to repeat inappropriate physical movements or confinement.
 - any action or statement which can be detrimental to a child's self respect or dignity
 - corporal punishment is not allowed under any circumstances.

8) ADMINISTRATION

The program shall maintain at least the following records:

- a) An application for enrollment signed by the parent or guardian that includes the following:
- name, current home address and phone number of child and child's parents or guardians; child's date of birth
 - name, phone number and address of place at which parent or guardian can be reached in case of emergency while child is in the program.
 - name, relationship, phone number and address of two alternate persons to be contacted in the event of emergency and parent(s) or guardian(s) cannot be reached.
 - name, address and phone number of the child's physician
 - dates of enrollment and termination or withdrawal.

All of the above must be kept updated at all times.

- b) For those families requesting subsidy, a signed and dated declaration of income and statement of fees according to sliding fee schedule to be reviewed at least annually. This information shall be confidential.
- c) Records of parents' payment of fees. Records for each family shall be confidential.
- d) Record of daily attendance.
- e) Any/all authorizations for medications or other treatments.

9) EQUIPMENT

Equipment should be of adequate supply and age appropriate. It should facilitate the changing needs and interests for indoor and outdoor play and meet the developmental needs of children (see 4D - Program).

10) COMMUNITY RESOURCES

Programs shall use community resources as much as possible and thus facilitate the integration of children into their community. Programs are encouraged to share resources as well and thus promote cost efficiency.

11) FACILITY LOCATION

Wherever feasible, school-age child care programs shall utilize schools, recreation facilities, churches, family day homes, or other community facilities.

In cases where separate school-age facilities are not available, steps should be taken to ensure that proper storage and play spaces are available for the children.

DATE: DECEMBER 21, 1993

TO: THE FAMILY AND COMMUNITY SUPPORT SERVICES BOARD

FROM: CITY CLERK

RE: SCHOOL AGE CHILD CARE STANDARDS

Your report dated December 10, 1993 recommending Council approve the revised School Age Child Care Standards, as submitted by the Family and Community Support Services Board, received consideration at the Council Meeting of December 20, 1993.

At the aforesaid meeting Council passed the following motion approving the revisions as submitted:

"RESOLVED that Council of The City of Red Deer hereby approves the revised City of Red Deer School Age Child Care Standards as presented to Council December 20, 1993."

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

Trusting you will find this satisfactory.


G. SEVCIK
City Clerk

CS/clr

cc: Director of Community Services, C. Curtis
Social Planning Manager, C. Jensen
Project Supervisor, B. Jeffrey

NO. 9

DATE: 14 December 1993
TO: City Clerk
FROM: City Assessor
RE: 1994 ADOPTION BYLAW

Pursuant to Section 28 of the *Municipal Taxation Act*, we respectfully request City Council to pass a bylaw, similar to Bylaw #3002/89, to authorize the assessor to use the assessed value of any property as shown on the Assessment Roll for 1993 taxation as the assessed value for 1994 taxation, except for those properties as shown by Account Number (Roll Number) on attached Schedule "A" and those properties affected by Sections 34 and 35 of the Act.

Section 34 allows and requires the assessors to depreciate machinery and equipment, remove or decrease valuations of properties that have changed from the previous year because of removal of improvements, and to add value to properties increased by the erection, completion, or repair of an improvement on it, or by some other cause.

Section 35 requires the assessment of exempt property. The exclusions as per Schedule "A" are required to allow the adjustment of assessments to properties that we will change to maintain equity within the municipality, and that have not had physical changes and are, therefore, not included in Sections 34 or 35.



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

AK/ngl

Enc.

Commissioners' Comments

We concur with the recommendations of the City Assessor and recommend Council give the bylaw three readings at this meeting.

The proposed bylaw is normal procedure and is passed every year. Since we do not do a complete re-assessment every year the bylaw simply allows us to use our 1993 assessment for 1994 with the exception of those properties which have been significantly altered.

"G. SURKAN"

Mayor

"H.M.C. DAY"

City Commissioner

Adoption of
description of
improvements

32.1 When a general assessment is being made and the assessor for the municipality is of the opinion that the description of an improvement as recorded on the assessment form for the current year is correct, the assessor, on being authorized to do so by the Assessment Commissioner, may adopt the description so recorded without attending on that improvement and, for the purposes of the general assessment, enter into his return an assessed value for the improvement computed in accordance with the regulations.

1984 c57 s11

Manner of
making
assessment

33(1) In a city, town, village, new town or summer village where a by-law has been passed pursuant to section 28, the assessor shall make his assessment by adopting those assessed values authorized by the by-law and by assessing not later than December 31 all assessable property for which a value has not been authorized by the by-law.

(2) In a county, municipal district, improvement district or special area where, pursuant to section 30, a by-law has been passed or an order has been issued, as the case may be, the assessor shall make his assessment by adopting those assessed values authorized by the by-law or the order and by assessing not later than December 31 all assessable property for which a value has not been authorized by the by-law or order.

RSA 1980 cM-31 s33

Reassessment

34(1) Notwithstanding section 33, the assessor shall reassess not later than December 31 in each year,

(a) all improvements described in section 1(n)(iii) and (iii.1), and shall allow depreciation on those improvements in accordance with the regulations,

(b) all other assessable property the value of which is decreased by the destruction of an improvement on it or by some cause other than fair wear and tear, and

(c) all other assessable property the value of which is increased by the erection, completion or repair of an improvement on it or by some other cause.

(2) The assessor shall write the word "non-assessable" opposite the description of any property that has ceased to be assessable.

RSA 1980 cM-31 s34;1984 c57 s12;1988 c34 s9

Determining
value of exempt
property

35 The assessor shall determine the value, equal to the assessed value, of all exempt land and improvements, other than farm buildings, as if they were assessable under this Act and shall include the valuations thereof in his return to the municipal secretary, clearly indicating that the property so valued is exempt from assessment and taxation.

RSA 1980 cM-31 s35;1988 c34 s10

Return of
assessment

36(1) Not later than January 31 in the year following the year the assessment is made, the assessor of each municipality shall provide the municipality with a return of the assessment made by him.

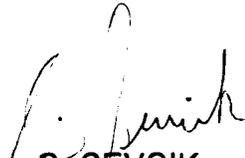
(2) The assessor shall make and attach to each return made under subsection (1) a statutory declaration in the prescribed form.

RSA 1980 cM-31 s36;1984 c57 s13

DATE: DECEMBER 21, 1993
TO: CITY ASSESSOR
FROM: CITY CLERK
RE: 1994 ADOPTION BYLAW #3100/93

Your report dated December 14, 1993 pertaining to the above was considered at the Council Meeting of December 20, 1993. At the aforesaid meeting Council gave three readings to Bylaw 3100/93, a copy of which is enclosed herewith.

Trusting you will find this satisfactory.



C. SEVCIK
City Clerk

CS/clr
Encls.

cc: Director of Financial Services (Bylaw)

NO. 10

650-024Z

DATE: December 14, 1993
TO: City Clerk
FROM: Director of Engineering Services
RE: DEER CROSSING SIGNS ON 67 STREET

As indicated in the attached memos received from our Public Works Department, we are experiencing difficulty in maintaining the two deer crossing signs previously approved by Council. They have been repeatedly vandalized and in some instances completely removed.

RECOMMENDATION

In view of there being no reported deer kills in this area and the considerable cost to maintain the deer silhouette signs, we would respectfully recommend that City Council authorize at the time of the next required repair, the replacement of the deer signs with the standard black and yellow reflectorized sign that is stipulated in the Manual of Uniform Traffic Control Devices of Canada.


for Bryon C. Jeffers, P. Eng.
Director of Engineering Services

KGH/emg
Att.

c.c. Director of Community Services
c.c. Environmental Advisory Board Coordinator - Don Batchelor
c.c. Principal Planner

MEMORANDUM

DEC - 8 1993

DATE: December 6, 1993

TO: Traffic Administrator

FROM: Meters & Signs Supervisor

RE: **DEER CROSSING SIGNS ON 67 STREET**

The following is a running history of the installation and maintenance of the above mentioned signs:

93 04 26	Signs originally installed at a cost of	\$439.84
93 04 29	Both signs broken - repaired posts.	\$199.94
93 06 08	Both signs completely missing.	
93 09 27	Replaced both signs, westbound sign installed 2 feet higher.	\$224.90
93 10 25	Westbound sign missing.	

Total cost to date \$864.68

It is obvious that the general public is fascinated with these particular signs and are determined to either destroy or own one. This department is reluctant to spend any more money repairing or replacing these signs.

The normal signs which could be used in these locations would cost \$182.92 and likely would not be vandalized any more or less than any other sign in the City.

Animal Control informed me that since April 26, 1993 when the signs were originally installed, there have been no deer reported hit in this area. The previous year 2 skunks, one coyote and one fox were reported hit.

In view of this we respectfully request that your department provide direction to remove these signs and have them replaced with the standard WC13 Deer Crossing Sign. This will save the City money and the motoring public will benefit from a proper reflective sign.

Sincerely,



DATE: December 15, 1993
TO: City Council
FROM: Environmental Advisory Board
RE: Deer Crossing Signs - 67 Street

The Environmental Advisory Board, at their December 15, 1993 meeting, passed a resolution regarding the deer crossing signs on 67 Street. Consideration was given to reports from the Director of Engineering Services dated December 14, 1993 and the Meters & Signs Supervisor dated November 17 and December 6, 1993, which are attached for your review.

"That the Environmental Advisory Board, having considered reports from the Director of Engineering Services dated December 14, 1993 and the Meters & Signs Supervisor dated November 17 and December 6, 1993 re: Deer Crossing Signs - 67 Street, hereby support the recommendation as contained in the report of the Director of Engineering Services."

The above is submitted to Council for your consideration and final approval.



DR. S. KOOP, Acting Chairman
Environmental Advisory Board

CS-4.228

DATE: December 14, 1993

TO: CHARLIE SEVCIK
City Clerk

FROM: CRAIG CURTIS
Director of Community Services

RE: DEER CROSSING SIGNS ON 67 STREET
A memo from the Director of Engineering Services
dated December 14, 1993 refers.

1. The Meter & Signs Supervisor has reported that the deer warning signs adjacent to the Gaetz Lakes Sanctuary have been subject to continuous theft or vandalism. The Engineering Department is consequently recommending that they be replaced with standard black and yellow reflectorized signs as stipulated in the Manual of Uniform Traffic Control Devices of Canada.
2. I support the comments of the Director of Engineering Services and recommend that the deer warning signs be replaced by standard signs at the next opportunity.



CRAIG CURTIS

:ad

- c. Morris Flewwelling, Director of Museums
Jim Robertson, Naturalist, Kerry Wood Nature Centre
Don Batchelor, Parks Manager

Commissioners' Comments

We concur with the recommendations of the Director of Engineering Services.

"G. SURKAN"
Mayor

"H.M.C. DAY"
City Commissioner

DATE: DECEMBER 21, 1993
TO: DIRECTOR OF ENGINEERING SERVICES
FROM: CITY CLERK
RE: DEER CROSSING SIGNS ON 67 STREET

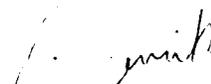
Your report dated December 14, 1993 pertaining to the above matter was considered at the Council Meeting of December 20, 1993.

At the aforesaid meeting, Council passed the following motion in accordance with your recommendations:

"RESOLVED that Council of The City of Red Deer, having considered report dated December 14, 1993 from the Director of Engineering Services re: Deer Crossing Signs on 67th Street, hereby agrees that at the time of the next required repair, the deer silhouette signs be replaced with the standard black and yellow reflectorized sign that is stipulated in the Manual of Uniform Traffic Control Devices of Canada, and as recommended to Council December 20, 1993."

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

Trusting you will find this satisfactory.


C. SEVCIK
City Clerk

CS/clr

cc: Director of Community Services
Principal Planner
Parks Manager
Environmental Advisory Board

NO. 1



City of Lethbridge

November 26, 1993

The Honourable Ken Kowalski
 Minister of Economic Development & Tourism
 408 Legislature
 Edmonton, AB T5K 2B6

Dear Sir:

FAIR POWER FOR ALBERTA

EEMA continues to be a contentious issue, especially in Southern Alberta. Every year Southern Albertans send over 70 million dollars to this agency in order to "equalize" power costs across the Province.

Six municipalities including the City of Lethbridge, M.D. of Taber, Town of Coaldale, County of Lethbridge, and County of Warner have organized support from over 30 municipalities in Southern Alberta for the following resolution:

"THAT the Provincial Government be requested to phase out EEMA within five years and to provide direct taxation grants to Northern Alberta residents if continued subsidies are believed necessary."

We expect to have more than 60 resolutions of support from Municipalities, Chambers, Industrial Groups, and Agricultural groups before Christmas.

A rally to voice our mutual concerns about EEMA and support of this resolution is being organized. Possible dates are: January 17th - 22nd or January 24th - 27th (any evening). We expect a minimum of 500 participants. **Please come!**

Each of us has made individual representations to the Government and to the EEMA Review Panel. However, we believe the full impact of our situation will continue to be ignored unless the relevant elected representatives of the Cabinet can hear us as a group.

We understand the sensitivity surrounding EEMA. We would not expect immediate answers. We would sincerely appreciate and hope you could take some time to listen to our very real concerns.

Please reply by December 15th as to what time and date would be most suitable for a meeting. All correspondence should be directed to: Alderman Leah Waters, City of Lethbridge, 910 - 4th Avenue South, Lethbridge, AB. T1J 0P6. Thank you and have a wonderful Christmas!

cc: The Honourable Jack Ady, M.L.A. Cardston-Chief Mountain
 Clint Dunford, M.L.A. Lethbridge West
 David Couffts, M.L.A. Pincher Creek/Macleod
 Ron Hierath, M.L.A. Taber Warner
 Barry McFarland, M.L.A. Little Bow
 Lyle Oberg, M.L.A. Bow Valley
 Don Tannas, M.L.A. Highwood (Cypress)

Office of the Mayor



December 22, 1993

The Honourable Ken Kowalski
Minister of Economic Development & Tourism
408 Legislature Building
10800 - 97 Avenue
Edmonton, Alberta T5K 2B6

Dear Mr. Kowalski:

RE: FAIR POWER FOR ALBERTA

At its meeting held on December 20, 1993, Council of The City of Red Deer considered the correspondence dated November 26, 1993, from the City of Lethbridge to you concerning the above matter.

At the aforesaid meeting, Council passed the following motion agreeing to join all other municipalities in requesting that EEMA be phased out:

"RESOLVED that Council of The City of Red Deer, having considered correspondence from the City of Lethbridge re: Fair Power for Alberta, hereby agrees to join other municipalities in requesting that EEMA be phased out within a specific period and as recommended to Council December 20, 1993."

Council of The City of Red Deer has on numerous occasions expressed opposition to the principles on which EEMA is constructed and, accordingly, we take pleasure in joining all other municipalities in this effort to phase out this program.

The decision of Council in this instance is submitted for your information, and I trust that you will give same due consideration.

Sincerely,


GAIL SURKAN
Mayor

CS\mm

cc: Alderman Leah Walters, City of Lethbridge
The Honourable Stockwell Day, Red Deer M.L.A. North
Mr. Victor Doerksen, Red Deer M.L.A. South
A.U.M.A.

bc Financial Services Director
bc E.L. & P. Manager
bc City Clerk

THE CITY OF RED DEER

Box 5008, Red Deer, Alberta, Canada T4N 3T4 Telephone: (403) 342-8155 Fax: (403) 346-6195

Commissioners' Comments

Council has, on numerous occasions, expressed their opposition to the principles on which E.E.M.A. is constructed. We recommend that Council take this additional step of joining other municipalities in requesting the program be phased out within a specific period.

"G. SURKAN"
Mayor

"M.C. DAY"
City Commissioner



ALBERTA
DEPUTY PREMIER
MINISTER OF ECONOMIC DEVELOPMENT AND TOURISM

MLA Barrhead-Westlock
Minister Responsible for Technology, Research and Telecommunications
International Trade Offices
Lotteries

ED01524

Her Worship Gail Surkan
Mayor
City of Red Deer
Box 5008
Red Deer, Alberta
T4N 3T4

January 25, 1994

Dear Mayor Surkan:

Thank you for your recent letter regarding the City's request to phase out the Electric Energy Marketing Act (EEMA). The role and effectiveness of EEMA is obviously an issue that is creating a lot of attention and concern across the Province.

As I am sure you are aware, Alberta Energy has conducted an extensive public review of EEMA. A Review Panel was established to determine if the original objective of EEMA - to reduce rate disparities across the Province - is still valid for Alberta in the 1990s. One of the key findings of the Panel was that EEMA has been effective in reducing rate disparities, however, there is an element of unfairness in the current pricing formula. The Government is currently reviewing all of the various comments and alternatives submitted in response to the EEMA Review Panel's report. Further consultations will take place on any viable alternatives to the Review Panel's recommendations.

It is my understanding that my colleague, the Honourable Pat Black, will be arranging a meeting with you and other mayors to provide an update on the progress of this review.

Best wishes for your continuing success in 1994.

Yours sincerely,

Ken Kowalski
Deputy Premier
Minister

B. Book

Office of the Mayor



December 22, 1993

The Honourable Ken Kowalski
Minister of Economic Development & Tourism
408 Legislature Building
10800 - 97 Avenue
Edmonton, Alberta T5K 2B6

Dear Mr. Kowalski:

RE: FAIR POWER FOR ALBERTA

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At the aforesaid meeting, Council passed the following motion agreeing to join all other municipalities in requesting that EEMA be phased out:

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Council of The City of Red Deer has on numerous occasions expressed opposition to the principles on which EEMA is constructed and, accordingly, we take pleasure in joining all other municipalities in this effort to phase out this program.

The decision of Council in this instance is submitted for your information, and I trust that you will give same due consideration.

Sincerely,


GAIL SURKAN
Mayor

CS\mm

cc: Alderman Leah Walters, City of Lethbridge
The Honourable Stockwell Day, Red Deer M.L.A. North
Mr. Victor Doerksen, Red Deer M.L.A. South
A.U.M.A.

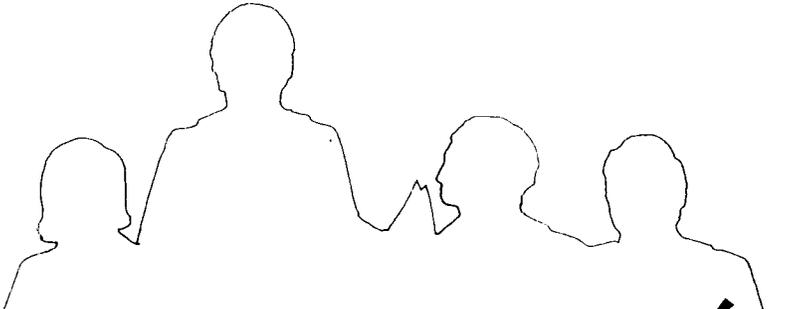
bc Financial Services Director
bc E.L. & P. Manager
bc City Clerk

THE CITY OF RED DEER



Federation of
Canadian
Municipalities

Fédération
canadienne des
municipalités



COMMUNIQUÉ

December 8, 1993

FOR THE IMMEDIATE ATTENTION OF THE CHIEF ADMINISTRATIVE OFFICER:

MUNICIPAL ACTION ON INFRASTRUCTURE URGENTLY REQUIRED

The National Board of Directors met with the Federal Minister responsible for Infrastructure in Québec City on December 4. FCM expressed its conviction that full municipal involvement in the management of the proposed national infrastructure program must be assured. Municipal governments are putting up one-third of the money and expect one-third of the say. They also have a vested interest in ensuring that the program is well-handled and achieves all of its objectives. Moreover, public confidence in the program will be enhanced if municipal governments have their say. FCM President **Ron Hayter** has called for an "equal partnership" for provincial and territorial municipal associations on the Management Committees which will review and recommend projects in each province and territory.

It appears that some provinces are quite willing to involve municipal governments in the Management Committee process. According to an item in the *Edmonton Journal* on December 8 - "a Management Committee will be set up and Kowalski said the municipalities will be represented on the committee." Mr. Kowalski is Deputy Premier and Minister responsible for Infrastructure in Alberta.

FCM's member municipal governments can add weight to the representations being made on their behalf by endorsing a resolution and conveying it to their provincial premier and the Prime Minister of Canada. The matter is urgent. To be effective, action must be undertaken in advance of the First Ministers Conference scheduled for **December 21**.

A model resolution is provided below:

WHEREAS, the Council of ----- is supportive of the Federal Government's Proposed Municipal Infrastructure Program as a means of beginning to address the problems relating to Canada's deteriorating municipal infrastructure;

WHEREAS, this program is predicated on the basis of equal funding from each of the federal, provincial and municipal orders of government;

.../2

WHEREAS, the proposed Municipal Infrastructure Program, as recently described by the President of the Treasury board, would provide for a Management Committee with two representatives from the federal government and two representatives from the provincial government and no municipal government representation;

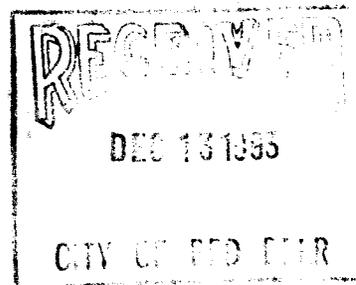
WHEREAS, this Management Committee would be involved in the formulation of project criteria and the selection of specific projects;

BE IT RESOLVED THAT the Council of ----- vigorously supports the position recently adopted by the National Board of Directors of the Federation of Canadian Municipalities that municipal governments through their various provincial/territorial associations be accorded equal status on the proposed management committee as full partners to help ensure that the program achieves its original objectives as they relate to municipal infrastructure.

For more information, please contact:

Kathy Thompson
Senior Policy Analyst, FCM

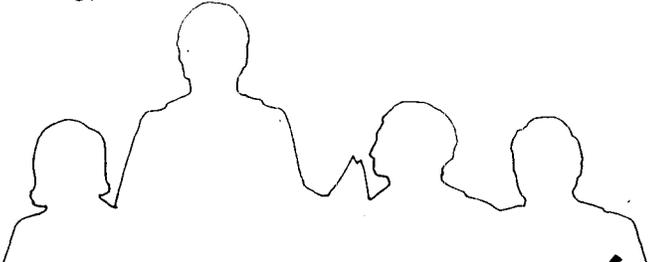
Telephone: (613) 237-5221
Fax: (613) 237-2965.





Federation of
Canadian
Municipalities

Fédération
canadienne des
municipalités



COMMUNIQUÉ

December 8, 1993

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- 2 -

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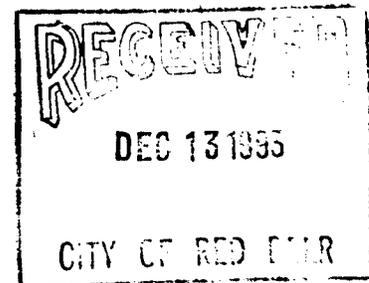
BE IT RESOLVED THAT the Council of ----- vigorously supports the position recently adopted by the National Board of Directors of the Federation of Canadian Municipalities that municipal governments through their various provincial/territorial associations be accorded equal status on the proposed management committee as full partners to help ensure that the program achieves its original objectives as they relate to municipal infrastructure.

- 30 -

For more information, please contact:

Kathy Thompson
Senior Policy Analyst, FCM

Telephone: (613) 237-5221
Fax: (613) 237-2965.





Alberta Urban Municipalities Association

8712 105 Street, P.O. Box 4607, Station S.E., Edmonton, Alberta T6E 5G4
Tel: (403) 433 4431 • Toll Free: 1 800 661 2862 • Fax: 433 4454

PRESS RELEASE:

Edmonton; December 9, 1993

AUMA Approves Intergovernmental Infrastructure Partnership

The AUMA has placed its stamp of approval on a federal-provincial-municipal cost-sharing infrastructure program being initiated by the Government of Canada.

"We have based our approval of the plan on extensive discussions with our member municipalities, including a convention resolution which was approved by the general membership at the 1993 AUMA Convention," says President Bill Purdy.

Mayor Purdy was one of the Association Presidents who attended a meeting with Deputy Premier Ken Kowalski and Transportation & Utilities Minister Peter Trynchy on Tuesday, December 7th. Also at the meeting were the Presidents of the Associations representing Municipal Districts, Counties, and Improvement Districts, and the Mayors of Edmonton and Calgary.

The Alberta portion of the national plan being initiated by the Federal Government will see the allocation, over a two-year period, of \$177 million for Alberta cities, \$35 million for towns, \$4 million for villages and \$377,000 for summer villages. These allocations are based on a formula of \$34.29 per capita.

The announcement follows a meeting held on Saturday, December 4, by the Board of Directors of the Federation of Canadian Municipalities (FCM) with Canada's Treasury Board President Arthur Eggleton (who is also the Minister Responsible for Infrastructure). The FCM Meeting with the Minister was held in Quebec City. AUMA President Purdy is a member of the FCM Board, and was present at the national meeting.

President Purdy says the AUMA supports the position which was taken by the FCM at the national meeting, reiterating its commitment to an infrastructure program which concentrates on "hard services" such as transportation, water supply and environmental systems.

President Purdy praised particularly a feature of the plan which will provide considerable latitude and decision-making power to municipalities themselves, as they select projects for cost-sharing which are based on local priorities.

40

Intergovernmental Infrastructure
December 9, 1993
Page two

A special management committee for infrastructure is being established, made up of two representatives from each of the federal, provincial, and municipal sectors. This committee will bring recommendations to the provincial and federal governments with respect to approvals for infrastructure projects. The AUMA is pursuing representation on that committee.

The Province of Alberta hopes to finalize its discussions with the Federal Government on the cost-sharing arrangement without delay.

The AUMA will keep its membership advised of further developments.

Contact: John Maddison, Executive Director AUMA
Phone - 433-4431 or 1-800-661-2862

-30-

Commissioners' Comments

At this point it is unclear to us whether or not there is intended to be one national management committee for the infrastructure program or ten separate management committees, one for each province. Currently A.U.M.A. believes there will be one separate committee for each province and that they have informal agreement from the Provincial Government that there will be municipal representation on Alberta's Committee.

We recommend that Council strongly support such municipal representation and further that they support the selection of that representation as one representative from the A.U.M.A. and one from the A.A.M.D. & C. (Alberta Association of Municipal Districts & Counties).

As we are unsure at this point whether there will also be a form of national management committee we recommend that Council also pass and forward the suggested resolution from FCM.

"G. SURKAN"

Mayor

"M.C. DAY"

City Commissioner



December 22, 1993

The Right Honourable Jean Chretien
Prime Minister
Government of Canada
Room 409-S, Centre Block
House of Commons
Ottawa, Ontario
K1A 0A6

Dear Prime Minister:

RE: INTERGOVERNMENTAL INFRASTRUCTURE PARTNERSHIP

At its meeting held on December 20, 1993, Council of The City of Red Deer considered the matter of municipal involvement in the management of the proposed National Infrastructure Program.

At the aforesaid meeting, the following motions were passed:

- A. "RESOLVED that Council of The City of Red Deer, having considered correspondence from the AUMA re: Intergovernmental Infrastructure Partnership, hereby strongly supports municipal representation on a Provincial Management Committee with one representative from the Alberta Urban Municipalities Association and one representative from the Alberta Association of Municipal Districts and Counties."
- B. WHEREAS, the Federal Government's proposed Municipal Infrastructure Program is predicated on the basis of equal funding from each of the federal, provincial and municipal orders of government;

WHEREAS, the proposed Municipal Infrastructure Program, as recently described by the President of the Treasury Board, would provide for a Management Committee with two representatives from the Federal Government and two representatives from the Provincial Government and no Municipal Government representation;

THE CITY OF RED DEER

The Right Honourable Jean Chretien
Intergovernmental Infrastructure Partnership
December 22, 1993
Page 2

WHEREAS, this Management Committee would be involved in the formulation of project criteria and the selection of specific projects;

BE IT RESOLVED THAT the Council of The City of Red Deer vigorously supports the position recently adopted by the National Board of Directors of the Federation of Canadian Municipalities that Municipal Governments through their various provincial/territorial associations be accorded equal status on the proposed management committee as full partners to help ensure that the program achieves its original objectives as they relate to municipal infrastructure."

The decision of Council in this instance is submitted for your information, and I trust that you will give same due consideration.

Sincerely,



GAIL SURKAN
Mayor

CS\mm

cc: FCM
AUMA
Red Deer M.P. - Bob Mills
Red Deer M.L.A. North - The Honourable Stockwell Day
Red Deer M.L.A. South - Victor Doerksen

bcc: Director of Engineering Services
Director of Financial Services
Director of Community Services
City Clerk



December 22, 1993

Premier Ralph Klein
Room 307, Legislature Building
Edmonton, AB
T5K 2B6

Dear Premier:

RE: INTERGOVERNMENTAL INFRASTRUCTURE PARTNERSHIP

At its meeting held on December 20, 1993, Council of The City of Red Deer considered the matter of municipal involvement in the management of the proposed National Infrastructure Program.

At the aforesaid meeting, the following motions were passed:

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- B. WHEREAS, the Federal Government's proposed Municipal Infrastructure Program is predicated on the basis of equal funding from each of the federal, provincial and municipal orders of government;

WHEREAS, the proposed Municipal Infrastructure Program, as recently described by the President of the Treasury Board, would provide for a Management Committee with two representatives from the Federal Government and two representatives from the Provincial Government and no Municipal Government representation;

THE CITY OF RED DEER

Box 5008, Red Deer, Alberta, Canada T4N 3T4 Telephone: (403) 342-8155 Fax: (403) 346-6195

The Honourable Ralph Klein
Intergovernmental Infrastructure Partnership
December 22, 1993
Page 2

WHEREAS, this Management Committee would be involved in the formulation of project criteria and the selection of specific projects;

BE IT RESOLVED THAT the Council of The City of Red Deer vigorously supports the position recently adopted by the National Board of Directors of the Federation of Canadian Municipalities that Municipal Governments through their various provincial/territorial associations be accorded equal status on the proposed management committee as full partners to help ensure that the program achieves its original objectives as they relate to municipal infrastructure."

The decision of Council in this instance is submitted for your information, and I trust that you will give same due consideration.

Sincerely,


GAIL SURKAN
Mayor

CS\mm

cc: FCM
AUMA
Red Deer M.P. - Bob Mills
Red Deer M.L.A. North - The Honourable Stockwell Day
Red Deer M.L.A. South - Victor Doerksen

bcc: Director of Engineering Services
Director of Financial Services
Director of Community Services
City Clerk



**Royal Canadian
Mounted Police**

**Gendarmerie royale
du Canada**

Commanding Officer

Commandant divisionnaire

NO. 3

November 19, 1993

Your file Votre référence

Our file Notre référence

K285-3(94/95)

Mayor Gail Surkan
City of Red Deer
4914 - 48 Avenue, Box 5008
Red Deer, Alberta T4N 3T4

Your Worship:

**RE: 1994 Commissioner's Directional Statement and
"K" Division Priorities/Objectives**

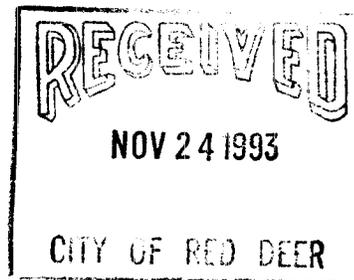
As one of the Alberta Municipalities contracting for the services of the R.C.M. Police, I am pleased to provide you with a copy of the Commissioner's Directional Statement along with my priorities and objectives.

These two statements, in conjunction with the priorities of the Provincial Government, provide the basis for the delivery of our policing services for 1994.

Should you have any questions in this regard I would be pleased to respond or perhaps the local detachment commander can address them.

Yours truly,

W.B. Eaton, Assistant Commissioner
Commanding Officer
RCMP "K" Division
11140 - 109 St.
Edmonton, AB T5G 2T4



Attached

Canada

**COMMISSIONER'S
DIRECTIONAL
STATEMENT**

**ÉNONCÉ
DIRECTIONNEL
DU COMMISSAIRE**

1994

COMMISSIONER'S DIRECTIONAL STATEMENT 1994

In the last year, we have made considerable progress towards achieving our strategic goals. We are inclined too often to ignore what we have accomplished and to remember only what has still to be done; but this year I want to describe some of our successes before discussing the challenges that still lie ahead.

The Last Year

Our community policing service-delivery model has begun to increase both client satisfaction and member morale. Members are solving policing problems in imaginative ways and stretching diminishing resources to their limit to provide needed policing services. Positive media coverage, the number of volunteers offering their services, and the range of new community programs established by members, testify to the energy and dedication of detachment personnel in every division.

A member in one sub-division reduced a persistent problem of double-doctoring by drug dependent patients not by investigation and prosecution but by persuading members of the local medical and pharmaceutical associations to cooperate on a strategy of their own. Others have opened satellite offices in shopping malls, recruited volunteers to answer telephones and provide information to citizens, written articles for local newspapers to raise community awareness of policing issues, started new venturers groups and given purpose and energy to community advisory committees. Very soon a special

ÉNONCÉ DIRECTIONNEL DU COMMISSAIRE - 1994

Nous avons accompli, au cours de la dernière année, des progrès considérables dans la réalisation de nos objectifs stratégiques. Comme nous avons trop souvent tendance à ignorer nos succès et à nous concentrer sur ce qui reste à faire, j'ai cru bon cette fois-ci de commencer par le bilan de nos réalisations avant d'aborder les défis qui nous attendent.

Bilan de l'année dernière

Notre modèle de services de police sociopréventifs a permis non seulement d'accroître le degré de satisfaction des clients, mais aussi de raffermir le moral des membres. Ces derniers font preuve d'ingéniosité pour résoudre les problèmes opérationnels et pour tirer le maximum des ressources décroissantes, afin de maintenir les services dont la population a besoin. La couverture médiatique favorable, la popularité du bénévolat et la diversité des nouveaux programmes communautaires mis sur pied par nos membres témoignent bien de l'énergie et du dévouement que nous retrouvons dans chacun des détachements.

Un membre d'une sous-division a réussi, par exemple, à aplanir le problème que pose l'obtention d'ordonnances multiples par des patients toxicomanes, en parvenant à convaincre les associations de médecins et de pharmaciens de la région de mettre au point leur propre stratégie de répression plutôt que de compter uniquement sur les enquêtes et les poursuites judiciaires. Les initiatives de ce genre abondent. Certains ont ouvert des bureaux satellites dans des centres commerciaux. D'autres ont confié à des bénévoles le soin de répondre aux appels téléphoniques et aux demandes de renseignements des citoyens ou ils ont rédigé des articles dans les journaux locaux afin de sensibiliser la population aux

COMMISSIONER'S DIRECTIONAL STATEMENT 1994

In the last year, we have made considerable progress towards achieving our strategic goals. We are inclined too often to ignore what we have accomplished and to remember only what has still to be done; but this year I want to describe some of our successes before discussing the challenges that still lie ahead.

The Last Year

Our community policing service-delivery model has begun to increase both client satisfaction and member morale. Members are solving policing problems in imaginative ways and stretching diminishing resources to their limit to provide needed policing services. Positive media coverage, the number of volunteers offering their services, and the range of new community programs established by members, testify to the energy and dedication of detachment personnel in every division.

A member in one sub-division reduced a persistent problem of double-doctoring by drug dependent patients not by investigation and prosecution but by persuading members of the local medical and pharmaceutical associations to cooperate on a strategy of their own. Others have opened satellite offices in shopping malls, recruited volunteers to answer telephones and provide information to citizens, written articles for local newspapers to raise community awareness of policing issues, started new venturers groups and given purpose and energy to community advisory committees. Very soon a special

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project will begin in Burnaby detachment to train all RCMP members and staff, politicians, media and interested citizens in the philosophy, ideas and methods of community policing.

Many of you are engaged in developing service standards for detachment policing that will contribute to fulfilling the government promise to improve the quality of all services to the public. You are incorporating community policing principles into your service standards and will be consulting with clients prior to publishing them at the end of this fiscal year.

The community policing statement I issued last year has been translated into 40 different languages and 15 Aboriginal dialects, often by members of minority communities working in partnership with the RCMP. Even federal divisions that normally have fewer opportunities to provide direct community service are finding new ways to provide service to their clients.

Community policing has been our approach for working with Aboriginal people. We have had a number of national conferences with aboriginal themes. The most recent was the National Aboriginal Youth Justice Conference held in Winnipeg in May of this year. To stress cultural understanding as the key to cooperation between members and aboriginal people, we have published spirituality guides, held a number of cultural awareness camps and participated in healing circles to help members understand the customs of aboriginal people.

questions policières. D'autres encore ont organisé des groupes d'aventuriers policiers ou procuré un second souffle à certains comités consultatifs communautaires. Un projet spécial, qui sera amorcé sous peu au Détachement de Burnaby, permettra aux membres et employés de la Gendarmerie ainsi qu'aux politiciens, aux journalistes et aux citoyens intéressés à se familiariser avec les principes et le fonctionnement de la police sociopréventive.

Plusieurs d'entre vous travaillez actuellement à l'élaboration de normes de service qui visent à améliorer la qualité des services offerts au public dans nos détachements, et ce, conformément à l'engagement que le gouvernement a pris en ce sens. Vous intégrez à ces nouvelles normes les principes de la police sociopréventive et vous aurez à consulter les clients avant la publication de ces normes à la fin de l'exercice en cours.

Mon énoncé de l'année dernière sur les services de police sociopréventifs a été traduit en quarante langues et quinze dialectes autochtones, souvent par des membres de groupes minoritaires qui collaborent avec la Gendarmerie. Même dans les divisions fédérales, où l'on n'a pas toujours l'occasion de servir directement la collectivité, on arrive à trouver de nouveaux moyens d'améliorer le service à la clientèle.

Nos rapports avec les Autochtones ont été axés sur la police sociopréventive. Nous avons participé à diverses rencontres sur des thèmes autochtones. La dernière a été la Conférence nationale sur la jeunesse autochtone et la justice, qui s'est tenue à Winnipeg en mai dernier. La compréhension des cultures étant essentielle à la collaboration entre les membres de la Gendarmerie et les peuples autochtones, nous avons publié des guides spirituels et organisé un certain nombre de camps de sensibilisation culturelle, en plus de participer à des «cercles de vie» afin d'aider les membres à mieux comprendre les coutumes autochtones.

There are now approximately 140 Aboriginal consultative committees and 179 committees having Aboriginal representation, in addition to the commanding officers' own elders' committees and my National Aboriginal Advisory Committee. The RCMP also participates in a number of Aboriginal community justice initiatives which divert minor offenders from the criminal justice system to native justice systems.

This last summer, we gave 25 young Aboriginal people five weeks of training at the Academy and 12 weeks of ride-along experience in local detachments in the western divisions. We are currently providing 44 young Aboriginal people with a special two-year development course to enable them to meet RCMP entrance requirements for basic recruit training.

Recently, the First Nations master agreements were signed by the Federal Government and the provinces of Saskatchewan and Prince Edward Island. These allow the signing of agreements with individual First Nations bands for the provision of RCMP services. An important difference from present arrangements is that our services will now be only one policing option from which bands will be able to choose. In future, they will be free to establish their own services or to contract with other police agencies.

Significant change is also occurring in the personnel and training fields. A major personnel initiative is the job analysis project which details the tasks members perform and the knowledge, skills and abilities they require to do them. This is the foundation of all human resource management programs. The jobs of general duty constables, first and second-line supervisors, the major

Il existe à l'heure actuelle près de 140 comités consultatifs autochtones et 179 comités avec représentation autochtone. Signalons également les conseils des anciens, auxquels se joignent les commandants divisionnaires, et notre Comité consultatif national sur les Autochtones. De même, la Gendarmerie participe à un certain nombre d'initiatives juridiques autochtones qui visent à dissocier du système de justice pénale les autochtones accusés d'infractions mineures, pour les confier plutôt aux systèmes de justice de leur peuple.

Au cours de l'été dernier, nous avons assuré une formation de cinq semaines à vingt-cinq jeunes autochtones à l'École de la Gendarmerie. Ces derniers ont également participé, durant douze semaines, à des co-patrouilles dans des détachements locaux de l'Ouest canadien. Quarante-quatre jeunes autochtones ont été inscrits à un programme spécial de perfectionnement d'une durée de deux ans, programme qui les aidera à satisfaire aux critères d'admissibilité à la formation de base des recrues.

Récemment, les ententes-cadres des premières nations ont été signées par le gouvernement fédéral et par les provinces de la Saskatchewan et de l'Île-du-Prince-Édouard, ce qui permet maintenant à chacune des bandes des premières nations de conclure des ententes relatives aux services de la Gendarmerie. Il s'agit là d'un changement important par rapport à l'entente actuelle, car les bandes auront dorénavant le choix de retenir nos services, de créer leur propre service de maintien de l'ordre ou d'avoir recours à d'autres services de police.

Des changements importants ont aussi été apportés au chapitre du personnel et de la formation. Parmi les projets d'envergure, soulignons le programme d'analyse des emplois, qui consiste à examiner en détail les diverses tâches qu'assument les membres, ainsi que les connaissances théoriques et pratiques qu'il leur faut pour accomplir ces tâches. Tous les programmes de gestion des ressources humaines s'appuient sur cette analyse. Les gendarmes aux

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investigative specialities, and detachment commanders at the NCO and officer levels are among the most important in the RCMP because members in these positions come directly in contact with our clients and deliver the most needed services. The analysis has therefore identified the tasks crucial to delivering community policing services. The information will be used to develop new promotion systems, new performance appraisal formats and to determine basic selection criteria.

Block recruiting is a new approach in the selection of new recruits. The practice of processing all applicants has been replaced by a system that ranks candidates according to their ability to perform the duties of a general duty RCMP constable. While respecting Employment Equity policies, only those who best qualify are invited to compete in the selection process.

A client-centered Cadet Training program will be introduced in April, 1994 to bring basic training in line with community policing. A cadet status has been established and cadets will receive an allowance rather than a salary and will not be given peace officer status until they have successfully completed basic training. This innovative approach will provide incentive to trainees and free resources to improve other aspects of the training program. As well, supervisory, management and executive training courses are being revised so that they are consistent with principles of modern management and community policing.

New two-step promotional systems are being introduced for the ranks of corporal, sergeant and staff sergeant. A written examination based on job knowledge will be required for the corporal rank, while candidates for the sergeant and staff sergeant ranks will

services généraux, les superviseurs de premier et second niveaux, les personnes affectées aux principaux domaines d'enquête et les officiers et sous-officiers à la tête d'un détachement sont des membres clés de notre organisation, car ce sont eux qui entretiennent des rapports directs avec les citoyens et qui assurent les services les plus importants. Le programme d'analyse a permis de relever les tâches qui s'avèrent essentielles à la prestation des services de police sociopréventifs. Ces informations serviront à élaborer de nouveaux systèmes d'avancement et d'évaluation du rendement et à établir les critères de sélection appropriés.

Le recrutement en bloc représente un nouveau concept dans la sélection des recrues. Au lieu de traiter systématiquement toutes les demandes reçues, nous classons les postulants selon leurs aptitudes à exécuter les fonctions de gendarme aux services généraux. Bien que nous continuions à respecter les politiques sur l'équité en matière d'emploi, seules les personnes jugées les plus qualifiées seront invitées à prendre part au processus de sélection.

Un programme personnalisé de formation des cadets sera lancé en avril 1994 afin d'adapter la formation de base au concept de la police sociopréventive. Les recrues auront le nouveau statut de cadet et recevront à ce titre une indemnité au lieu d'une solde. Ils n'obtiendront le statut d'agent de la paix qu'après avoir terminé avec succès leur formation de base. Cette approche innovatrice permettra d'encourager les cadets et de libérer des ressources qui pourront ainsi servir à améliorer d'autres aspects de la formation. De même, nous réévaluons actuellement les cours de formation destinés aux superviseurs, aux gestionnaires et aux cadres afin de les rendre plus conformes aux nouveaux principes de gestion et de police sociopréventive.

De nouveaux systèmes d'avancement entreront bientôt en vigueur pour les grades de caporal, de sergent et de sergent d'état-major. Dans le premier cas, les membres devront se soumettre à un examen des connaissances professionnelles et, dans les deux autres cas, à un exercice de simulation. Les aspirants

undergo a job simulation exercise. There will then be a structured interview at all three levels for those with the highest scores. The system is designed to evaluate candidates' knowledge, skills and abilities to perform at the next level of responsibility.

The civilianization of positions not requiring peace officer status or training continues. During 1992, 35 regular member positions were converted to civilian member status and a further eight were converted to public service status. A new branch responsible for developing policies and programs on matters affecting civilian members has also been established. The objective of the branch is to provide the best human resources management for civilian members.

Many of the innovations introduced in the larger Public Service are also being introduced to the RCMP public service category. There is increased opportunity for job enhancement and career development through temporary assignments and secondments. Reclassification of all public service positions is also underway to conform with the new simplified system envisaged in PS 2000 and adopted by the Treasury Board Secretariat. Implementation of the new Public Service Employment Act and Regulations will also help facilitate staffing of public service positions.

Administratively we have also showed considerable innovation. We have made changes to audit policy which reduce the emphasis on compliance with existing procedures and place more reliance on risk management. This is to support the innovative approaches required for community policing and to reduce costs. We have also introduced a computerized system for ordering kit and the cost of the vehicle fleet

à ces grades qui auront obtenu la meilleure note seront convoqués par la suite à une entrevue dirigée. Le système a été conçu de façon à déterminer si les candidats possèdent les connaissances théoriques et pratiques nécessaires pour occuper un poste au prochain niveau.

Nous continuons à convertir en postes de membre civil les postes de membre régulier qui n'exigent pas le statut d'agent de la paix ou de formation policière. En 1992, nous avons procédé à trente-cinq de ces conversions et huit postes ont été convertis en postes d'employé de la fonction publique. Nous avons confié à une nouvelle sous-direction le soin d'élaborer les politiques et les programmes traitant des questions qui se rapportent aux membres civils. Cette sous-direction a pour mandat d'assurer la meilleure gestion possible des effectifs civils.

Plusieurs des innovations adoptées au sein de la fonction publique fédérale sont en voie d'être appliquées au groupe d'employés de la fonction publique à la Gendarmerie. Ces employés auront également l'occasion d'enrichir leurs tâches et de parfaire leurs connaissances par leur participation à un programme d'affectations temporaires. Nous travaillons également à la reclassification de tous les postes d'employés de la fonction publique afin que ces postes soient conformes au nouveau système simplifié qui est décrit dans le projet FP 2000 adopté par le Secrétariat du Conseil du Trésor. La mise en oeuvre des modifications apportées à la *Loi sur l'emploi dans la fonction publique* et au règlement annexe facilitera la dotation des postes d'employés de la fonction publique.

Nous avons aussi procédé à des réformes importantes au chapitre de l'administration. Nous avons notamment modifié la politique sur les vérifications; nous attacherons dorénavant moins d'importance à l'observation des modalités en place, pour nous concentrer davantage sur la gestion des risques. Cette mesure vise à réduire les coûts et à faciliter l'application des nouvelles pratiques en matière de police sociopréventive. Nous avons également établi un nouveau système informatique de commandes des

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has been contained by the purchase of white cars with the insignia of the Force. Our new red, blue and yellow visual identity, which blends tradition with modernity, was designed within the Public Affairs Directorate.

I am particularly proud of members who volunteered for duty in the former Yugoslavia and now in Haiti. The role of those in the old Yugoslavia is to ensure that local police forces perform their duties without abusing human rights. A measure of members' professionalism is their application of community policing principles in areas that are still a battle zone, where the sense of community has been almost eradicated, and where people each day face lawlessness and privation.

Present Situation

Many of the changes in the last year have been a result of our strategic plan, but others are the result of extraordinary economic circumstances. During the last two years we have experienced a budget reduction of \$52.2 million and during the next three years will have to realize at least another \$48.8 million in savings. Our total operating budget has been reduced by 3.4 per cent in the last three years.

The RCMP, together with other former Solicitor General agencies, the Passport Office, the operational units of Immigration, and the enforcement elements of Canada Customs, has been absorbed into the new department of Public Security Canada. This is part of the downsizing and reform of the Federal Government. It could eventually result in adjustments to the federal role of the RCMP, such as concentrating on certain law enforcement activities or undertaking new responsibilities.

effets. Nous avons réussi à stabiliser les coûts reliés à notre flotte de véhicules en achetant des voitures blanches arborant l'emblème de la GRC. Choies par la Direction des relations publiques, les couleurs rouge, bleu et jaune de notre nouvelle image marient tradition et nouveauté.

Je suis particulièrement fier de nos membres qui se sont portés volontaires pour les missions en ex-Yougoslavie et pour notre intervention prochaine en Haïti. Le rôle de notre contingent dans l'ancien territoire yougoslave est de veiller à ce que les autorités policières locales accomplissent leur devoir tout en respectant les droits des citoyens. Le professionnalisme de nos membres s'y traduit dans l'application des principes de police sociopréventive dans des régions en proie à la guerre, où l'entraide est presque inexistante et où la population vit chaque jour dans l'anarchie et la privation.

La situation actuelle

Plusieurs des réformes de l'année dernière faisaient suite à notre plan stratégique, tandis que d'autres avaient été rendues nécessaires par la conjoncture économique. Au cours des deux derniers exercices, notre budget a été réduit de quelque 52,2 millions de dollars et, d'ici les trois prochains exercices, nous devons réaliser des économies de l'ordre de 48,8 millions de dollars. Notre budget de fonctionnement a été réduit de 3,4 pour cent depuis les trois dernières années financières.

La GRC ainsi que d'anciennes composantes du ministère du Solliciteur général, le Bureau des passeports, les services opérationnels du ministère de l'Immigration et les services de répression de Douanes Canada ont été fusionnés à un nouveau ministère appelé Sécurité publique Canada. Cette réorganisation fait partie du programme de rationalisation et de réforme des services du gouvernement fédéral. Il se peut que cette refonte entraîne des modifications au rôle fédéral de la Gendarmerie. Nous aurons peut-être à nous concentrer sur certaines activités de répression ou à accepter de nouvelles responsabilités.

The reconfiguration of ministries is being accompanied by a streamlining of federal regulatory and enforcement activity across all departments. The purpose is to eliminate unnecessary regulation and to ensure that what remains is as cost effective as possible and does not impede the ability of Canada to compete internationally.

Provincial and municipal governments have been similarly affected by the economic situation and are introducing radical measures to achieve cost effectiveness. The regionalization of a number of police forces is one outcome. In particular, Saskatchewan is experiencing financial difficulties and, as a result, we are exploring ways of providing more economical services without jeopardizing minimum standards of service. Whatever the model we adopt, it could form the basis for similar changes in other divisions.

Recently, the Federal Government passed legislation to create the new territory of Nunavut, which will be self-governing by 2008. This will bring changes to "G" Division and challenge us to develop policing services that will be appropriate to the new Inuit territory. We are beginning early to explore suitable services and service-delivery models to offer to the new territorial government.

Next Year and Beyond

I do not have to tell you that the state of the economy has a profound effect upon policing. It can affect crime rates and community order, the character of federal statute enforcement, security and our usual way of doing business. We must also appreciate that the decreasing ability of governments to fund our programs is the result of a complex

Cette restructuration s'accompagne d'une rationalisation des activités relatives à la réglementation fédérale et à l'exécution des lois fédérales au sein de tous les ministères. L'exercice vise à supprimer les règlements superflus et à faire en sorte que les prescriptions restantes soient les plus efficaces possible par rapport au coût et qu'elles ne minent pas la compétitivité du Canada à l'échelle internationale.

Les gouvernements provinciaux et municipaux n'ont pas échappé aux difficultés économiques et se voient contraints de prendre des moyens radicaux pour maintenir un seuil avantageux. La régionalisation d'un certain nombre de corps policiers en est un exemple. La situation financière de la Saskatchewan est particulièrement critique, aussi devons-nous trouver des moyens d'y assurer des services plus économiques sans toutefois compromettre les normes minimales. Quel que soit le modèle que nous adopterons, il pourrait servir à d'autres divisions dans une situation semblable.

Le gouvernement fédéral a promulgué récemment une loi créant un nouveau territoire appelé Nunavut, lequel deviendra officiellement autonome en 2008. Cette situation obligera la Division G à procéder à certains changements. Nous devons aussi prévoir des services qui seront adaptés aux besoins de la population de Nunavut. Si nous commençons tôt à explorer les possibilités, c'est que nous voulons être en mesure d'offrir au nouveau gouvernement territorial des services appropriés.

Les années à venir

Le contexte économique, comme vous le savez, a de profondes répercussions sur la prestation des services de police. Ce contexte peut influencer sur les taux de criminalité et le maintien de l'ordre social ainsi que sur l'application des lois fédérales, la sécurité et notre mode de fonctionnement. Nous devons reconnaître aussi que l'effritement de la capacité des gouvernements à dégager les fonds voulus pour nos programmes est attribuable à un ensemble complexe

The reconfiguration of ministries is being accompanied by a streamlining of federal regulatory and enforcement activity across all departments. The purpose is to eliminate unnecessary regulation and to ensure that what remains is as cost effective as possible and does not impede the ability of Canada to compete internationally.

Provincial and municipal governments have been similarly affected by the economic situation and are introducing radical measures to achieve cost effectiveness. The regionalization of a number of police forces is one outcome. In particular, Saskatchewan is experiencing financial difficulties and, as a result, we are exploring ways of providing more economical services without jeopardizing minimum standards of service. Whatever the model we adopt, it could form the basis for similar changes in other divisions.

Recently, the Federal Government passed legislation to create the new territory of Nunavut, which will be self-governing by 2008. This will bring changes to "G" Division and challenge us to develop policing services that will be appropriate to the new Inuit territory. We are beginning early to explore suitable services and service-delivery models to offer to the new territorial government.

Next Year and Beyond

I do not have to tell you that the state of the economy has a profound effect upon policing. It can affect crime rates and community order, the character of federal statute enforcement, security and our usual way of doing business. We must also appreciate that the decreasing ability of governments to fund our programs is the result of a complex

Cette restructuration s'accompagne d'une rationalisation des activités relatives à la réglementation fédérale et à l'exécution des lois fédérales au sein de tous les ministères. L'exercice vise à supprimer les règlements superflus et à faire en sorte que les prescriptions restantes soient les plus efficaces possible par rapport au coût et qu'elles ne minent pas la compétitivité du Canada à l'échelle internationale.

Les gouvernements provinciaux et municipaux n'ont pas échappé aux difficultés économiques et se voient contraints de prendre des moyens radicaux pour maintenir un seuil avantageux. La régionalisation d'un certain nombre de corps policiers en est un exemple. La situation financière de la Saskatchewan est particulièrement critique, aussi devons-nous trouver des moyens d'y assurer des services plus économiques sans toutefois compromettre les normes minimales. Quel que soit le modèle que nous adopterons, il pourrait servir à d'autres divisions dans une situation semblable.

Le gouvernement fédéral a promulgué récemment une loi créant un nouveau territoire appelé Nunavut, lequel deviendra officiellement autonome en 2008. Cette situation obligera la Division G à procéder à certains changements. Nous devons aussi prévoir des services qui seront adaptés aux besoins de la population de Nunavut. Si nous commençons tôt à explorer les possibilités, c'est que nous voulons être en mesure d'offrir au nouveau gouvernement territorial des services appropriés.

Les années à venir

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interweaving of factors that requires us to act responsibly.

While we can eliminate marginal programs, there is a point beyond which we cannot go; therefore, we must concentrate on reducing the **cost** of providing services. I expect managers to eliminate unnecessary steps in internal processes for which they are responsible, to reduce administrative overhead and to integrate functions wherever possible.

I wish to see decision-making delegated as far down in the organization as possible. This involves some risk but risk can be controlled by prior planning, by good communication and team work, and by monitoring indicators of cost and quality, that allow us to maintain performance standards.

I realize this approach will seem radical to many of you but the situation is serious enough to warrant such measures. We shall be required for the foreseeable future to yield up even more resources. To maintain organizational strength, we must give up those resources that are marginal to our law enforcement program. Headquarters will set the example by undergoing a fundamental organizational change.

I have asked the Deputy Commissioner, Corporate Management and the Deputy Commissioner, Administration, to lead a special task force to streamline national headquarters, to eliminate, reduce or decentralize functions and to achieve the budget savings required of us by Treasury Board. During the course of this exercise, the advice and assistance of commanding officers and directors will be solicited, as well as those of divisional staff relations

de facteurs qui exigent que nous agissions de façon responsable.

Nous pouvons certes supprimer nos programmes secondaires, mais il existe une limite au-delà de laquelle nous ne pouvons en faire davantage. Nous devons nous efforcer plutôt de réduire le **coût** de la prestation de nos services. Je demande donc aux gestionnaires d'abolir les étapes inutiles des processus internes dont ils sont responsables, de réduire les frais administratifs généraux et de fusionner le plus possible les fonctions.

J'aimerais que le pouvoir décisionnel soit délégué au plus bas niveau possible de l'organisation. Cette optique, j'en conviens, comporte certains risques, mais ce sont des risques qui peuvent être contrôlés par une planification préalable, par une communication réciproque, par le travail d'équipe et par des indicateurs de contrôle du coût et de la qualité qui nous permettent de maintenir les normes de rendement.

Je reconnais que cette vision semblera radicale à bon nombre d'entre vous, mais la gravité de la situation le justifie. Nous serons contraints, dans un avenir prévisible, de céder encore davantage de ressources. Pour conserver nos effectifs, nous devons nous départir des ressources accessoires de notre programme d'application de la loi. La Direction générale donnera l'exemple en procédant à la refonte complète de sa structure.

J'ai demandé au sous-commissaire à l'Administration et au sous-commissaire à la Gestion générale de diriger un groupe de travail spécial chargé de rationaliser les services de la Direction générale ainsi que d'abroger, de réduire ou de décentraliser des fonctions et de réaliser les économies budgétaires que le Conseil du Trésor attend de nous. Au cours de cet exercice, nous solliciterons l'aide et les conseils des commandants divisionnaires et des directeurs ainsi que des représentants divisionnaires des relations fonctionnelles et des représentants du Syndicat des employés du Solliciteur général.

representatives and representatives of the Union of Solicitor General Employees.

Under the operating budgets system, line managers have responsibility for budget management. Line managers will therefore be expected to achieve the efficiencies I have discussed and to show initiative and resourcefulness. This is an opportunity to show the leadership qualities of which I spoke in my 1991 directional statement.

I also expect those responsible for policy direction to develop strategies that concentrate scarce resources on activities that achieve maximum impact and to relinquish activities that are inefficient. This review must include all our activities from contract policing and federal law enforcement to protective policing and the provision of services to other law enforcement agencies.

In addition to such organizational fitness, I am interested in the fitness levels of members. Whether at home or work, your life may depend upon how fit you are. I encourage you to adopt a life style that is conducive to good health and expect that you will adhere to the fitness requirements of your position.

I also expect you to present a professional appearance on duty. Well-trimmed hair, hats with uniform, polished footwear and pressed uniform or civilian clothes indicate pride in oneself, pride in the uniform and pride in doing a job well. Furthermore, your clients deserve the respect a smart appearance demonstrates and are likely to have more confidence in you as a result. We work in an increasingly competitive market and our services are not cheap. We must therefore be prepared to present the appearance and provide the service that assures our clients that their tax money is well spent.

Depuis l'adoption des budgets de fonctionnement, les cadres hiérarchiques sont responsables de la gestion budgétaire. Ceux-ci devront donc produire les résultats escomptés et faire preuve d'initiative et d'ingéniosité. Ce sera là l'occasion d'exercer les qualités de chef auxquelles j'ai fait allusion dans mon énoncé directionnel de 1991.

J'attends également de ceux qui sont responsables des directives qu'ils élaborent des stratégies permettant de concentrer nos ressources restreintes sur les activités les plus profitables et de mettre un terme aux activités inefficaces. Cette révision doit porter sur toutes nos activités, qu'il s'agisse des services de police à contrat, de l'exécution des lois fédérales, de la police de protection ou des services assurés aux autres organismes d'application de la loi.

Je tiens aussi à ce que nos membres soient en bonne condition physique. Que vous soyez à la maison ou au travail, votre vie peut dépendre de votre forme physique. Je vous encourage à adopter un mode de vie favorable à une bonne santé. Je ne doute pas que vous saurez conserver les aptitudes physiques qu'exigent vos fonctions.

Je m'attends également à ce que vous vous présentiez au travail dans une tenue professionnelle. Le soin que l'on apporte à sa personne : cheveux coupés, chaussures cirées, uniforme repassé et tenue civile soignée, témoigne d'une fierté personnelle, d'une fierté vis-à-vis l'uniforme et d'une fierté du travail bien accompli. De plus, vos clients méritent le respect qu'inspire une tenue recherchée. Et forts de ce respect, les clients vous accorderont davantage leur confiance. Nous travaillons dans un milieu de plus en plus compétitif et nos services sont coûteux. Nous devons donc présenter une tenue et offrir les services qui assurent nos clients de l'emploi judicieux des sommes qu'ils versent comme contribuables.

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I am conscious that my statement this year has a graver than usual tone. This is because I can promise you no relief from the difficulties that we, in company with all Canadians and many other people in the world, are experiencing.

We will not receive any salary increases in the next year and we will be fortunate if we suffer no downsizing. I shall do all that is possible to prevent job loss and to place surplus employees, whether public servant, regular or civilian member, in other positions. A reasonable work-force adjustment policy, similar to that of the Public Service, is nearing approval. Work-force adjustment costs a great deal of money to the organization, as well as anguish to the employee, so where possible I shall try to avoid this course of action.

Each year I usually end my statement by telling you that challenges lie ahead. That is certainly true this year. We have difficult obstacles before us, but the challenges will not all be threatening. The Force has weathered difficulties in the past and adversity tends to bring the best out in us. I am sure that this will be the case again.

Je suis conscient du ton plus sévère de mon énoncé de cette année. Je me vois contraint à ce ton, car nous ne pouvons espérer un redressement du contexte difficile dans lequel nous nous trouvons et dans lequel se trouvent également tous les Canadiens et les citoyens de bien d'autres pays.

Nous n'obtiendrons aucune augmentation sur le plan de la solde au cours de la prochaine année et nous devrons nous estimer privilégiés si nous n'avons pas à réduire nos effectifs. Je ferai tout en mon pouvoir pour prévenir les pertes d'emplois et pour affecter à d'autres postes les employés excédentaires, qu'il s'agisse d'employés de la fonction publique ou de membres réguliers ou civils. J'ai demandé au directeur du Personnel d'explorer la possibilité d'une politique raisonnable de réaménagement des effectifs, comme celle de la Fonction publique. Un tel réaménagement coûte très cher à l'organisation en plus de causer beaucoup d'angoisse à l'employé. J'essaierai dans la mesure du possible d'éviter ce mode d'action.

Chaque année, je termine habituellement mon énoncé en vous rappelant que nous avons des défis à relever. C'est certainement le cas cette année. Nous devons franchir des obstacles difficiles, mais nous n'avons pas à craindre des défis qui nous attendent. La Gendarmerie a su aplanir les difficultés dans le passé et, de l'adversité, nous tirons le meilleur de nous-même. Je suis persuadé qu'il en sera ainsi à nouveau.

In the meantime, we should remember that we have many advantages not shared by everyone else. We have a strong and cohesive organization, a well-defined purpose, respect from the Canadian people and the support and comradeship of our co-workers. The RCMP will continue to offer stimulating and rewarding careers to its employees and it will continue to protect their interests and concerns. Knowing this should sustain us during the difficult times that are yet to come.

Entre-temps, souvenons-nous que nous bénéficions de nombreux avantages uniques. Nous avons une organisation forte et homogène, un but bien défini, le respect des Canadiens et le soutien et l'amitié de nos collègues. La Gendarmerie continuera d'offrir des perspectives de carrière stimulantes et enrichissantes à ses employés tout comme elle continuera de protéger leurs intérêts et de répondre à leurs préoccupations. Ces pensées devraient nous reconforter dans les moments difficiles à venir.

le Commissaire



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"K" DIVISION OBJECTIVES AND
COMMANDING OFFICER'S PRIORITIES - 1994

The Commissioner's Directional Statement once again addresses the main issues to be considered in the deployment of our objectives, goals and workplans.

There are many obstacles and challenges that lie ahead as we strive to deliver the best possible level of service to the citizens of Alberta with limited resources.

We continue to face an economic atmosphere that is not conducive to growth. The Force continues to experience budget reductions that will impact "K" and all divisions. We will continue to feel the effects of the overall cost saving and downsizing efforts of the Federal government. This could well lead to a reassessment of exactly how we will deliver the overall policing service.

The state of the economy will continue to have a direct effect on policing. It can also effect the level of crime, community attitudes, the character of enforcement, security and the methods of police delivery.

We must continue to rise to the challenges within a rapidly changing environment.

Financial restraints will continue into the foreseeable future and there will be no relief forthcoming. This means that we must clearly evaluate what resources are available and utilize them to our very best advantage.

The delivery of the policing service faces constantly changing expectations from our clients. We must recognize the changes in society as well as those within our own communities and respond to them in a way expected of us.

We require new ideas, approaches and concepts. As we implement these new innovations we will have to learn to let go of our old established and comfortable methods.

I am confident that the members of the Force and our civilian staff will continue, even in light of these restrictions, to make every effort to get the job done in a professional manner. Our ability to succeed, even under the most difficult situations is one of our main strengths.

Once again, these Division Objectives identify the areas of concern of the Commissioner, the Commanding Officer, and/or the Provincial Government.

As you develop your goals and workplans for 1994 I would ask that each of you realize that you can make a difference. Every contribution assists.

You will note that many of the issues identified in my objectives for 1994 have been highlighted in previous years. These matters/concerns continue to be of concern and are worthy of our continued attention.

The Division Objectives are intended to provide guidance and direction to the main activities to be undertaken to address the prime organizational concerns of the RCMP in Alberta. Our 1994 challenges remain relatively unchanged and once again I would ask that you look to the future and be as innovative as possible as you develop your plans and put them into motion.

Our mandate is to provide the best service possible and we face some challenging prospects as we attempt to achieve these objectives in conjunction with the issues identified in the Commissioner's Directional Statement.

The objectives for 1994 are not necessarily listed in priority order; they are all matters of considerable concern and importance.

W.B. Eaton, A/Commr.
Commanding Officer
RCMP "K" Division

On the following pages are the 1994 "K" Division Objectives

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OBJECTIVES

1. COMMUNITY BASED POLICING

All personnel will make every effort to continue to increase our involvement in the communities to which we provide our police service. Our direction and purpose should be to further entrench the principles of Community Based Policing.

LOGIC:

There remains some misunderstanding in the Division as to what the concept of Community Based Policing requires of us. Periodically, there is reference to the need for further resources if we are to succeed in the delivery of Community Policing. It must be recognized that this is not a program, placing an additional burden on our resources. It is a statement of the way in which we will interact with and deliver service to those communities we police. The basic principle of this concept is that of consultation with the community to determine the issues of concern to its citizens and encouraging community participation in cooperatively seeking solutions to those problems.

The objective of our involvement should be to find the pulse of the community, gain its trust and encourage its acceptance of the problems there, with shared responsibility for finding solutions. Members at all levels and in all functions should be encouraged and directed toward ongoing liaison within the community. This should include formal interaction with elected municipal and regional district officials, aboriginal community leaders, community consultative groups and local representatives of provincial government ministries.

Members should also develop and maintain informal liaisons with members of the business communities, schools, sport and youth activity groups and via any other recognizable entry points.

It is important that as members of the Force we recognize that we are also members of the communities that we serve. We will not accomplish our task if we do not recognize this fact and remain aloof from the community. Our experience has made us only too aware of the erosion of the quality of life in the community as a result of the lessening of peace and order. We must gain the cooperation of others in the community who are also aware of these problems to realize that their contribution and participation is essential.

We must continue to be sensitive to the differing needs of the communities we serve. While there are others, our aboriginal communities are an example of a segment of our society that require our special attention in the realm of community based policing. New initiatives will be required for the aboriginal communities and the manner in which we deliver the police service to these people will require us to become even more involved with them and to support their efforts as they strive to improve their own policing abilities.

2. TRAFFIC LAW ENFORCEMENT

Traffic Law Enforcement and traffic safety program must continue to be viewed as one of our highest policing priorities.

LOGIC:

Recent trends have been encouraging as we have seen a slight decrease in serious motor vehicle accidents within the Province. We are of the opinion that our traffic enforcement and safety programs, coupled with the economy have impacted this trend. Nevertheless, the problem of accidents remains as one of the most serious problems in our society with tragic results.

All levels of our communities voice their concerns in relation to traffic related matters. Municipal leaders and other community representatives commonly express traffic related issues as their main concern.

Although we may perceive some gains in this area we must continue our efforts and emphasis on traffic matters. All uniformed members are encouraged to make contact with motorists when traffic violations are noted and when appropriate, the process should be initiated to have those persons account for their driving actions.

It has long been recognized that traffic law enforcement provides a greater benefit when it is coupled with public awareness. We are fortunate in Alberta to have a high level of public awareness along with the support of traffic safety education that is not enjoyed in every jurisdiction. In addition to the overall benefits to traffic safety from this participation, the traffic safety and public awareness programs provide us an excellent opportunity to expand our involvement in the communities and strengthen the purpose and delivery of our Community Based Policing.

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3. FEDERAL LAW ENFORCEMENT

All members employed under contract policing duties, whether uniformed or on plain clothes duties are to increase their involvement in the enforcement of and investigation of federal laws.

LOGIC:

Current and foreseeable expectations for resources and our budget for specialized units enforcing federal statutes requires that careful consideration be given to the utilization of those resources. I wish to see an increasing focus of our federal resources on higher level targets in the various areas of federal crime.

The result of this will be that these federal units will increasingly not be able to address "street level" offences. Investigation of the street level crime will more and more become the responsibility of the contract policing personnel. Members and supervisors must recognize and accept this responsibility. The contract arrangements that provide the funding for these programs identifies that this is a responsibility for all of our personnel.

There are several areas that require attention, such as drugs in our communities, customs and excise and illegal immigration to name some of the obvious.

4. EFFECTIVE/EFFICIENT USE OF OUR RESOURCES

The continuing competition that occurs between resource limitations and the increasing demands for services calls on us to have every effort expended to maximize the effectiveness of the personnel that we do have.

LOGIC:

Realistically there is little room to anticipate any change in the economic outlook for the foreseeable future. As a result, there will be no increase in our policing budgets or level of resources and in light of government restraints we will be hard pressed to avoid reductions. As we face growing populations and other social changes there will be increased demands on our resources. As a result we must search for ways to be more effective and to expend our resources in the most efficient manner possible.

Our reaction to identified problems must be well planned and thought out. We should prioritize our responses to guarantee that we are making the best decisions in the deployment of our resources.

Many of our members and support staff should increase their capability in utilizing the electronic and automated information handling systems which exist. These can streamline and speed up our handling of a whole segment of the daily issues.

Excessive reporting requirements and other paper burdens continue to restrict the effectiveness of our investigative and enforcement resources. Some of this can perhaps be reduced by increased use of electronic and automated aids but we must also search for and identify other ways to reduce this paper burden.

I would encourage all employees to search out and identify ways to reduce or eliminate unnecessary paper systems and also ways in which improvements can be made on a broader scale.

5. PROFESSIONAL STANDARDS

Members of the Force, support staff and supervisors at every level are to make a concentrated effort to maintain and raise our levels of professionalism.

LOGIC:

Within the Province of Alberta the Force continues to enjoy a high level of respect and appreciation by its citizens. Although the majority of complaints lodged against the Force and our members are found to be without justification, there have been examples of action and deportment that have been very inappropriate. As a consequence extensive media attention has been the result which has not enhanced our position. In the light of our current resource levels and the process for responding to complaints against the Force even the unfounded complaints are having a serious drain on our resources.

In an effort to negate this position I would call on every member in the Division to strive for improved levels of professionalism. Our pride as members of the Force should be reflected in how we present ourselves in our own communities. This includes our general dress, deportment and conduct both on and off duty. Our service to the public along with our investigations must be thorough and fair to all concerned.

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Supervisors have the responsibility to ensure that their personnel are properly prepared to meet these obligations. Supervisors should identify training needs, provide clear direction and expectations along with corrective measures when required. All employees should be aware that harassment, sexual or otherwise, will be given a zero tolerance level.

6. CONTROL AND REDUCE CRIME

One of our major concerns and mandates will continue to be the detection and deterrence of criminal activity and criminal offenders in order to bring into effect the proper legal sanctions.

LOGIC:

We must continue to place emphasis on the quality of investigations coupled with clearance rates and attention to identified crime problems.

Violent crimes are of particular concern in today's society. Crimes of violence against women, children and elderly citizens are very repugnant and particularly intolerable.

Detachments should carefully analyze the incidence of such crimes with the intention of identifying trends and repeat offenders.

Our members must demonstrate an awareness and sensitivity to the perspective of the victims of crime. We are often the first contact for victims of crime which follows the trauma of the event and we deal with them at the peak of their emotions. The manner in which we respond will have a tremendous impact on how they perceive the "system" has treated them.

High risk areas should be provided with preventative patrols in a planned manner. Groups that are considered to be a high risk for potential crime victims, whether business or individual citizens, should be made aware of how they can reduce the risk while providing protection.

Our investigators must continue to pursue the perpetrators of crime with the greatest degree of diligence and tenacity.

7. FINANCIAL ACCOUNTABILITY

To continue the cost efficient and effective use of time, funds and materials with the maintenance of managerial control and financial accountability.

LOGIC:

Scarcity of resources will continue as a permanent feature of our economy and our fiscal restraint remains as interminable. Cost saving initiatives will continue to be encouraged.

It almost goes without saying that managers at every level should continue to closely monitor overtime, investigations, travel, telephone use and equipment, rentals, stationary, office supplies, vehicle maintenance and the manner in which our member's time is expended.

DATE: 30 NOV 93

TO: C. SEVCIK - City Clerk

FROM: Insp. BEATON - O. i/c Red Deer City Detachment

RE: 1994 COMMISSIONER'S DIRECTIONAL STATEMENT

Your correspondence of 25 NOV 93 refers.

Each RCMP unit has received a copy of the Commissioner's Directional Statement for all members to review. A copy is sent to all Municipal Mayors and Reeves as required by contract. I cannot really comment on the Statement as a whole, but could answer questions if requested. It should be submitted to council for information only.



(R.L. BEATON) Insp.
Officer In Charge
Red Deer City Detachment

DATE: DECEMBER 13, 1993
 TO: CITY COUNCIL
 FROM: POLICING COMMITTEE
 RE: 1994 COMMISSIONER'S DIRECTIONAL STATEMENT
 AND "K" DIVISION PRIORITIES OBJECTIVES.

The correspondence from RCMP "K" Division, together with Commissioner's Directional Statement and Priorities Objectives was circulated to all members of the Policing Committee. This material has been received by the Policing Committee in a timely manner, as the Policing Committee is currently discussing goals and objectives for 1994.

Mr. Patrick Todd has advised that he feels the Directional Statement and Priorities Objectives are well written.

Mr. Jeffrey Dawson advises that he feels the report is well written and will prove to be an excellent blueprint for 1993. He is pleased that the community based policing program has been successful and effective. The division's continued priority in this area can only improve the communications between the community and the members of the RCMP. He agrees with traffic enforcement as a high priority if it is resulting in fewer accidents and safer streets. With regard to financial accountability, all levels of government must carefully analyze and justify every expense. The fact the Red Deer detachment is under budget is very encouraging.

The above comments are endorsed by the Chairman and other members of the Committee, all of whom continue to be strongly supportive of the RCMP Goals and Priorities as described in the report, particularly those relating to the community based policing concept.

Respectfully submitted,

J. Ludwig

for JAMES MITCHELL
 CHAIRMAN
 POLICING COMMITTEE

Commissioners' Comments

Submitted for Council's information
 only.

"G. SURKAN"
 Mayor

"M.C. DAY"
 City Commissioner

- TO:
- DIRECTOR OF COMMUNITY SERVICES
 - DIRECTOR OF ENGINEERING SERVICES
 - DIRECTOR OF FINANCIAL SERVICES
 - BYLAWS & INSPECTIONS MANAGER
 - CITY ASSESSOR
 - COMPUTER SERVICES MANAGER
 - LAND & ECONOMIC DEVELOPMENT MANAGER
 - E.L. & P. MANAGER
 - ENGINEERING DEPARTMENT MANAGER
 - FIRE CHIEF
 - PARKS MANAGER
 - PERSONNEL MANAGER
 - PUBLIC WORKS MANAGER
 - R.C.M.P. INSPECTOR
 - RECREATION & CULTURE MANAGER
 - SOCIAL PLANNING MANAGER
 - TRANSIT MANAGER
 - TREASURY SERVICES MANAGER
 - PRINCIPAL PLANNER
 - CITY SOLICITOR
 - POLICNG COMMITTEE

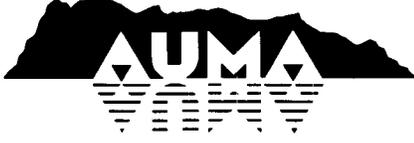
FROM: CITY CLERK

RE: 1994 Commissioner's Directional Statement and "K" Division Priorities/Objections

Please submit comments on the attached to this office by 93 DEC 13

for the Council Agenda of 93 DEC 20.


 C. SEVCIK
 City Clerk



Alberta Urban Municipalities Association

8712 105 Street, P.O. Box 4607, Station S.E., Edmonton, Alberta T6E 5G4
Tel: (403) 433 4431 • Toll Free: 1 800 661 2862 • Fax: 433 4454

November 30, 1993

Mr. Michael Day
City of Red Deer
P.O. Box 5008
Red Deer, AB T4N 3T4

Dear Mr. Day:

Re: 1993 AUMA Convention Resolutions

As a follow-up to the 1993 AUMA Convention, I am writing to advise you that resolution C1-9, Parking Violation Fines, and C1-10, Education Funding, sponsored by the City of Red Deer, were carried by convention delegates. Resolution A20, Parking Summonses, was carried as amended (see attached).

All carried resolutions have now been forwarded to The Honourable Dr. Stephen West, Minister of Municipal Affairs, for consideration and response. Once we receive the responses, they will be forwarded to you.

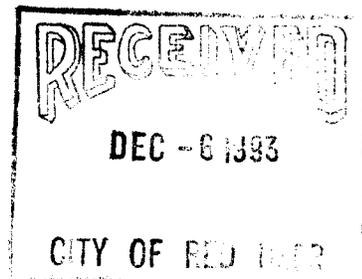
Thank you for participating in the 1993 Convention.

Sincerely,

J.E. Maddison, ACIS, P.Admin, LGA, CLGM
Executive Director

/rs

enc



1993 Resolution No. A20

Red Deer

Parking Summonses

WHEREAS city parking violations that are unpaid must be served on the vehicle's owner by means of a summons; and

WHEREAS a summons, under current legislation, may only be served in person and cannot be mailed; and

WHEREAS historically, police departments have served other municipalities' parking summonses; and

WHEREAS many municipalities contract with the RCMP to provide police services who will no longer serve such summonses for the municipality;

NOW THEREFORE BE IT RESOLVED THAT the Alberta Urban Municipalities Association request the Government of Alberta to amend the legislation to allow traffic summonses to be served by single registered mail or certified mail, and to include in Offence Notice Violation Tickets (Part III) regulations a provision for substitutional services.

CARRIED AS AMENDED

Commissioners' Comments

Submitted for Council's information.

"G. SURKAN"

Mayor

"H.M.C. DAY"

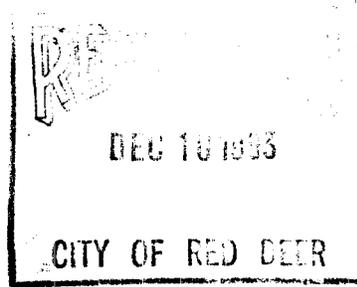
City Commissioner



NO. 5

December 6, 1993

District Manager
 Industry Canada
 1610 Canada Place
 9700 Jasper Avenue
 Edmonton, Alberta
 T5J 4C3



Sir:

Re: Application by the Alberta Channel Inc for a Channel 20
 Television Transmitter at Red Deer: Resolution of the
 City of Red Deer Concerning Potential Interference

We have received the attached letter from the City of Red Deer concerning a resolution that was passed by the City Council with respect to potential interference to its radio system from the Channel 20 transmitter proposed by The Alberta Channel Inc.

We have the following comments:

1. The proposed TV transmitter site is not actually located within the City of Red Deer, but rather is in the County of Red Deer No. 23. The 115 dBu overload contour falls several kilometres short of the city limits.
2. The City's E.L. & P. manager states that the proposed TV installation "may have some effect on the operation of the City's radio system". However, we note that no technical substantiation for this finding has been provided.
3. UHF-TV broadcasting and VHF/UHF land-mobile systems co-exist with little difficulty in many other cities all across Canada. As the proposed Red Deer transmitting frequency is far-removed from the land-mobile bands, we have no reason to believe that Red Deer would be an exception to the general case.

The Alberta Channel

1840 Manulife Place 10180 101 Street Edmonton Alberta T5J 3S4 403 944-0695 Fax 403 441-9849
 202 619 11th Avenue SE Calgary Alberta T2G 0Y8 403 236-2611 Fax 403 265-5295

70 UT + TAXES

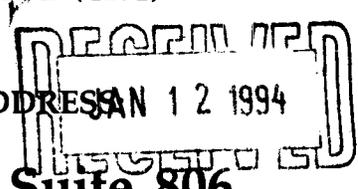
no AP file - K.
no AR file - Kij.

KEEP IN TOUCH! AS 1 FEBRUARY 1993...

No Taxes. Ed.

CANADIAN FILM AND TELEVISION PRODUCTION ASSOCIATION (CFTP)
&
CANADIAN RETRANSMISSION COLLECTIVE (CRC)

ARE MOVING TO THE FOLLOWING ADDRESS **AN 1 2 1994**



175 Bloor Street East, Phase 1, Suite 806,
Toronto, Ontario M4W 3R8 Canada

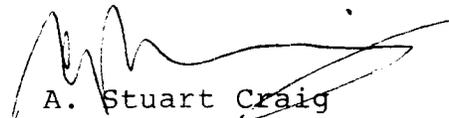
Please amend your records accordingly.

4. We note that neither the Red Deer Fire Department nor the local RCMP detachment expect the proposed TV facility to cause interference to their radio systems. As the City indicates that its radio system is quite modern, we are puzzled why it would think otherwise.

As a result of the above, we would not see the value in conducting any studies on potential interference to the City's radio system at this time.

However, it should be noted that we have agreed to co-operate with other spectrum users and to take any steps that may be required by Industry Canada to mitigate legitimate interference complaints. As would be the case with any other complainant, we would be prepared to work with the City of Red Deer to resolve any interference situations that might arise after the transmitter installation has been built.

Sincerely yours,



A. Stuart Craig
President

ASC/lg

Enclosure

cc Mr. C. Sevcik, City Clerk, City of Red Deer

DATE: December 13, 1993
TO: City Clerk
FROM: E. L. & P. Manager
RE: The Alberta Channel Inc. TV Transmitter

By letter of December 6, 1993 The Alberta Channel advised Industry Canada that they see no value in conducting any studies on potential interference to the City's radio system at this time. They further state that our concerns were not technically substantiated.

The burden of proof respecting possible interference is the responsibility of the applicant and not The City. To avoid completing the study, the applicant has agreed to work with The City of Red Deer to resolve any interference situations which may arise after the transmitter installation has been built. This undertaking by The Alberta Channel, which is on record with Industry Canada, should provide The City the required assurance that any problems will be corrected.

Recommendation

It is recommended that no further action be taken and that the correspondence from The Alberta Channel be received as information.



A. Roth,
Manager

AR/jjd

Commissioners' Comments

We concur with the recommendations of the E.L. & P. Manager that no further action be taken.

"G. SURKAN"
Mayor

"H.M.C. DAY"
City Commissioner

DATE 9.3.12.10

TO:

- DIRECTOR OF COMMUNITY SERVICES
- DIRECTOR OF ENGINEERING SERVICES
- DIRECTOR OF FINANCIAL SERVICES
- BYLAWS & INSPECTIONS MANAGER
- CITY ASSESSOR
- COMPUTER SERVICES MANAGER
- ECONOMIC DEVELOPMENT MANAGER
- E.L. & P. MANAGER
- ENGINEERING DEPARTMENT MANAGER
- FIRE CHIEF
- PARKS MANAGER
- PERSONNEL MANAGER
- PUBLIC WORKS MANAGER
- R.C.M.P. INSPECTOR
- RECREATION & CULTURE MANAGER
- SOCIAL PLANNING MANAGER
- TRANSIT MANAGER
- TREASURY SERVICES MANAGER
- PRINCIPAL PLANNER
- CITY SOLICITOR
- _____

FROM:

CITY CLERK

RE: Application by the Alberta Channel Inc

Please submit comments on the attached to this office by Dec 13 (if possible)
for the Council Agenda of Dec 20 and only if you feel its
necessary.

_____ **ACKNOWLEDGE**

C. SEVCIK
City Clerk

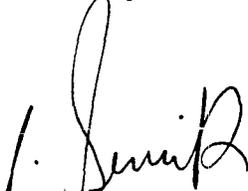
Industry and Science Canada

Page 2

November 23, 1993

We thank you for the opportunity to comment on this application and trust that you will give appropriate consideration to the concern expressed by Council with the request that the applicant undertake a study addressing the City's concerns prior to the issuance of a license.

Sincerely,



C. SEVCIK
City Clerk

CS/clr

Encls.

cc: City Commissioners
Fire Chief
Public Works Manager
Bylaws and Inspections Manager
Insp. Beaton
E. L. & P. Manager

Stacey, Lawson Associates Ltd.
5, 1420 Youville Drive
Ottawa, Ontario
K1C 7B3

Minister Responsible for:
Housing
Alberta Registry
ACCESS Corporation
Alberta Liquor Control Board

425 Legislature Building
Edmonton, Alberta, Canada
T5K 2B6

Telephone 403/427-3744
Fax 403/422-9550

December 2, 1993

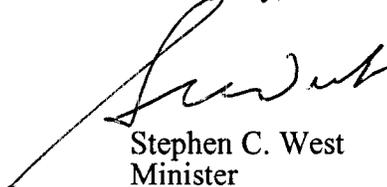
Her Worship Gail Surkan and Municipal Council
City of Red Deer
P.O. Box 5008
Red Deer, Alberta
T4N 3T4

Dear Mayor Surkan:

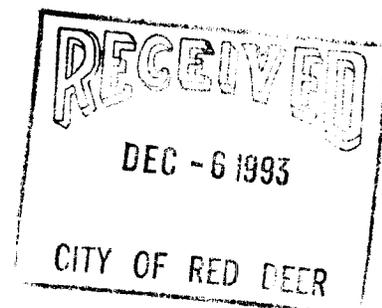
During the past year the Local Authorities Board received and held hearings on applications for exemption from assessment and taxation under the Municipal Tax Exemption Act from non-profit organizations in your municipality.

It is the government's intention to repeal the Municipal Tax Exemption Act consequential to the passage of the new Municipal Government Act and as a result I believe the recommendations made by the Board with respect to those applications they have dealt with should not be referred to the Lieutenant Governor in Council at this time. The non-profit organizations which have made applications and have been heard by the Board will be notified and it will be suggested to them that they refer their request to the municipal council. You might wish to deal with these requests under section 106 of the Municipal Taxation Act.

Yours truly,



Stephen C. West
Minister



DATE: 10 December 1993
TO: City Clerk
FROM: City Assessor
RE: MINISTER OF MUNICIPAL AFFAIRS

Pursuant to municipal legislation passed under the title of *Municipal Tax Exemption Act*, groups or organizations that thought they may qualify for property tax exemption under this act, but did not qualify under the *Municipal Taxation Act, Sections 24 or 25*, made application to the Local Authorities Board in a prescribed form. The Local Authorities Board interviewed the applicants, requested support or non-support from the municipality, and has made recommendations to the Lieutenant Governor in Council. A directive was then forwarded to the body that made application and to the municipality, either to carry the property on the roll as taxable or exempt, depending on the circumstances in each situation. When direction was given that a property was exempt, the assessment was removed from the taxable roll, included in the exempt roll, and was not subject to any cost sharing program requisitions, etc.

It would appear now that the Provincial Government is not going to retain the exemptions as allowed under the *Municipal Tax Exemption Act* in the future. Therefore, properties that groups and/or organizations feel should not be subjected to taxes in a municipality will be required to make application to the municipality under Section 106 of the *Municipal Taxation Act*. This allows a municipal council to deal with property taxes, not property assessments. Therefore, if Council should choose to refund any or all of a property tax levy, the assessment still remains within the taxable totals and is subject to cost sharing requisitions that the City must pay to the Provincial Government. City Administration has outlined this in various reports, as they are forwarded to City Council when applications are put forward for tax refunds.

Two such applications are presently before the Local Authorities Board and will be forwarded back to the applying organizations. St. John's Ambulance and The John Howard Society both have applications that have not been resolved at the Local Authorities Board, Lieutenant Governor in Council's direction. These organizations may be bringing applications forward to the City for consideration of tax refund under Section 106.



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

AK/ngl

DATE: December 13, 1993
TO: City Clerk
FROM: Director of Financial Services
RE: MINISTER OF MUNICIPAL AFFAIRS

The correspondence from the Minister advises that Council will now be the deciding body on applications by non-profit organizations for exemption from assessment and therefore property taxation. Previously the Local Authorities Board decided on these applications.

Council will recall, as a matter of policy, exemption requests have been opposed because of the erosion of the tax base that has occurred from such approvals.

The Minister is indicating approvals can now be granted by Council under Section 106 of the Municipal Taxation Act. Unfortunately this section does not allow municipalities to cancel the assessment. This means the City will still receive requisitions from other authorities including the requisitions of agencies for which the City may cancel taxes. Other City taxpayers would have to share in paying the taxes that normally would have been paid for by the agency receiving the tax exemption.

Council will have to consider each application from non-profit organizations based on their merit. Such consideration will have to be carefully made because of the erosion of the property tax base that could occur.

Recommendation

That Council ask the Minister of Municipal Affairs to ensure new legislation includes provision for municipalities to reduce the assessment for any organizations granted tax exemption by the Municipality under clause 106 of the Municipal Taxation Act or similar replacement legislation that may be introduced.



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

AW/jt
 c. City Commissioner

Commissioners' Comments

We concur with the recommendations of the Director of Financial Services.

"G. SURKAN"
 Mayor

"H.M.C. DAY"
 City Commissioner

TO:

- DIRECTOR OF COMMUNITY SERVICES
- DIRECTOR OF ENGINEERING SERVICES
- DIRECTOR OF FINANCIAL SERVICES
- BYLAWS & INSPECTIONS MANAGER
- CITY ASSESSOR
- COMPUTER SERVICES MANAGER
- ECONOMIC DEVELOPMENT MANAGER
- E.L. & P. MANAGER
- ENGINEERING DEPARTMENT MANAGER
- FIRE CHIEF
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- PERSONNEL MANAGER
- PUBLIC WORKS MANAGER
- R.C.M.P. INSPECTOR
- RECREATION & CULTURE MANAGER
- SOCIAL PLANNING MANAGER
- TRANSIT MANAGER
- TREASURY SERVICES MANAGER
- PRINCIPAL PLANNER
- CITY SOLICITOR
- _____

FROM:

CITY CLERK

RE: Minister of Municipal Affairs

Please submit comments on the attached to this office by December 13, 1993

for the Council Agenda of December 20, 1993 (if Necessary).


 C. SEVCIK
 City Clerk



December 22, 1993

The Honourable Steven West
Minister of Municipal Affairs
425 Legislature Building
Edmonton, Alberta T5K 2B6

Dear Dr. West:

RE: APPLICATIONS FOR EXEMPTION FROM ASSESSMENT AND PROPERTY TAXATION

Your letter of December 2, 1993, pertaining to the above topic was considered by Council of The City of Red Deer at its meeting held on December 20, 1993.

Council was advised that the Provincial Government is not going to retain the exemptions as allowed under the *Municipal Tax Exemption Act* in the future. Therefore, properties that groups and/or organizations feel should not be subjected to taxes in a municipality will be required to make application to the municipality under Section 106 of the *Municipal Taxation Act*. This allows a municipal council to deal with property taxes, not property assessments. Therefore, if Council should choose to refund any or all of a property tax levy, the assessment still remains within the taxable totals and is subject to cost-sharing requisitions that the City must pay to the Provincial Government.

Accordingly, at the aforesaid meeting Council passed the following motion, as under Section 106 of the *Municipal Taxation Act*, municipalities are not allowed to cancel assessments:

"RESOLVED that Council of The City of Red Deer, having considered correspondence from the Minister of Municipal Affairs regarding applications for exemption from assessment and taxation under the *Municipal Tax Exemption Act*, hereby agrees to request the Minister of Municipal Affairs to ensure new legislation includes provision for municipalities to reduce the assessment for any organization granted tax exemption by the Municipality under Section 106 of the *Municipal Taxation Act* or similar replacement legislation that may be introduced and as recommended to Council December 20, 1993."

The decision of Council in this instance is submitted for your information, and I trust that you will give same due consideration.

Sincerely,


GAIL SURKAN
Mayor

CS/mm

c Red Deer M.L.A. North - The Honourable Stockwell Day
Red Deer M.L.A. South - Victor Doerksen
Director of Financial Services
City Assessor
City Clerk

THE CITY OF RED DEER



ALBERTA
MUNICIPAL AFFAIRS

Office of the Minister
~~Minister responsible for Native Affairs~~

January 19, 1994

Copied Stockwell Day
Victor Doerksen
A. Wilcock
A. Knight
K. Kloss
Aldermen

Her Worship Gail Surkan
Mayor of the City of Red Deer
Box 5008
Red Deer, AB T4N 3T4

Dear Mayor Surkan:

Thank you for your letter of December 22, 1993, in which you comment on applications for exemptions from assessment and taxation.

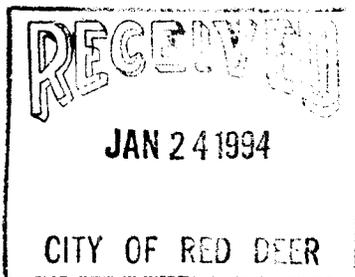
The issue will be dealt with in the new Municipal Government Act. Organizations eligible for an exemption from assessment and taxation under the provisions now in the Municipal Tax Exemption Act will be entitled to an exemption from taxation for the School Foundation Fund requisition, and all other provincial requisitions. Council may, in addition, exempt the assessment for local requisitions and municipal taxes.

All organizations that have received exemptions from assessment and taxation under the Municipal Tax Exemption Act will continue to be exempt from taxation under the Municipal Government Act, and that assessment will not be included in cost sharing calculations. These exemptions will, however, be subject to municipal review.

In general, any assessment that is made exempt from taxation by the Municipal Government Act, or other provincial or federal statutes, will not be included in cost sharing calculations; however, assessment that is made exempt by bylaw, and assessment on which grants in lieu of taxes are paid, will be included. The assessment affected by a council decision to refund, defer, or cancel taxes will also be included in cost sharing calculations.

Yours truly,

Stephen C. West
Minister



Office of the Mayor



December 22, 1993

The Honourable Steven West
Minister of Municipal Affairs
425 Legislature Building
Edmonton, Alberta T5K 2B6

Dear Dr. West:

RE: APPLICATIONS FOR EXEMPTION FROM ASSESSMENT AND PROPERTY TAXATION

Your letter of December 2, 1993, pertaining to the above topic was considered by Council of The City of Red Deer at its meeting held on December 20, 1993.

Council was advised that the Provincial Government is not going to retain the exemptions as allowed under the *Municipal Tax Exemption Act* in the future. Therefore, properties that groups and/or organizations feel should not be subjected to taxes in a municipality will be required to make application to the municipality under Section 106 of the *Municipal Taxation Act*. This allows a municipal council to deal with property taxes, not property assessments. Therefore, if Council should choose to refund any or all of a property tax levy, the assessment still remains within the taxable totals and is subject to cost-sharing requisitions that the City must pay to the Provincial Government.

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The decision of Council in this instance is submitted for your information, and I trust that you will give same due consideration.

Sincerely,


GAIL SURKAN
Mayor

CS/mm

c Red Deer M.L.A. North - The Honourable Stockwell Day
Red Deer M.L.A. South - Victor Doerksen
Director of Financial Services
City Assessor
City Clerk

THE CITY OF RED DEER

Box 5008, Red Deer, Alberta, Canada T4N 3T4 Telephone: (403) 342-8155 Fax: (403) 346-6195

Copied A. Wilcock
A. Knight
K. Kloss

OFFICE OF THE MINISTER

Minister Responsible for:
Housing
Alberta Registry
ACCESS Corporation
Alberta Liquor Control Board

425 Legislature Building
Edmonton, Alberta, Canada
T5K 2B6

Telephone 403/427-3744
Fax 403/422-9550

January 7, 1994

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

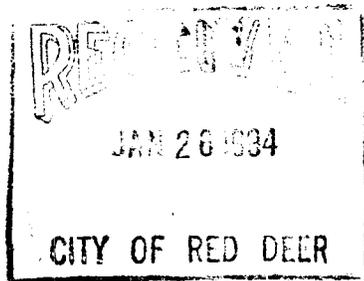
Dear Mayor Surkan:

I would refer you to my letter of December 2, 1993, in which I advised that I would not be proceeding with the applications for exemption from assessment and taxation due to the anticipated repeal of the Municipal Tax Exemption Act.

I did not think it would be proper to continue to grant exemptions when it would soon become a decision of the municipalities who may have specific views on how this issue should be handled. Following this decision, I have received numerous requests from both municipalities and the applicants to reconsider and continue to grant exemptions until the proclamation of the new Municipal Government Act.

On balancing the desire not to interfere in what is soon to be a local issue and the financial impact on the organizations in the interim, it is apparent that the Province should continue in this role until the Act is repealed. Therefore, I will be submitting the Local Authorities Board's recommendations to the Lieutenant Governor in Council for consideration as soon as possible.

I would also advise that because the applications were considered in 1993 and the late date it would not be fair to have the municipalities refund the 1993 taxes if exemptions were made retroactive to the beginning of the year. Therefore, any exemptions granted will apply to the 1994 tax year.



Yours truly,

Stephen C. West
Minister

Office of the Mayor



December 22, 1993

The Honourable Steven West
Minister of Municipal Affairs
425 Legislature Building
Edmonton, Alberta T5K 2B6

Dear Dr. West:

RE: APPLICATIONS FOR EXEMPTION FROM ASSESSMENT AND PROPERTY TAXATION

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Accordingly, at the aforesaid meeting Council passed the following motion, as under Section 106 of the *Municipal Taxation Act*, municipalities are not allowed to cancel assessments:

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The decision of Council in this instance is submitted for your information, and I trust that you will give same due consideration.

Sincerely,

GAIL SURKAN
Mayor

CS/mm

c Red Deer M.L.A. North - The Honourable Stockwell Day
Red Deer M.L.A. South - Victor Doerksen
Director of Financial Services
City Assessor
City Clerk

THE CITY OF RED DEER

Box 5008, Red Deer, Alberta, Canada T4N 3T4 Telephone: (403) 342-8155 Fax: (403) 346-6195

NO. 1

DATE: DECEMBER 7, 1993
TO: COUNCIL MEMBERS
FROM: CITY CLERK
RE: NOTICE OF MOTION: ALDERMAN GUILBAULT

The following Notice of Motion was submitted by Alderman Guilbault at the Council Meeting of December 6, 1993:

"WHEREAS the City of Red Deer encourages residents to reduce electrical power usage in peak hours, especially during the Christmas season;

THEREFORE BE IT RESOLVED, that Christmas tree lights in City Hall Park not be illuminated before 7:00 p.m. during the Holiday Season."



G. SEVCIK
City Clerk

CS/clr

CS-P-4.685

DATE: December 13, 1993

TO: CHARLIE SEVCIK
City Clerk

FROM: CRAIG CURTIS, Director of Community Services
DON BATCHELOR, Parks Manager

RE: NOTICE OF MOTION: ALDERMAN GUILBAULT
CHRISTMAS LIGHT IN CITY HALL PARK
Your memo of December 7, 1993 refers.

The Parks Department is aware and fully acknowledges the program by the E.L. & P. Department and TransAlta Utilities to reduce electrical consumption throughout the peak hours of 4:30-7:00 p.m.

The decision to have the City Hall Park Christmas lights turned on daily at 4:30 p.m. was made after consulting with E.L. & P. in terms of power consumption. There are approximately 4300 light bulbs on 25 trees in City Hall Park. These light bulbs are 7 watt fixtures that, during a day's operation, consume \pm \$8.25 of power (the equivalent of a cloths dryer). The hours of operation of the Christmas lights are from 4:30-10:00 p.m. and 8:00-9:00 a.m.

The intent of the Christmas lights in City Hall Park is to provide a Christmas Greeting from The City of Red Deer to the residents and visitors of our city over the Christmas and New Year Season. The Towne Centre Association has concurred with the decision to have the lights turned on at 4:30 p.m. daily, such that the lights can be enjoyed by workers in the downtown area on their way home, and by those who remain in the downtown area for after-work shopping.

I recommend that the lights stay on at 4:30 p.m. daily to provide a Christmas Greeting to all people in the downtown area during the peak shopping and travel period. The Christmas lights in City Hall Park provide an overall community benefit for a very low electrical consumption rate and cost.

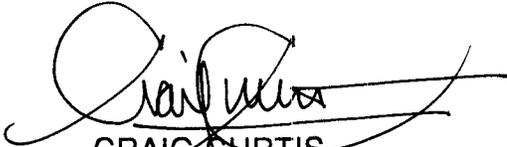
If City Council chooses to restrict the operation of the lights to 7:00 p.m. daily, this can be done immediately by adjusting a timer. However, restricting operational hours of the lights to this extent significantly reduces the public viewing time to the lights to the extent that they may no longer seem appropriate. In the case of limiting the lights to 7:00 p.m., I would suggest that City Council consider cancelling this program for the 1994/95 Christmas season.

.../2

City Clerk
Page 2
December 13, 1993

RECOMMENDATION

That City Council confirm the operational hours for the Christmas Light display in City Hall Park from 4:30-10:00 p.m. and 8:00-9:00 a.m. daily.


CRAIG CURTIS


DON BATCHELOR

:ad

c. A. Roth, Manager, E.L. & P.

DATE: December 10, 1993
 TO: City Clerk
 FROM: E. L. & P. Manager
 RE: Notice of Motion/City Hall Christmas Tree Lights

The City of Red Deer is encouraging electricity consumers to reduce electrical consumption throughout the peak hours of 4:30 p.m. to 7:00 p.m. The purpose of this program is to reduce the peak demand for electricity and thereby conserve non-renewable natural resources, preserve the environment, and reduce the cost of electricity. The public response is entirely voluntary and is dependent upon each individual's perception and evaluation of the benefits.

One of the purposes of lighting City Hall Park may be to provide The City of Red Deer with an opportunity to enhance The City's yuletide atmosphere and to extend Christmas greetings to the citizens and visitors in a cheery and festive manner. If this is an objective, it might warrant lighting the park between 4:30 p.m. and 7:00 p.m. as a very large number of people only pass City Hall Park between these hours on their way home from work.

In my opinion, decorating City Hall Park and decorating a residence are not identical situations. People generally have opportunity to enjoy the residential decorations after 7:00 p.m. as they go about their routine activities of visiting and shopping. Many people will pass City Hall Park only on their way home from work.

The fundamental issue in the specific case of City Hall Park is whether the greater community benefit is derived from conveying a message of Christmas greetings and enhancing a festive Christmas spirit or from conveying a message of financial saving and conservation.

RECOMMENDATION

For the reasons given above, I believe that the largest overall community benefit will be derived by illuminating City Hall Park during the hours of 4:30 p.m. and 7:00 p.m. and encouraging the citizens to refrain from lighting their residences until after 7:00 p.m.



A. Roth,
 Manager

Commissioners' Comments

Council's direction is requested.

AR/jjd

p.c. Parks Manager

"G. SURKAN", Mayor

"M.C. DAY", City Commissioner

NOTICE OF MOTION

THE CITY OF RED DEER

DATE: _____

NO. _____

Moved by Alderman Guilbault Seconded by Alderman _____

WHEREAS the City of Red Deer encourages residents to reduce ~~the~~ electrical power usage in peak hours, especially during the Christmas season,

BE IT RESOLVED, Christmas ^{tree} lights in City Hall park not be illuminated before 7:00pm. during the the holiday season.

Statnyk	Schnell	Lawrence	Volk	Guilbault	Campbell-Cardwell	Hull	Pimm	Surkan
<input type="checkbox"/>								

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Carried	Defeated	Withdrawn	Tabled

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

DATE: December 20, 1993
TO: Don Batchelor
Parks Dept.
FROM: Daryle Scheelar
E. L. & P. Dept.
RE: Christmas Tree Lighting
City Hall

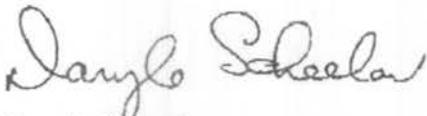
Based upon the following criteria:

- each bulb being 7 watts
- total number of bulbs 4,300

The cost to operate all lights per hour is \$1.50

$(7 \times 4,300 / 1000 = 30 \text{ Kw} \times 1 \text{ hour} = 30 \text{ Kwh at } .05 = \$1.50/\text{hr})$

In recalculating the electrical consumption comparison we have determined that the City Hall Christmas lights are similar to the operation of 10 clothes dryers or 200 residential street lights for 1 hour.



Daryle Scheelar,
Distribution Engineer

DS/jjd

DATE: DECEMBER 21, 1993
TO: PARKS MANAGER
FROM: CITY CLERK
RE: ALDERMAN GUILBAULT - NOTICE OF MOTION:
CHRISTMAS LIGHTS IN CITY HALL PARK

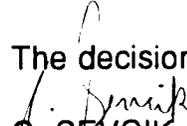
At the Council Meeting of December 20, 1993 the following motion introduced by Alderman Guilbault received consideration, however, said motion was not passed:

"WHEREAS the City of Red Deer encourages residents to reduce electrical power usage in peak hours, especially during the Christmas Season;

THEREFORE BE IT RESOLVED, that Christmas tree lights in City Hall Park not be illuminated before 7:00 p.m. during the Holiday Season."

MOTION DEFEATED

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


C. SEVCIK
City Clerk

CS/clr

cc: Director of Community Services
E. L. & P. Manager

NO. 2

DATE: DECEMBER 7, 1993
TO: COUNCIL MEMBERS
FROM: CITY CLERK
RE: NOTICE OF MOTION: ALDERMAN PIMM

The following Notice of Motion was submitted by Alderman Pimm at the Council Meeting of December 6, 1993:

"WHEREAS the Provincial Government wishes to balance the budget; and

WHEREAS one of the major strategies adopted to achieve the goal of a balanced Provincial budget is to reduce grants to local government agencies and to download responsibilities to said agencies; and

WHEREAS these additional responsibilities and reduced level of funding create unacceptable demands on the property tax base;

THEREFORE BE IT RESOLVED, that the Council of The City of Red Deer adopt the following actions:

1. Keep a running total of the dollar value of the reduced grants and increased responsibilities downloaded from the Provincial Government, along with the potential impact on the property tax rates;
2. Clearly inform the Provincial Government of the cumulative impact of downloading/grant reductions on the services and tax levels in the City of Red Deer;
3. Clearly inform the citizens of Red Deer, on a continual basis, of the potential impacts of downloading/grant reductions on the ability of the City of Red Deer to provide an acceptable level of service funded by the very limited resources available through property taxes."


 C. SEVCIK
 City Clerk

CS/clr

DATE: December 8, 1993
TO: City Clerk
FROM: Director of Financial Services
RE: NOTICE OF MOTION - ALDERMAN PIMM

My understanding of the motion is the City administration is being requested to keep track of and report to Council on:

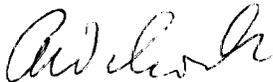
- reductions in Provincial grants
- responsibilities downloaded to the City that result in additional cost to the City
- the impact of the first two items on property taxes
- inform the government of the impact of the above items
- keep the citizens of Red Deer informed of the impact on the ability to provide services.

Most of the information being requested will be included in the 1994 budget documents to be given Council. The information will be based largely on assumptions because the government has failed to indicate the full extent of grant reductions and downloading of responsibilities.

It is anticipated more information will be available when the Provincial government departments present their three year business plans in January 1994. At that time, Council and the citizens of Red Deer would be advised of the impact of the business plans. Council could then agree to forward the projected impact to the Province.

It is likely not all information will be available in January and as information is released during 1994 we would try to keep Council and the citizens advised of the impacts.

It is likely the full impact on services to citizens would not be known until Council has an opportunity to review all City services after the actual Provincial grant reductions are announced. It is anticipated Council will review City services in the spring of 1994.



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

AW/jt

PATH: alan\memos\pimm.nom

Commissioners' Comments

We agree with the intent of this motion and recommend that Council pass it understanding that it may be difficult to clearly document the exact cost of some types of downloading.

"G. SURKAN", Mayor

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

Alderman Pinion

Whereas the Provincial Government wishes to balance its budget
and

Whereas one of the major strategies adopted to achieve the goal of a balanced provincial budget is to reduce grants to local government agencies and to download responsibilities to said agencies
and

Whereas these additional responsibilities and reduced level of funding create unacceptable demands on the property tax base,

Therefore be it resolved that the Council of the City of Red Deer adopt the following actions:

1. Keep a running total of the dollar value of the reduced grants and increased responsibilities downloaded from the Provincial Government along with the potential impact on the property tax rates.
2. Clearly inform the Provincial Government of the cumulative impact of downloading / grant reductions on the services and tax base in the City of Red Deer
3. Clearly inform the citizens of Red Deer of the ^{potential} impacts of downloading / grant reductions on the ability of the City of Red Deer to provide an acceptable level of ^{on a continuing basis}

DATE: DECEMBER 21, 1993
TO: DIRECTOR OF FINANCIAL SERVICES
FROM: CITY CLERK
**RE: ALDERMAN PIMM - NOTICE OF MOTION: PROVINCIAL
GOVERNMENT DOWNLOADING**

The following motion concerning the above matter was passed by Council at its meeting held on December 20, 1993:

"WHEREAS the Provincial Government wishes to balance the budget; and

WHEREAS one of the major strategies adopted to achieve the goal of a balanced Provincial budget is to reduce grants to local government agencies and to download responsibilities to said agencies; and

WHEREAS these additional responsibilities and reduced level of funding create unacceptable demands on the property tax base;

THEREFORE BE IT RESOLVED, that the Council of The City of Red Deer adopt the following actions:

1. Keep a running total of the dollar value of the reduced grants and increased responsibilities downloaded from the Provincial Government, along with the potential impact on the property tax rates;
2. Clearly inform the Provincial Government of the cumulative impact of downloading/grant reductions on the services and tax levels in the City of Red Deer;
3. Clearly inform the citizens of Red Deer, on a continual basis, of the potential impacts of downloading/grant reductions on the ability of the City of Red Deer to provide services."

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

Director of Financial Services
December 21, 1993
Page 2

Trusting you will provide Council with the requested information and ensure that the Provincial Government and Citizens of Red Deer are informed in due course as requested in the aforesaid resolution.



C. SEVCIK
City Clerk

CS/clr

WRITTEN ENQUIRIESNO. 1

DATE: DECEMBER 7, 1993

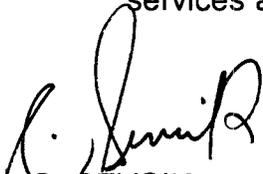
TO: MEMBERS OF COUNCIL

FROM: CITY CLERK

RE: WRITTEN INQUIRY - ALDERMAN GUILBAULT

The following written inquiry was submitted by Alderman Guilbault at the Council Meeting of December 6, 1993:

"With the construction industry and Building Contractors facing increasing cost pressures, any efforts to reduce delays in receiving permits or inspections and efforts to reduce other inconveniences associated with new construction would be well received. Could the Bylaws and Inspections Department provide a brief summary of recent efforts to streamline their services and make dealing with their department more 'user friendly'."



C. SEVCIK
City Clerk

CS/clr

DATE: 10 December 1993 FILE NO. 93-1610
TO: City Clerk
FROM: Bylaws and Inspections Manager
RE: **ALDERMAN GUILBAULT - WRITTEN INQUIRY**

The Bylaws and Inspections Department has undertaken a number of initiatives to expedite the approval process for contractors, developers, and the general public. Also, we have tried to make general information more accessible and understandable to the public regarding permits and approvals.

Specifically, we have implemented the following:

1. Put information regarding City regulations for various improvements together in pamphlets and put these out wherever we could, eg. City Hall information booth, City Hall counters, Red Deer Home Builder's office). Some of these pamphlets are:
 - (a) Garage - shed locations.
 - (b) Fences.
 - (c) Licensing.
 - (d) Building/Development permit regulations/information.
2. Joined the Red Deer Housebuilder's Association. This gives us the opportunity to meet with the industry during their regular meetings and discuss items of mutual concern.
3. When developers wish to discuss potential projects, we call together all interested groups for a discussion to determine if acceptable compromises can be negotiated. This enables the developer to deal with concerns (eg. fire hydrants, site access) before plans are finalized.
4. By rearranging office routines, building permits (SFD) can be issued within five (5) days; however, the contractor can begin construction immediately at their own risk, by requesting a "foundation permit". This program has only been in effect for several months and we are still evaluating its potential.
5. A customer response form has been located at the counter so that our customers can grade there impressions of their contact with the department. We also hand this form out on an irregular basis to every customer.
6. Building/Mechanical Inspectors carry portable telephones so that the office can contact them if necessary.

ALDERMAN GUILBAULT - WRITTEN INQUIRY

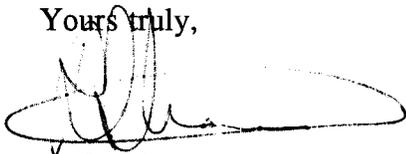
December 8, 1993

Page 2

At the suggestion of a local contractor, we are currently looking at "one permit" per project. The general contractor, under this system, would be responsible for all the permits for the project, (building, mechanical, plumbing, gas). Another project we are evaluating is locating a cashier's wicket on the third floor for customer's convenience.

We are always open to suggestions from the staff or public to improve our customer service in the Bylaws & Inspections Department.

Yours truly,



R. Strader
Bylaws and Inspections Manager
BUILDING INSPECTION DEPARTMENT

RS/vs

Commissioners' Comments

Recently, we have received several positive comments from the Development Industry regarding the improvements that they see in service of the Building Inspection Department. We commend the Department for the initiatives they have taken and look forward to the results of some of the ones they are just initiating.

"G. SURKAN"
Mayor

"M.C. DAY"
City Commissioner

DATE: DECEMBER 21, 1993
TO: BYLAWS AND INSPECTIONS MANAGER
FROM: CITY CLERK
RE: ALDERMAN GUILBAULT - WRITTEN INQUIRY:
STREAMLINING OF SERVICES

At the Council Meeting of December 20, 1993, your response to Alderman Guilbault's request for a brief summary of recent efforts to streamline services by your department, received consideration. At the aforesaid meeting, Council acknowledged with appreciation your report and the efforts being made by your department.

We thank you for your report in this instance and would also like to take this opportunity to commend you and your staff on the initiatives which you have taken.


C. SEVCIK
City Clerk

CS/clr

BYLAW NO.2672/Y-93

Being a Bylaw to amend Bylaw No.2672/80, the Land Use Bylaw of The City of Red Deer.

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

- 1 The "Use District Map" as referred to in Section 1.4 is hereby amended in accordance with the Use District Map No. 16/93, attached hereto and forming part of the Bylaw.
- 2 This Bylaw shall come into full force and effect upon the passage of third reading.

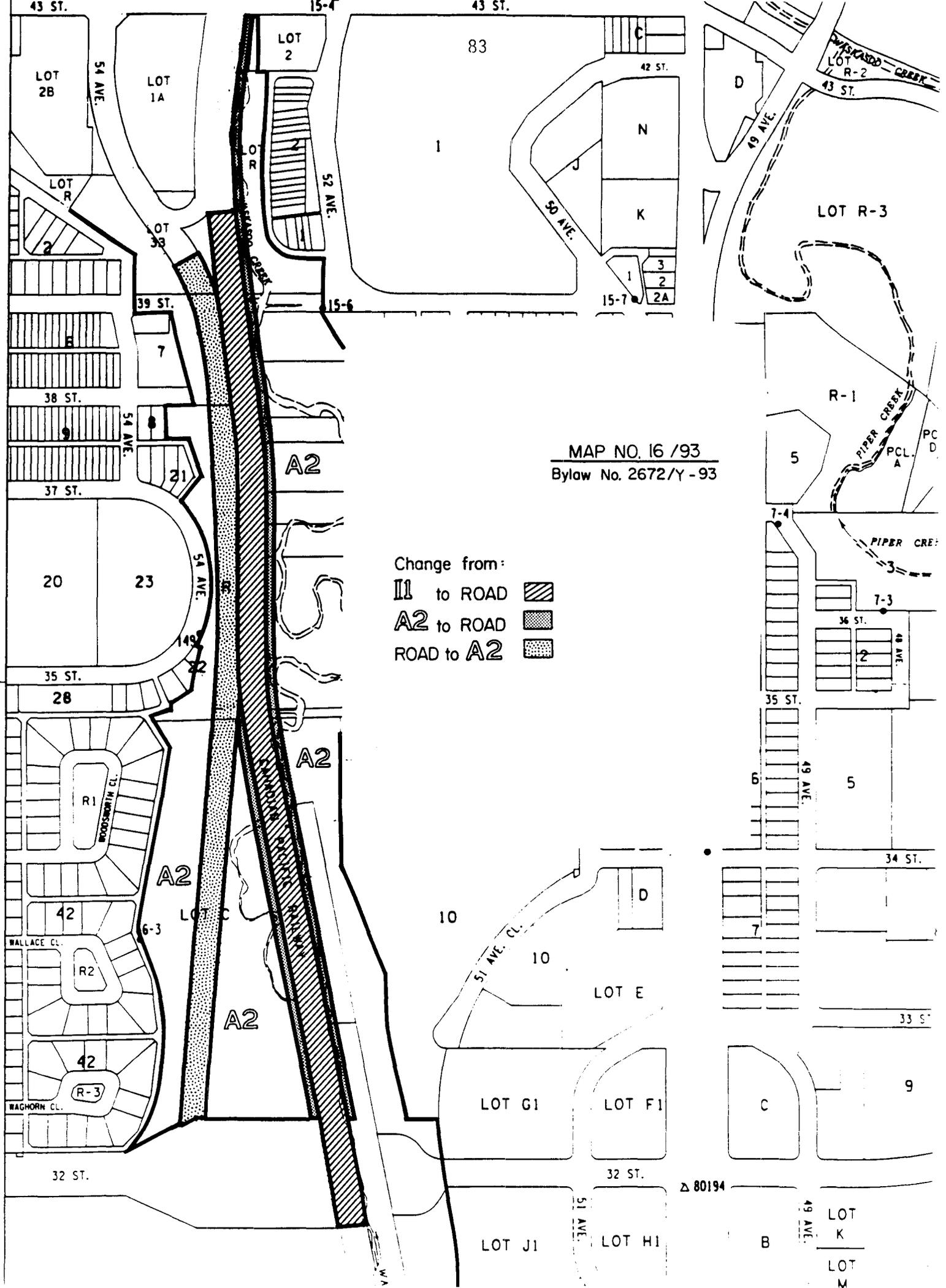
READ A FIRST TIME IN OPEN COUNCIL this day of A.D. 1993.

READ A SECOND TIME IN OPEN COUNCIL this day of A.D. 1994.

READ A THIRD TIME IN OPEN COUNCIL this day of A.D. 1994.

MAYOR

CITY CLERK



BYLAW NO.2672/Z-93

Being a Bylaw to amend Bylaw No.2672/80, the Land Use Bylaw of The City of Red Deer.

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

- 1 The "Use District Map" as referred to in Section 1.4 is hereby amended in accordance with the Use District Map No. 17/93, attached hereto and forming part of the Bylaw.
- 2 This Bylaw shall come into full force and effect upon the passage of third reading.

READ A FIRST TIME IN OPEN COUNCIL this	day of	A.D. 1993.
READ A SECOND TIME IN OPEN COUNCIL this	day of	A.D. 1994.
READ A THIRD TIME IN OPEN COUNCIL this	day of	A.D. 1994.

MAYOR

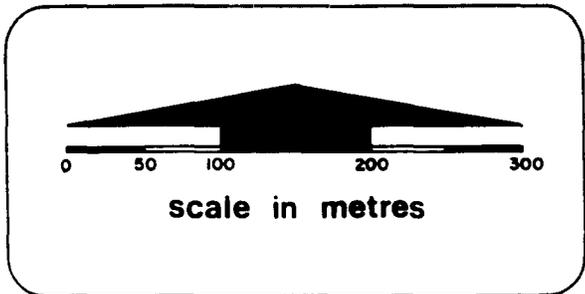
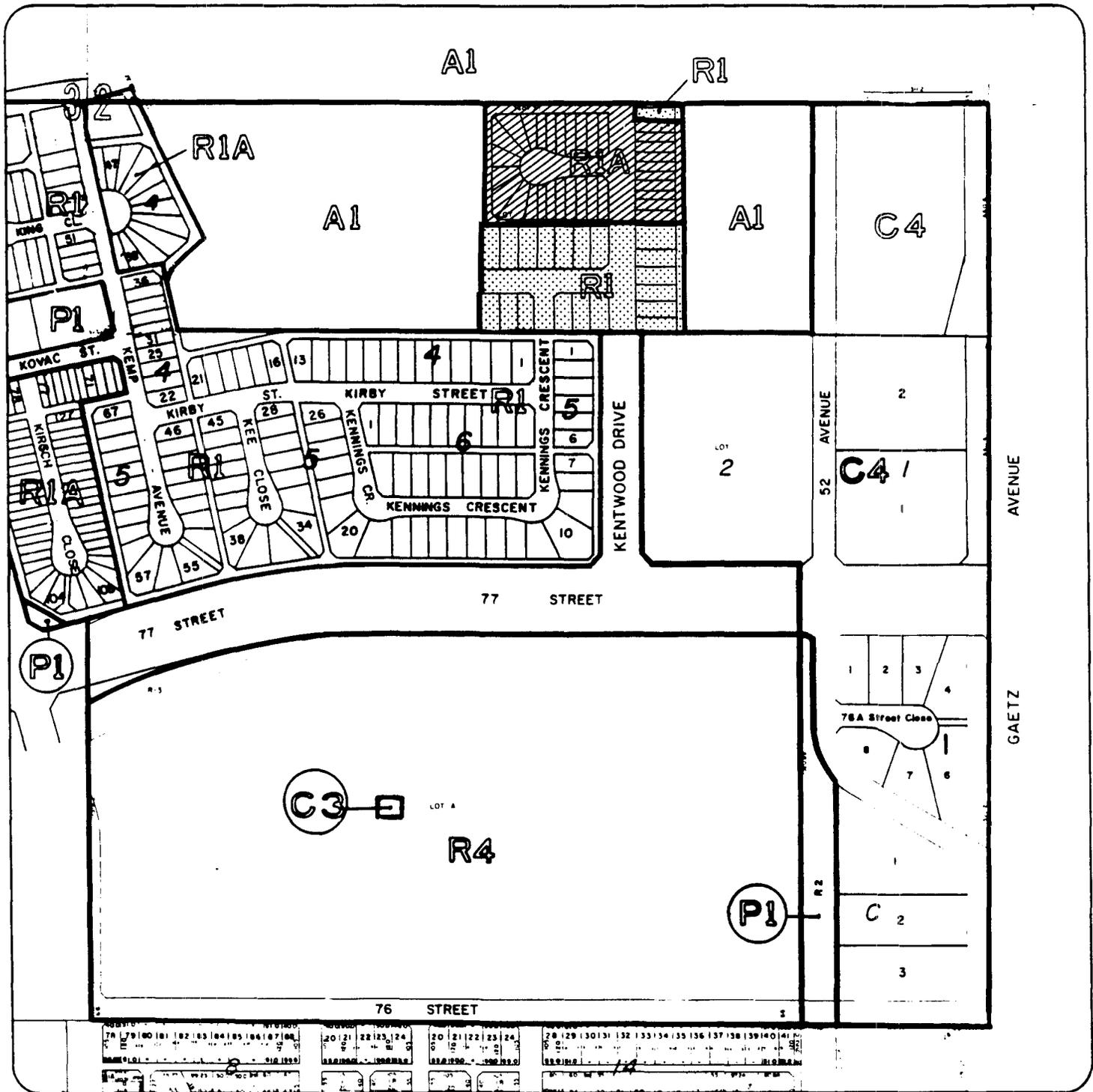
CITY CLERK

City of Red Deer --- Land Use Bylaw

Land Use Districts

85

F14



Revisions :

MAP NO. 17/93
Bylaw No. 2672/Z-93

Change from A1 to R1  & RIA 

BYLAW NO. 3100/93

Being a Bylaw of The City of Red Deer in the Province of Alberta, to authorize the Assessor to use the 1993 Assessment and Valuation of certain property as shown on the Assessment Roll of the municipality as the assessment or valuation of that property for 1994.

WHEREAS, pursuant to the provisions of Section 30 of the Municipal Taxation Act, being Chapter M-31 of the Revised Statutes of Alberta, 1980, and amendments thereto, the Council may by bylaw, passed not later than the 31st day of December in any year, authorize the Assessor to use the assessment and valuation of certain property as shown on the assessment roll of the current year as the assessment or valuation of that property for the next following year.

NOW THEREFORE THE MUNICIPAL COUNCIL OF THE CITY OF RED DEER, IN THE PROVINCE OF ALBERTA, UNDER THE AUTHORITY AND PURSUANT TO THE PROVISIONS OF SECTION 28 OF THE MUNICIPAL TAXATION ACT, AS AMENDED, DULY ASSEMBLED, ENACTS AS FOLLOWS:

- 1 That the Municipal Assessor is hereby authorized to use the assessment and valuation of all properties as shown on the assessment roll as the assessment or valuation of that property for the taxation year 1994 excepting for:
 - (a) Those properties listed in Schedule "A", attached to and forming part of this bylaw.
 - (b) Those properties required to be assessed and valued in accordance with Sections 34 and 35 of the Municipal Taxation Act.

- 2 This Bylaw shall come into full force and effect upon the passage of third reading.

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

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

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

MAYOR

CITY CLERK

SCHEDULE "A"ROLL NUMBERS

03-3-0180	09-2-0495	11-3-1580
04-2-0750	09-2-0500	11-3-2025
04-2-0865	09-2-0505	11-3-2235
04-2-1025	09-2-0510	14-3-1075
04-2-1575	09-2-0515	15-3-0370
04-2-1725	09-2-0520	15-4-4370
04-2-1875	09-2-0525	15-4-4415
04-2-1880	09-2-0530	15-4-4470
04-2-1890	09-2-0535	16-1-1475
04-2-1895	09-2-0540	16-1-1480
04-2-1900	09-2-0545	16-1-1945
04-2-1905	09-2-0550	16-2-0005
04-2-2000	09-2-0555	16-2-0020
04-3-0105	09-2-0560	16-2-0025
04-3-0115	09-2-0565	16-2-0030
08-2-0765	09-2-0570	16-2-0050
08-2-1240	09-2-0575	16-2-0075
09-2-0340	09-2-0580	16-2-0080
09-2-0345	09-2-0585	16-2-0715
09-2-0350	09-2-0590	16-2-0720
09-2-0355	09-2-0595	16-2-0725
09-2-0360	09-2-0600	16-2-0785
09-2-0365	09-2-0605	16-2-0790
09-2-0370	09-2-0610	16-2-0795
09-2-0375	09-2-0615	16-3-1400
09-2-0380	09-2-0620	17-1-0245
09-2-0385	09-2-0625	17-1-1055
09-2-0390	09-2-0630	17-1-1060
09-2-0395	09-2-0635	17-1-1070
09-2-0400	09-2-0640	20-3-2495
09-2-0405	09-2-0645	20-4-1455
09-2-0410	09-2-0650	28-2-0110
09-2-0415	09-2-0655	28-2-0135
09-2-0420	09-2-0660	29-1-0026
09-2-0425	09-2-0665	29-1-0120
09-2-0430	09-2-0670	29-3-0005
09-2-0435	09-2-0675	29-4-0295
09-2-0440	09-2-0680	32-1-0060
09-2-0445	09-2-0685	32-1-0410
09-2-0450	09-2-0690	
09-2-0455	09-2-0695	
09-2-0460	09-2-0700	
09-2-0465	09-2-0705	
09-2-0470	09-2-0710	
09-2-0475	09-2-0715	
09-2-0480	09-2-0720	
09-2-0485	10-3-0015	
09-2-0490	11-3-0250	

DATE: December 20, 1993
TO: MAYOR AND CITY COUNCIL
FROM: COLLEEN JENSEN
Social Planning Manager
RE: SPECIAL TRANSPORTATION

Yvonne Johnson has requested that we inform Council of the hours of service for the Red Deer Action Group - Special Transportation over the holidays.

Although we are also aware that service is less than optimum, several factors need to be taken into consideration; we have discussed these with Ms. Johnson.

1. The citizens needing accessible service have an option with Associated Cabs (admittedly at full cost).
2. School children needing accessible service will be back in school on January 3, 1994, so R.D.A.G. are taking the statutory holiday December 31, 1993 to accommodate them.
3. Red Deer Action Group drivers will carry 21 trips (11/10) on Christmas Day (not an option for regular transit passengers).
4. Red Deer Action Group does not have a lot of requests for service in the week between Christmas and New Year's.
5. Relief drivers working on the days that regular drivers have as statutory holidays would still cost R.D.A.G. double time (one for the paid stat. and one for the relief).
6. R.D.A.G. have no choice but to operate within their budget and have made adjustments through the year to assure that they are within budget.


COLLEEN JENSEN
Social Planning Manager

/ls

c: Mike Day, City Commissioner
Bryon Jeffers, Acting Commissioner
Craig Curtis, Community Services Director

C H R I S T M A S / N E W Y E A R S

H O U R S O F S E R V I C E

file ST

- DECEMBER 24, 1993 - last trip 9:00 p.m.**
DECEMBER 25, - Special limited service
from nursing homes, hospital
DECEMBER 29, 30th - Regular hours

C L O S E D - S T A T U T O R Y H O L I D A Y S

DECEMBER 27th, 28th, & 31st.

January 1, 1994

January 3rd, 1994 regular hours of service.

MERRY CHRISTMAS & A HAPPY NEW YEAR FROM ALL OF THE STAFF

ADDITIONAL AGENDA

FOR THE REGULAR MEETING OF RED DEER
CITY COUNCIL TO BE HELD ON **MONDAY, DECEMBER 20, 1993,**
IN THE COUNCIL CHAMBERS OF CITY HALL,
RED DEER, COMMENCING AT 4:30 P.M.

CORRESPONDENCE

- 1) McDonald's Restaurants of Canada Limited - Re: Proposed McDonald's Restaurant/Windsor Parking Lot/Downtown Red Deer . . . 1

REPORTS

- 1) Red Deer Regional Planning Commission - Re: Land Use Bylaw Amendment 2672/AA-93/Lot 10A, Blk. A, Plan 782-0258/2404 - 50 Avenue/Central Alberta Animal Clinic/Agreement/An-Mel Holdings Ltd. . . . 15
- 2) *Bylaws + Inspections Manager - Architectural Standards Oriole Park.*

BYLAWS

- 1) 2672/AA-93 - Land Use Bylaw Amendment/Lot 10A, Blk. A, Plan 782-0258/2404 - 50 Avenue/Central Alberta Animal Clinic/Agreement/An-Mel Holdings Ltd. - 1st reading . . . 15
. . . 17

McDonald's

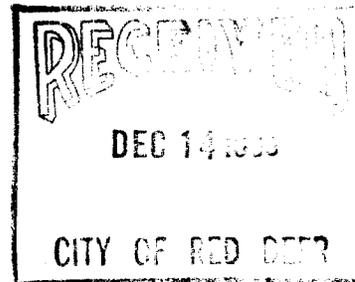


®

December 8 1993

VIA FAX (403) 346-6195

The City of Red Deer
PO Box 5008
Red Deer, Alberta
T4N 3T4



Attention: Alan Scott, Economic Development Manager

Dear Sir:

**RE: PROPOSED McDONALD'S RESTAURANT
WINDSOR PARKING LOT
RED DEER, ALBERTA**

Further to our discussions, I would like to summarize the events of the past year and McDonald's attempts to locate in downtown Red Deer:

- *In November 1992, we appeared in front of council for the approval of sale of the Windsor Parking Lot to McDonald's, to develop a restaurant complete with drive thru. Council resolved that our offer to purchase the Windsor Parking Lot not be accepted, due to concerns regarding the placement of parking and optimal utilization of site.*

- *On Council's suggestion, McDonald's approached Gelmon Corporation again on the possibility of acquiring a portion of the land on the former rail yards which are presently under the option with Gelmon Corporation from the City. We reached our agreement of Purchase and Sale in February 1993 on the conditions that Gelmon could come to an agreement with the City on selling the portion of the lands to McDonald's. Our Agreement of Purchase and Sale with Gelmon was extended (6) six times to September 1993 during which time Gelmon negotiated with the City, however, Gelmon and the City could not reach an agreement on the terms and conditions of selling a portion of the land to McDonald's and subsequently, our agreement with Gelmon Corporation terminated.*



Mayor and Members of Council
Page 2
December 15, 1993

According to communications from McDonald's, they have been unable to reach agreement for the purchase of this site. As a result, McDonald's are now requesting that Council reconsider their application to purchase and develop the Windsor Parking Lot.

Offer

The original offer of \$15.00 per sq. ft. or \$540,825 was made by McDonald's Restaurants Canada Limited in November 1992. The appraisal of this site, completed in July 1990 valued the property at \$10 to \$15 per sq. ft. According to the appraiser, "Given the high profile location which the subject will exhibit, a value towards the upper end of this range is considered most realistic. All factors consider, the writer has concluded that emphasis can be placed on the absolute upper end of the range or \$15 per sq. ft., which has been selected as the final estimate of value."

A recent discussion with the appraiser confirms that the value of the site remains in the \$15 per sq. ft. range.

Recommendation

The Land and Economic Development Department recommended in 1992 that the site be sold to McDonald's Restaurants Canada Limited. The recommendation contained the following conditions:

1. Sale price of \$15 per sq. ft. for a total selling price of \$540,825.
2. The site to be sold as fully serviced, with services located in 49 Street adjacent to the property and the purchaser being responsible for connection charges and extensions from mains to the property.
3. Redesignation of the site to DC3 (Direct Control), with a restaurant being an approved use.
4. Provision of a minimum of one parking space per four seats in the restaurant.
5. Access to the site to the satisfaction of the Director of Engineering Services.

Mayor and Members of Council
Page 3
December 15, 1993

6. Landscaping and architectural treatment to provide an attractive facade from all directions, and to the satisfaction of the Development Control Officer.
7. An agreement being entered into satisfactory with the City Solicitor.

Since November 1992, the site has been rezoned as C1A, which would permit the use proposed by McDonald's Restaurants. I feel there is an opportunity of replacing the parking, on a short term basis, within the existing CP land to the west currently under option to Gelmon Corporation. This land remains in the ownership of The City of Red Deer and could be used for parking, provided that we can vacate it, as, and when Mr. Gelmon exercises his option. The option expires September 30, 1995.

Perhaps in view of the recent sale of land north of 52 Street, where Empire Paarking leased space for a parking lot, we could enter into an agreement with Empire Paarking to administrate parking on a leased portion of the Gelmon site.

With the recent changes which have occurred in the downtown area, I feel it is important that a developer such as McDonald's be encourage to proceed with the development of the Windsor Parking Lot. The facility will generate traffic and assist in the overall redevelopment of the downtown area.

Respectfully submitted,



Alan V. Scott

AVS/mm

DATE: 13 December 1993

FILE NO. 93-1610

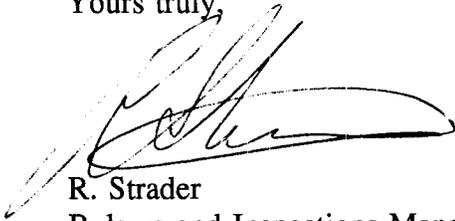
TO: Al Scott
Land & Economic Development Manager

FROM: Bylaws and Inspections Manager

RE: **MCDONALD'S RESTAURANTS - WINDSOR PARKING LOT**

We wish to advise that we concur with the attached memo from the Parking Administrator, and recommend that no offer to purchase be considered.

Yours truly,



R. Strader
Bylaws and Inspections Manager
BUILDING INSPECTION DEPARTMENT

RS/vs

DATE: December 13, 1993

FILE NO. 93-0880

TO: R. Strader
Bylaws and Inspections Manager

FROM: D. Kutinsky
Parking Administrator

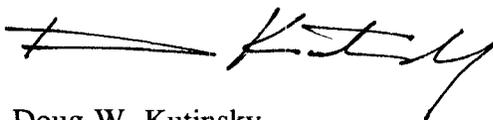
RE: MCDONALD'S RESTAURANTS - WINDSOR PARKING LOT

Economic Development requested in September 1993 that parking administration consider the sale of the City's P1 (Windsor) parking lot to McDonald's Restaurants and at that time the recommendation was that it not be sold.

The existing 91 stall P1 parking lot is ideally located to serve the long term parking requirements of the employees and customers of businesses at the west of Ross Street, Gaetz Avenue, and 49 Street. A review of the 1993 peak period occupancy demands for this lot indicate that there is a requirement for 46 to 91 stalls (51% - 100% occupancy). Recent occupancy rates have dropped to the 51% level simply because the Superstore has been allowing long term parkers who had been using the City's P1 (Windsor) and P2 (Turbo) lots to park free of charge and the east side of their parking lot. When the Superstore decides that their parking lot should only be for their own customers, these long term parkers will be forced back to the P1 (Windsor) lot.

It is therefore recommended that due to the continued demand for long term parking at the west end of Ross Street and 49 Street, that the P1 (Windsor) parking lot, not be sold.

Yours truly,



Doug W. Kutinsky
Parking Administrator

DWK/vs

On April 13, 1992, Council again considered the future of the Windsor Parking Lot. In response to a petition supporting the need for parking facilities in the area, Council passed the following resolution:

"RESOLVED that Council of the City of Red Deer, having considered the 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 landscaping and paving have been completed pursuant to the Council resolution.

On November 9, 1992, McDonald's Restaurants proposed to purchase the Windsor Parking Lot site and Council passed the following resolution:

"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 having regards to concerns regarding replacement parking and optimal utilization of the site"

As noted in the December 8, 1993 correspondence from McDonald's, Council suggested that they approach Gelmon Corporation for a site; McDonald's was unsuccessful in their attempt to purchase a site from the Gelmon Corporation. They have therefore requested reconsideration of their proposal to purchase the Windsor Parking Lot.

ISSUES

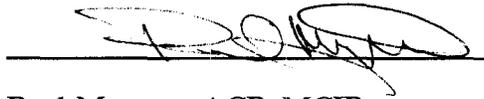
In considering this offer to purchase, Council needs to consider the issue of replacement parking; the high occupancy in this parking lot and the petition which Council received in 1992 indicate a high demand for parking in this area. Balanced against the need for parking is the need for redevelopment in this area; the McDonald's development would provide new investment in the downtown, it could be designed to attractively fit into the area and may encourage further redevelopment on the sites surrounding the Windsor Parking Lot.

Planning staff have consistently supported the sale of the Windsor Parking Lot. We believe that subject to an architecturally acceptable design, the development of this site will be an asset to the City and the downtown. While supporting the sale of this site, Planning staff concur with Council's previous concerns regarding the loss of parking in the area. In order to address this issue, planning staff suggest that Council consider using the City's land which is under option to the Gelmon Corporation as a temporary parking lot and further request that the Parking Administrator and the Land and Economic Development Manager be requested to identify parking locations in the vicinity of the existing Windsor Parking Lot which could be developed either publicly or privately as a permanent parking lot.

RECOMMENDATION

Planning staff recommend that:

1. The Windsor Parking Lot be sold to McDonald's Corporation at a price which reflects market value and takes into consideration the recent improvements to the site.
2. The sale should be subject to approval of an architectural design which is acceptable to the City.
3. The revenue from the sale of the site should be placed in the parking fund.
4. A portion of the City's land which is under option to the Gelmon Corporation be developed for temporary parking by either the public or private sector and that the City seek to identify a permanent alternate parking site in the vicinity which could be developed by the public or private sector.



Paul Meyette, ACP, MCIP
PRINCIPAL PLANNER, CITY SECTION

PM/pm

- cc. Alan Scott, Land and Economic Development Manager
Craig Curtis, Director of Community Services
Alderman Bob Schnell, Chairman, Downtown Planning Process Steering Committee

DATE: 13 December 1993
TO: Al Scott, Land & Economic Development Manager
FROM: Al Knight, City Assessor
RE: MCDONALD'S RESTAURANTS - WINDSOR PARKING LOT

When the original proposal was put forward, we supported the concept with some caveats. We have no reason to change our position and therefore support this, subject to:

1. Availability of the required services.
2. Approval by the engineers of access to the site, satisfactory to the vendor and purchaser.
3. The original offer was \$13.00 per sq. ft. We feel that the market value is higher than the offered price. We recommend that a current in-house valuation be done and the offer be countered.
4. Subject to all conditions necessary - environmental, etc.
5. Subject to all necessary approvals - zoning, development, council, etc.



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

AK/ngl

c.c. Director of Finance

CS-4.229

DATE: December 14, 1993

**TO: CHARLIE SEVCIK
City Clerk**

**FROM: CRAIG CURTIS
Director of Community Services**

**RE: McDONALD'S RESTAURANTS:
WINDSOR PARKING LOT
A memo from the Land & Economic Development Manager
dated December 10, 1993 refers.**

McDonald's Restaurants is requesting reconsideration of its proposal to purchase the Windsor parking lot. I support the sale of this site for the following reasons:

- The development of the site could act as a catalyst for development in the surrounding area, including the adaptive reuse of the C.P.R. Station.
- The building will likely be professionally designed and enhance an important entry to the downtown area from Taylor Drive.
- The sale of the site is supported by the Downtown Planning Committee, including representatives of the business community.

It is considered that funds from the sale of the site should be credited to the Parking Fund and utilized for the purchase and/or development of additional parking. Replacement parking could be considered on a portion of the Phase 2 Gelmon site.


CRAIG CURTIS

:ad

- c. Don Batchelor, Parks Manager
Lowell Hodgson, Recreation & Culture Manager
Paul Meyette, Principal Planner, R.D.R.P.C.
Al Scott, Manager, Land & Economic Development

Moved by Alderman Volk, seconded by C. Torgerson

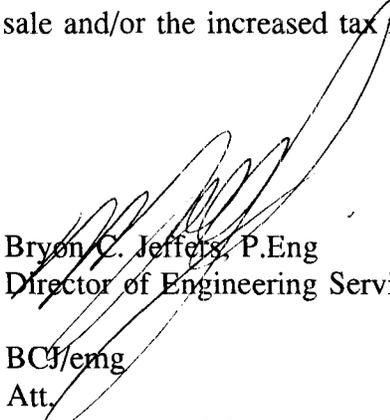
"THAT the Downtown Planning Advisory Committee recommend to City Council sale of the Windsor Parking Lot to McDonald's Restaurants of Canada subject to an alternate parking site being developed."

DATE: December 15, 1993
TO: Economic Development Manager
FROM: Director of Engineering Services
RE: MCDONALDS RESTAURANT - WINDSOR PARKING LOT

We have reviewed the correspondence from your department as well as that from McDonalds with respect to the Windsor Parking Lot.

We have attached our original comments dated October 29, 1992, addressed to you. Our position remains unchanged from our original comments. Since the original submission, we have made significant improvements around the site with sidewalk construction.

The loss of parking in the area will remain a concern to many. It would be advisable to consider the construction of a temporary lot immediately to the south on the lands under option to Gelmon. While this would require an expenditure of funds, the interest from the proceeds of the sale and/or the increased tax revenue would offset these expenditures.



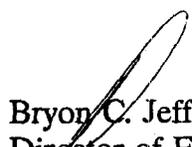
Bryon C. Jeffers, P.Eng
Director of Engineering Services

BCJ/emg
Att.
c.c. Director of Community Services
c.c. Director of Financial Services
c.c. By-laws and Inspections Manager
c.c. City Assessor
c.c. E. L. & P. Manager
c.c. Principal Planner

DATE: October 29, 1992
TO: Economic Development Officer
FROM: Director of Engineering Services
RE: WINDSOR PARKING LOT - LOT 17, PLAN 922-0308

We would offer the following comments with respect to the offer to purchase Lot 17, Plan 922-0308 submitted by McDonalds.

1. With respect to services (their Clause 5), there are water, sanitary, and storm mains available to the applicant in 49 Street. The size of service required is a decision of the applicant. The applicant will be required to pay the cost of connection from the main(s) to property line and from property line to his structure. The water pressure in the immediate area is approximately 70 psi. The City of Red Deer does not guarantee pressure, quality, or quantity of water to any customer. If the applicant has special requirements, he should take the appropriate steps to accommodate them.
2. With respect to access to the site, we would note the following conditions. The developer would be allowed, subject to review of site plans, access from and to 51 Avenue. Access from Ross Street and/or 49 Street would be considered, subject to a review of drawings and design criteria. It may be necessary to construct auxiliary lanes or bays to accommodate these access points. These accesses could be "in only" accesses. Access from the site to either Ross Street or 49 Street could not be considered. Access to 52 Avenue would not be permitted.
3. There will undoubtedly be a concern regarding the loss of parking. Some consideration should be given to replacement parking; perhaps on Gelmon's Phase II site.


Bryon C. Jeffers, P. Eng.
Director of Engineering Services

BCJ/emg
c.c. Director of Community Services
c.c. Director of Financial Services
c.c. By-laws and Inspections Manager
c.c. City Assessor
c.c. E. L. & P. Manager
c.c. Land Supervisor
c.c. Urban Planning Sections Manager

DATE: December 14, 1993
TO: Land & Economic Development Manager
FROM: Director of Financial Services
**RE: McDONALD'S RESTAURANT -
WINDSOR PARKING LOT**

There are a number of concerns to consider in the possible sale of the lot:

- to replace the parking and improvements made on the lot would probably cost a lot more than the revenue from the sale
- the development would appear to be an underdevelopment of the site
- what about access concerns?
- will there be enough parking provided?



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

AW/jt

PATH: alan\memos\mcdonald.led

Commissioners' Comments

We concur with the recommendations of the Economic Development Manager.

"G. SURKAN"
Mayor

"H.M.C. DAY"
City Commissioner

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

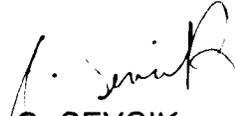
Land and Economic Development Manager
December 22, 1993
Page 2

"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

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.



G. 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



**RED DEER
REGIONAL PLANNING COMMISSION**

2830 BREMNER AVENUE, RED DEER,
ALBERTA, CANADA T4R 1M9

NO. 2

DIRECTOR: W. G. A. Shaw, ACP, MCIP

Telephone: (403) 343-3394

Fax: (403) 346-1570

MEMORANDUM

TO: Charles Sevcik, City Clerk

DATE: December 15, 1993

FROM: Frank Wong, Planning Assistant

**RE: PROPOSED LAND USE AMENDMENT 2672/AA-93
LOT 10A, BLOCK A, PLAN 782 0258 (2404 - 50 AVENUE)
CENTRAL ALBERTA ANIMAL CLINIC**

As part of the Land Exchange Agreement between An-Mel Holdings Ltd. and The City of Red Deer, one of the clauses (Clause 16(a)) requires that the City Land Use By-law be "amended" so that the building at the above location will be a conforming building.

The building presently has a frontyard of 15.5 metres rather than the By-law requirement of 18.0 metres when the property abuts a major arterial or abuts a service road adjacent to a major arterial road.

The proposed land use amendment is enclosed for Council's consideration.

Frank Wong
Planning Assistant

FW/eamp

Commissioners' Comments

We concur and recommend the bylaw be given first reading.

"G. SURKAN"
Mayor

"H.M.C. DAY"
City Commissioner

MUNICIPALITIES WITHIN COMMISSION AREA

CITY OF RED DEER • MUNICIPAL DISTRICT OF CLEARWATER No. 99 • COUNTY OF STETTTLER No. 6 • COUNTY OF LACOMBE No. 14 • COUNTY OF MOUNTAIN VIEW No. 17 • COUNTY OF PAINT EARTH No. 18 • COUNTY OF RED DEER No. 23 • TOWN OF BLACKFALDS • TOWN OF BOWDEN • TOWN OF CARSTAIRS • TOWN OF CASTOR • TOWN OF CORONATION • TOWN OF DIDSBURY • TOWN OF ECKVILLE • TOWN OF INNISFAIL • TOWN OF LACOMBE • TOWN OF OLDS • TOWN OF PENHOLD • TOWN OF ROCKY MOUNTAIN HOUSE • TOWN OF STETTTLER • TOWN OF SUNDRE • TOWN OF SYLVAN LAKE • VILLAGE OF ALIX • VILLAGE OF BENTLEY • VILLAGE OF BIG VALLEY • VILLAGE OF BOTHA • VILLAGE OF CAROLINE • VILLAGE OF CLIVE • VILLAGE OF CREMONA • VILLAGE OF DELBURNE • VILLAGE OF DONALDA • VILLAGE OF ELNORA • VILLAGE OF GADSBY • VILLAGE OF HALKIRK • VILLAGE OF MIRROR • SUMMER VILLAGE OF BIRCHCLIFF • SUMMER VILLAGE OF GULL LAKE • SUMMER VILLAGE OF HALF MOON BAY • SUMMER VILLAGE OF JARVIS BAY • SUMMER VILLAGE OF NORGLLENWOLD • SUMMER VILLAGE OF ROCHON SANDS • SUMMER VILLAGE OF SUNBREAKER COVE • SUMMER VILLAGE OF WHITE SANDS • SUMMER VILLAGE OF BURNSTICK LAKE

- (3) Front Yard: Minimum 6 m
- (4) Side Yard: Minimum 3 m
- (5) Rear Yard: Minimum 3 m
- (6) Landscape Area: Minimum 40% of minimum front yard.
- (7) Parking Space: Subject to Section 4.10 or One per Employee plus one for each 929 m² of floor area, whichever is greater
- (8) Loading Space: Subject to Section 4.11
- (9) Site Area: Minimum 929 m²
- (10) Frontage: Minimum 22 m

6.3.1.5 Site Development

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

6.3.1.6 Special Regulation

- (1) Notwithstanding Section 6.3.1.4 buildings on properties abutting a major arterial or abutting a service road adjacent to a major arterial shall be constructed at least 18 meters from the said arterial or service road. (2672/C-82)

BYLAW NO.2672/AA-93

Being a Bylaw to amend Bylaw No.2672/80, the Land Use Bylaw of The City of Red Deer.

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

1 Section 6.3.1.6(1) is amended by adding the following:

The building on Lot 10A, Block A, Plan 782 0258 (2404 - 50 Avenue) shall be exempted from this regulation, but shall have a minimum frontyard setback of 15.0 metres.

2 This Bylaw shall come into full force and effect upon the passage of third reading.

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

READ A SECOND TIME IN OPEN COUNCIL this day of A.D. 1994.

READ A THIRD TIME IN OPEN COUNCIL this day of A.D. 1994.

MAYOR

CITY CLERK

DATE: 16 December 1993

FILE NO. 93-1610

TO: City Council

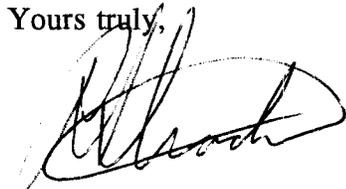
FROM: Bylaws and Inspections Manager

RE: DEVELOPMENT STANDARDS - ORIOLE PARK

During the last meeting of Council, approval of the above standards was given. The standards included shakes being installed on roofs. We have had concerns expressed by some members of the building industry regarding the cost of installing shakes as opposed to asphalt shingles. Their position is that a minimum of \$5000 will be added to the cost of a house because of this requirement.

In view of the added cost, we recommend that the requirement for shakes be dropped from the standards.

Yours truly,



R. Strader
Bylaws and Inspections Manager
BUILDING INSPECTION DEPARTMENT

RS/vs

DATE: DECEMBER 22, 1993
TO: BYLAWS AND INSPECTIONS MANAGER
FROM: CITY CLERK
RE: ARCHITECTURAL STANDARDS - ORIOLE PARK

Your report dated December 16, 1993 pertaining to the above topic received consideration at the Council Meeting of December 20, 1993.

Following is the motion which was passed by Council agreeing to your recommendations:

"RESOLVED that Council of The City of Red Deer hereby agrees that the December 6, 1993 resolution of Council regarding Architectural Control Guidelines for the Oriole Park Phase 2A Subdivision be amended by deleting the requirement for shakes from the standards, and as recommended to Council December 20, 1993."

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



C. SEVCIK
City Clerk

CS/clr

cc: Land and Economic Development Manager



December 22, 1993

The Right Honourable Jean Chretien
Prime Minister
Government of Canada
Room 409-S, Centre Block
House of Commons
Ottawa, Ontario
K1A 0A6

Dear Prime Minister:

RE: NAFTA ENVIRONMENTAL SECRETARIAT IN EDMONTON

I am writing to express my support for locating the NAFTA Environmental Secretariat in Edmonton. I understand that Edmonton's Mayor Jan Reimer has submitted a comprehensive proposal to secure the Secretariat in Edmonton. Mayor Reimer has the unanimous support of her City Council, the support of Premier Ralph Klein, as well as a strong backing from the community.

I will highlight some of the reasons I believe that the Secretariat should be located in Edmonton, Alberta.

Alberta has established itself as an assertive, outward-looking province in developing international connections--encouraging collaboration and fostering the growth of economic partnerships between Alberta companies and their global counterparts.

As the government centre for Alberta, Edmonton offers well developed institutional and administrative infrastructure--including world class office space, communications and transportation networks, convention and marketing facilities, and both industrial and university-based research capabilities, many with practical experience and strong reputations in the environmental field.

The Right Honourable Jean Chretien
NAFTA Environmental Secretariat in Edmonton
December 22, 1993
Page 2

Calgary's strong support for Edmonton's bid creates an especially powerful opportunity to access the international networks and expertise of both communities, as, for example, in the area of environmental management related to the oil and gas industry.

Alberta has gained recognition for environmental leadership throughout the world--having the Environmental Secretariat in Edmonton would provide further opportunity to "break new ground" and develop our expertise and knowledge.

I am confident that locating the Environmental Secretariat in Edmonton would be beneficial to all involved, and I most heartily endorse Edmonton's proposal.

Sincerely,


GAIL SURKAN
Mayor

/mm

- c The Honourable Ann McLellan, Minister of Natural Resources
- c Premier Ralph Klein
- c Mayor Jan Reimer
- c Bob Mills, M.P.