

# FILE

DATE: August 31, 1993  
TO: All Departments  
FROM: City Clerk  
RE: PLEASE POST FOR THE INFORMATION OF EMPLOYEES

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## SUMMARY OF DECISIONS

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

(1) Confirmation of the Minutes of the Regular Meeting of August 16, 1993.

DECISION - MINUTES CONFIRMED

### PAGE

(2) UNFINISHED BUSINESS

(3) PUBLIC HEARINGS

(4) REPORTS

1) Director of Community Services - Re: Normandeau Society Funding Agreement . . . 1

DECISION - APPROVED AGREEMENT

2) Director of Community Services/Principal Planner/Director of Engineering Services/Director of Financial Services - Re: Maskepetoon Athletic Park/Proposed Land Exchange - A) Land Use Bylaw Amendment 2672/N-

93 B) Land Use Bylaw Amendment 2672/P-93	C) General Municipal Plan Bylaw Amendment 2663/A-93	D) Northwest Area Structure Plan Bylaw Amendment 3071/A-93	E) C.P. Railway Right-of-Way Area Redevelopment Plan Bylaw Amendment 3073/A-93	.. 8
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DECISION - BYLAWS GIVEN 1ST READING

3) Director of Community Services - Re: Outdoor Rink Operations: 1993/94 Season	.. 39
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DECISION - APPROVED REVIEW TO REDUCE NUMBER OF OUTDOOR RINKS

4) Red Deer Regional Planning Commission - Re: Proposed Land Use Bylaw Amendment 2672/O-93/Anders East - Phase 3/Anders East Development Ltd.	.. 50
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DECISION - BYLAW GIVEN 1ST READING

5) Red Deer Regional Planning Commission - Re: City/County Joint General Municipal Plan	.. 51
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DECISION - AGREED TO FILE

6) Land and Economic Development Manager - Re: Building #38, Red Deer Industrial Airport/Renewal of Lease with Department of National Defense	.. 54
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DECISION - AGREED TO LEASE

7) Land and Economic Development Manager - Re: Strategic Marketing Task Force Report/Implementation of Certain Aspects of the Report	.. 56
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DECISION - AGREED TO IMPLEMENTATION

8) Engineering Department Manager - Re: Sign Changes/Annexed Area/Traffic Bylaw Amendment 2800/B-93/Speed Limits	.. 77
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DECISION - TABLED MATTER

- 9) Public Works Manager - Re: Public Works Department Semi Annual Report/January-June 1993 . . 81

DECISION - RECEIVED AS INFORMATION

- 10) Engineering Department Manager - Re: Taylor Bridge Safety Fence . 90

DECISION - RECEIVED AS INFORMATION

- 11) Director of Financial Services - Re: Proposed Changes to the Budget Format . . 91

DECISION - RECEIVED AS INFORMATION

- 12) Red Deer Visitor & Convention Bureau - Re: Mascot for the 1988 Alberta Winter Games, Mickey the Beaver/Appointment as Official Ambassador . . 94

DECISION - AGREED TO OBTAIN COMMENTS FROM INTERESTED ORGANIZATIONS

(5) **CORRESPONDENCE**

- 1) Red Deer 1994 Brier Society - Re: 1994 Labatt Brier/Request for Grant . .100

DECISION - APPROVED REQUEST

(6) **PETITIONS & DELEGATIONS**

- 1) Residents of Grant Street - Re: Closure of Grant Street at 64 Avenue

DECISION - AGREED TO TABLE CLOSURE AND PLACE A 3 WAY STOP AT SOUTH LEG INTERSECTION OF 59 AVENUE AND GRANT STREET

(7) **NOTICES OF MOTION**

- 1) City Clerk - Re: Alderman Campbell-Cardwell/Request for Information of Enforcement of City Bylaw . .145

DECISION - AGREED NOT TO PROCEED WITH REQUEST

(8) **WRITTEN ENQUIRIES**

(9) **BYLAWS**

- 1) 2663/A-93 - General Municipal Plan Bylaw Amendment - 1st reading . . 8

DECISION - 1ST READING GIVEN

- 2) 2672/N-93 - Land Use Bylaw Amendment - 1st reading . . 8

DECISION - 1ST READING GIVEN

- 3) 2672/O-93 - Land Use Bylaw Amendment/Anders East - Phase 3/Anders East Development Ltd. - 1st reading . . 50

DECISION - 1ST READING GIVEN

- 4) 2672/P-93 - Land Use Bylaw Amendment - 1st reading . . 8

DECISION - 1ST READING GIVEN

- 5) 2800/B-93 - Traffic Bylaw Amendment/Sign Changes/Annexed Area/Speed Limits - 3 readings . . 77

DECISION - TABLED

- 6) 3071/A-93 - Amendment to Bylaw to Adopt the Northwest Area Structure Plan in the City of Red Deer - 1st reading . . 8

DECISION - 1ST READING GIVEN

- 7) 3073/A-93 - Amendment to Bylaw to Adopt the CP Railway Right-of-Way Area Redevelopment Plan in the City of Red Deer - 1st reading . . . 8

DECISION - 1ST READING GIVEN

ADDITIONAL AGENDA

- 1) Ambulance Invoice, Beryl Smith - Re: Request to Cancel Invoice

DECISION - AGREED TO CANCEL

**A G E N D A**

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**Committee of the Whole**

- 1) Personal Matter

REPORTS

NO. 1

CS-4.109

**DATE: August 13, 1993**

**TO: CITY COUNCIL**

**FROM: CRAIG CURTIS**  
**Director of Community Services**

**RE: NORMANDEAU SOCIETY FUNDING AGREEMENT**

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1. The role of the Normandeau Cultural and Natural History Society is outlined in the approved Community Services Master Plan and City Council Policy #916.
2. The Normandeau Cultural and Natural History Society is an independent society, established with the objective of operating the Red Deer and District Museum and other heritage facilities. The Society includes twelve members, including a City alderman, whose appointments are ratified and confirmed by City Council. The Society is contracted by the City to manage, operate, and maintain the Red Deer and District Museum, the Gaetz Lakes Sanctuary, the Kerry Wood Nature Centre, the Allen Bungalow, the Fort Normandeau Historic Site and Interpretive Centre, and the buildings in Heritage Square (excluding the Aspelund Laft Hus). The Society is also responsible for the operation of the Red Deer Historical Preservation Committee.

The contract between the City and the Society is outlined in a detailed management agreement, which is renewed every three years. The agreement includes details of the annual operating grant, which is approved on a three-year basis. Requests for capital budget are reviewed annually by City Council. The Community Services Director acts as a resource and liaison to the Society, and coordinates all aspects of the operating grant and capital budget.

- The City should continue to contract with the Normandeau Cultural and Natural History Society for the management and operation of the Red Deer and District Museum, the Gaetz Lakes Sanctuary, the Kerry Wood Nature Centre, the Allen Bungalow, the Fort Normandeau Historic Site and Interpretive Centre, and the buildings in Heritage Square (excluding the Aspelund Laft Hus). The society shall also be responsible for the operation of the City's Historical Preservation Committee.

Community Services Master Plan  
Section 7.5.2, Page 175

**City Council**  
**Page 2**  
**August 13, 1993**  
**Normandeau Society Funding Agreement**

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3. An initial operating contract between the City and the Society covered the period 1989 to 1992 and was extremely beneficial to both parties. The Kerry Wood Nature Centre and the Museum have become significant tourist attractions in the region. It is important to note that the facilities operated by the Society have attracted well in excess of 100,000 visitors per year during this period.

In 1991 a revised agreement was negotiated and the Society requested additional funding in order to extend hours of operation. City Council considered this matter at its meeting on September 3, 1991 when the following resolution was unanimously adopted:

"RESOLVED that Council of The City of Red Deer hereby approves the renewal of the three-year operating agreement between the City and the Normandeau Cultural and Natural History Society subject to the following conditions:

1. That the agreement include provision for the following grants:

	1992 (\$)	1993 (\$)	1994 (\$)
Museum & Heritage Square	365,918	376,896	388,203
Waskasoo Park Facilities	307,240	316,457	325,951
Historical Preservation Comm.	<u>4,403</u>	<u>4,535</u>	<u>4,671</u>
TOTAL	677,561	697,888	718,825

2. That minor corrections and changes be made to the agreement, as outlined in the letter of the Chairman of the Society, dated August 6, 1991;
3. That the ceiling on capital spending, without approval by City Council, remain at \$10,000;

and as recommended to City Council September 3, 1991 by the Director of Community Services."

In approving this resolution City Council denied the request for additional funding but approved a new three-year management agreement based on a 3% increase in funding per annum. This increase was consistent with the guidelines being provided to City departments at that time.

**City Council**  
**Page 3**  
**August 13, 1993**  
**Normandeau Society Funding Agreement**

A revised agreement between the City and the Normandeau Cultural and Natural History Society was subsequently ratified on January 10, 1992 (copy attached).

4. The 1993 operating budget makes provision for funding of the Normandeau Cultural and Natural History Society in accordance with the above agreement. However for 1994, there is a significant difference between the funding level outlined in the agreement and the City budget guideline. These differences are outlined in Table 1 and may be summarized as follows:
- the agreement makes provision for a 3% increase in funding for the Museum, Heritage Square and the Historical Preservation Committee. However, based on Council's direction, the City budget guideline for Community Services is -2.25%.
  - the agreement makes provision for a 3% increase in funding for Waskasoo Park facilities. However, the guideline for the Waskasoo Park operating budget is -7%. This adjustment is required due to the lack of an inflationary increase in the provincial grant, the reduction in revenue from the River Bend Golf Course and Recreation Area and the low interest revenue on the operating trust fund.

**TABLE 1 NORMANDEAU SOCIETY FUNDING AGREEMENT**

	1993 BUDGET (\$)	1994 OPERATING AGREEMENT (\$)	1994 BUDGET GUIDELINE (\$)
Museum & Heritage Square	376,895	388,202	368,415
Historical Preservation Committee	4,535	4,671	4,433
Waskasoo Park Facilities	316,457	325,951	294,305
<b>TOTAL</b>	<b>697,887</b>	<b>718,824</b>	<b>667,153</b>

The difference between the funding in the approved operating agreement and the budget guideline is approximately \$52,000. I brought this matter to City Council's attention at the special budget meeting on March 15, 1993. I was subsequently requested to discuss this problem with the Society and request a possible reduction in the 1994 grant. It was also agreed that it may be desirable to confirm funding for a two-year period.

- 5. I subsequently met on several occasions with Normandeu Society Board Finance Committee and administration. The issue was finally considered by the Normandeu Society Board at its meeting on July 28, 1993, when the following resolution was adopted:

"Following consideration of a memo dated June 21, 1993 and a presentation at the Finance Committee meeting of July 26, 1993 by the Director of Community Services, and a request from City Council, the Normandeu Board and the City of Red Deer review the annual grant provisions of our mutual contract with a view to decreasing the 1994 grant payable over the 1993 figure to the Museum and the Historical Preservation Committee by -2.25% and to the Waskasoo Park by -7% in order for the grant to be within the City's current planning guidelines for 1994 and further that the Normandeu Board propose to Council that the same figures be used for the 1995 grant as well and that the negotiations for the new 1994 and 1995 grant sums be started with City Council immediately."

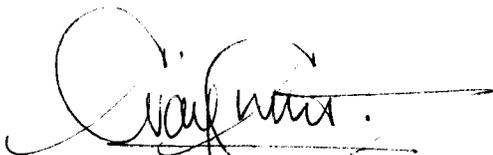
The Board has consequently agreed to voluntarily reduce its 1994 grant by \$52,000, provided that the budget is not further reduced in 1995.

I support the above compromise and commend the Society for recognizing that times have changed significantly and the City's funding budget problems require mutual cooperation and understanding.

6. **RECOMMENDATIONS:**

It is recommended that City Council approve revisions to the operating agreement between the City and the Normandeu Cultural and Natural History Society which would include provision for the following grants in 1994 and 1995:

	1994 \$	1995 \$
Museum & Heritage Square	368,415	368,415
Historical Preservation Committee	4,433	4,433
Waskasoo Park Facilities	294,305	294,305
<b>TOTAL</b>	<b>667,153</b>	<b>667,153</b>



CRAIG CURTIS  
Director of Community Services

- cc - Morris Flewwelling, Director of Museums
- Kevin Majeau, Chairman, Normandeu Cultural & Natural History Society Board
- Jeff Graves, Community Services Financial Officer

# Normandean Cultural and Natural History Society

Box 800  
Red Deer, Alberta T4N 5H2  
Ph.: (403) 343-6844  
Fax.: (403) 342-6644

August 17, 1993

Mayor Gail Surkan and Members of Council

The City of Red Deer

Box 5008

RED DEER, Alberta

T4N 3T4

- Kerry Wood  
Nature Centre

- Gaetz Lake  
Sanctuary

Your Worship and Members of Council:

- Allen Bungalow

Thank you for your recent letter on 1994 Budget Guidelines in which you describe the current financial circumstances of the City and refer to the provisions of the operating agreement between the City and our Board.

- Fort Normandean

The Normandean Board held a special meeting on Wednesday, June 28 to hear a report from the Finance Committee which had earlier met with Mr. Curtis. Following discussion the motion below was passed unanimously.

- Red Deer &  
District Museum

- Heritage Square

Following consideration of a memo dated June 21, 1993 and a presentation at the Finance Committee meeting of July 26, 1993 by the Director of Community Services, and a request from City Council, the Normandean Board and the City of Red Deer review the annual grant provisions of our mutual contract with a view to decreasing the 1994 grant payable over the 1993 figure to the Museum and the Historical Preservation Committee by -2.25% and to the Waskasoo Park by -7% in order for the grant to be within the City's current planning guidelines for 1994 and further that the Normandean Board propose to Council that the same figures be used for the 1995 grant as well and that the negotiations for the new 1994 and 1995 grant sums be started with City Council immediately.

- Historical  
Preservation  
Committee

The Normandean Society too has felt the impact of increasing operational costs and decreasing revenues. However, we recognize the long-term financial support provided to our operations by the City of Red Deer. The above compromise is offered with the hope that it will accommodate the immediate needs of the City.

Yours truly,

*(per) M. E. Rennie*

Kevin Majeau, Chairman  
Normandean Cultural and Natural History Society

cc: Craig Curtis  
Carol Neufeld

*file*

Office of the Mayor

CS-4.106



August 9, 1993

Mr. Kevin Majeau, Chairman  
Normandeau Cultural & Natural History Society  
Box 800  
Red Deer, Alberta  
T4N 5H2

Dear Sir:

**RE: 1994 Budget Guidelines**

As you are aware, the funding agreement for the operation of the Red Deer & District Museum and a number of Waskasoo Park facilities provides for a 3% increase in 1994, the final year of the agreement.

Unfortunately, times have changed considerably since the last three-year funding agreement was approved. The City's finances are under considerable strain, primarily due to reduced funding from the federal and provincial governments and the public's desire to keep tax increases to an absolute minimum. As a result, the departmental guideline for the 1994 budget is -2.25%.

The disparity between our budget guideline and the grant amount approved in the original funding agreement was brought to City Council's attention by the Director of Community Services. City Council subsequently requested Mr. Curtis to discuss this issue with your board and request a possible reduction in the 1994 grant. It was also agreed that it would be desirable to confirm funding for a two-year period, and that this might be of benefit to both parties.

I realize that the City is required to live by the terms of the original funding agreement for 1994. However, our funding problems require mutual cooperation and understanding. Consequently, I would request your cooperation with Mr. Curtis to attempt to reach a reasonable compromise.

Yours sincerely,

*Gail Surkan*  
GAIL SURKAN  
Mayor

:dmg

**THE CITY OF RED DEER**

Commissioners' Comments

We concur with the recommendations of the Director of Community Services. The Normandeau Cultural & Natural History Society should be commended for their cooperation in renegotiating the terms of the agreement under the current fiscal circumstances.

"G. SURKAN"

Mayor

"A. WILCOCK"

Acting City Commissioner

**DATE: AUGUST 31, 1993**  
**TO: DIRECTOR OF COMMUNITY SERVICES**  
**FROM: CITY CLERK**  
**RE: NORMANDEAU SOCIETY FUNDING AGREEMENT**

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I would advise that your report dated August 13, 1993 regarding revisions to the operating agreement between the City and Normandeau Cultural and Natural History Society, received consideration at the Council Meeting of August 30, 1993.

At the above noted meeting, Council passed the following motion:

"RESOLVED that Council of The City of Red Deer hereby approves revisions to the operating agreement between the City and the Normandeau Cultural and Natural History Society which would include provision for the following grants in 1994 and 1995 and as recommended to Council August 30, 1993:

	<u>1994</u>	<u>1995</u>
Museum & Heritage Square	\$368,415	\$368,415
Historical Preservation Committee	\$ 4,433	\$ 4,433
Waskasoo Park Facilities	\$294,305	\$294,305
<b><u>TOTAL:</u></b>	<b><u>\$667,153</u></b>	<b><u>\$667,153"</u></b>

The decision of Council in this instance is submitted for your information and I trust you will ensure appropriate amending documents are prepared for execution by both parties. Also, please pass on to the Normandeau Cultural and Natural History Society, Council's gratitude to the said Society for their co-operation in renegotiating the terms of the agreement as a result of the current fiscal circumstances.

Trusting you will find this satisfactory and that you will take appropriate action.

  
C. SEVCIK  
City Clerk

CS/clr

cc: Director of Financial Services  
Director of Museums  
Normandeau Cultural and Natural History Society  
Community Services Financial Officer

**DATE:** August 16, 1993

**TO:** CHARLIE SEVCIK  
City Clerk

**FROM:** CRAIG CURTIS, Director of Community Services  
PAUL MEYETTE, Principal Planner, R.D.R.P.C.  
BRYON JEFFERS, Director of Engineering Services  
ALAN WILCOCK, Director of Financial Services

**RE:** MASKEPETOON ATHLETIC PARK  
PROPOSED LAND EXCHANGE

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## 1.0 BACKGROUND

1.1 The history of the Maskepetoon Athletic Park project is outlined in the attached memo from the Director of Community Services, dated September 15, 1992 (Attachment #1). In this respect the following points should be specifically noted:

- The City has already invested \$1,164,000 in the acquisition of the site and the pre-payment of the roadway offsite levy.
- The first phase of construction was tendered and awarded in 1986. However, the contract was cancelled by City Council due to uncertainty regarding the plans for railway relocation. As a result, the City was unable to utilize Waskasoo Park funding for the development of this facility.
- The City has indicated that it would be prepared to lease a portion of the Maskepetoon Athletic Park site to a private sector or non-profit developer/operator. However, the issues of road access and joint site planning would need to be resolved.

1.2 In 1987 the Province allocated \$500,000 to the City of Red Deer through the Community Tourism Action Program (CTAP). This funding is for capital projects that will attract more visitors to the community and are identified as priorities in the Community Tourism Action Plan.

In June the Visitor and Convention Bureau recommended a \$50,000 grant to the Central Alberta Slo-Pitch Association for the development of slo-pitch diamonds in Maskepetoon Athletic Park. This recommendation was subject to a lease agreement with the City being in place by October 31, 1993 and the required cash equity being in place and specifically earmarked for this project.

The Bureau's recommendation was considered by City Council at its meeting on May 25, 1993. However, the resolution of support was tabled at the request of the Alberta Slo-Pitch Association (C.A.S.P.A.). The reason for the requested tabling was to allow C.A.S.P.A. an opportunity to respond back to Council with its comments prior to voting on the resolution. The main concerns related to the costs of upgrading the access road to a reasonable standard which, according to the Engineering Department, could exceed \$800,000.

**CITY CLERK  
August 16, 1993  
Page Two**

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The Bureau's recommendation was again considered by City Council at its meeting on June 7, 1993. However, the matter was again tabled to enable the Recreation & Culture Manager to meet with all potential user groups "to determine their level of interest and possible ways of proceeding."

1.3 A meeting of sports user groups (with the exception of the Rugby Association) was held on Monday, June 14, 1993. The results of this meeting may be summarized as follows:

- The Central Alberta Slo-pitch Association (C.A.S.P.A.) indicated that it is prepared to proceed immediately with the development of four slo-pitch diamonds, subject to approval of the C.T.A.P. grant. However, the representatives indicated that the Association would be unable to assume responsibility for the upgrading or maintenance of the access road.

The Association requires four diamonds at this time and four additional diamonds in the future. The additional diamonds would ideally be located on the same site but could be located elsewhere in the city.

- The Minor Softball Association is satisfied with the facilities which presently exist in the city. However as the Association continues to grow, it will be necessary for additional facilities to be developed. In the long term it is estimated that four additional fastball diamonds will be required.

- The Minor Baseball Association has an urgent need for additional junior and senior diamond facilities. The Association has some limited funds and has applied for assistance through the Provincial

Community Facility Enhancement Program (C.F.E.P.). These funds have been provisionally earmarked for the upgrading of the two diamonds at the River Glen school site. However, the Association recognizes that this development will not meet its future needs, if the Westerner baseball diamond is eliminated upon the termination of the present lease. The Association's present need is for two diamonds (a junior and a senior) with four diamonds in the long term.

- The Minor Soccer Association will require additional facilities in the near future, although its present need is being met.

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**August 16, 1993**  
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- All groups expressed concern regarding the cost of developing adequate road access to Maskepetoon Athletic Park. It was agreed that, unless the City is willing to upgrade and maintain the access road, an alternative site should be considered.
- All groups agreed to contribute funds towards the preparation of a development plan for a future athletic park, providing the problems regarding access and joint use could be satisfactorily resolved.

The unanimous conclusion of the meeting was that the groups were not in a position to assume the full development costs of Maskepetoon Athletic Park, without financial assistance from the City in the construction and maintenance of the access road and that an alternative site should be considered.

1.4 Following the above meeting, the City administration and the Red Deer Regional Planning Commission put forward a joint proposal in an attempt to both facilitate the development of the athletic park and improve the City's balance of land use in the northwest sector. The report dated June 14, 1993 proposed that the City exchange the Maskepetoon Athletic Park site with a similar sized site within the undeveloped portion of Edgar Industrial Park (refer Attachment #2). This proposal would have the following advantages to the City:

- The new Edgar Athletic Park site could be located in such a way that it could be immediately accessed from Edgar Industrial Drive from either the north or south. There is, consequently, no immediate need to incur roadway construction costs with this alternative and development could begin later this year.
- The existing Maskepetoon Athletic Park site could be combined with the site immediately to the north and developed as a viable residential neighbourhood. This development would be more compatible with the Oriole Park residential neighbourhood and the Maskepetoon Natural Area.
- Both aspects of the proposed land exchange would be of benefit to the City's land bank, as the total industrial land holdings, which exceed a 20-year supply, would be significantly reduced.

In making the above recommendation, it was noted that the following issues would need to be addressed prior to a final decision being made on the land exchange:

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- The future development of the Maskepetoon Athletic Park site for residential purposes will require a major open space buffer along the river escarpment, which is subject to severe erosion. It will also be necessary to protect the Maskepetoon Natural Area from inappropriate vehicular access. These matters should be considered by the Environmental Advisory Board.
  - The development of the Maskepetoon Athletic Park site and the site immediately north, for residential purposes, will require an amendment to the Northwest Area Structure Plan (Bylaw No. 2979/89), and redesignation from to residential purposes in the City's Land Use Bylaw. The owner of the site immediately to the north should be consulted prior to the initiation of these amendments.
  - The City is presently developing residential lots on the eastern boundary of the Maskepetoon Athletic Park site as part of the CP Railway Right of Way Area Redevelopment Plan (Bylaw No. 3073/92). It will be necessary to finalize the land use amendments outlined above prior to the sale of these lots, so that the potential purchasers are aware of the nature of the adjacent land use.
  - The land exchange will require approval of the Province as the Urban Parks Program funded the acquisition of the Maskepetoon Athletic Park site and the pre-payment of offsite levies.
- 1.5 The above recommendations were considered by City Council at its meeting on June 21, 1993 in conjunction with the recommendations from the Visitor and Convention Bureau. Following discussion the following resolutions were adopted:
- "RESOLVED that Council of The City of Red Deer having considered report dated June 14, 1993, from the Administration re: Maskepetoon Athletic Park: Slo-Pitch Community Tourism Action Program Funding request, hereby approves:*
1. *The concept of a direct land exchange between the Maskepetoon Athletic Park site and a site within the unserviced portion of Edgar Industrial Park, subject to the review of potential sites by the City Administration and the Planning Commission and consideration of the final recommendations by the Recreation Parks and Culture Board and the Environmental Advisory Board;*

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**August 16, 1993**  
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2. *The concept of developing the Maskepetoon Athletic Park and the area immediately to the north for residential purposes, subject to the inclusion of an adequate buffer along the river escarpment, the Maskepetoon Natural Area and the CPR tracks."*

*"RESOLVED that Council of The City of Red Deer hereby approves the C.T.A.P. Grant to the Central Alberta Slo-Pitch Association in the sum of \$50,000 for submission to the Province subject to the following conditions:*

1. *That a lease agreement be concluded between the C.A.S.P.A. and The City for the lease of a mutually agreed upon area within the new athletic park site by October 31, 1993;*
2. *That the C.A.S.P.A. match the grant with a direct cash contribution of \$16,667;*
3. *That a development plan be prepared for the new athletic park site showing how the slo-pitch park would relate to the other sport facilities and surrounding development. The cost of preparing this plan should be shared among potential user groups. The City does not have adequate resources to prepare this plan but would assist in an advisory capacity and help initiate the plan;*
4. *That the revised conditions are acceptable to the Visitor and Convention Bureau."*

## **2.0 CONCLUSIONS**

Since approval of the above resolution the City departments involved have met on several occasions to analyze the implications of the proposed land exchange. Our conclusions are as follows.

### **2.1 LAND USE**

The administration unanimously supports the concept of the land exchange and has identified a specific site of 50 acres immediately north of 67 Street as being the most suitable location for the future athletic park (refer Attachment #3). This site is considered to be the most suitable from the perspective of access, grading and servicing.

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**August 16, 1993**  
**Page Six**

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As outlined above, the exchange will be of considerable benefit to the City's land bank, as the total industrial land holding, which exceed a 20-year land supply, will be significantly reduced. The proposal clearly furthers the following two objectives outlined in the City's Vision 2020 policy statement:

- "4.5 Review the uses and location of industrial areas within the city and develop a long term strategy for industrial development.
- 4.6 Move towards a functional mix of residential, industrial and commercial uses both north and south of the river."

The implementation of the land exchange will require amendments to three statutory plans and two amendments to the Land Use Bylaw. The preliminary work for these amendments has been completed. It is proposed that they all be processed simultaneously, with public hearings scheduled for the City Council meeting on September 27th. A public meeting and open house will also be convened during September to provide additional opportunities for public input prior to the official public hearings.

It is recommended that City Council give first reading to the following bylaw amendments, which are required to facilitate the land exchange and the resulting changes in land use:

- General Municipal Plan (Bylaw 2663/80)

It is recommended that Figure B be amended as shown in Attachment #4. This amendment includes the following changes:

- Portions of the "industrial" and "existing development" areas south of 67 Street will be redesignated "future residential".
- A portion of the "industrial" area north of 67 Street will be redesignated "existing development - future athletic park".

- Northwest Area Structure Plan (Bylaw 2979/89)

It is recommended that Map 9 be amended as shown on Attachment #5. This amendment includes the following changes:

- Portions of the "industrial" and "open space" areas south of 67 Street will be redesignated "residential".

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August 16, 1993  
Page Seven**

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- A portion of the "industrial" area north of 67 Street will be redesignated "open space".

It should be noted that the proposed residential development is set back approximately 50 m from the river escarpment and the Maskepetoon Natural Area. It is proposed that this area along the escarpment remain designated for "open space" purposes, which should satisfy any concerns expressed by the Environmental Advisory Board or local naturalists.

- C.P. Railway Right of Way Area Redevelopment Plan (Bylaw 3073/92)

It is recommended that the map be amended as shown on Attachment #6. This amendment includes a change to the configuration of the proposed residential layout within Area 1 to provide for road access to the proposed residential area to the west.

- Land Use Bylaw (Bylaw 2672/80)

It is recommended that the Land Use Bylaw be amended as shown on Attachments #7 and #8. The proposed bylaw amendments incorporate the land use changes outlined in the amendments to the above statutory plans.

## 2.2 LANDOWNER APPROVAL

The proposed land use amendments largely relate to lands owned by the City of Red Deer. However, as noted in Section 1.4 above, the large site immediately north of the existing Maskepetoon Athletic Park Site (Lot 3, Block 1, Plan 892-0476) is in private ownership and is proposed to be redesignated from industrial to residential purposes. The private landowner has been contacted and supports the proposed change in land use.

## 2.3 PROVINCIAL APPROVAL

The proposed land exchange requires the approval of the Province as the Urban Parks Program funded the acquisition of the Maskepetoon Athletic Park site and the pre-payment of the roadway offsite levy. Alberta Community Development has been contacted in this regard, and their preliminary response is enclosed as Attachment #9. The department has requested a detailed proposal for the exchange of lands and a "comparative evaluation of the lands undertaken by an independent appraiser".

Our verbal discussions with departmental staff have indicated support in principle for the exchange. It is assumed that this report includes all the necessary information which is required. However, it is recommended that City Council adopt a formal resolution amending the official boundaries of Waskasoo Park and requesting approval from Alberta Community Development for this change.

#### 2.4 OFFSITE LEVIES

The issue of offsite levies pertaining to the existing Maskepetoon Athletic Park site was outlined in a report from the Directors of Financial Services and Community Services, which was considered by City Council in December 1990. It was agreed that the total Maskepetoon Athletic Park site of approximately 80 acres would be excluded from the service basins for sanitary water and storm. However, City Council approved the payment of \$306,950 in public roadway levies utilizing funding from the Waskasoo Park gravel fund and the Operating Trust Fund.

The proposed land exchange will not significantly affect the status of offsite levies, as the existing Maskepetoon Athletic Park site will now be subject to payment of all levies and the new site could be excluded from the service basins for sanitary, water and storm. The offsite levy fund will in fact gain as the new site is only 50 acres in size and the roadway levies were paid for an 80 acre site.

#### 2.5 SERVICING COSTS

The new Edgar Athletic Park site will not require water and sanitary services, and it is proposed that any future buildings will be serviced through wells and septic tanks. Although a small-diameter storm line has been extended in the road to the southwest corner of the site, it does not have sufficient capacity to drain the area. The site as a whole is relatively high and drains towards the north. This drainage would tend to collect in the low lying area to the north and may spill over into the railway ditch. The Engineering Department has agreed that "these general drainage patterns could be maintained". However, the development plan for the site should include a stormwater detention facility as the runoff will be intensified with the development anticipated. As this site will not be paying offsite storm levies, the runoff from the site to the future storm system cannot exceed pre-development rates.

It should be noted that the collector roadway (Edgar Industrial Drive) and watermain will need to be extended along the western boundary of the site in the long term, in order to provide an alternate road access to Edgar Industrial Park. Half the cost of these improvements would normally be assessed against the new athletic park site. The estimated cost of these boundary charges is \$262,500, which represents 50% of the total cost of construction. These costs will likely not be incurred for at least 10-15 years. Nevertheless, it would not be possible for costs of this magnitude to be recovered from the sports groups developing the athletic park facilities.

## 2.6 LAND VALUE

The City commissioned Gettel and Dezman Appraisal Consultants Limited to undertake an independent appraisal of the properties involved in the exchange. Their findings may be summarized as follows:

- The developable portion of the Maskepetoon Athletic Park site comprising approximately 51 acres, has been viewed as a short-to-medium term holding entity, awaiting low-density residential development. The value has been estimated at \$10,000 per acre, for a total value of \$510,000. It should be noted that the total area of the site within Waskasoo Park is 80.49 acres. However, the balance of the land, including the natural escarpment and major utility easements, is of limited value and is proposed to be retained for park and utility purposes as outlined in Section 2.1 above.
- The proposed Edgar Athletic Park site, of approximately 50 acres, has been viewed as a "long term holding entity awaiting light-to-medium industrial development". The value has been estimated at \$5,000 per acre based on current market conditions, for a total estimated value of \$250,000.

The administration recommends that the land exchange between Waskasoo Park and the Land Bank be based on a transaction of approximate equal value. This equal value would be achieved by the Land Bank assuming the obligation for the future boundary charges for the new Edgar Athletic Park site as outlined in Section 2.5 above.

**CITY CLERK  
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Page Ten**

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This transaction may be summarized as follows:

■	Maskepetoon Athletic Park site: 51 acres @ \$10,000 per acre* =	\$510,000	
			\$510,000
■	Edgar Athletic Park Site (proposed): 50 acres @ \$5,000 per acre* =	\$250,000	
	Boundary Charges =	<u>\$262,000</u>	
			\$512,500
*	Land value is based on an independent appraisal by Gettel & Dezman Appraisal Consultants Limited dated August 19, 1993.		

It is recommended that City Council approve the land exchange between Maskepetoon Athletic Park (51 acres) and a site within Edgar Industrial Park (50 acres), as shown on Attachment #3, on the basis of approximate equal value and on the assumption that future boundary charges will be the responsibility of the Land Bank.

## 2.7 PRELIMINARY DEVELOPMENT PLAN

The Community Services Division has prepared a preliminary Development Plan for the new athletic park site as shown on Attachment #10. The plan has been discussed with various user groups and makes provision for four slo-pitch diamonds within an area to be leased to Central Alberta Slo-pitch Association (C.A.S.P.A.).

It is recommended that City Council approve the preliminary development plan in principle as a framework for the lease agreements to be concluded with C.A.S.P.A. and other groups.

## 2.8 BOARD RECOMMENDATIONS

This report will be considered by the Environmental Advisory Board at its meeting on August 24, 1993, and by the Recreation, Parks & Culture Board at a special meeting on August 26, 1993. Their recommendations will be available for consideration by City Council.

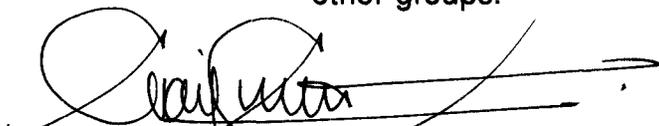
**CITY CLERK**  
**August 16, 1993**  
**Page Eleven**

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### 3.0 RECOMMENDATIONS

It is recommended that City Council:

- Approve a land exchange between Maskepetoon Athletic Park (51 acres) and a site within Edgar Industrial Park (50 acres) as shown on Attachment #3, on the basis of approximate equal value and on the assumption that future boundary charges will be the responsibility of the Land Bank.
- Approve an amendment to the official boundaries of Waskasoo Park to exclude the present Maskepetoon Athletic Park site and include the proposed athletic park site within Edgar Industrial Park site and request approval from Alberta Community Development.
- Approve first reading of an amendment to the General Municipal Plan (Bylaw 2663/80) as outlined on Attachment #4.
- Approve first reading of an amendment to the Northwest Area Structure Plan (Bylaw 2979/89) as outlined on Attachment #5.
- Approve first reading of an amendment to the C.P. Railway Right-of-Way Area Redevelopment Plan (Bylaw 3073/92) as shown on Attachment #6.
- Approve first reading of amendments to the Land Use Bylaw (Bylaw 2672/80) as outlined on Attachments #7 and #8.
- Approve the preliminary development plan for the Edgar Athletic Park as outlined on Attachment #10 in principle as a framework for the lease agreements with the Central Alberta Slo-pitch Association (C.A.S.P.A.) and other groups.

  
**CRAIG CURTIS**  
 Director of Community Services

  
**PAUL MEYETTE**  
 Principal Planner, R.D.R.P.C.

  
**BRYON JEFFERS**  
 Director of Engineering Services  
 CC/ad  
 Atts.

  
**ALAN WILCOCK**  
 Director of Financial Services

- Attachment #1 Report from the Director of Community Services  
Dated September 15, 1992
- Attachment #2 Preliminary Version of Proposed Land Exchange
- Attachment #3 Proposed Land Exchange
- Attachment #4 General Municipal Plan:  
Proposed Amendments
- Attachment #5 Northwest Area Structure Plan:  
Proposed Amendments
- Attachment #6 C.P. Railway Right of Way Area Redevelopment Plan  
Proposed Amendments
- Attachment #7 & Attachment #8 Land Use Bylaw Amendments
- Attachment #9 Letter from Alberta Community Development  
Dated July 15, 1993
- Attachment #10 Edgar Athletic Park:  
Preliminary Development Plan

CS-3.767

**DATE:** September 15, 1992

**TO:** RECREATION PARKS & CULTURE BOARD

**FROM:** CRAIG CURTIS, Director  
Community Services Division

**RE:** MASKEPETOON ATHLETIC PARK:  
STATUS REPORT

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1. It has recently been suggested in the media that the City is dragging its feet and putting "roadblocks" in the way of developing a much needed new athletic park facility at Maskepetoon Park.

I would like to emphasize that the Community Services Division, including the Recreation & Culture and Parks Departments, strongly supports the development of a second major athletic park facility in the city. We recognize the economic and tourism advantages of such a facility and the need for more ball diamonds in the community, especially for slo-pitch and baseball.

## 2. HISTORY OF THE PROJECT WITHIN WASKASOO PARK

- 2.1 In 1985 the Waskasoo Park Management Committee hired a landscape architect to do a feasibility study of an athletic park facility on the Mara property to the west of Oriole Park. The study indicated that the facility could be developed at a reasonable cost and, in October 1985, City Council amended the Waskasoo Park Master Plan to include the Mara property as the future site for Maskepetoon Athletic Park. In May 1986, the City acquired the property at a cost of \$857,732 which was funded through the Waskasoo Park capital grant.
- 2.2 In 1986 the City commenced detailed design of the facility and the first stage of construction was tendered and awarded in December.

During the winter of 1986/87 railway relocation plans were revised and it was determined that approximately \$1.5 million dollars could be saved if fill material for the project was obtained from Maskepetoon Athletic Park. The Engineering Department consequently proposed that the railway relocation project regrade and topsoil the athletic fields after removal of approximately 3.0m of fill material. However, the timing of railway relocation was uncertain and in February 1987, City Council resolved to cancel the park project pending further negotiation with CP Rail.

Recreation Parks & Culture Board  
September 15, 1992  
Page 2  
Maskepetoon Athletic Park

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Negotiations at CP Rail continued until November 1988, when it was finally determined that no borrow material would be required from the site. In the interim, however, Alberta Recreation and Parks required that all Waskasoo Park capital funds be utilized prior to the end of 1987/88 fiscal year. The funds allocated for the development of the first phase of the Athletic Park were consequently utilized for the development of Discovery Canyon and cross-country ski facilities at the River Bend Golf Course & Recreation Area.

### 3. PROPOSALS SUBSEQUENT TO WASKASOO PARK

- 3.1 In January 1990 City Council approved the 1990 - 1994 Five Year Capital Plan which included an allocation of \$200,000 for the first phase development of Maskepetoon Athletic Park in 1993.
- 3.2 The City Community Services Division continued to advocate the development of Maskepetoon Athletic Park as a high priority. In December 1990, City Council considered a report on offsite levies relative to the site. It was agreed that Maskepetoon Athletic Park would be excluded from the service basis for sanitary water and storm. However, all public roadway levies for the site, in the sum of \$306,950 were paid through the Waskasoo Park gravel fund and Operating Trust Fund.
- 3.3 In January 1991, the Recreation Parks & Culture Board and City Council considered a 10 year Community Services Facilities Management Maintenance Plan. The report concluded that too much emphasis had been placed on new facility development without providing sufficient resources for the adequate maintenance of existing facilities. It was also noted that some facilities like the Kinex had never been completed.

As a result of the Facilities Management Maintenance Plan, City Council adopted a five year moratorium on new capital facility development for Community Services excluding projects which show high cost benefits and projects outlined in the City's approved 1991-1995 Five Year Capital Plan. The Capital Plan only included approved projects such as the Library expansion, the servicing of the new high school site, and neighbourhood park development funded through the recreation levy.

Recreation Parks & Culture Board  
September 15, 1992  
Page 3  
Maskepetoon Athletic Park

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- 3.4 On December 16, 1992 Castle Rock Developments submitted a private sector proposal to the City for the lease and development of a 25 acre portion of the Maskepetoon Athletic Park site. The total budget was \$250,000 and it was proposed to access 75% of this sum through the Community Tourism Action Program (CTAP), administered by the Red Deer Visitor and Convention Bureau.

The Parks and Recreation & Culture Departments requested further information prior to submission of the issue to the Recreation Parks & Culture Board.

- 3.5 On December 31, 1991 Castle Rock Developments submitted a more detailed proposal for the slo-pitch facility. It was proposed that the facility include six slo-pitch diamonds, 25 campsites, and a team clubhouse/cabaret facility accommodating 400 persons. The capital cost of the total facility was estimated at \$250,000 with an annual operating budget of approximately \$80,000. The annual revenue after start-up was estimated at approximately \$113,000 which it was noted would not provide a full return on the investment. The budget did not include the development of road access or the provision of power to the site, which it was assumed would be paid for by the City or funded through additional grants.
- 3.6 The request from Castle Rock Developments for a grant of \$187,000 from the Community Tourism Action Program was considered by the Red Deer Visitor and Convention Bureau at its meeting in December. The request was denied and it was noted that the facility was not identified as a priority in the approved Community Tourism Action Plan. Inclusion in this plan is a prerequisite for funding.
- 3.7 The slo-pitch proposal was considered by the Recreation Parks and Culture Board at a special meeting on January 21st. Prior to this meeting the board was notified by Castle Rock Developments that the proposal was withdrawn and that the facility would be developed and managed by the Red Deer Slo-Pitch Association, a non-profit society representing slo-pitch in the city.

The Board reviewed the proposal and was very supportive of the concept. However, the Board requested a more detailed proposal prior to making recommendations to City Council and adopted the following resolution:

Recreation Parks & Culture Board  
September 15, 1992  
Page 4  
Maskepetoon Athletic Park

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**"RESOLVED THAT** the Recreation, Parks & Culture Board endorse the concept of developing Slo-Pitch facilities within Maskepetoon Athletic Park, and that this Board would consider a detailed proposal for a land lease in this area subject to the following:

- detailed design layout indicating the parcel of land to be leased,
- detailed standards for development,
- detailed budget and cost implications,
- final recommendations would be taken to City Council and the Red Deer Tourist and Convention Board only after detailed plans are presented and approved."

The Board's request was conveyed to the applicants in a letter from the chairman dated January 22, 1992 (copy attached).

- 3.8 The proposed facility was again considered by the Red Deer Visitor and Convention Bureau at its January meeting. The Board passed a motion supporting the concept of the development but declined to recommend an amendment to the Tourism Action Plan. Community Tourism Action Program funds have since been fully committed for the servicing of the site for the Alberta Sports Hall of Fame.

#### 4. CONCLUSIONS

In reviewing the history of this project, my conclusions are as follows:

- The City has \$1,164,000 invested in the site for the future Maskepetoon Athletic Park.
- The Community Services Division, including the Parks and Recreation & Culture Departments, strongly support the development of a new athletic park facility with special provision for slo-pitch and baseball and the approved Community Services Master Plan includes the following policy:

"The City should retain the athletic park site for future development, depending on demand and the availability of capital funds. The facility should be planned to complement those in Great Chief Park."

Recreation Parks & Culture Board  
September 15, 1992  
Page 5  
Maskepetoon Athletic Park

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- The City has extended the moratorium on capital development for Community Services for the period 1992 - 1996. It is now proposed to budget for first phase development of Maskepetoon Athletic Park in 1997 - the year after the moratorium ends.
- The Community Services Division would support a lease of a portion of Maskepetoon Park site to a private sector or non-profit developer/operator. However, issues such as road access and servicing would have to be resolved with the Engineering Department.
- With a guideline for a 0% tax increase we are unable to recommend funding for Maskepetoon Athletic Park in 1993. We do not support diverting funds from necessary facility maintenance or deleting any additional programs.

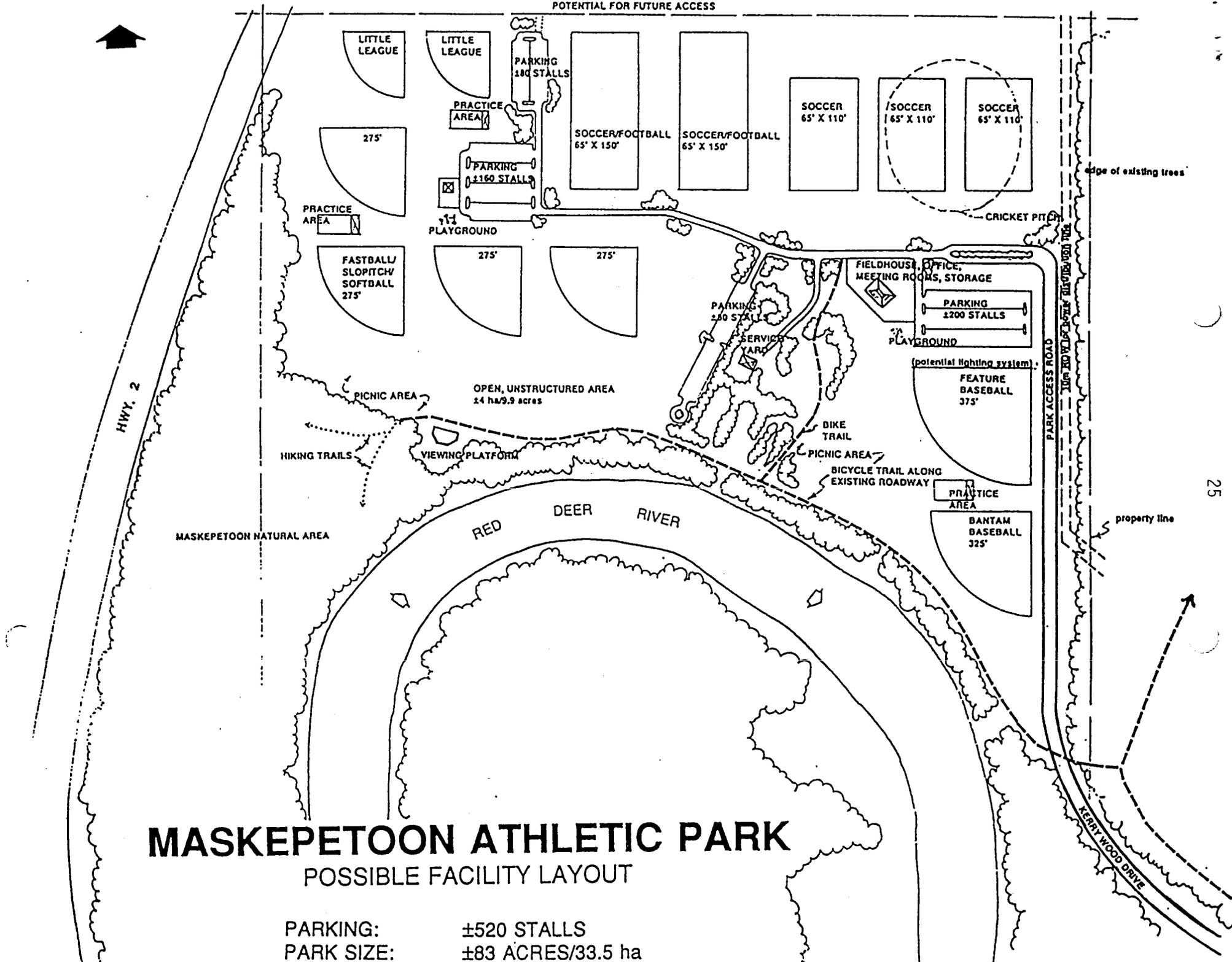


CRAIG CURTIS

:kl

c: Lowell Hodgson, Recreation & Culture Manager  
Don Batchelor, Parks Manager  
Greg Scott, Athletics Program Supervisor

POTENTIAL FOR FUTURE ACCESS



# MASKEPETOON ATHLETIC PARK

## POSSIBLE FACILITY LAYOUT

PARKING: ±520 STALLS  
 PARK SIZE: ±83 ACRES/33.5 ha

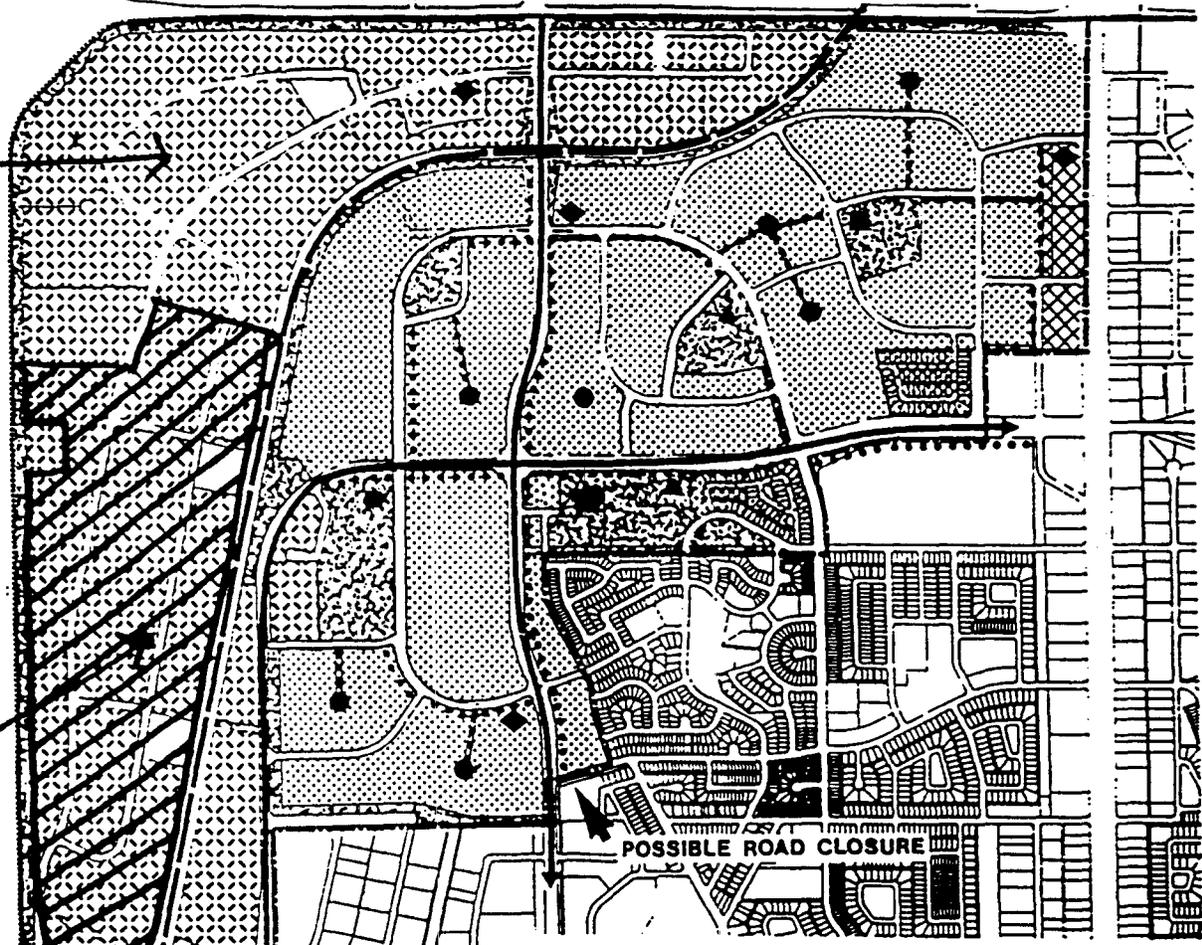
ERRY WOOD DRIVE

EDGAR INDUSTRIAL PARK  
FULLY SERVICED

UNSERVICED  
INDUSTRIAL AREA  
POSSIBLE ATHLETIC  
PARK LOCATION  
± 70 ACRES.

POSSIBLE FUTURE  
COMMERCIAL  
FUTURE RESIDENTIAL  
AREA

MASKEPETON  
PARK SITE:  
FUTURE  
RESIDENTIAL  
± 70 ACRES

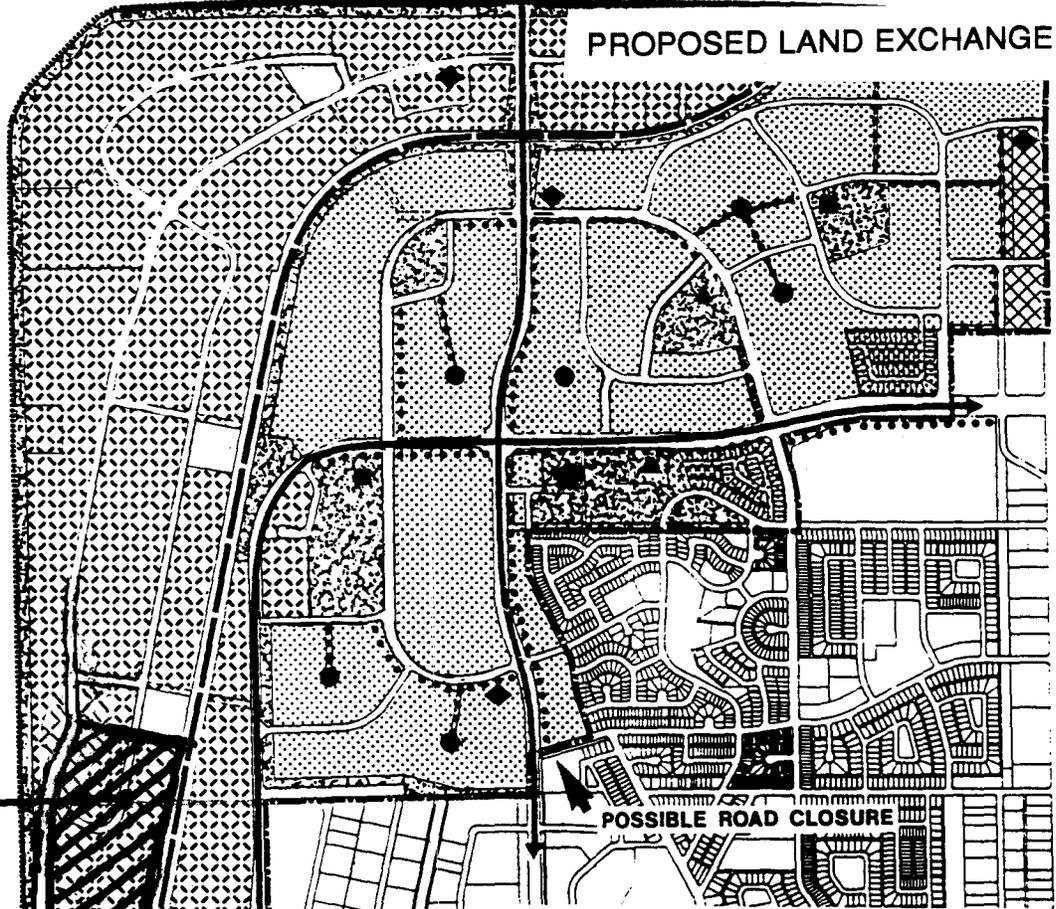


### CITY OF RED DEER

#### NORTHWEST AREA STRUCTURE PLAN

- AREA STRUCTURE PLAN BOUNDARY
- CITY BOUNDARY
- RESIDENTIAL
- LOCAL COMMERCIAL
- ARTERIAL COMMERCIAL
- INDUSTRIAL
- OPEN SPACE/SCHOOL SITE
- CATHOLIC K-9 SCHOOL
- PUBLIC ELEMENTARY SCHOOL
- PUBLIC JUNIOR HIGH
- PUBLIC JUNIOR HIGH (EXISTING)
- PARKETTE
- BICYCLE PATH / WALKWAY
- RAILWAY
- ARTERIAL ROAD





EDGAR ATHLETIC PARK SITE.  
50 ACRES

FUTURE RESIDENTIAL

MASKEPETOON ATHLETIC PARK SITE.  
51 ACRES.

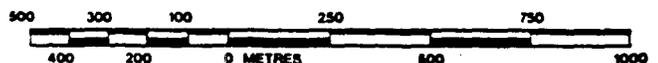
MASKEPETOON NATURAL AREA

ESCARPMENT SETBACK EXCLUDED

### CITY OF RED DEER

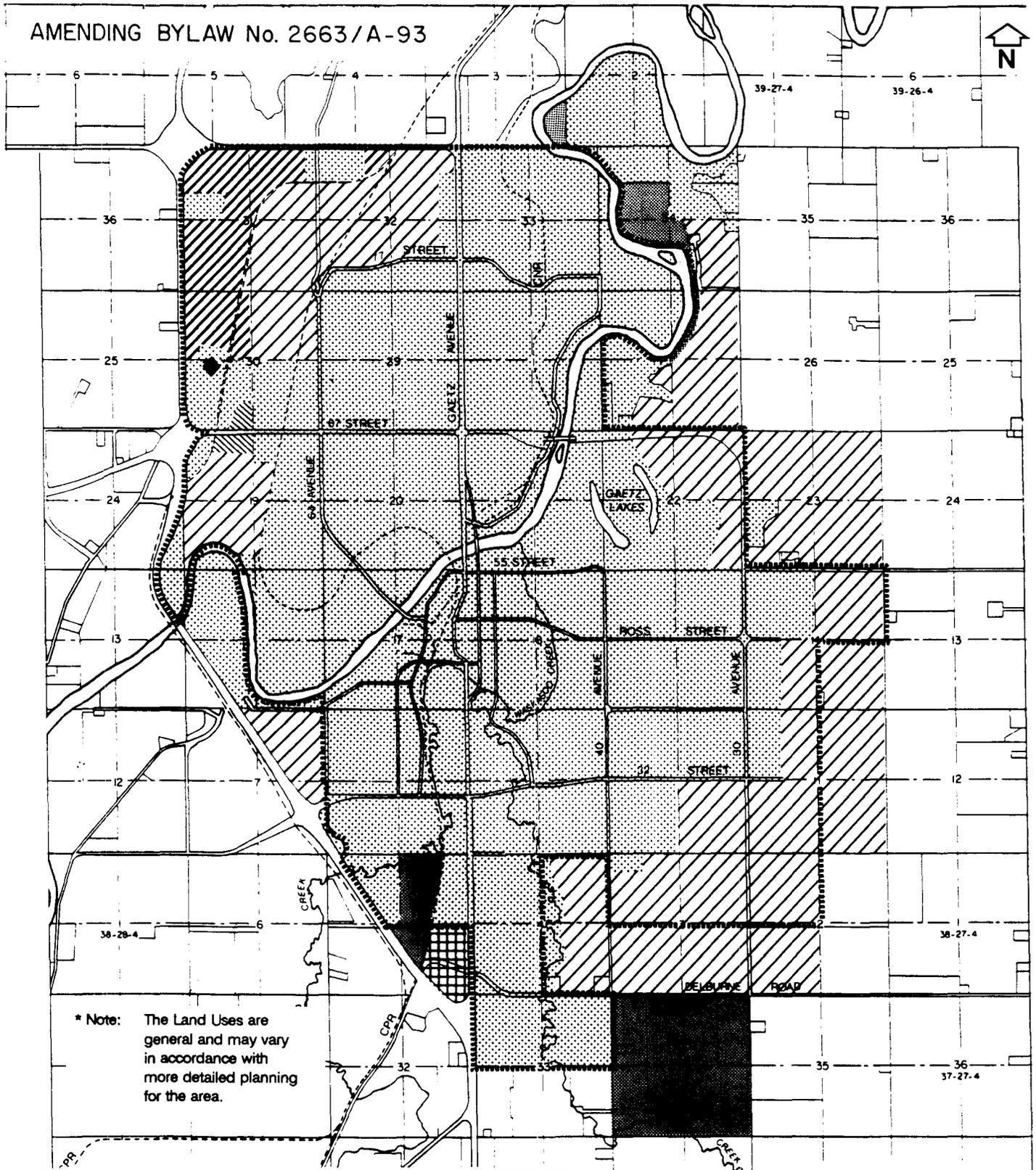
#### NORTHWEST AREA STRUCTURE PLAN

- AREA STRUCTURE PLAN BOUNDARY
- CITY BOUNDARY
- [Pattern] RESIDENTIAL
- ◆ LOCAL COMMERCIAL
- [Pattern] ARTERIAL COMMERCIAL
- [Pattern] INDUSTRIAL
- [Pattern] OPEN SPACE/SCHOOL SITE
- ▲ CATHOLIC K-9 SCHOOL
- PUBLIC ELEMENTARY SCHOOL
- ★ PUBLIC JUNIOR HIGH
- ✱ PUBLIC JUNIOR HIGH (EXISTING)
- PARKETTE
- ..... BICYCLE PATH / WALKWAY
- RAILWAY
- ARTERIAL ROAD



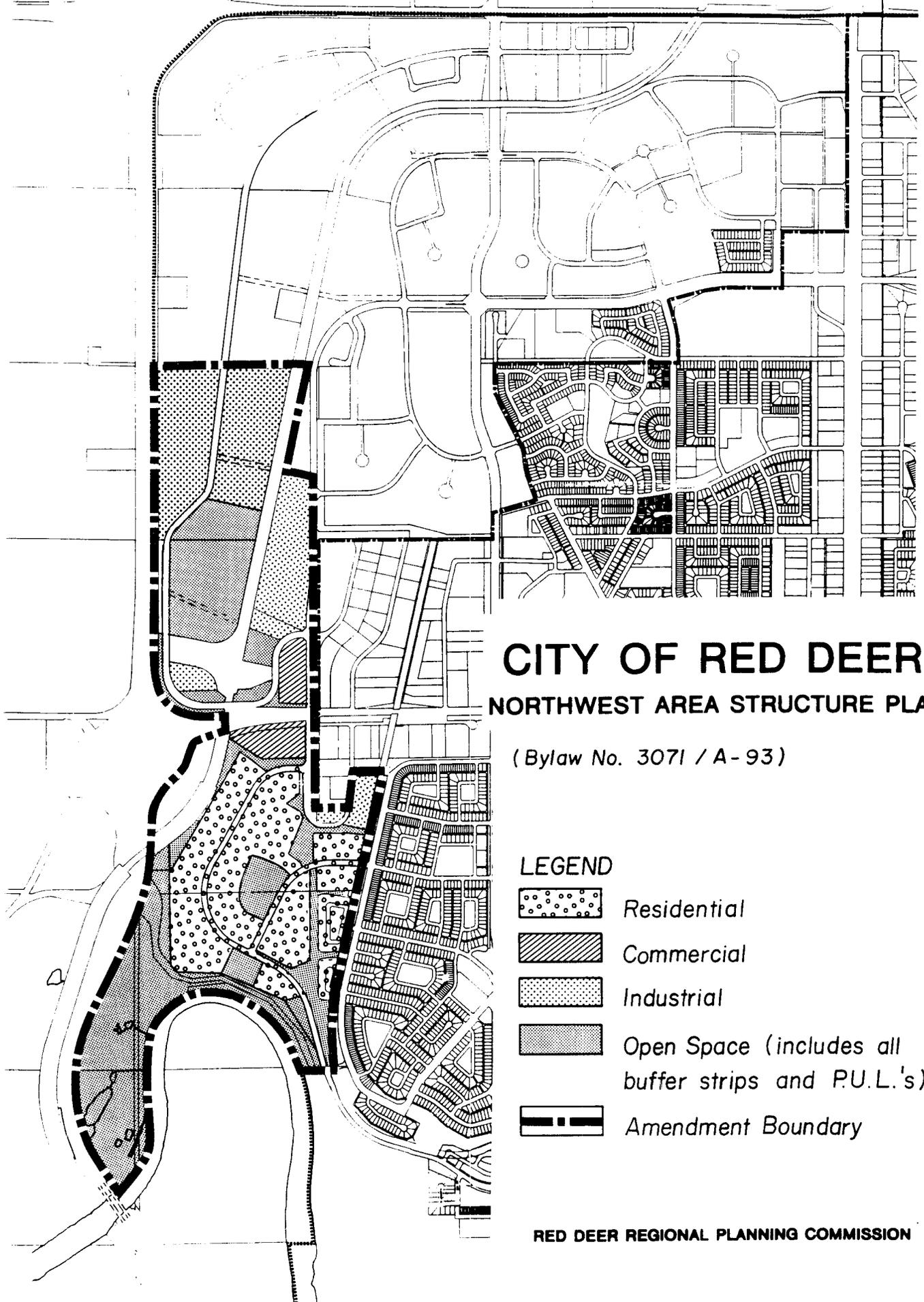
GENERAL MUNICIPAL PLAN

FIGURE B



\* Note: The Land Uses are general and may vary in accordance with more detailed planning for the area.

-  City Boundary
-  Existing Development
-  Future Residential
-  Future Commercial
-  Proposed for Athletic Park
-  Future Industrial/Commercial
-  Future Industrial
-  Subject to Area Study

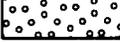


# CITY OF RED DEER

## NORTHWEST AREA STRUCTURE PLAN

(Bylaw No. 3071 / A-93)

### LEGEND

-  Residential
-  Commercial
-  Industrial
-  Open Space (includes all buffer strips and P.U.L.'s)
-  Amendment Boundary

# C.P. Railway Right-Of-Way Area Redevelopment Plan

AMENDING BYLAW No. 3073/A-93

## LEGEND

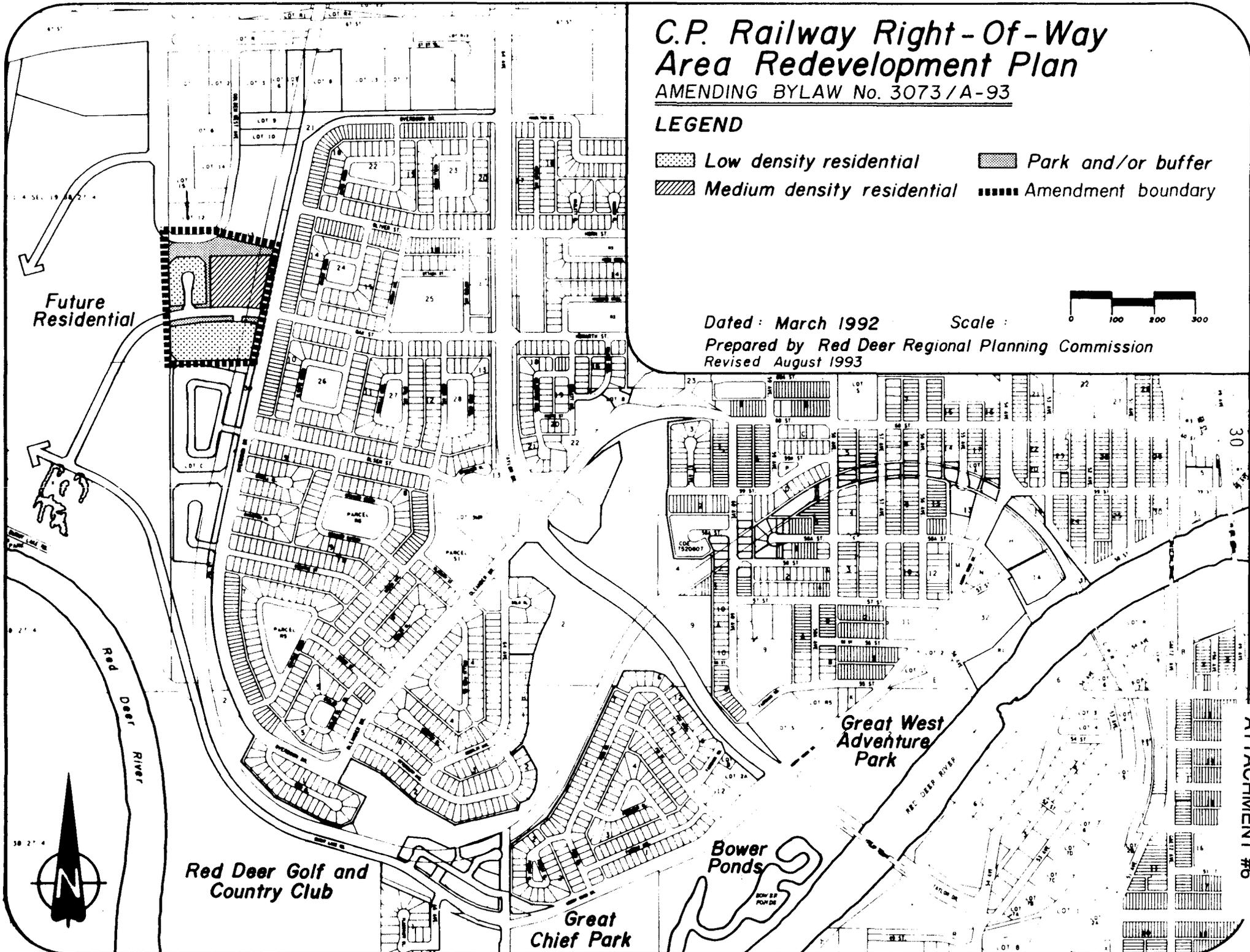
-  Low density residential
-  Park and/or buffer
-  Medium density residential
-  Amendment boundary

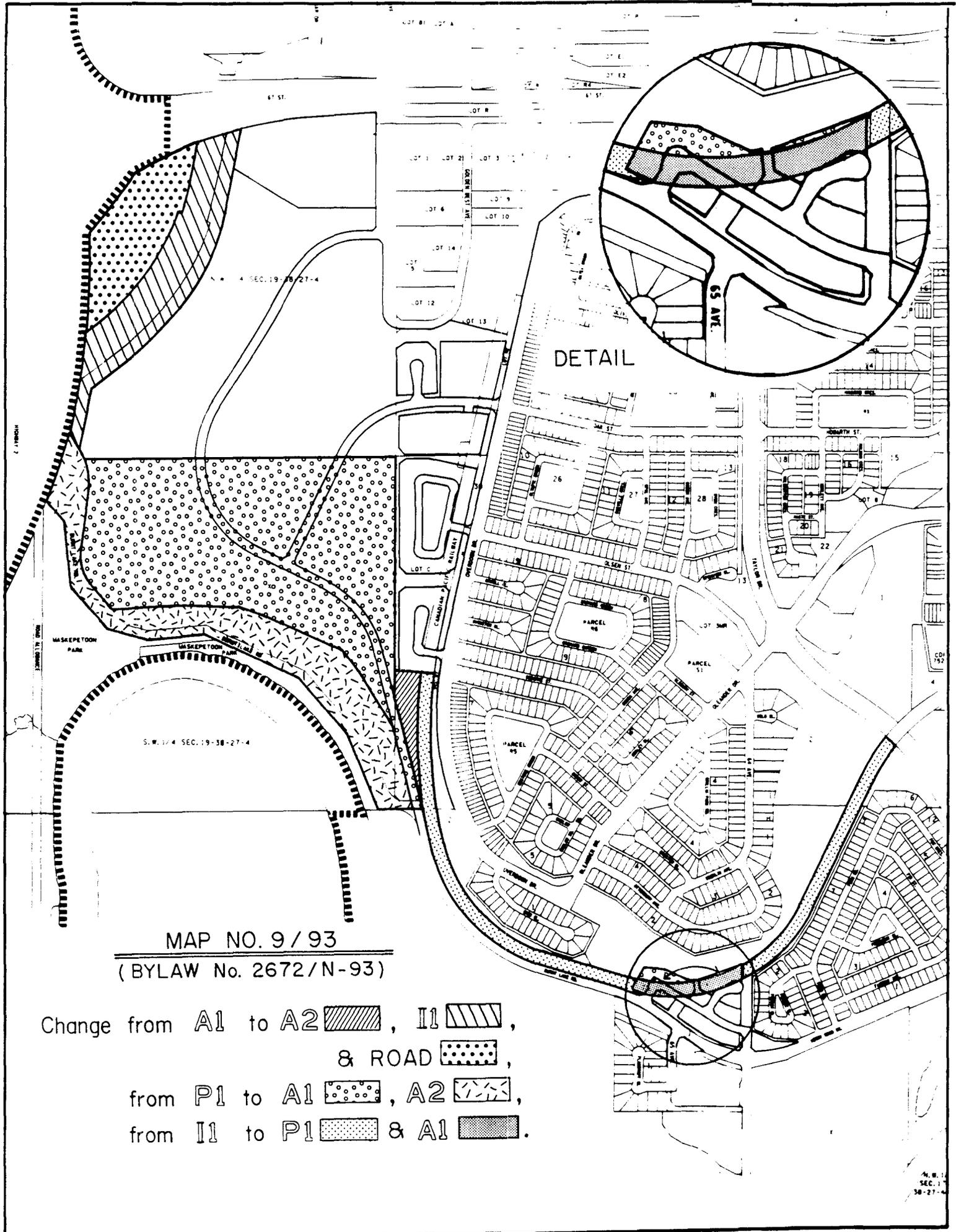
Dated: March 1992

Scale :



Prepared by Red Deer Regional Planning Commission  
Revised August 1993

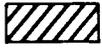
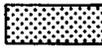


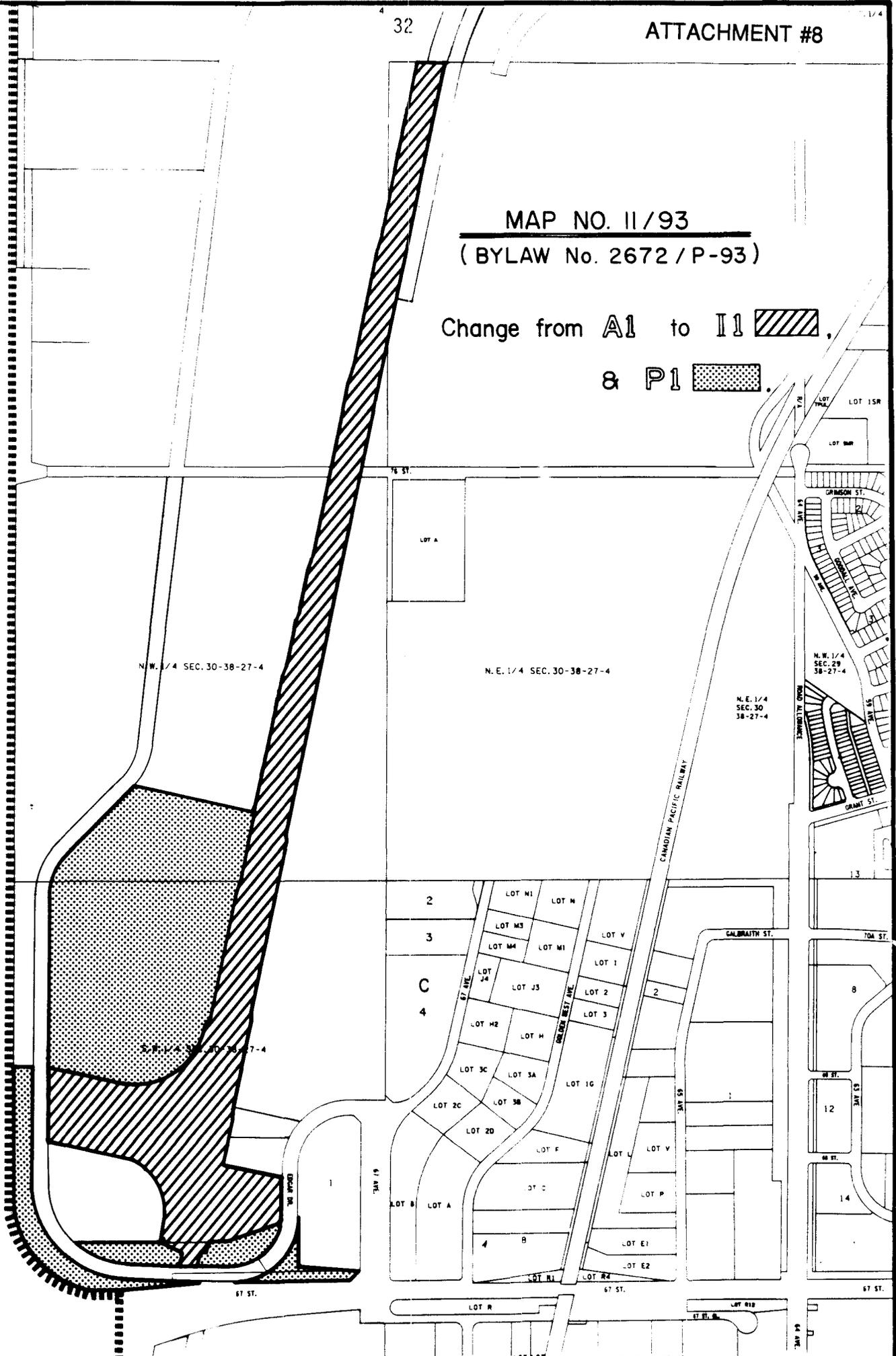


MAP NO. 9 / 93  
 (BYLAW No. 2672 / N-93)

Change from A1 to A2 , I1 ,  
 & ROAD ,  
 from P1 to A1 , A2 ,  
 from I1 to P1  & A1 .

**MAP NO. 11/93**  
**(BYLAW No. 2672/P-93)**

Change from **A1** to **I1** ,  
& **P1** .



N.W. 1/4 SEC. 30-38-27-4

N.E. 1/4 SEC. 30-38-27-4

N.E. 1/4 SEC. 30-38-27-4

CANADIAN PACIFIC RAILWAY

LOT 1

2

3

4

C

4

2

3

4

B

4

LOT R

LOT OT

LOT M1

LOT M

LOT V

LOT M3

LOT M1

LOT 1

LOT J4

LOT J5

LOT 2

LOT H2

LOT H

LOT 3

LOT 3C

LOT 3A

LOT 1G

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LOT 3B

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LOT 2D

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LOT C

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July 15, 1993

The City of Red Deer  
c/o Mr. Lowell R. Hodgson  
Recreation and Culture Manager  
P.O. Box 5008  
RED DEER, Alberta  
T4N 3T4

Dear Mr. Hodgson:

In response to your letter of June 28, 1992 and your meeting with Tom Cameron on July 9, we would like to make the following comments on the proposal by the City to exchange lands purchased through an Urban Park grant for lands in Edgar Industrial Park.

We would request the City prepare a detailed proposal for the exchange of lands. This proposal should answer the following questions:

- What will be the amended boundaries of Waskasoo Park?
- How will the park masterplan be amended?
- Will the exchanged lands in Edgar Industrial Park be incorporated in Waskasoo Park?
- What will be the zoning of the Edgar Industrial Park lands if the transaction take place?

The City should provide a sequential outline of transactions related to the Marra property including municipal zoning, urban park boundaries, capital and operating Urban Park grant applications and expenditures.

At this point the Province will not prejudge the land exchange as to whether an "acre for acre" arrangement is appropriate. The Province will need to be satisfied that value of lands excised from the Urban Park are "replaced" by lands having similar value and that the intent of the original grant is respected.

At the same time, Alberta Community Development will be exploring the policy and legal aspects of the proposed land exchange.

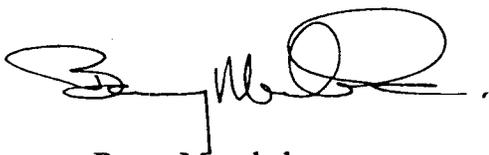
(over)

Mr. Lowell Hodgson  
Page 2

Further, the City should provide a comparative evaluation of the lands, undertaken by an independent appraiser, enabling the Department to assess the "fairness" of the proposed exchange.

Thank you for your letter of notification. It is important that the City and Province work closely towards a mutually agreeable solution.

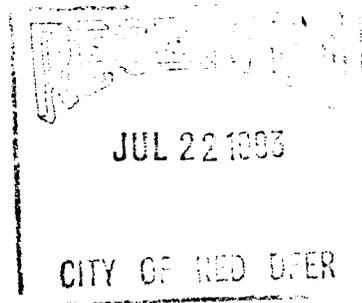
Sincerely,



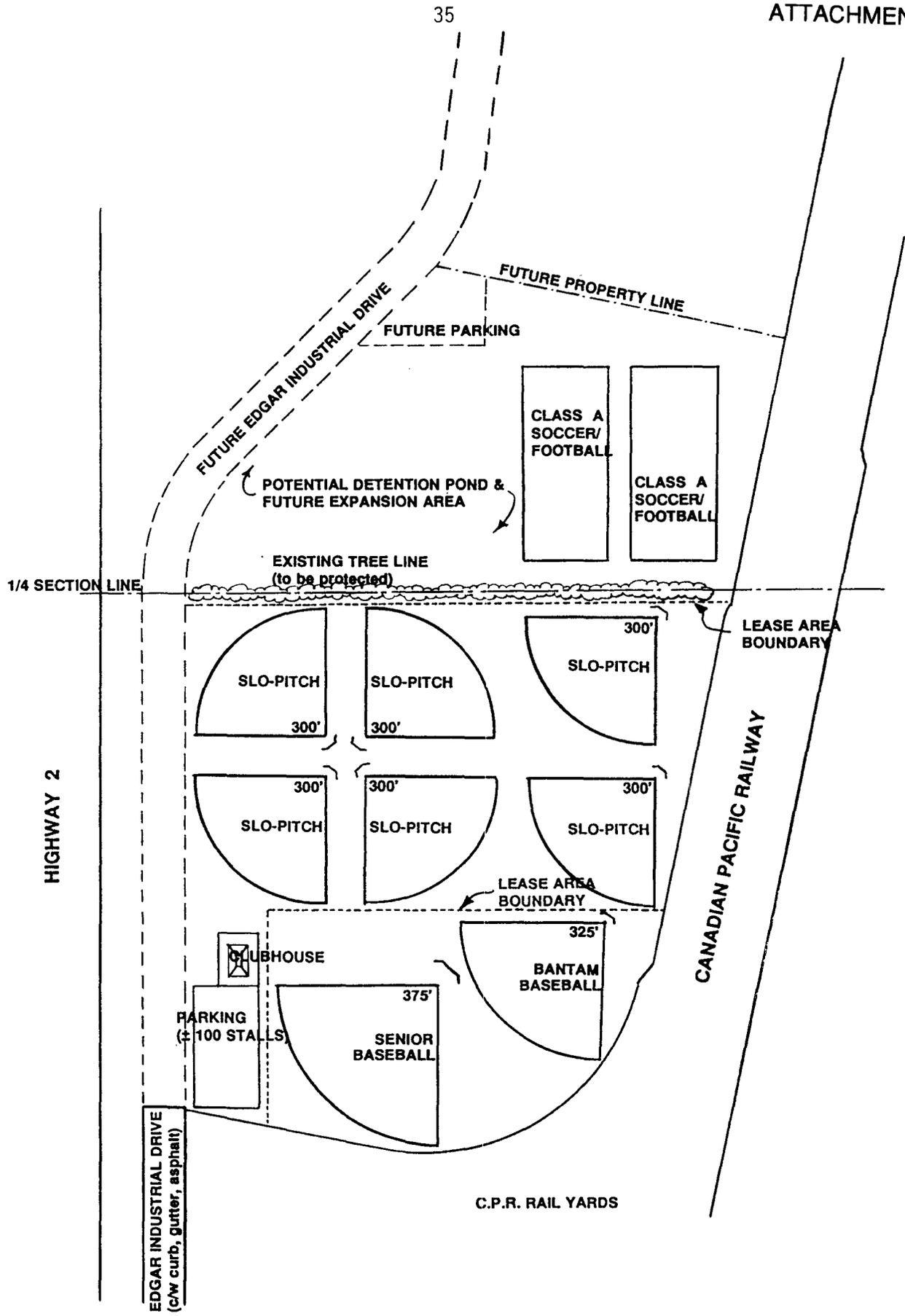
Barry Manchak  
Manager  
Community Parks and Facilities Section  
Recreation and Sport Branch

TC:BM:sw

cc: Craig Curtis  
Dwight Ganske



35



# EDGAR ATHLETIC PARK

PRELIMINARY CONCEPT PLAN  
- For discussion purposes only -

PARK SIZE: approx. 50 acres (20 ha)

CS-P-4.511

**DATE: August 25, 1993**

**TO: CITY COUNCIL**

**FROM: GREG HALL, Chairman  
Environmental Advisory Board**

**RE: MASKEPETOON ATHLETIC PARK - LAND EXCHANGE  
EDGAR INDUSTRIAL AREA**

---

Based on a report submitted by the Directors of Engineering Services, Financial Services and Community Services and the Principal Planner of the Red Deer Regional Planning Commission, the Environmental Advisory Board passed the following resolution at their August 24, 1993 meeting in support of the proposed land exchange between the Maskepetoon Athletic Park and the Edgar Industrial Area:

"That the Environmental Advisory Board, having considered report dated August 16, 1993 re: Maskepetoon Athletic Park, Proposed Land Exchange, hereby endorse the land use recommendations as outlined on attachments #3, #5 and #7."

*for*   
GREG HALL

DB:ad



## MEMORANDUM

**TO:** C. Sevcik, City Clerk

**DATE:** August 24, 1993

**FROM:** Paul Meyette, Principal Planner

**RE:** **BYLAW AMENDMENTS**

There are five bylaw amendments enclosed with this letter. The bylaw amendments relate to the proposed land exchange between Waskasoo Park (Maskepetoon Athletic Area) and the City of Red Deer Land Bank (Edgar Industrial). The five bylaw amendments are described below:

### **Amending Bylaw 2663/A-93 City of Red Deer General Municipal Plan**

This amending bylaw proposes to replace the existing Figure B in the City's General Municipal Plan with a new "Figure B". The new "Figure B" revises the proposed land uses in the west half of Section 19-38-27-4 to allow for Future Residential and Future Commercial development. Part of the west half of Section 30-38-27-4 is also revised to permit development of an Athletic Park.

### **Amending Bylaw 3071/A-93 Northwest Area Structure Plan**

This amending bylaw proposes to change the proposed land uses in a portion of the Northwest Area Structure Plan. The amendments make provision for an athletic park in the Edgar Industrial Area and for commercial/residential in the west half of Section 19-38-27-4.

### **Amending Bylaw 3073/A-93 CP Railway Right of Way Area Redevelopment Plan**

This amending bylaw proposes to alter the land use opposite Oak Street in the Area Redevelopment Plan. The low density residential has been changed to low and medium density residential. A collector road connecting to Oak Street has also been shown.

.../2

C. Sevcik, City Clerk  
August 24, 1993

Page 2

**Amending Bylaw 2672/N-73 Land Use Bylaw**

This amending bylaw proposes to change the land use designation in SW 19-38-27-4 from Park and Recreation to the Future Urban Development District "A1" and Environmental Preservation District "A2". Additional land use changes are proposed along and adjacent to the abandoned rail line to implement the CP Railway Right of Way Area Redevelopment Plan. The new railway right of way is also being redesignated through this bylaw amendment from Future Urban Development "A1" to Industrial "I1".

**Amending Bylaw 2672/P-93 Land Use Bylaw**

This amending bylaw redesignates the new railway right of way from Future Urban Development "A1" to Industrial "I1". This bylaw also redesignated the proposed Edgar Athletic Park site from Future Urban Development "A1" to the Parks and Recreation District "P1".

Planning staff are prepared to review these amendments with Council if any further clarification is required. The Planning Commission and the affected City departments will be hosting a public open house on September 9 to explain these amendments and to receive input from surrounding residents and interested citizens.

Sincerely,



Paul Meyette, ACP, MCIP  
PRINCIPAL PLANNER, CITY SECTION

PM/eam

cc. C. Curtis, Director of Community Services  
B. Jeffers, Director of Engineering Services  
A. Scott, Manager Land and Economic Development

Commissioners' Comments

We concur with the joint recommendations of the Directors and the Principal Planner.

"G. SURKAN", Mayor

"A. WILCOCK", Acting City  
Commissioner

**DATE: AUGUST 31, 1993**

**TO: DIRECTOR OF ENGINEERING SERVICES  
DIRECTOR OF COMMUNITY SERVICES  
DIRECTOR OF FINANCIAL SERVICES  
PRINCIPAL PLANNER**

**FROM: CITY CLERK**

**RE: MASKEPETOON ATHLETIC PARK -  
PROPOSED LAND EXCHANGE**

- 1. BYLAW 2663/A-93 - GENERAL MUNICIPAL PLAN BYLAW AMENDMENT**
- 2. BYLAW 2672/N-93 - LAND USE BYLAW AMENDMENT**
- 3. BYLAW 2672/P-93 - LAND USE BYLAW AMENDMENT**
- 4. BYLAW 3071/A-93 - NORTHWEST AREA STRUCTURE PLAN BYLAW AMENDMENT**
- 5. BYLAW 3073/A-93 - CP RAILWAY RIGHT-OF-WAY AREA REDEVELOPMENT PLAN BYLAW AMENDMENT**

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Your joint report pertaining to the above noted was considered at the Council Meeting of August 30, 1993 and at which meeting Council passed the following motion:

"RESOLVED that Council of The City of Red Deer having considered joint report from the Directors and Principal Planner re: Maskepetoon Athletic Park Proposed Land Exchange, hereby agrees to:

1. Approve a land exchange between Maskepetoon Athletic Park (51 acres) and a site within Edgar Industrial Park (50 acres) as shown on Attachment #3, on the basis of approximate equal value and on the assumption that future boundary charges will be the responsibility of the Land Bank.
2. Approve an amendment to the official boundaries of Waskasoo Park to exclude the present Maskepetoon Athletic Park site and include the proposed athletic park site within Edgar Industrial Park site and request approval from Alberta Community Development.

RE: Maskepetoon Athletic Park  
Proposed Land Exchange

Page 2

August 31, 1993

3. Approve first reading of an amendment to the General Municipal Plan (Bylaw 2663/80) as outlined on Attachment #4.
4. Approve first reading of an amendment to the Northwest Area Structure Plan (Bylaw 2979/89) as outlined on Attachment #5.
5. Approve first reading of an amendment to the C.P. Railway Right-of-Way Area Redevelopment Plan (Bylaw 3073/92) as shown on Attachment. #6.
6. Approve first reading of amendments to the Land Use Bylaw (Bylaw 2672/80) as outlined on Attachments #7 and #8.
7. Approve the preliminary development plan for the Edgar Athletic Park as outlined on Attachment #10 in principle as a framework for the lease agreements with the Central Alberta Slo-pitch Association (C.A.S.P.A.) and other groups.

And as recommended to Council August 30, 1993."

In addition, I would advise that first reading was given to each of the above noted bylaw amendments, copies of which are enclosed herewith.

This office will now proceed with advertising for a Public Hearing, to be held on Monday, September 27, 1993 commencing at 7:00 p.m. or as soon thereafter as Council may determine.

... / 3

RE: Maskepetoon Athletic Park  
Proposed Land Exchange

Page 3

August 31, 1993

Trusting you will find this satisfactory and that you will take whatever further action is deemed appropriate at this time.



C. SEVCIK  
City Clerk

CS/clr  
Encls.

cc: Land & Economic Development Manager  
Bylaws & Inspections Manager  
City Assessor  
E.L. & P. Manager  
Fire Chief  
Public Works Manager  
Parks Manager  
Recreation & Culture Manager  
Recreation, Parks & Culture Board  
Environmental Advisory Board  
Central Alberta Slo-Pitch Association  
Council & Committee Secretary - Sandra

**DATE: August 18, 1993**

**TO: CITY COUNCIL**

**FROM: CRAIG CURTIS**  
**Director of Community Services**

**RE: OUTDOOR RINK OPERATIONS:**  
**1993/94 SEASON**  
**A memo from the Recreation, Parks & Culture Board**  
**dated August 11, 1993 refers.**

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1. As City Council is aware, the budget guideline for the Community Services Division is -2.25%, with an assumption that Provincial grants will be reduced by 10%.

In order to meet this guideline, the Parks Department identified a number of potential savings and cutbacks, which were considered by City Council at its special budget meeting on March 15, 1993. The Parks Manager was subsequently instructed to reduce the number of outdoor rinks to 29, with an estimated cost saving of \$23,000.

2. Within the context of the above direction, the Parks Manager has developed a comprehensive proposal for outdoor rinks during the 1993/94 season as outlined in his report dated July 9, 1993. The number of outdoor rinks under this proposal is 30, in comparison with 42 during the 1992/93 season. The major recommendations may be summarized as follows:
  - The City will install one boarded rink at all supervised rink locations (containing shelters or rink lighting).
  - The City will install one boarded and one half-boarded rink at four district rink locations throughout the city (Eastview, West Park, Normandean, North Red Deer).
  - The City will install one snowbank rink at all non-supervised neighbourhood sites (containing no shelters and no rink lighting).
  - The City will encourage community associations and other non-profit groups to construct and operate an additional ice surface within their respective neighbourhoods. As an incentive it is proposed that the City provide a \$1,000 grant to each association which undertakes this work.

3. The above proposal was considered by the Recreation, Parks & Culture Board at its meeting on August 10, 1993, when the following resolution was adopted:

"That the Recreation, Parks & Culture Board recommend to City Council that preliminary approval of the allocation of outdoor rinks for the 1993/94 season, as outlined in the Parks Manager's report, be subject to public meetings being held with affected community associations and the general public, and the results of these discussions being brought forward for consideration by the Board prior to a final recommendation on the rink allocations being made."

4. I have participated in the preparation of the above proposal as a means of meeting the budget guideline. My comments are as follows:

- The 1986 Recreation, Parks & Culture Master Plan included a standard of three rinks within each neighbourhood park serving a population of approximately 3,200 persons. These were to include a hockey rink, a shinney rink and a snowbank rink, each with lighting. The Master Plan acknowledged that the maintenance of these outdoor rinks was very expensive, and included a proposal that the City "actively promote the involvement of community organizations in the operation of neighbourhood level outdoor rinks". (Section 5.2.51, Page 112)
- In 1991, City Council approved a comprehensive Community Services Master Plan. This plan substantially revised standards for neighbourhood parks in order to reduce capital and maintenance costs. The revised standard provides for two outdoor rinks in each neighbourhood, with shared lighting. This standard is included in the "City of Red Deer Planning and Subdivision Guidelines" and is embodied in City Council Policy #823.
- I believe that the 1986 standard, including three rinks in each neighbourhood, is a luxury that we can no longer support. However, the standard of two rinks in each neighbourhood was supported at the public meetings in 1991, and is, in my view, a reasonable goal. The Parks Manager's proposal would provide two rinks at the four district sites and allows for two rinks in every other neighbourhood providing that there is active participation from each community. The proposal has the potential of acting as a catalyst and empowering community associations to take a more active role in the provision of basic recreation facilities. However, the initial reaction may be that outdoor rinks are a basic recreation service which should continue to be funded through the tax levy.

- My concern relating to the rink proposal is that active community associations are generally found in higher income neighbourhoods, which often do not coincide with areas of greatest need. It may, therefore, be desirable to adjust the recommendations more closely based on neighbourhood demographics. Consequently, I support the recommendation of the Recreation, Parks & Culture Board that the proposal be approved in principle and that community input be obtained prior to a final decision on rink allocation being made.

5. RECOMMENDATION

It is recommended that City Council approve the recommendations for the allocation of outdoor rinks for the 1993/94 season in principle, subject to public meetings being held with community associations and the general public and final recommendations based on this input being brought forward to the Recreation, Parks & Culture Board and City Council.



CRAIG CURTIS

:ad

- c. Don Batchelor, Parks Manager  
Lowell Hodgson, Recreation & Culture Manager  
Jim Bower, Acting Chairman, Recreation, Parks & Culture Board

CS-P-4.475

**DATE: August 11, 1993**  
**TO: CITY COUNCIL**  
**FROM: JIM BOWER, Acting Chairman**  
**Recreation, Parks & Culture Board**  
**RE: OUTDOOR RINK OPERATIONS - 1993/94 SEASON**

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The Recreation, Parks & Culture Board considered a report from the Parks Manager at their August 10, 1993 meeting. The following resolution was passed relative to the operation of outdoor rinks in Red Deer for the 1993/94 season:

"That the Recreation, Parks & Culture Board recommend to City Council that preliminary approval of the allocation of outdoor rinks for the 1993/94 season, as outlined in the Parks Manager's report, be subject to public meetings being held with affected community associations and the general public, and the results of these discussions being brought forward for consideration by the Board prior to a final recommendation on the rink allocations being made."



*for*  
JIM BOWER

:ad  
Att.

**DATE:** July 9, 1993  
**TO:** RECREATION, PARKS & CULTURE BOARD  
**FROM:** DON BATCHELOR  
Parks Manager  
**RE:** OUTDOOR RINKS

---

Based on our Committee of the Whole meeting of the Recreation, Parks & Culture Board of May 11, 1993, and City Council's preliminary budget meeting of June 14, 1993, I have outlined below a proposal for the operation of outdoor rinks in Red Deer in 1993/94. This proposal is on the premise that neighbourhood rinks are a basic level of service and should continue to be offered free to the public. The basic level of service (i.e. min. one rink/neighbourhood) would be retained with this proposal. What is at question at this time is the level of service (i.e. the total number of rinks), and who delivers the service (i.e. The City or Community Associations). This proposal also incorporates the recommendations of the Special Fees and Charges Task Force as approved by City Council June 21, 1993. City Council supported the proposal in principle at their June 14, 1993 meeting which would reduce the number of outdoor rinks maintained by the City from 42 (1992/93) to 30 surfaces in 1993/94. Incentives, financial assistance and technical support to community associations to undertake maintenance of additional ice surfaces as they may deem desirable would be made available under this proposal.

#### PROPOSAL 1993/94

- All supervised (non-district) rink locations (containing shelters or rink lighting) shall have one (1) boarded rink operated by the City; schedules will be clearly posted identifying hours for public skating (i.e. no sticks), and hours for scrimmage hockey. These hours will be enforced by the rink attendants where shelters exist.
- The four supervised district rink locations (containing shelters) shall have one (1) boarded rink and one (1) half-boarded rink.
- All non-supervised (no shelters and no rink lighting) rinks shall have one (1) snowbank rink.
- Community associations will be offered the opportunity to construct and operate an additional ice surface (non-boarded) at their respective locations. This opportunity would be made available by a \$1,000 City grant per rink season, payable in three instalments (November 30, December 30, February 30) to ensure a seasonal commitment by the associations. The City grant would be conditional to the community association conducting all base preparation floods, and all snow removal and flooding operations of the rink over the course of the season. Shovels and flooding equipment (hoses, nozzles) would be provided by the City in each shelter.

A technical workshop would be held by the Parks Department for all community association representatives for instruction on ice building and flooding techniques.

If a community association determined that it wanted rink boards in addition to what is outlined above, they could be transported to and from the site, repaired annually and painted as required by the City at an additional cost to the respective association of \$725/rink season. This alternative enables the community association to install and take down the boards.

- Weekend maintenance of the 2 ice surfaces at each of the four district rink locations (North Red Deer, West Park, Normandeau and Eastview) would continue to be provided by the City.
- Weekend maintenance by The City of Red Deer would continue at Bower Ponds with permanent staff working on a shift basis for each of Saturday and Sunday.

The implication of the above proposal would be as follows:

- Fewer rink boards would be set up annually, which would minimize capital costs in the short term for rink board replacement and repair.
- The number of rinks under this proposal, in comparison to the 1992/93 season, is as outlined on Attachment I. (1992/93 = 42 rinks; proposed 1993/94 proposal = 30 rinks)
- Neighbourhoods having one ice surface would have to have the rink posted in terms of hours available for public skating and hours available for scrimmage hockey; this would be enforced by rink attendants where shelters exist.
- All booking requests by Red Deer Minor Hockey, Ringette, etc. for outdoor rinks will only be accommodated at the four district rink locations.
- The operation of the speed skating oval and annual operating contributions from the Lions Speed Skating Club must be evaluated in view of this service level adjustment to outdoor rinks, as outlined in the Special Fees and Charges Report approved by City Council June 21, 1993.
- Community associations can set up additional rink boards from that proposed, subject to a charge of \$725 from the City to the community association for the painting, repair and transport of the boards to and from the site.
- All rink boards on the designated 22 ice surfaces would be set up and taken down by City staff.

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The proposal, as outlined above, is the basis upon which the preliminary draft of the 1994 Budget will be prepared. This proposal would result in a cost saving to the City as follows:

■	Reduced equipment use, labour and materials	\$30,000
■	OPERATION GRANTS TO ±7 COMMUNITY ASSOCIATIONS @ \$1,000 EACH/ANNUM	<u>(7,000)</u>
	<b>Net Cost Savings to Proposed 1993/94 Winter Facilities/Rinks Budget</b>	<b>\$23,000</b>

For the Board's information, I have attached the following backup information:

- Attachment I - List of proposed rink locations and numbers proposed.
- Attachment II - Map of proposed rink distribution in the city.
- Attachment III - Rink attendance at supervised (shelter) locations 1992/93.

I request the Board's consideration at this time such that a recommendation can be presented to City Council in early September. This timeframe is required to:

- enable the proposed adjustments to be made for the 1993/94 rink season;
- provide the required time to contact public groups and community associations to arrange a city-wide community meeting;
- to enable the 1994 budget to be prepared based on the proposed rink allocations.

### RECOMMENDATIONS

1. That the Recreation, Parks & Culture Board support and recommend to City Council that the allocation of outdoor rinks for the 1993/94 season be as outlined in the Parks Manager's Report.
2. That all community associations and respective public groups be contacted and that a city-wide community meeting be held to inform them of the implications and incentives available for outdoor rink operations in 1993/94.
3. In accordance with City Council's directive of June 14, 1993, that the Recreation, Parks & Culture Board support the reduction of the 1994 outdoor rink operation budget by \$23,000, with a detailed 1994 budget review to be considered at the September 30, 1993 board meeting.



DON BATCHELOR

:ad  
Atts.

THE CITY OF RED DEER PARKS DEPARTMENT  
OUTDOOR RINK FACILITIES

**SUPERVISED RINKS (SHELTERS)**

<u>LOCATION</u>	<u>ADDRESS</u>	1992/93 <u>NO. OF RINKS</u>	1993/94 <u>PROPOSAL</u>
MORRISROE			
(A.L. GAETZ)	5 McINTOSH AVENUE	2	1
BOWER PLACE	85 BOYCE STREET	2	1
CLEARVIEW	93 CORNETT DRIVE	2	1
* EASTVIEW			
(JOSEPH WELSH)	4030 EMBURY CRESCENT	2	2
GRANDVIEW	4515 - 43 AVENUE	2	1
HIGHLAND GREEN	65 HALLADAY CRESCENT	2	1
MORRISROE EXT.	35 McLEAN AVENUE	2	1
MOUNTVIEW	4316 - 32 STREET	2	1
* NORMANDEAU	40 NOBLE AVENUE	2	2
* NORTH RED DEER	6021 - 57 AVENUE	2	2
ORIOLE PARK	5 OGDEN AVENUE	2	1
PINES	141 PAMELY AVENUE	2	1
ROSEDALE	2 ROLAND STREET	2	1
* WESTPARK	3811 - 57 AVENUE	2	2
SPEED SKATING OVAL	4620 - 47 AVENUE	1	1
** BOWER PONDS	4711 FOUNTAIN DRIVE	1	1
DEER PARK (Holy Family)	69 DOUGLAS AVENUE	<u>1</u>	<u>1</u>
		31	21

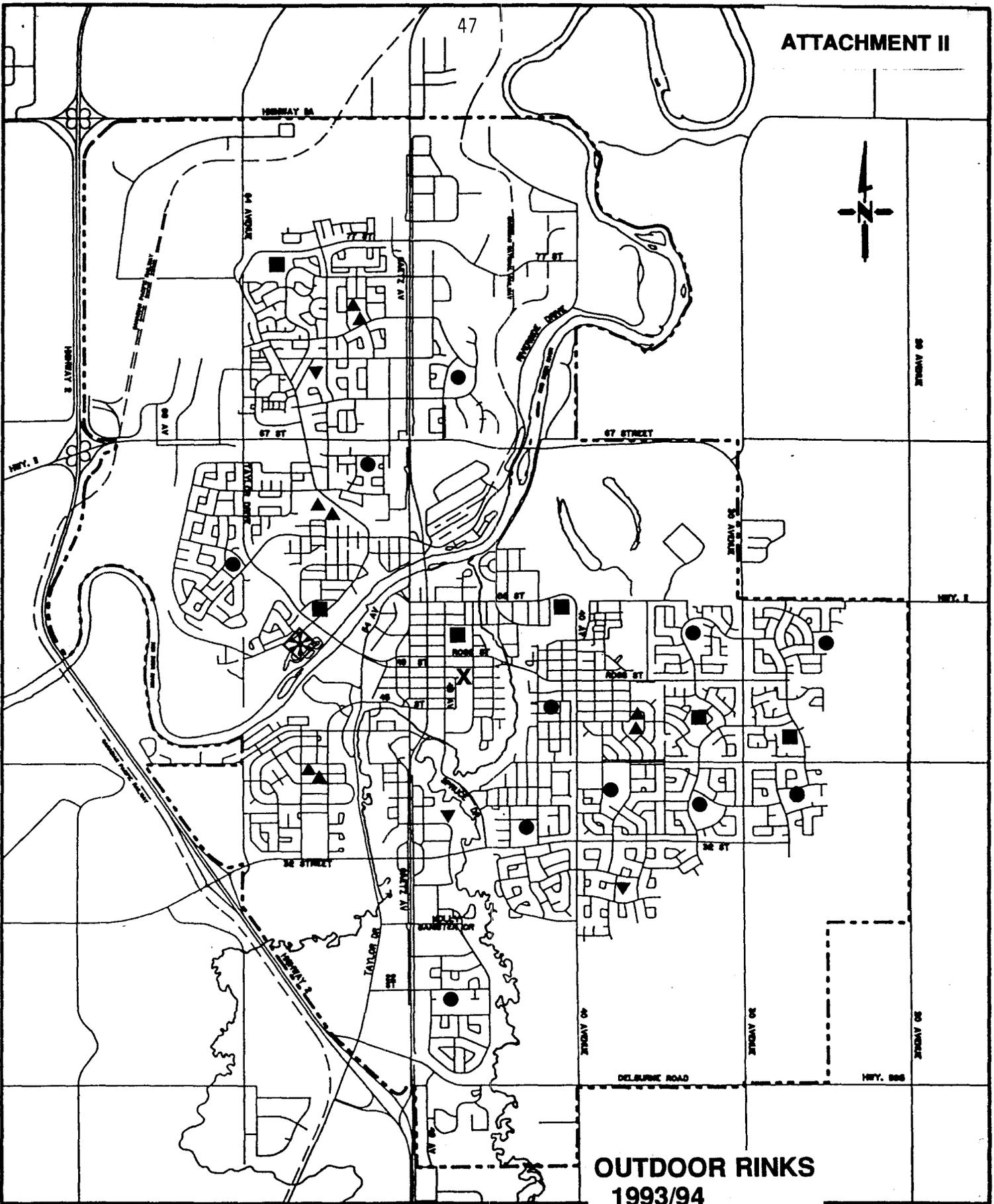
**UNSUPERVISED RINKS (LIGHTING & RINK BOARDS)**

ANDERS	35 ADDINELL AVENUE	2	1
ASPEN HEIGHTS	NORTHEY AVENUE & 71 STREET	2	1
SOUTH HILL	4726 - 34 STREET	<u>1</u>	<u>1</u>
		5	3

**UNSUPERVISED RINKS (NO SHELTERS, NO LIGHTS, NO RINK BOARDS)**

CENTRAL	5121 - 48 AVENUE	1	1
DEER PARK (MELCOR)	130 DAVISON DRIVE	1	1
EASTVIEW ESTATES	ELDRIDGE CR.	1	1
FAIRVIEW	30 FAIRBANK ROAD	1	1
GLENDALE	190 GLENDALE BOULEVARD	1	1
WOODLEA	42 AVENUE & 55 STREET	<u>1</u>	<u>1</u>
		6	6
	<b>CITY TOTAL</b>	<b>42</b>	<b>30</b>

\* Rinks to receive weekend maintenance.



**OUTDOOR RINKS  
1993/94**

- SUPERVISED BOARDED RINKS
- ▲ DISTRICT SUPERVISED BOARDED RINKS
- ▼ UNSUPERVISED BOARDED RINKS
- UNSUPERVISED SNOWBANK RINKS
- ◇ BOWER PONDS
- X SPEED SKATING OVAL

- (11)
- (8)
- (3)
- (6)
- (1)
- (1)
- (30)

SCALE 1:50,000

**COMMUNITY SHELTERS AND OUTDOOR RINK ATTENDANCE REPORT 1992/93**  
 (During supervised hours only)

FACILITY	DECEMBER ATTENDANCE		JANUARY ATTENDANCE		FEBRUARY ATTENDANCE		SEASONAL TOTAL ATTENDANCE	
	1991	1992	1992	1993	1992	1993	1991/92	1992/93
Annie L. Gaetz	2260	1332	1589	4679	582	4472	4431	10,483
Bower Place	1643	863	1965	1410	804	1287	4412	3560
Clearview	2719	989	2787	1659	710	1006	6216	3654
Eastview	1448	1577	2166	4051	1187	3855	4801	9483
Grandview	2265	2029	4912	3770	3205	3173	10,382	8972
Highland Grn.	1653	1495	2172	2555	295	2326	4120	6376
Morrisroe Ext.	1935	830	2154	1596	1138	1785	5227	4211
Mountview	2338	1982	3371	3722	1807	3432	7516	9136
Normandeau	4458	3593	6978	5616	2995	5185	14,431	14,394
N. Red Deer	6068	3726	6530	7499	4132	6529	16,730	17,754
Oriole Park	2389	2138	2834	3975	1009	3307	6232	9420
Pines	2025	1353	2606	2119	922	1674	5553	5146
Rosedale	2334	1030	2320	1875	547	1340	5201	4245
South Hill	800	540	1600	920	1200	920	3600	2380
West Park	3064	3230	4705	5793	2388	5354	10,157	14,377
<b>TOTAL</b>							<b>109,009</b>	<b>123,591</b>

NOTE: These statistics are for Community Shelter locations only, and do not include statistics of attendance during non-supervised times, or attendance at rink locations without Community Shelters.

ATTACHMENT III

Commissioners' Comments

Council is aware the budget guidelines that have been established require departments to reduce operating net expenditures by 2.25%. The impact on the rink board program is one example of the service reductions which many departments will be bringing forward for Council's consideration during the upcoming months. This is brought to Council's attention at this time because of the need to take actions before the implementation of the 1994 budget.

"G. SURKAN"

Mayor

"A. WILCOCK"

Acting City Commissioner

**DATE: AUGUST 31, 1993**  
**TO: DIRECTOR OF COMMUNITY SERVICES**  
**FROM: CITY CLERK**  
**RE: OUTDOOR RINK OPERATIONS: 1993/94 SEASON**

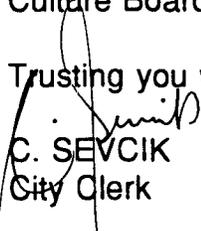
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Your report dated August 18, 1993 pertaining to the above matter was considered at the Council Meeting of August 30, 1993 and at which meeting Council passed the following motion in accordance with your recommendations:

"RESOLVED that Council of The City of Red Deer hereby approves the recommendations for the allocation of outdoor rinks for the 1993/94 season in principle, subject to public meetings being held with community associations and the general public and final recommendations based on this input being brought forward to the Recreation, Parks and Culture Board and City Council, and as recommended to Council August 30, 1993."

The decision of Council in this instance is submitted for your information and I trust that you will now proceed to receive feedback from the general public with final recommendations based on this input to be brought back to the Recreation, Parks and Culture Board and City Council, as directed in the above resolution.

Trusting you will take appropriate action.

  
C. SEVCIK  
City Clerk

CS/clr

cc: Recreation and Culture Manager  
Parks Manager  
Recreation, Parks and Culture Board  
Director of Finance



**RED DEER  
REGIONAL PLANNING COMMISSION**

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

No. 4

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

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

**MEMORANDUM**

**TO:** Charles Sevcik, City Clerk

**DATE:** August 19, 1993

**FROM:** Frank Wong, Planning Assistant

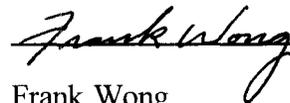
**RE: PROPOSED LAND USE AMENDMENT 2672/O-93  
ANDERS EAST - PHASE 3  
ANDERS EAST DEVELOPMENT LTD.**

Enclosed is a proposed land use amendment pertaining to the western portion of Anders East Subdivision and containing 3.39 ha (8.38 ac).

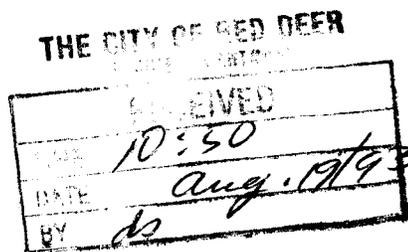
Anders East Development Ltd. (c/o Melcor Developments Ltd.) is proposing to develop 22 single family parcels, 18 duplex parcels, 2 public utility parcels, and 1 municipal reserve parcel. The proposal conforms to the approved outline plan for the area.

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

Sincerely,



Frank Wong,  
Planning Assistant



Commissioners' Comments

We recommend Council give first reading to the bylaw following which said bylaw will be advertised for a Public Hearing.

"G. SURKAN", Mayor

"A. WILCOCK", Acting City  
Commissioner

MUNICIPALITIES WITHIN COMMISSION AREA

**DATE: AUGUST 31, 1993**

**TO: RED DEER REGIONAL PLANNING COMMISSION**  
**ATT: FRANK WONG**  
**PLANNING ASSISTANT**

**FROM: CITY CLERK**

**RE: PROPOSED LAND USE BYLAW 2672/0-93**

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Council of the City of Red Deer at its meeting held on August 30, 1993, gave first reading to the above noted bylaw.

Bylaw 2672/0-93 pertains to the redesignation of portion of lands (3.39 hectares) located in Anders East Sub-division to enable the developer, Melcor Developments Ltd., to develop 22 single family parcels and 18 duplex parcels. Enclosed herewith is a copy of the bylaw.

This office will now proceed with advertising for a Public Hearing to be held in the Council Chambers of City Hall on Monday, September 27, 1993 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 & Economic Development Manager  
E. L. & P. Manager  
Public Works Manager



# THE CITY OF RED DEER

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

FAX: (403) 346-6195

City Clerk's Department (403) 342-8132

August 30, 1993

Melcor Developments Ltd.  
#400, 4808 Ross Street  
Red Deer, Alberta  
T4N 1X5

Att: Mr. Fred Lebedoff

Dear Sir:

**RE: LAND USE BYLAW AMENDMENT 2672/0-93  
ANDERS EAST - PHASE III**

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This is to advise that Council of the City of Red Deer at its meeting held August 30, 1993 gave first reading to Land Use Bylaw Amendment 2672/0-93, a copy of which is enclosed herewith for your information.

Bylaw 2672/0-93 pertains to the redesignation of the Eastern portion of Anders East Sub-division containing 3.39 hectares, to enable the development of 22 single family and 18 duplex parcels.

This office will now proceed with preparation of advertising for a Public Hearing to be held on Monday, September 27, 1993 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 Friday, September 10th and 17th, 1993. 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 \$550.00. We will require this deposit by no later than Tuesday, September 7, 1993 in order to proceed with the advertising as scheduled above. Once the actual costs are known, you will either be invoiced or refunded the balance.

.../ 2



*a delight  
to discover!*

Melcor Developments Ltd.  
August 31, 1993  
Page 2

I trust 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: Frank Wong  
Planning Assistant

Sandra Ladwig  
Council & Committee Secretary



**MEMORANDUM**

**TO:** Red Deer County Council  
Red Deer City Council

**DATE:** June 25, 1993

**FROM:** Paul Meyette, Principal Planner

**RE:** CITY/COUNTY JOINT GENERAL MUNICIPAL PLAN

In May 1991, the City of Red Deer adopted the "Growth Study" which recommended the preparation of a City/County Joint General Municipal Plan. On July 7, 1991, the County of Red Deer wrote to the City supporting the preparation of a Joint General Municipal Plan and recommended that the plan be undertaken with the assistance of the Red Deer Regional Planning Commission.

Over the past 18 months, a committee comprised of City and County representatives have been meeting to create a draft plan for consideration by the two councils. The Joint General Municipal Planning Committee is currently comprised of:

Reeve Maurice Lewis  
Mayor Gail Surkan  
Larry Pimm  
Bill Hazlett  
Glen Good

Bill Statnyk  
Bob Stonehouse  
Mike Day  
Craig Curtis  
Lorne McLeod

At the April 28 meeting the Committee recommended that the draft plan be forwarded for review by the two councils.

The following process of review is recommended by the Committee:

1. RDRPC to forward twelve copies of the draft plan to each Council for their review.

.../2

MUNICIPALITIES WITHIN COMMISSION AREA

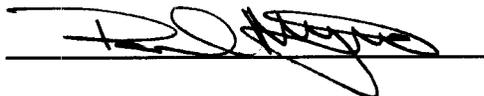
CITY OF RED DEER • MUNICIPAL DISTRICT OF CLEARWATER No. 99 • COUNTY OF STETTTLER No. 6 • COUNTY OF LACOMBE No. 14 • COUNTY OF MOUNTAIN VIEW No. 17 • COUNTY OF PAINT EARTH No. 13 • COUNTY OF RED DEER No. 23 • TOWN OF BLACKFALDS • TOWN OF BOWDEN • TOWN OF CARSTAIRS • TOWN OF CASTOR • TOWN OF CORONATION • 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

2. The Mayor and myself are to be invited to the County Council meeting at which the plan is being reviewed.

The Reeve and myself are to be invited to the City Council meeting at which the plan is being reviewed.

3. Any changes recommended by either Council (if any) will be forwarded to the Joint Planning Committee for review.
4. The Joint Planning Committee will finalize the plan and specify a process for public review of the plan.
5. Following public review and any further changes the committee will refer the plan to the respective Councils for adoption.

I look forward to reviewing this draft plan with you at your earliest convenience.



Paul Meyette, ACP, MCIP  
PRINCIPAL PLANNER, CITY SECTION

PM/eam

Commissioners' Comments

Council should be aware that the attached Joint General Municipal Plan has been in process of preparation for some time now and represents the first comprehensive agreement between the County and the City regarding the long term intended uses for the fringe areas around the City. The attached plan is provided to Council at this time for their review and any recommendation they may want included prior to public review. Once the plan has received initial review by both Councils, the Joint General Municipal Planning Committee will structure a schedule for public review following which the plan will return to Council for its final ratification.

"G. SURKAN"  
Mayor

"A. WILCOCK"  
Acting City Commissioner

**DATE: AUGUST 31, 1993**  
**TO: PRINCIPAL PLANNER**  
**FROM: CITY CLERK**  
**RE: CITY / COUNTY JOINT GENERAL MUNICIPAL PLAN**

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Your report dated June 25, 1993 concerning the above matter and the draft plan prepared by the Committee comprised of City/County representatives, was presented to Council August 30, 1993.

At the aforesaid meeting, Council concurred with the process of review recommended by the Committee. Trusting you will find this satisfactory and that you will proceed accordingly.

  
C. SEVCIK  
City Clerk

CS/clr

cc: City Commissioners  
County Commissioner  
City/County Joint General Municipal Planning Committee

NO. 6

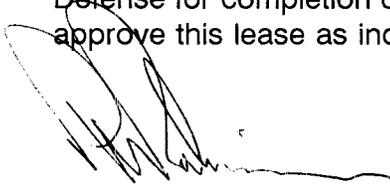
DATE: August 25, 1993  
TO: C. Sevcik, City Clerk  
FROM: A. Scott, Land and Economic Development Manager  
RE: **BUILDING #38, RED DEER INDUSTRIAL AIRPORT  
RENEWAL OF LEASE WITH DEPARTMENT OF NATIONAL DEFENSE**

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The Department of National Defense is requesting an additional one year lease of Building #38. Their existing lease of this building expires on August 31, 1993.

This request was discussed at the Airport Committee meeting of August 24, 1993. The terms, conditions and rent of \$3,664.50 per month are to remain unchanged, with the exception that the Department of National Defense would not be responsible for the mechanical, boilers, plumbing, roof or exterior maintenance, which is a normal condition with the lease of City-owned buildings. Conditions of the requested lease were unanimously acceptable to all committee members.

As a resolution of City Council approving this lease is required by the Department of National Defense for completion of a lease agreement, we would recommend Red Deer City Council approve this lease as indicated.



Fed Alan V. Scott

WFL/mm

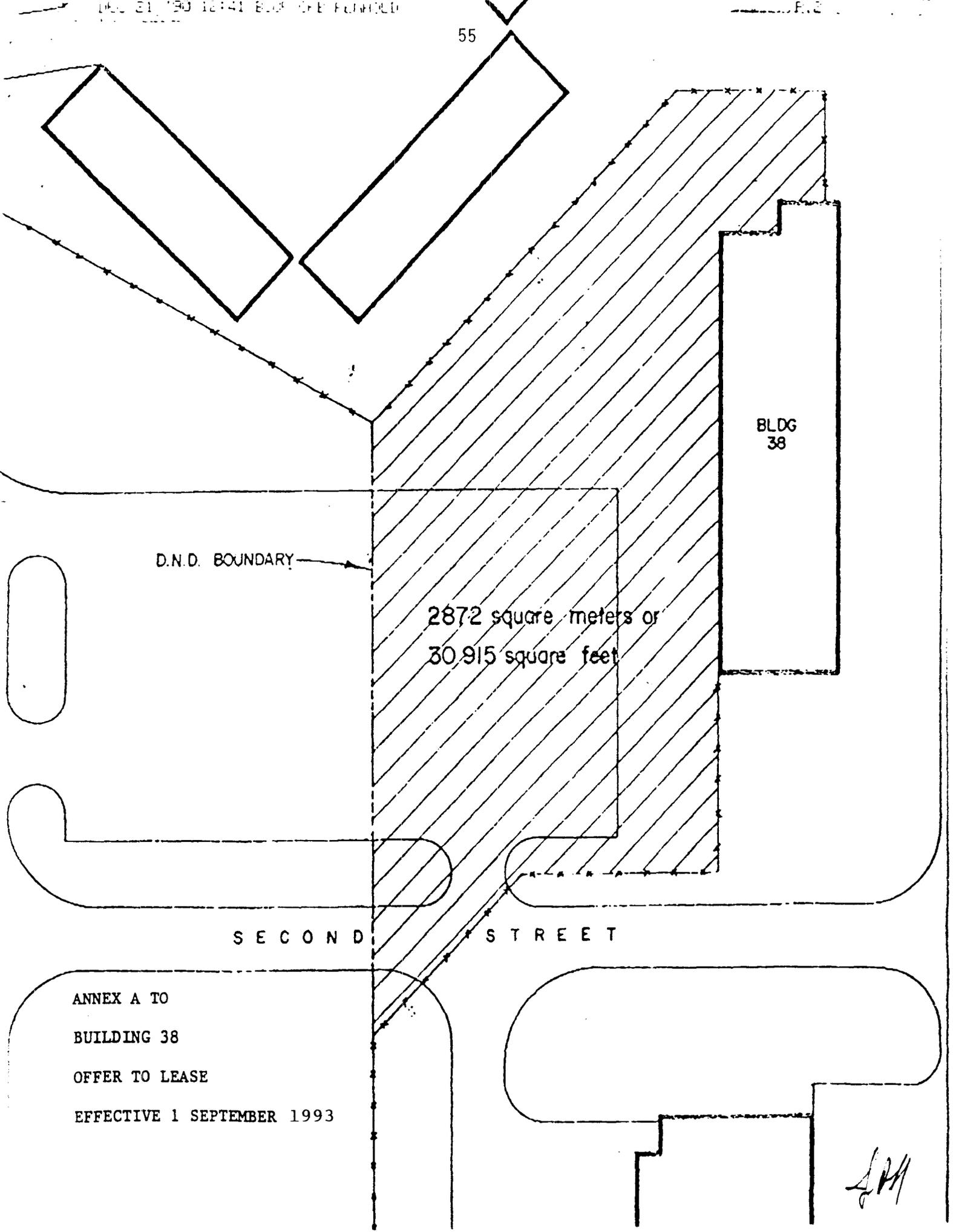
Commissioners' Comments

We concur with the recommendations of the Airport Commission.

"G. SURKAN"  
Mayor

"A. WILCOCK"  
Acting City Commissioner

55



D.N.D. BOUNDARY

2872 square meters or  
30.915 square feet

BLDG  
38

S E C O N D                      S T R E E T

ANNEX A TO  
BUILDING 38  
OFFER TO LEASE  
EFFECTIVE 1 SEPTEMBER 1993

*SPH*

**DATE: AUGUST 31, 1993**

**TO: LAND & ECONOMIC DEVELOPMENT MANAGER**

**FROM: CITY CLERK**

**RE: BUILDING #38 - RED DEER INDUSTRIAL AIRPORT:  
RENEWAL OF LEASE WITH DEPARTMENT OF NATIONAL DEFENCE**

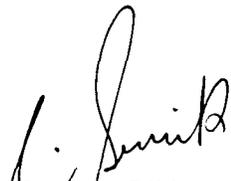
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Your report dated August 25, 1993 pertaining to the above topic was considered at the Council Meeting of August 30, 1993, and at which meeting, Council passed the following motion in accordance with your recommendations:

"RESOLVED that Council of The City of Red Deer hereby approves an additional one year lease of Building #38 at the Red Deer Industrial Airport by the Department of National Defence and as recommended to Council August 30, 1993."

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

Trusting you will ensure that the appropriate lease documentation is prepared and executed by both parties.



C. SEVCIK  
City Clerk

CS/clr

cc: Director of Engineering Services  
Director of Financial Services  
Airport Manager

NO. 7

DATE: August 13, 1993  
TO: Mayor and Members of Council  
FROM: Alan Scott, Manager Land and Economic Development  
RE: **STRATEGIC MARKETING TASK FORCE REPORT**

---

At the July 5, 1993 meeting of Red Deer City Council, the following resolution received Council approval:

"RESOLVED that Council of The City of Red Deer having considered correspondence from the Red Deer Strategic Marketing Task Force dated June 23, 1993, re: Report of the Task Force, hereby agrees that said report be received as information at this time and that the Land and Economic Development Manager be directed to bring back an action plan for implementation for those recommendations in the Strategic Marketing Task Force Report, which can be undertaken within our existing structure, and as recommended to Council July 5, 1993."

Following approval of the resolution by Council, I was instructed to work with the City departments which are impacted by the report, in reviewing the recommendations and putting together an Action Plan. The Strategic Marketing Report has been circulated to a number of City departments for comment. Without exception, the departments involved are most anxious to act on those recommendations which can be implemented under our existing structure, in order to improve the quality of our service to the general public.

Indeed, many of the recommendations contained within the report have in fact been implemented into our day-to-day operations. Others can be implemented at very little, if any, additional expense, while still others, particularly in the area of expanded marketing, would require the commitment of additional funds.

### **STRATEGIC TASK FORCE RECOMMENDATIONS**

The Strategic Task Force recommendations are contained in pages 36 to 43 of the Committee Report. This section of the report is reprinted in your agenda to assist you in following through the Administration's recommendations. This report to Council will endeavour to consolidate the various reports submitted by the various City departments, into one series of recommendations for implementation.

#### 1. QUALITY OF LIFE

##### 1.1, 1.2 **Cost of Living Comparisons and Perceived High Cost of Living in Red Deer**

- 2 -

The Economic Development Department will undertake a survey to develop information comparing Red Deer's cost of living with other communities. This information will be included in future community profiles, and should address the concerns that Red Deer's cost of living is high.

### **1.3, 1.4 Degree Granting and Equity Funding for Education**

A campaign for degree granting at Red Deer College is well advanced, and is supported by a number of organizations within the community. Equity funding is a concern of the school system, and is an issue being addressed by the Provincial Government.

### **1.5 Corporate Recruitment**

The Economic Development Department will refocus 50% of its marketing effort away from local business into corporate recruitment. This issue will be addressed further in section 6.

### **1.6 Recreational Opportunities**

The majority of recreational opportunities are already included in the Economic Development Department's promotional material. We will review all of our material and make what changes are needed.

### **1.7 Effective Public-Private Partnerships**

The Visitor and Convention Bureau, major hotels and the Westerner already have a program of this nature in place. Each major convention that comes to town should be welcomed by the Mayor and encouraged to look at Red Deer as a location. The costs attached to this program, which is in place, are nothing more than the time of the elected officials.

### **1.8 Edmonton International Airport to be Renamed as Edmonton and Red Deer Airport**

We see this as an idea worth pursuing. In the event that we encounter resistance, we feel that we should continue to emphasize the fact that Red Deer has two international airports within 75 minutes drive.

### **1.9 Business Attraction**

This is an area where we see a real opportunity for improved services. The attitude we wish to emphasize is one of welcoming new businesses and we have a strong commitment from all departments involved that we will strive to improve our services in this area.

The issue of home-based businesses is one which offer great potential for growth. The existing Land Use Bylaw provides for home-based businesses to develop. The Planning Commission has indicated a willingness to examine the bylaws of other communities, as they relate to home-based businesses, to see if there is some way we can alter our bylaws, allowing an expansion of home-based businesses in the future.

### **1.10, 1.11 Major Urban Services and Strong Entrepreneurial Workforce**

These are areas in which we have concentrated in the past, and will continue to do so in the future. We will review our material to ensure that these two features are emphasized to a greater degree.

### **1.12 Attitude Change**

All departments contacted agreed that they will endeavour to put to rest the idea that Red Deer is hard to work with. We feel, however, perceptions along these lines go beyond the scope of City Hall departments. In order to develop the attitude change which is necessary, others outside of City Hall, such as the media, the Chamber of Commerce and other business people, must be convinced that Red Deer is a good place to do business. Hopefully, through the development of a positive attitude this can be achieved.

## **2. MUNICIPAL SERVICES**

A number of the recommendations contained within this section have already been implemented as part of our procedures in various City departments. The Bylaws and Building Inspections Department has developed a number of brochures dealing with specific items, such as garages, fences, commercial buildings, and have updated the section dealing with the approval process. Keeping track of specific approval time is being done, and meetings with various City departments and developers are being held when required.

### **2.3 Empowerment**

The City departments involved, strongly endorse the empowerment of any initiative which would allow City agents to make decisions and commitments.

### **2.4 More Specific Guidelines**

Perhaps the comments of the Bylaws and Inspections Manager should be included here: "Approvals be more specific would not, in my opinion, speed up the approval process. At present when plans are presented to the Municipal Planning Commission which are not complete, e.g. landscaping is not detailed, approval is given subject to the approval staff who, after consultation with the applicant, approve these details. Similarly, changes to plans concerning details can be approved without going back to the Municipal Planning Commission, which would require an additional advertising

- 4 -

period of two weeks. If staff decisions on these details are not acceptable to the developer, they have the ability to request the Municipal Planning Commission or the Development Appeal Board review the plan."

I believe the Municipal Planning Commission and the City departments involved, are currently using the concept of "EQUIVALENCY" in all development application. This is an area where we need to improve our public relations in order to get the message across to those people we are dealing with. All departments involved have agreed that they are prepared to work hard in this area.

## 2.6

The Manager of the Bylaws and Inspections Department has a program in place where he reviews those applications which are turned down. Like many other responsibilities, this one does not perhaps receive as much time as it should, due to higher priorities and diminishing budgets.

## 2.8

The Electric Light and Power Department connection charge in the downtown C-1 area was reviewed in an E.L.&P. Department Study and Report completed in 1986. In January 1987, this report was adopted as a policy document within a Council policy. This Council policy, and its subsequent revisions, does provide for connection charge reductions under certain circumstances.

The connection charges are based on the "user pay" concept. To reduce these charges would require an alternate source of funding to be found. This would result in utility customers outside of the downtown C-1 area or taxpayers, paying a portion of the downtown system costs, depending on the alternate revenue source chosen. It should be noted that all utility customers are already subsidizing the downtown system costs to some extent.

The Task Force Report indicates the City's charges are the highest in the province. According to the Manager of Electric Light and Power, Al Roth, this statement is of very limited value without some quantitative context being provided.

One quantitative measure of the impact of the connection charge is to state it in terms of the percentage of the building permit value which excludes land costs. The cost impact is as follows, with the corresponding numbers for commercial development outside of the downtown area also provided for comparison purposes:

Time Frame	Downtown	Outside Downtown
1976 - 1985	0.6%	1.5%
1986 - 1992	1.1%	3.4%
1976 - 1992	0.7%	1.9%

- 5 -

Recently, downtown redevelopment projects have been largely restricted to much smaller buildings than what we experienced in the years following the establishment of the underground grid. As a result, connection charges, as a percentage of the overall cost, are much higher. Council may wish to review the policy in light of these more recent developments.

This issue is also related to recommendation 7.9 dealing with the revival of the Downtown Concept Plan. Also the issue of the downtown electrical grid has been requested by City Council to be included in the Downtown Planning Process being carried out by the Downtown Planning Committee.

### **2.9 Round Table Discussions with Developers**

This is a tactic which has been used to great advantage for several years within City Hall. In every instance, it has been beneficial to both City staff and to our clients. We will undertake to make more use of this forum in an effort to streamline our procedures.

### **2.10 More Authority for the Red Deer Regional Planning Commission**

Planning staff agreed that more flexibility is desired within the City's Land Use Bylaw; recent revisions to the Commercial Land Use Districts achieve the goal of greater flexibility in terms of equivalency. Additional land use districts will be reviewed in the next few years.

### **2.11 Review of Commercial and Industrial Land Use Bylaws**

A full review of the commercial district has been completed. A review of industrial districts is scheduled for 1994, subject to sufficient manpower being available at the Red Deer Regional Planning Commission.

In summing up this section on Municipal services, it is our belief that many of the recommendations are implemented, and have been operating successfully for some time. Nevertheless, it is our responsibility to market these services to our clients and ensure that our dealings are conducted in a positive manner. Without exception, City departments are enthusiastic about improving their services to our clients.

## **3. INCENTIVES**

### **3.1 Regional Development Commission**

This recommendation should be dealt by Red Deer City Council.

### **3.2, 3.3, 3.4 Industrial Land Bank**

A number of initiatives have been undertaken in the past twelve months to simplify the purchasing of industrial land from The City of Red Deer. Development commitments have been relaxed or eliminated in most of our industrial parks, and the City has

- 6 -

expressed a willingness to extend financing in certain instances and consider lease to purchase agreements in others. City Council has also established a series of guidelines which, when met, will eliminate the need for an application to go back to Council.

We hope to improve our negotiating skills so that we can bring land deals to Council where consensus has been reached on all aspects of the offer.

### **3.5 One Stop Shopping**

Great strides have been made in our dealings with a number of agencies representing economic development in the City, through the Business Advisory Network. This organization meets on a regular basis and is in the process of commissioning a business plan for the development of a One Stop Shop.

We hope that Red Deer will become a pilot project in Alberta for a One Stop Shop for economic development.

## **4. MARKETING**

### **4.1 Funding for Pro-active Marketing**

This is beyond the scope of our existing budget, and will no doubt be addressed by City Council in their strategic planning toward economic development.

### **4.2, 4.3, 4.5**

There are some excellent marketing ideas contained within these four points. Many of these ideas can be incorporated into our economic development marketing plan at very little cost to The City of Red Deer. The Mayor is committed to maintaining a high economic development profile and is prepared to assume a pro-active role in our endeavours. We are presently sending out personalized letters from the Mayor to all new businesses establishing themselves in Red Deer and on many occasions have responded to inquiries with a package which includes a personalized letter from the Mayor.

Follow-up of these leads is critical and, in all cases, the mailing out of the package will be followed up by a telephone call and any additional information that is required. In situations where the client wishes to pursue opportunities for establishing a business in Red Deer, the telephone call will lead to personal contact, which may well be ongoing, and involve business and political leaders from Red Deer.

The business ambassadors concept was one which has been talked about by the Chamber of Commerce. Perhaps this is an initiative which the Chamber of Commerce could be requested to undertake, and at the same time explore the feasibility of establishing a business association, as outlined in point 4.5, for the sole purpose of generating and managing funds designed to attract new businesses and

events to the region. The Land and Economic Development Department would propose to work closely with both groups and offer assistance in this critical role.

## 5. DISTRIBUTION AND TRANSPORTATION

### 5.1 **Public Transportation To and From the International Airports**

A great deal of work has been done over the years in this area. Initiatives were undertaken for the development of air service from Red Deer Industrial Airport to the Edmonton and Calgary Airports without success. Public ground transportation was also investigated with some degree of success.

At one time Greyhound, in conjunction with Air Canada, offered a service to the Calgary Airport. This service was available for a limited time, and featured the opportunity of offering the potential client one ticket which included both the air and ground transportation. Unfortunately, it was a special funded and promoted by Air Canada. When the special ended, Greyhound was not in a position to continue with the program.

We have had ongoing discussions with a number of players, notably Greyhound and Red Arrow, and from time to time they expressed an interest in exploring the feasibility of ground transportation to the airports. In the end, it would appear that demand will determine the viability of such a service. Presumably, at this time, the demand is not there. We shall continue to work on this initiative.

### 5.2 **Edmonton/Red Deer International Airport**

This recommendation also appeared as 1.8 in Section 1. We will undertake to work on this recommendation with both the Edmonton and Calgary airport authorities.

### 5.3 **High Speed Rail Link**

This initiative was studied at great length several years ago, and it was determined that the existing population did not warrant such an investment. This is at best a long term goal and one which we shall continue to monitor and provide input.

### 5.4 **Transportation Facts and Issues**

The City will continue to promote itself as an ideal distribution centre, offering easy access to the Calgary and Edmonton markets. At the same time, we would recommend Council offer full support to the Chamber of Commerce in their efforts to promote the Howse Pass. Other transportation issues of this nature should be supported where it is advantageous.

## **5.5 Distribution Centre**

A recent issue of Red Deer Prospects highlighted Red Deer's central location. A number of testimonials were gathered supporting our position as an ideal distribution centre, and we will include much of this material in our community profiles.

## **6. INDUSTRIAL RECRUITMENT**

Our industrial recruitment strategy has been based on local business contact. We rely on our contact with local business to generate leads not only for internal expansion but for names of companies they deal with or are associated with, who may be interested in relocating or establishing a new location in our area. This program has proved successful and forms the basis for our economic development efforts.

A national advertising or marketing campaign is not feasible within our existing budget. Indeed, advertising campaigns of this nature are extremely costly and there is some question as to the ultimate cost benefit.

We believe the most efficient and least costly approach to marketing The City of Red Deer, is to work in partnership with local business. Many of the best leads to business recruitment come from the existing business community. By working as partners, our efforts will become more productive, and the business community will have an expanded stakeholder role. An annual review of our results should also include business leaders.

Presently our Economic Development Officer, Howard Thompson, is devoting almost 100% of his time to working with local businesses. We are proposing that we split Mr. Thompson's time evenly between local business recruitment and external business recruitment. We would suggest that some of his efforts be directed toward contacting business leads from outside the City of Red Deer who have approached us for information.

We would also suggest that Mr. Thompson's position be used to establish a mass appeal to Red Deer for everyone to assist the Department of Economic Development by keeping their eyes open for opportunities. We would undertake to approach business and service clubs and other areas where leads are developed in an effort to broaden our base of business contact. We would endeavour to work with local media in an effort to generate positive stories on our community.

The Economic Development Department will commit to following up every business lead with a personal contact, and to also advise the business or individual who provided us with the lead with an update on its status.

The most successful economic development programs in existence are not necessarily those with the largest budgets. Success comes from a positive attitude of the citizens of the community toward expansion. We believe Red Deer citizens are anxious to welcome businesses to our community, and therefore feel their participation in a business recruitment program is critical.

The Economic Development Department will commit to involving the citizens of Red Deer as key stakeholders in future economic development. By working together, we believe that we can achieve the results expected of our department.

## 7. FINANCE

### **7.1, 7.2, 7.3, 7.6, 7.8**

Cannot be addressed by our Economic Development Department. These are recommendations which will be considered by City Council in their Economic Development Strategic Planning document.

### **7.4**

A number of changes have occurred during the past year with respect to terms of purchase for industrial land owned by The City of Red Deer. Many of the building commitment requirements have been eliminated; the sale of raw land is being encouraged; and City Council has expressed a willingness to consider innovative ideas in leasing and purchasing terms. Still more changes should be considered, and we will continue to make recommendations through the Land Bank Management Committee.

### **7.5**

We are limited in what can be offered with respect to incentive programs related to utility charges. Generally, Red Deer utility charges are very competitive with other Alberta communities. The exception to that would be Medicine Hat, which owns its own utility companies. Recent studies have confirmed that Red Deer utility charges remain competitive.

### **7.7 Red Deer Industrial Airport**

We agree that the Red Deer Industrial Airport offers a low cost land alternative to industrial land located within the City. We are limited, to some degree, by Land Use Bylaws which apply to the Red Deer Industrial Airport and encourage the establishment of aircraft related industries. The Economic Development Department has incorporated airport land into our marketing brochures.

### **7.9 Downtown Concept Plan**

The Downtown Concept Plan is ongoing. The Plan should be completed prior to the end of the year.

## 8. STRUCTURES OF ECONOMIC DEVELOPMENT

The recommendations contained within this section relate to the restructuring of economic development as a Regional Economic Development Commission. These

recommendations will be addressed by Council as part of their study of a strategic plan for economic development.

There are many types of economic development operations throughout North America. They run the gamut from a part time office within a municipal government operation, to a full fledged not-for-profit corporation involving funding from three levels of government and the private sector.

Private sector funding tends to be the popular way to approach economic development in the United States. In Canada, many communities which have questioned the efficiency of economic development as a city department, have explored the establishment of an economic development authority, commission or not-for-profit corporation.

In some cases, studies have led to the establishment of new organizations; in others, the decision has been made to remain with an economic development department of City Hall. Generally, the funding of a commission or authority is more costly to a community than the operation of a City Hall department. The reasons are many, but most notably the need for office space in a site away from City Hall, resulting not only in rent, but also investment in office equipment, furniture, telephones, fax machines, etc.

There are several examples of regional economic development commissions operating throughout Canada. Perhaps the most successful are the economic development commissions operating in the Province of New Brunswick. There is a network of nine economic development commissions which are jointly funded by three levels of government. The bulk of economic development in New Brunswick is handled through these nine regional economic development commissions.

The two exceptions would be the cities of Moncton and Saint John, which both have subsequently established their own economic development departments within City Hall. To my knowledge, these departments were established because the citizens of these two communities did not feel they were obtaining sufficient service through the regional commission.

Ontario has a form of regional government and several regional economic development commissions have been established. Their experience has been somewhat similar to New Brunswick, inasmuch as the larger cities within the region tend to establish their own economic development operation in addition to the regional commission.

Earlier, I mentioned the Business Advisory Network and the work they are doing in exploring the "One Stop Shop" concept for Red Deer. The Business Advisory Network (BAN) is made up of eleven agencies represented in Red Deer, which deal with various aspects of economic development. Included are: Alberta Economic Development and Tourism, Alberta Agriculture, Alberta Career Development, Alberta Research Council, Canada Employment Centre, Chamber of Commerce, Centre for Business Development, City of Red Deer Economic Development, Federal Business Development Bank, Red Deer Visitor and Convention Bureau, and Red Deer College.

The object behind the formation of BAN was to bring these agencies together initially, to share information and subsequently, explore opportunities for cooperation and the delivery of services in a more efficient manner. It was recognized that ideally, business services, regardless of the agency delivering them, should be available at one, easy to access, location. Hence, the idea of a "One Stop Shop".

BAN has now received funding from the Canada-Alberta Partnership Agreement to develop a business plan for a One Stop Shop. We expect the plan to be completed early in 1994, and submitted to the various agencies for approval by March 31, 1994. Comments to date have been extremely positive. We intend to keep Council, as one of the stakeholders, informed as the study proceeds.

We also believe there is an opportunity to explore the regional aspect of this service and involve other municipal jurisdictions as well as the two senior levels of government. The Business Advisory Network is undertaking a study to develop a Business Plan for such a facility. Both the Provincial and Federal Governments are interested in our findings and perhaps might be willing to participate if the proposal is deemed as being feasible.

#### SUMMARY

I believe that many of the recommendations contained within the Strategic Marketing Task Force Report can be incorporated by the Economic Development Department, at little or no cost to The City of Red Deer. The key, in my view, is involving the citizens of Red Deer in what is now referred to as Community Economic Development. We would be delighted to work with Red Deer citizens in developing leads for potential new businesses to Red Deer, working on these leads and keeping the citizens informed as to our progress. We feel this can form the basis of a business recruitment program that will result in new business establishment in Red Deer.

Briefly, the new initiatives we propose to undertake are as follows:

1. Review all marketing literature and update and expand statistical and quality of life information.
2. Re-focus marketing efforts to be split 50/50 between local business contacts and external recruitment.
3. Continue to work aggressively on improving the image of the City in the eyes of our clients. The entire City staff is committed to this initiative.
4. Continue to review bylaws, land sale policies and pricing to ensure we remain competitive.
5. Encourage partnerships with business, the Chamber of Commerce, and potential investors, as a means of improved marketing of our area.

6. Move forward with the "One Stop Shop" concept and explore partnerships with senior levels of government.
7. Recognize as a priority, the need to improve public transportation to and from Red Deer. In this regard, continue to explore links and alliances with the Edmonton and Calgary Airports.

We look forward to working with City Council and the citizens of Red Deer on these initiatives.



Alan V. Scott

AVS/mm

## V CONCLUSION

As a committee appointed by the City Council of Red Deer, the Strategic Marketing Task Force was primarily mandated to address municipal economic development issues.

Consequently, many of the over 50 recommendations contained in this report focus specifically on the City of Red Deer, particularly those recommendations arising from the *Quality of Life*, *Municipal Services*, and *Marketing* subcommittee reports. Some of the report's recommendations encourage a continuation of current practices while many others provide concrete suggestions on how to better streamline administrative aspects of the City's economic development function and improve external marketing activities.

However, the most important recommendation generated by the Strategic Marketing Task Force concerns the need to address economic development on a regional basis. The Task Force strongly believes that a ten year economic development strategy based solely on a municipal focus would not be effective for addressing current trends and future challenges.

A pro-active approach towards economic development is imperative in today's highly competitive environment. Such an approach is significantly more effective when neighboring communities work cooperatively on the economic development front rather than in isolation from or in competition with each other.

The Strategic Marketing Task Force concludes its report by recommending the following:

- 1) The City of Red Deer Economic Development Department should develop an Action Plan for implementing the Task Force recommendations that focus exclusively on the City of Red Deer. The Action Plan should include a listing of specific actions required to implement each of the recommendations, desired implementation time lines, and identification of individuals and/or groups responsible for implementation.
- 2) The importance and practical implementation issues of a Regional Economic Development Commission needs to be discussed further with regional community stakeholders. City Council should play a leading role in bringing these stakeholders together to further address the issue.
- 3) Should regional stakeholders endorse the concept of a Regional Economic Development Commission, these stakeholders should then develop a Business Plan that outlines the mission, goals, operational plan, marketing plan and financing plan for the future Commission.

## VI RECOMMENDATIONS

The recommendations contained throughout this report are organized based on the numerical designation of the subcommittees.

A summary of those recommendations are as follows:

### 1. QUALITY OF LIFE:

- 1.1) Economic development promotional material should provide more direct City of Red Deer cost of living comparisons with other communities.
- 1.2) Determine whether or not a public awareness campaign is needed to change perceptions that the cost of living in Red Deer is high.
- 1.3) Community stakeholders aggressively support degree granting or degree brokerage initiatives in Red Deer.
- 1.4) That we aggressively pursue some form of "equity funding" for education that shares corporate taxation more equally across Alberta school jurisdictions, providing a sounder base for quality education in communities such as Red Deer that have a weaker corporate assessment base.
- 1.5) That we regard corporate recruitment as an integral part of our strategy to strengthen our assessment as well as our employment base.
- 1.6) All economic development promotional material should highlight recreational opportunities as an important part of Red Deer's outstanding quality of life.
- 1.7) Encourage effective public-private partnerships to aggressively market Red Deer's wide range of facilities, amenities and opportunities to key tourism markets, particularly the visitor markets of Edmonton and Calgary, and provincial and national convention markets.

- 1.8) Examine ways to enhance the profile and effectiveness of the Calgary and/or Edmonton International Airports as "Red Deer's Airport", through vehicles such as intermodal (bus/plane) ticketing, baggage handling and integrated scheduling.
- 1.9) Place a priority on attracting a more diverse range of businesses to the City (ie. distribution operations, tourism-related businesses), and ensure that the local business and regulatory climate provides a welcome environment for small business growth, particularly in growth areas such as home-based businesses.
- 1.10) Economic development promotional material should emphasize that Red Deer residents have access to a full range of major urban services.
- 1.11) Place a marketing emphasis on the strong entrepreneurial base and work ethic of the local population.
- 1.12) Institute specific steps to overcome any real or perceived ideas that the City of Red Deer is hard to work with when developing or expanding a business, and encourage Council and City representatives to be more positive in their attitude towards business, and through that "attitude change", change the perception of our citizens.

## **2. MUNICIPAL SERVICES:**

- 2.1) Reduce the numbers and consolidate or eliminate some permit types.
- 2.2) Reinforce the customer service approach by setting up semi-private booths for Department service agents to sit down with clients.
- 2.3) Empower service agents to make decisions and commitments.
- 2.4) Present development guidelines that are left open-ended, such as "to the approval of the Development Officer" or "to the approval of Parks /or Engineering Department", must be more specific to eliminate arbitrariness and bias. Simultaneously, the concept of "EQUIVALENCY" should be used in all areas requiring approvals to provide flexibility without diminishing the importance of needing some rules to create a level playing field.
- 2.5) Update the present booklet outlining the development process using typical examples.

- 2.6) Keep department statistics on approval times, project status, etc. Turned down or delayed applications should be reviewed for reasons and possible trends.
- 2.7) Sewer, and/or water hook-up and curb cut charges are comparable to other jurisdictions. However, many developers would like the option to hire a private contractor to make these connections at competitive costs, and this option should be permitted.
- 2.8) City Electric, Light & Power hook-up charges in downtown "C-1" areas are the highest in the province. This is a definite dis-incentive for downtown development and should at least be reviewed.
- 2.9) Department staff should investigate a mechanism to provide impromptu "round table" access for personnel in parks, engineering, public works, fire, etc. to meet with applicants. These staff should be empowered to grant approvals and review equivalencies.
- 2.10) Similar to the aforementioned development recommendation, more authority should be given to the R.D.R.P.C. to be able to be more flexible when dealing with relaxation requests. The possibility of EQUIVALENCY being an acceptable way to deal with land use issues may be feasible.
- 2.11) An aggressive move to a full review of all commercial and industrial land use bylaws is a positive step for the Commission and its continuation is recommended and encouraged.
- 2.12) Continue implementing efforts designed to enhance the Commission's "customer service attitude" with developers.

### 3. **INCENTIVES:**

- 3.1) Replace the existing Economic Development Department with a Regional Economic Development Commission, which in addition to including the City of Red Deer, would also include other local municipalities and counties.
- 3.2) The City of Red Deer should direct all efforts into disposing of their Industrial Land Bank. The City's Land Bank is presently a costly asset and in the immediate future should be used in pro-active ways to entice economic development activity to the region as well as provide funding for further economic development activity.
- 3.3) Either reduce land prices or explore other means to create more interest and more sales; the end result will be a larger tax base, and greater economic development activity. [Refer to recommendation 7.4) as detailed on Page 30.]
- 3.4) Allow land purchases without development agreements, also as a means to increase the tax base.
- 3.5) Set up a "one stop shop" with both the County and City of Red Deer so that potential developers receive the same information and experience the same development process. This recommendation implies that the City and County should work in closer partnership on land sale and development issues. (ie. a "regional" concept).

### 4. **MARKETING:**

- 4.1) Upwardly revise the funds available for pro-active marketing efforts designed to attract economic development activity.
- 4.2) More attention should be paid to the associations and industries who host special events in the City in order to ensure that they feel welcome and appreciated, and are therefore encouraged to return as well as promote their positive experience to others.
- 4.3) A personally signed letter from the City's Mayor should be used to respond to business leads and development enquiries.
- 4.4) A team of "business ambassadors" should be appointed by the Mayor's office to help represent the City and respond to future business development enquiries and leads.
- 4.5) An association comprised of representatives of local businesses should be struck with the expressed purpose of generating and managing funds designed to support and attract new businesses and events to the region. [Refer to recommendation 8.5) and the Epilogue.]

**5. DISTRIBUTION AND TRANSPORTATION:**

- 5.1) The need and feasibility of improved regularly scheduled passenger ground transportation from Red Deer to the Edmonton and Calgary airports should be more thoroughly investigated.
- 5.2) Efforts should be undertaken to encourage the renaming of Edmonton's International Airport to the "Edmonton/Red Deer International Airport".
- 5.3) Red Deer should be pro-active where possible in supporting a high speed rail link through the Edmonton-Calgary corridor.
- 5.4) The Economic Development Department should ensure that it is knowledgeable and current with respect to distribution and transportation facts, issues and costs.
- 5.5) Red Deer's strengths at serving as a distribution hub for Western Canadian markets should be highlighted in economic development promotional material.

**6. INDUSTRIAL RECRUITMENT:**

- 6.1) The City of Red Deer Economic Development Department should explore ways and means in which to implement a systematic industrial recruitment strategy that would include the following components:
  - 1) identification of specific industries to target;
  - 2) identification of existing companies within those industries that may be considering a change of operation and/or location;
  - 3) establishing direct contact with "qualified" prospects through the Economic Development Department (or a future Regional Economic Development Commission);
  - 4) following up those contacts which demonstrate an expressed interest in Red Deer with "peer contacts" - business contacts from the community; and
  - 5) establish a "lead" list that would encourage Red Deer business citizens to notify the Economic Development Department (or a future Regional Economic Development Commission), of any potential new business that they may be aware of through their normal course of activities.

**7. FINANCE:**

- 7.1) Seriously explore creating a Regional Economic Development Commission.
- 7.2) Ensure that the Economic Development Department (or future Commission) is adequately funded in order to ensure that a targeted, pro-active and aggressive approach towards economic development is undertaken.
- 7.3) Ensure that the Economic Development Department (or future Commission) has in place policies and procedures that are more customer oriented and provide better value for community stakeholders.
- 7.4) Explore and implement a variety of "creative" leasing, purchasing and development options that will assist in the development of Edgar Park industrial lands.
- 7.5) Monitor the utility charges of other communities competing for sustainable economic develop initiatives and, if appropriate, implement comparable incentive programs.
- 7.6) The City should commit a certain portion of the sales revenue and/or lease revenue generated from the Edgar Park industrial lands over the next ten years toward improving and enhancing the effectiveness of the Economic Development Department.
- 7.7) The Red Deer Industrial Airport should be more aggressively marketed as a suitable facility for both aviation and non-aviation related industries.
- 7.8) As previously recommended by the Municipal Service subcommittee, address the disparity of the downtown electrical grid hook-up charges which have been identified as a dis-incentive for downtown development.
- 7.9) The city should commit the necessary resources to revive the Downtown Concept Plan.

**8. STRUCTURES OF ECONOMIC DEVELOPMENT:**

- 8.1) The present City of Red Deer Department of Economic Development should be permanently dissolved and replaced with a Regional Economic Development Commission operated by an independent Board of Directors representing member groups on a proportional basis.
- 8.2) Potential members of the proposed Regional Economic Development Commission should include (but not necessarily limited to) the City of Red Deer, the Counties of Red Deer and Lacombe, and the Towns of Lacombe, Blackfalds, Sylvan Lake, Penhold and Innisfail. [The total population base of all possible member groups is approximately 100,000.]
- 8.3) A possible primary funding source for the Regional Commission could be a per capita contribution from each member group. Secondary funding sources should come from other levels of government, private sector contributions, memberships, commissions from joint ventures and other self-generation activities.
- 8.4) The Regional Commission should be centrally located in the region but outside of any City Hall or governmental facility. In addition, staff members should be directly employed by the Regional Commission.
- 8.5) The Regional Commission should examine the Spokane Momentum Strategy as a possible model for addressing the economic development function of the region. [Refer to Epilogue.]

Commissioners' Comments

We recommend that Council support the recommendations of the Manager of Land and Economic Development, and direct the Department to begin implementation immediately.

As Council is aware this is an "interim action plan", pending completion of the broader policy review as a result of Council's strategic planning exercise. As such, the recommendations can be managed within existing budgets and staff structure. Some preliminary strategic moves are suggested; in particular, the assignment of additional resources to business recruitment and the detailed investigation of a "one stop shop", which would blend our development services with those available through other agencies, including federal and provincial government agencies.

There are a number of other significant concepts identified by the Strategic Marketing Task Force which require the fuller review and greater attention afforded by the City's strategic planning exercise. These include the concept of a regional development authority, public-private partnerships in economic development (particularly business recruitment), and changes to existing policies regarding our Industrial Land Bank. The report will be a springboard for these broader policy discussions and there will be opportunity for further input from the business community, surrounding municipalities and other stakeholders. The final product will be the completed action plan recommended by the Task Force, including specific initiatives, desired time lines and individual or groups responsible for implementation.

"G. SURKAN"

Mayor

"A. WILCOCK"

Acting City Commissioner

**DATE: AUGUST 31, 1993**  
**TO: LAND & ECONOMIC DEVELOPMENT MANAGER**  
**FROM: CITY CLERK**  
**RE: THE STRATEGIC MARKETING TASK FORCE REPORT**

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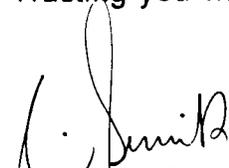
Your report dated August 13, 1993 pertaining to the above matter was presented on the Council Agenda of August 30, 1993.

Following is the motion which was passed by Council supporting your recommendations:

"RESOLVED that Council of The City of Red Deer having considered report dated August 13, 1993 from the Land and Economic Development Manager re: Strategic Marketing Task Force Report, hereby supports the recommendations of the Land and Economic Development Manager and directs that the Department begin implementation immediately and as presented to Council August 30, 1993."

The decision of Council in this instance is submitted for your information and I trust that you will proceed with immediate implementation. As noted in the "Comments from the Commissioners to Council", this is an "interim action plan" pending completion of the broader policy review as a result of Council's strategic planning exercise.

Trusting you will take appropriate action.

  
C. SEVCIK  
City Clerk

CS/clr

cc: City Commissioners  
Director of Community Services  
Director of Engineering Services  
Director of Financial Services  
Bylaws & Inspections Manager  
City Assessor  
Principal Planner

DATE: August 12, 1993  
 TO: City Clerk  
 FROM: Engineering Department Manager  
 RE: **SIGN CHANGES - ANNEXED AREA**

The recent annexation requires changing the speed limits of the newly acquired roads to be compatible with adjacent City roads (see Figure 1).

Roadway	From	To	Existing km/h	Proposed km/h
1. 30 Avenue	Previous South City Limit	Highway 595 (Delburne Road)	80	60
2. Highway 595 (Delburne Road)	East boundary of NW 34-37-27-4	30 Avenue	100	80
3. Highway 595 (Delburne Road)	East Boundary of NW 33-37-27-4	40 Avenue	80	60
4. Highway 595 (Delburne Road)	Gaetz Avenue	Taylor Drive	70	60

The reasons for the proposed speed limit revisions are as follows:

- a. to reduce traffic speed through residential areas,
- b. to make speed consistent with existing speed zones of adjacent City roads, and
- c. to improve intersection safety on Delburne Road.

In addition, City Limit signs, Dangerous Goods Route signs, Hospital markers, Truck Route signs, Snow Route signs, Street Name markers, and Highway Route markers need to be installed or relocated. The estimated cost for this work is \$15,000.

City Clerk  
Page 2  
August 12, 1993

**RECOMMENDATION**

We recommend Council consider the following action:

- a. Revise the speed limits outlined in Table 1 above. The Traffic By-law amendments are shown in Appendix A.
- b. Approve an over expenditure of \$15,000 to the 1993 Public Works Sign Maintenance budget to update the road signs.



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

CYL/emg  
Att.

## APPENDIX A

Schedule A (60 km/h) should be revised as follows:

### Streets

Replace "1. Delburne Road, between Gaetz (50) Avenue (Highway 2A) and the east boundary of NW 33-37-27-4" with "Delburne Road (Highway 595), between 40 Avenue and the West City Limit".

Replace "3. 55 Street, between 30 Avenue and the quarter mile east of the east boundary of NW 14-38-27-4" with "55 Street, between 30 Avenue and 400 m east of the west boundary of NE 14-38-27-4".

Schedule B (80 km/h) should be revised as follows:

Replace "1. 55 Street (Highway 11), between 20 Avenue and the quarter mile east of the east boundary of NW 14-38-27-4" with "55 Street (Highway 11), 400 m east of the west boundary of NE 14-38-27-4 and the East City Limit".

Add "2. Delburne Road (Highway 595), between 40 Avenue to the East City Limit".

### Commissioners' Comments

We concur with the recommendations of the Engineering Department Manager. The amending bylaw to the Traffic Bylaw may be given 3 readings at this meeting.

Council should be aware that the major reason for decreasing speeds on the Delburne Highway is to provide increased safety in a situation where high speed traffic is in conflict with an increasing number of turning movements at both the 30th and 40th Avenue intersections. In addition, the changes will provide a graduated reduction of speed as vehicles approach the urban area.

The Public Works Department will endeavor to fund the \$15,000 within the existing budget approved by Council, but if this is not possible, approval for an overexpenditure up to \$15,000 is requested.

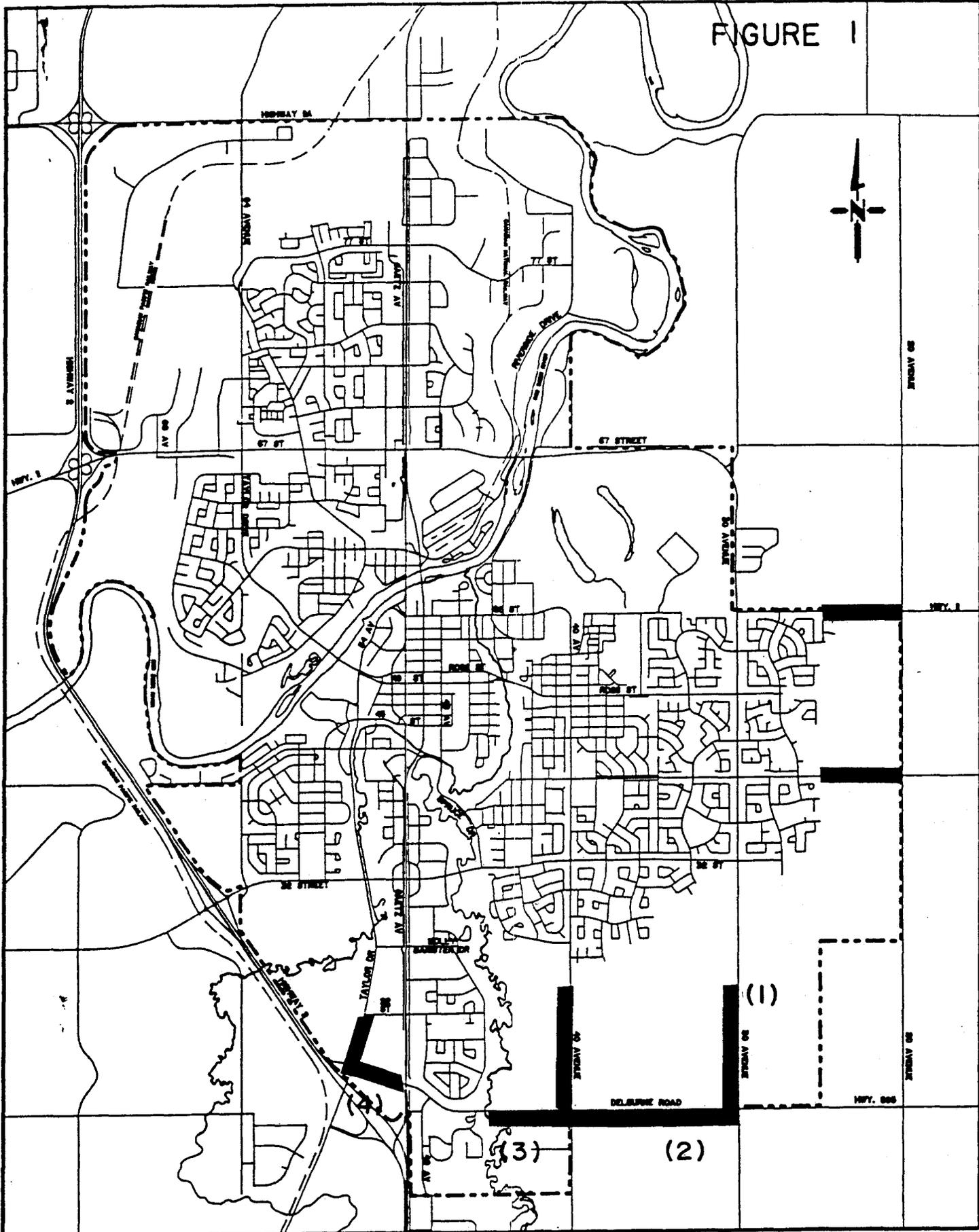
"G. SURKAN"

Mayor

"A. WILCOCK"

Acting City Commissioner

FIGURE 1



THE CITY OF RED DEER  
ANNEXED ROADWAYS

 -ROADS REQUIRING SIGN CHANGES

MAY 1988

**DATE: AUGUST 31, 1993**  
**TO: ENGINEERING DEPARTMENT MANAGER**  
**FROM: CITY CLERK**  
**RE: SIGN CHANGES - ANNEXED AREA**

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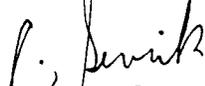
Your report dated August 12, 1993 pertaining to the above was presented on the Council Agenda of August 30, 1993.

At the aforesaid meeting, the following motion was introduced:

"RESOLVED that Council of The City of Red Deer hereby approves an overexpenditure of \$15,000.00 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. Specifically, the additional information required is justification for the change in speed limits proposed, comments from the Police - both City and Rural, comments from any affected adjacent owners and comments from County residents who could quite possibly be the most affected users of the roads in question. While not clearly enunciated at the Council Meeting, I believe the thinking in the back of the minds of most Members of Council is "Why should we suddenly change the speed limits on the roads in question simply because they have been annexed to the City?" In other words, nothing has changed physically.

We look forward to your report providing this additional information in approximately two months time. In the meantime, it is my understanding that you will be submitting a further report to Council for the next meeting recommending what necessary signage should be undertaken immediately to meet legal requirements, ie: Dangerous Goods Route signs, Truck Route signs, etc.

  
C. SEVCIK  
City Clerk

CS/clr

NO. 9

FILE: gord\memos\semi-rpt.cc

**DATE:** August 23, 1993  
**TO:** City Clerk  
**FROM:** Public Works Manager  
**RE: PUBLIC WORKS DEPARTMENT SEMI ANNUAL REPORT  
 JANUARY - JUNE 1993**

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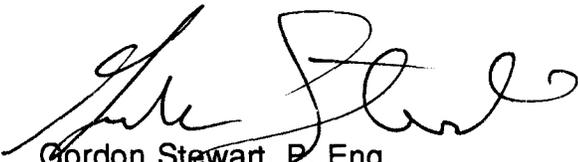
Attached is the Public Works Department's report for the first six months of 1993. For this report we have adopted more of a narrative format. Our year end report will continue to detail our activities in more quantitative terms.

Some of the highlights of the first six months of the year include:

- our annual Public Works Week display at the mall, staffed by Department volunteers
- attempting to recycle street sweepings from spring clean-up for re-use as sanding material
- pilot yard waste composting project
- increased landfill rates have reduced the amount of waste being accepted at the landfill site

**RECOMMENDATION:**

It is respectfully recommended that the Public Works Department's report for the period January to June, 1993 be received as information.

  
 Gordon Stewart, P. Eng.  
 Public Works Manager

Commissioners' Comments

/blm

Att.

Submitted for Council's information only.  
 The Public Works Department should be commended for their communication initiatives, such as their display at the Mall and their recent display at the Westerner during the exhibition, and for their recycling initiatives.

"G. SURKAN", Mayor

"A. WILCOCK", Acting City  
 Commissioner

**THE CITY OF RED DEER  
PUBLIC WORKS DEPARTMENT**



**SEMI-ANNUAL REPORT  
JANUARY TO JUNE, 1993**

## **INTRODUCTION**

The purpose statement of the Public Works Department is **"To deliver efficient, friendly, safe, high quality service to the public at the same time maximizing the effectiveness of the tax dollar."**

Public Works activities are continuing as, on an on-going basis, we look for ways to deliver services more cost-effectively. We place a priority on public communications and are looking for ways to improve this. Our safety initiatives have come from the recommendations contained in the recent safety audit.

Some of the highlights of this period have been:

- the Public Works Week display at the Parkland Mall;
- the pilot project for the re-use of sanding material;
- the pilot composting project; and
- the significant reduction in waste being received at the Solid Waste Disposal Site.

The report is broken down under the six operating sections of the Department.

## **PUBLIC WORKS OFFICE AND SCALE**

In the January to June period of 1993, the Public Works office continued to get busier. We received more calls than in previous years. (For example: June 1991 - 2 307 calls; June 1992 - 2 725 calls; June 1993 - 3 470 calls.)

Implementation of the pilot yard waste collection and composting program, as outlined in the Solid Waste Master Plan, has caused many calls to our office. In the first six months of 1993, we also received about 20% more calls which generated memos requiring action (1992 - 1 108; 1993 - 1 312).

Our response time on requests for service has been maintained, with the greatest percentage of requests receiving same day action.

All regular duties have been maintained. A survey was conducted of service offered by our office to City staff and departments. The largest percentage of responses indicate that our service is above average in all areas.

Normal operation was the rule at the weigh scale, with inventories of product which meets our needs and specifications being maintained. We were involved in the project to recycle sanding chips from spring clean-up, and this project successfully salvaged about 700 tonnes of material for re-use next winter at a cost which makes it economically viable.

## **TREATMENT PLANTS**

### Water Treatment Plant

Our major project at the water plant has been the computer control upgrade and chemical pacing. This project is now almost complete and should be fully operational in the very near future. During the construction period we have refrained from feeding fluoride. This was just a precaution in case any of the construction activities affected our feed rate and we maintain very strict tolerances on the feed rates for fluoride. You may recall that in the fall we had a problem with our high lift pumps when a fuse in one of the main transformers blew. The repair work from this incident has now all been completed and the high lift pumps are running at full capacity.

We have been undertaking chemical trials using polyaluminum chloride (PAC) as a substitute for alum. We have almost completed this trial and will be evaluating it once the trial is complete. The intent of the trial is to determine whether we can delay or eliminate modifications to the sludge dewatering plant and the relief line to the sanitary sewer.

Spring run-off this year was particularly challenging and we found more difficulty was experienced to control taste and odour. Some of this difficulty may be attributed to the change made in the treatment system last year, going to a combined chloramination as opposed to the free chlorine we used in previous years.

The increase in landfill rates for 1993 has encouraged us to look for alternatives for dealing with the calcium carbonate sludge. We have been talking to a contractor in one area and also to the Town of Viking and their consultant on another project and it appears that we will be able to conclude an agreement with the Town of Viking to supply them with 400 tonnes of calcium carbonate sludge. The cost to the City will be significantly less than disposing of it at the Landfill Site. We are very encourage by this in that the sludge will be applied to land and will be used as a pH correction for the existing land which will benefit both the farmer, the Town of Viking and ourselves and leave long-term benefits to the soil.

### Wastewater Treatment Plant

The Wastewater Treatment Plant has been very successful. We have had no untreated bypass during the first half of 1993 and our effluent quality has remained within the guidelines established by Alberta Environment.

The cold weather in January and February did cause some icing and difficulties for the clarifier equipment, but damage was relatively minor and we were able to keep the equipment operating.

During the summer, we return the anaerobic digester lagoon supernatant from the lagoons through the plant to treat it before discharge. The supernatant flows through syphons, back into the plant. We have experienced some difficulty with these syphons and we are, this year, removing some of the sludge from around the syphons in preparation for an application to land in 1994. We have already been given permission to use 420 acres of local land for our 1994 sludge application.

## **WATER AND WASTEWATER SECTION AND RED DEER INDUSTRIAL AIRPORT**

The Water and Wastewater Section experienced a productive and safe (no lost-time accidents, one medical aid) during the first six months of 1993. The twenty-eight permanent staff members were involved in several safety related courses during the winter as well as some operational training.

The Water Distribution System experienced 36 water leaks during this period, which is substantially higher than the five year average of 24. Other centres have experienced higher water leak frequencies this year, which is being attributed to the harsher winter. All hydrants were flushed and checked to assure proper operation and to maintain water quality. Nine obsolete hydrants and twelve main valves were replaced in an on-going program to maintain the system to an acceptable standard.

During the first six months of 1993, 170 new water meters have been added to the system and 346 existing meters have been upgraded to metric with remote read-outs. Large water meter testing began in June and 23 of these meters were tested in the field to ensure accuracy.

The Wastewater Collection System experienced few problems, with 13 blocked sewer mains and 77 plugged service laterals. The reduction in problems in this area is due to the combined cleaning, televising, repair and replacement program.

The Storm Sewer System experienced one frozen main and two main failures which resulted in minor street cave-ins. These lines have been repaired as well as other potential failures detected by closed circuit television. The lift stations are working well and we have only experienced minor problems with the catchbasins.

The Red Deer Industrial Airport had 19 162 aircraft movements during the first six months of 1993, which is a decrease of 12% from 1992. The acquisition of new snow removal equipment improved the snow removal efficiency. The electrical problems with the lighting on Taxiway Alpha caused some concern, but the problem is now resolved. Airport Supervisor Larry Brown is now qualified to examine employees for Restricted Radiotelephone Operators Certificate, a requirement on airside. Larry has also developed regulations for Ultralight Aircraft that will likely be adopted by Alberta Transportation and also by the Department of Transport.

The Water and Wastewater Section was involved in several projects during this period, including cutting brush at the Airport to reduce wildlife habitat; digging pits and landscaping at the Solid Waste Disposal Site; installing new fabric on the cold storage tent; constructing a compost site at the Solid Waste Disposal Site; constructing a communication room inside the water tower; water tie-ins and services in Deer Park 6A; water, wastewater and storm tie-ins in Oriole Park and Anders; plus installing an area drain near Rutherford Drive.

On June 11, 1993 Stan Habekost retired from the City after 31½ years of service.

The first six months of 1993 proved to be very productive with good progress being made in the area of establishing better safety programs and training.

## **SOLID WASTE**

The Solid Waste Section is responsible for the recycling program, garbage collection, sanitary landfill operations, installation and maintenance of all City signs, parking meter installation and maintenance, maintenance of the Public Works yards and buildings, and the tool crib operation.

The following is a brief summary of the activities in each area for January to June, 1993.

### Sanitary Landfill Operations

Operations at the Landfill site have been routine with no serious operations problems despite the wet spring and early summer conditions. A new cell excavated in January on the west side of the site should provide sufficient dumping area to last to the end of 1993.

Several trees along the north side of the site have perished due to the high water table, poor soil conditions and in particular, poor drainage in the ditch adjacent to the Delburne road. The trees are literally drowning. The Parks Department is providing guidance and the Engineering Department is preparing a dirt bench design suitable for planting and sustaining new trees.

The increase in tipping fees has significantly impacted and reduced the amount of waste being handled at the site. This will have an impact on our revenues for the year. We also intend to do some investigation to see how the work is now being handled.

### Garbage Collection

This Department receives relatively few garbage complaints; however, there are some areas and locations that generate more requests for inspections and clean-up than others. Most complaints are resolved to the satisfaction of our customers.

### Recycling Program

So far this year, the highlight in recycling for the Solid Waste Section has been introduction from the Solid Waste Master Plan of the Pilot Yard Waste Composting Program. The program, with a central drop-off, a drop-off at the landfill site, a neighbourhood drop-off and a travelling enviro-wagon has been very well received by the public.

### Parking Meters

The Parking Meter Section started out the year with a significant amount of vandalism to parking meters. Over twenty thousand dollars worth of damage, which was about the same amount as for all of 1992, was done to parking meters from January to May. Vandals were caught and taken to court which seems to have had an effect on reducing further vandalism.

### Parking Lot Maintenance

The Sports World Parking Lot on 49 Avenue has been converted from a manned kiosk to a ticket dispenser operation. Parts are on order to upgrade another dispenser to replace the manned kiosk on Gaetz Avenue south of 52 Street.

### Sign Installation and Maintenance

A new signmaker was purchased for our Sign Shop this spring. The old sign maker was approaching the end of its useful life and was using out-of-date technology. The upgrading allows for quicker turnover of sign orders and a wider variety of requests can be accommodated.

### Yard and Buildings

Our thirty-two year old building is showing signs of age. Although still structurally sound, the mechanical systems are requiring attention. A major renovation to the office area to insulate, improve heating and office efficiency was completed at the end of last year. Staff morale through the winter was noticeably improved. The roof over the administration area was replaced this spring.

In the shop and parking area, radiant heaters were installed to replace the inefficient space heaters that were burned out and in serious need of replacement. Two overhead vehicle doors were installed and the air compressor and vehicle washer were replaced and upgraded to meet increasing demands.

In the yard, because of hail damage, the covering on the vehicle storage tent was replaced through insurance.

## **ROADS**

The past winter months of 1993 were very moderate with only 35.8 cm of snowfall. This amount of snow fell on 22 different occasions. Sanding crews hauled out 4 160 tonnes of sand/salt for sanding streets. This account is now 54% spent. Normally, about 60% of costs are incurred in the first three months of the year.

Lane maintenance has gone very well, with almost all lanes graded once and some twice due to rainy weather. Road maintenance is progressing well with asphalt patching and skin patching on-going. Frost boil work on City streets is approximately one third completed. The Border Paving rubberized cracksealing contract is approximately 70% complete, with City crews doing "asphalite" spray in wider cracks.

The Crown Paving program and the concrete repair contract will be starting soon. Our crown paving contract this year will include a trial in using in-place recycled asphalt.

Spring clean-up was completed by May 18, 1993 at a cost of \$335 300, 3% under budget. We have undertaken a pilot project to reclaim street sweepings for re-use as sanding materials. We screened approximately 690 tonnes and will try to use it this winter.

Regular street sweeping on an as-required basis is underway. Thawing catchbasins this spring was exceptionally busy, with many freeze/thaw cycles causing some areas to be thawed several times, at a cost of \$52 600.

The Roads Section started work in the beginning of June to construct the service road bulbing on the west side of Gaetz Avenue by the Peavey Mart at Bennett Street.

Oiled roads are being patched to maintain a good driving surface.

## **CIVIC GARAGE**

The garage staff have been busy keeping all the equipment in good running order. Our work load is less than it was last year, but we have reduced staff by one mechanic. Our welding shop has been busy the first part of this year, setting up new trucks and doing all the other welding and fabricating jobs. Our body shop has been kept busy with a preventative maintenance program on the buses and doing other repairs as they come in.

All new units for the fleet have been tendered and received, except for two; one for the Water and Wastewater Section and the other for E.L. & P. The unit for E.L. & P. is a digger truck and the unit for Water and Wastewater is a sewer cleaning truck.

So far this year, the Garage staff has processed 2 726 work orders for the equipment pool. These work orders are as follows:

Preventative maintenance inspections	624
Scheduled repairs	880
Unscheduled repairs	1 842
Road calls	96
Emergency repairs	4

The average dollar value of each work order was \$240.03. The average labour hours per work order were 2.9.

The percentage of repair orders completed within twenty-four hours was 83%, and 92% of the repair orders were completed within forty-eight hours.

Approximately 1 343 hours were spent working on general ledger account numbers. This includes such things as meter and signs, trailers, small equipment, capital projects, tampers, etc.

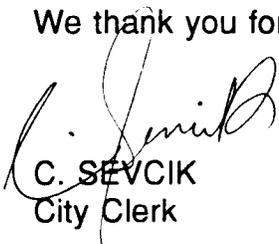
**DATE: AUGUST 31, 1993**  
**TO: PUBLIC WORKS MANAGER**  
**FROM: CITY CLERK**  
**RE: PUBLIC WORKS DEPARTMENT -**  
**SEMI-ANNUAL REPORT / JANUARY - JUNE 1993**

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This is to advise that the above noted report was presented on the Council Agenda of August 30th, 1993. The Public Works Semi-Annual Report for January - June 1993, was accepted for information and it was agreed that same be filed.

During the discussion however, it was suggested that you investigate the possibility of requiring lids on dumpsters to contain garbage from being blown around by the wind. Trusting you will pursue this matter and report back to Council in due course.

We thank you for your report in this instance.



C. SEVCIK  
City Clerk

CS/clr

NO. 10

650-026A

DATE: August 24, 1993  
 TO: City Clerk  
 FROM: Engineering Department Manager  
 RE: **TAYLOR BRIDGE SAFETY FENCE**

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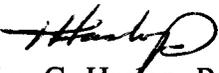
On August 20, 1993 at 2 p.m., four bids were opened for the pedestrian safety fence between the two Taylor Drive bridges. They were as follows:

Q & Q Fencing, Red Deer	\$21,196.70, including GST
Double J Fencing, Red Deer	\$25,104.34, including GST
Elligott Construction Ltd., Wetaskiwin	\$33,598.00, including GST
McLelland Supply Ltd, Calgary	\$35,176.25, including GST

The pretender estimate was \$15,500; however, galvanizing the connectors to reduce future maintenance costs would account for nearly half of the difference between the estimate and low bid.

The horizontal fencing project is to be charged to the Corridor Project and the additional cost can be accommodated within the existing Corridor Project Budget.

This information is submitted for the information of Council.

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

PEG/emg

Commissioners' Comments

Submitted for Council's information only. It should be noted that the City's cost would only be 10% and as indicated in the report the funds are provided in the Corridor Project.

"G. SURKAN", Mayor

"A. WILCOCK", Acting City  
 Commissioner

**DATE: AUGUST 31, 1993**  
**TO: ENGINEERING DEPARTMENT MANAGER**  
**FROM: CITY CLERK**  
**RE: TAYLOR BRIDGE SAFETY FENCE**

---

Your report dated August 24, 1993 pertaining to the above, and in particular with regard to bids received for the pedestrian safety fence between the two Taylor Drive bridges, received consideration at the Council Meeting of August 30, 1993. Your report aforementioned was accepted for information and it was agreed that same be filed.

We thank you for your report in this instance.

  
C. SEVCIK  
City Clerk

CS/clr

NO. 11

**DATE: August 24, 1993**  
**TO: City Clerk**  
**FROM: Director of Financial Services**  
**RE: PROPOSED CHANGES TO THE BUDGET FORMAT**

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The purpose of this report is to update Council on changes being made to the Operating Budget format to facilitate Council's budget review process.

The City administration is considering a number of changes to the budget format to incorporate such changes as:

- a two-year instead of a one-year Operating Budget to facilitate longer term planning
- providing more information on service levels provided and service level options
- making the Operating Budget more "output" oriented by providing information on outputs provided
- providing information more concisely on goals and performance related to goals.

The review of the budget format will be undertaken over the next few months with the intent to bring the proposed changes to the Financial Task Force and Council in sufficient time for incorporation in the 1995 Budget.

As Council is aware, the 1994 Budget will reflect reductions for many of the City department budgets due to reduced revenues from Provincial grants and investment interest revenue and increased expenditures in essential services such as the RCMP contract. It will accordingly be important the 1994 Budget presented to Council for review provide information on:

- service levels provided by the recommended "Base Budget"
- service level increases included in the addback requests
- implications on service levels of reductions in the departmental Base Budgets.

...2

City Clerk  
 August 24, 1993  
 Page 2

The 1994 summary Operating Budget forms for Council's review have been revised as a preliminary step in changing the budget format. A sample of the summary budget form to be used is attached. Information on the Transit System is included on the form to show the kind of information that could be provided.

It is anticipated the new budget summary forms would facilitate a review by Council of:

- levels of service provided, and
- identification of priorities to assist in the reallocation of funding.

The detail budget sheets would also be provided.

It is anticipated for the 1994 Budget review Council would also be provided with information on the impact of additional reductions in the departmental base budgets that could be considered by:

- increasing revenues generated, or
- using alternate methods of service delivery, or
- reducing the level of service.

This information would be useful to Council in determining if existing funding could be reallocated to areas that Council considered of higher priority.

As indicated earlier, this report is provided to Council for information on what actions are being taken to achieve a more informative budget for Council to consider in:

- determining priorities, and
- allocating limited resources.



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

AW/jt

Att.

PATH: alan\budget\94format.clk

Commissioners' Comments

Submitted for Council's information and comment.

"G. SURKAN", Mayor

"A. WILCOCK", Acting City  
 Commissioner

**1994 OPERATING BUDGET****PROGRAM: TRANSIT SYSTEM**

file: transit

**DEPARTMENT: TRANSIT SYSTEM****DIRECTORATE: ENGINEERING SERVICES****DESCRIPTION OF PROGRAM AND LEVEL OF SERVICE**

Provide Public transportation services to citizens of Red Deer six days per week with no service on Sundays or holidays. No Westerner shuttle services are provided. Hours of operation are:

Fixed route service from 6:30 a.m. to 6:00 p.m. Monday to Friday

Fixed route service from 8:00 a.m. to 6:00 p.m. Saturdays

Dial-A-Bus service from 6:15 p.m. to 11:00 p.m. Monday to Saturday

Service frequencies are 30 minutes with no additional schedules provided during peak hours. Peak hour school overloads will operate as a supplement to the regular service buses.

**1994 GOALS AND OBJECTIVES**

To maintain the existing level of service and extend service to the new High School on September 1, 1994

**COMMENTS ON PROGRAM**

Due to the expansion of subdivisions there is a need to extend the existing routes to maintain the same level of service.

**1993 ACCOMPLISHMENTS**

	1993	1994
Cost savings as a result of Dial-A-Bus services	\$130,000	\$150,000

**PERFORMANCE INDICATORS**

	1992	1993	1994
Cost per passenger	\$1.55	\$1.61	\$1.54
Cost per capita	\$42.51	\$45.58	\$46.99
Cost per kilometre	\$3.09	\$2.65	\$2.74

**DETAIL PAGE NUMBERS:**

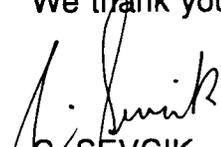
	1992 ACTUAL	1993 BUDGET	1994 BUDGET
<b>EXPENDITURE</b>			
Personnel	\$1,624,365	\$1,696,228	\$1,786,498
Materials and Supplies	21,250	23,207	22,000
Contracted Services	85,000	89,158	88,266
Capital Contributions	14,461	4,147	4,106
Debt Charges	15,503	12,448	12,450
Transfers to Other Operating Budget Programs	846,000	853,566	857,000
Transfers to Reserves and Allowances		0	0
Other	0	0	0
<b>TOTAL EXPENDITURE</b>	<b>\$2,606,579</b>	<b>\$2,678,754</b>	<b>\$2,770,320</b>
<b>REVENUE</b>	<b>1,171,890</b>	<b>1,250,637</b>	<b>1,313,428</b>
<b>NET TAX LEVY</b>	<b>\$1,434,689</b>	<b>\$1,428,117</b>	<b>\$1,456,892</b>
Percent of Prior Year		99.5%	102.0%
<b>EQUIVALENT FULL TIME POSITIONS</b>	<b>40</b>	<b>40</b>	<b>40</b>

**DATE: AUGUST 31, 1993**  
**TO: DIRECTOR OF FINANCIAL SERVICES**  
**FROM: CITY CLERK**  
**RE: PROPOSED CHANGES TO THE BUDGET FORMAT**

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Your report dated August 24, 1993 pertaining to the above was presented on the Council Agenda of August 30, 1993. Your report aforementioned was accepted by Council for information purposes and it was agreed that same be filed.

We thank you for your report in this instance.

  
C. SEVCIK  
City Clerk

CS/clr

NO. 12

August 18, 1993

Mayor and Council  
City of Red Deer

Dear Mayor Surkan and Members of Council,

Mickey the Beaver has been important to Red Deer since 1939, when the injured beaver kit was found near Waskasoo Creek, nursed back to health and became a tourist attraction. Kerry Wood's story of Mickey is well known.

More recently Mickey became the mascot for the 1988 Alberta Winter Games. At that time, a mascot costume was developed and Mickey made many public appearances. As part of the Games legacy, the costume was turned over to the City's Recreation and Culture Department. Mickey continued to make appearances at major events and to participate in activities such as the 1995 Canada Games bid.

The costume developed for the Winter Games is presently in poor condition, preventing Mickey from continuing such appearances. Before any action can be taken to raise funds to replace the costume, a decision on Mickey's future role is required.

On behalf of Mickey's many friends, I would ask that Council consider taking the following steps:

- a) Appoint Mickey the Beaver as an official ambassador for the City of Red Deer; and
- b) Appoint a representative to work with a volunteer group to raise funds and enable Mickey to properly carry out this role.

The attached proposal provides additional background information. Following Council's approval of the proposed role for Mickey, a volunteer group will quickly be established and a detailed action plan developed.

I would be happy to provide any additional information that Council may need to consider this request, and look forward to your support.

Yours truly,

*Wendy Martindale*

Wendy Martindale

WM/cw

THE CITY OF RED DEER  
CLERK'S DEPARTMENT

RECEIVED	
TIME	1:00 pm.
DATE	August 23/93
BY	CS.

## **Proposal**

### **Mickey the Beaver**

#### **Background**

Mickey the Beaver was an injured beaver kit found near Waskasoo Creek in 1939, and adopted by the Forbes family. Mickey attracted lots of attention, publicity and visitors. Kerry Wood featured a story about Mickey in one of his books for children.

Mickey the Beaver was reintroduced to Red Deer as the mascot for the 1988 Alberta Winter Games. A costume was developed and Mickey made many public appearances to promote the Games. As part of the Games legacy, Mickey was turned over to the Recreation and Culture Department, which has been responsible for Mickey's care since that time. Mickey makes appearances at community events, assists with the Better Biking program, and played a significant role in Red Deer's bid for the 1995 Canada Games.

Mickey's costume is currently in poor condition and cannot continue to be used in public appearances. A decision on Mickey's future role is needed, before any action could be taken to raise the funds necessary for replacement of the costume. This proposal has been developed by a group of Mickey's Friends, who wish to ensure that Mickey continues to play an active role in the life of Red Deer.

#### **Recommendation**

That City Council appoint Mickey the Beaver as official ambassador for the City of Red Deer, and further

That Council appoint a representative to work with Mickey's Friends, to ensure that Mickey continues to properly carry out this role.

#### **Rationale**

Mickey is a native of Red Deer. While a beaver as a mascot is not unique, Mickey is a character with historic ties to our city. There is also a link with the beaver as a Canadian symbol.

At various times in the past, Mickey has had a high public profile:

- . as a tourist attraction in the 1940s
- . as the mascot of the 1988 Alberta Games
- . as a mascot for the Canada Games bid
- . in association with the bike safety program.

Mickey appeals to people of all ages, with an ability to generate warm and enthusiastic responses.

Mickey was found near Waskasoo Creek and has a close association with Red Deer's parks. Mickey can be an important element in the marketing of Red Deer as a place to explore the natural environment.

Mickey can serve as a "spokeperson" for wildlife and for appropriate park behaviour, while encouraging residents and visitors to use the park. A character like Mickey can more easily and successfully convey certain messages than a human spokesperson.

Mickey has demonstrated interest and the ability to be involved in a variety of recreational and cultural pursuits.

While a beaver of no words, Mickey is a gregarious and outgoing individual who enjoys meeting people of all ages and stations. Mickey thrives on challenges, likes to work hard and has excellent "interpersonal" skills.

Mickey has historical significance to Red Deer, and Kerry Wood's book Mickey the Beaver, which is readily available, tells this story.

Mickey is another reflection of Red Deer's emphasis on volunteerism. From the Games experiences we know that it is possible to recruit and train a group of volunteers to serve as Mickey and companion. In fact, this could become a very sought after volunteer position.

Perhaps, most importantly, Mickey is fun! A laugh, a smile, a light moment, a pleasant memory; we can all use more of those.

### Action

With City Council's approval of Mickey's role as ambassador, Mickey's Friends will begin work to raise the necessary funds to ensure Mickey's continued success in this role.

## Appendix

### Possible Funding Sources:

Revenue from merchandise sales  
 Donations/honorarium for appearances  
 Mayor's public relations budget  
 Grants for costume eg Red Deer Heritage Fund

### Possible Activities for Mickey

- . Welcoming people to City functions, special events
- . Inviting people into City facilities
- . Featured in Waskasoo Park brochure, Community Services tabloid, Visitors Guide
- . Trade and consumer shows with display
- . Participation in bids for events
- . Appearances at parades, special events, as a host
- . Reply to requests from students for information on Red Deer, on the mayor's behalf
- . Greeting school tours of City Hall
- . Continue to feature in interpretive sign, walking tour
- . Encourage planting of trees
- . Taking part in environmental education and interpretation programs
- . Mickey's little brother (a hand puppet) to make appearances when it is not practical for Mickey to attend
- . Build a lodge for Mickey (at the Kerry Wood Nature Centre or transportable)
- . Children's visitor in hospital wards

### Merchandising Possibilities

- . Pins (should identify Mickey the Beaver, Red Deer, Alberta)
- . Sweatshirts (with Mickey's name and appropriate message)
- . Buttons
- . Beaver chewed sticks
- . Toques
- . Pencils and pens
- . Stickers, bumper stickers
- . Coffee mugs
- . Park passports
- . Toothbrushes
- . Stuffed animals, puppets
- . Bookmarks
- . Chocolate logs
- . Bicycle bells, horns, stickers

**DATE: August 24, 1993**  
**TO: CITY COUNCIL**  
**FROM: CRAIG CURTIS**  
**Director of Community Services**  
**RE: MICKEY THE BEAVER: APPOINTMENT AS OFFICIAL AMBASSADOR**  
**A letter from Wendy Martindale dated August 18, 1993 refers**

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1. Wendy Martindale has written to the City requesting that City Council consider taking the following steps:
  - appoint Mickey the Beaver as an official ambassador for the City of Red Deer and
  - appoint a representative to work with a volunteer group to raise funds and enable Mickey to properly carry out this role.

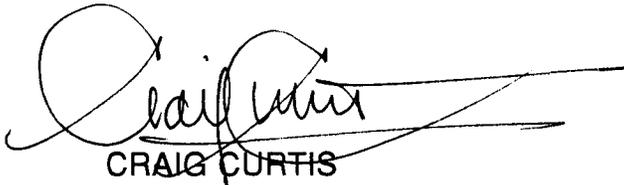
The attached proposal outlines Mickey's background, possible activities, merchandising opportunities and potential funding sources.
2. I have discussed this proposal with the Parks and Recreation & Culture managers and our comments are as follows:
  - I have a particular affinity for Mickey the Beaver having developed the concept of the mascot as part of the cultural component of the 1988 Alberta Winter Games. He has since been managed by the Recreation & Culture Department and has made appearances at numerous community events. Unfortunately, Mickey's costume is now in very poor condition and cannot continue to be used in public.
  - We support the concept of appointing Mickey the Beaver as "official ambassador" for the City of Red Deer. He could participate in a large number of activities and a number of merchandising opportunities have been identified.
  - The major issue arising from this proposal is who City Council could appoint as a representative to work with volunteer groups and raise funds. It is considered that there are three potential groups which might legitimately assume this role: the Mayor and Commissioner's Office, the Visitor & Convention Bureau, and the Recreation & Culture Department. The Recreation & Culture Department is very reluctant to assume this role in view of the significant staff and program reductions which have been imposed and the strain this has placed on existing resources.

**CITY COUNCIL  
August 24, 1993  
Mickey the Beaver  
Page Two**

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**3. RECOMMENDATIONS:**

It is recommended that City Council appoint Mickey the Beaver as an official ambassador for the City of Red Deer providing that a suitable representative can be identified to provide administrative support and coordination.



**CRAIG CURTIS**  
Director of Community Services

CC/kb

- cc - Lowell Hodgson, Recreation & Culture Manager  
- Don Batchelor, Parks Manager  
- Wendy Martindale, Visitor & Convention Bureau

Commissioners' Comments

We support the concept as proposed and if Council is receptive to the proposal, we would recommend it be circulated to interested organizations; such as the Chamber of Commerce; the Westerner; Recreation, Parks & Culture Board; and the Red Deer Visitor & Convention Bureau prior to a final decision by Council.

"G. SURKAN"  
Mayor

"A. WILCOCK"  
Acting City Commissioner

**DATE: AUGUST 31, 1993**

**TO: RED DEER CHAMBER OF COMMERCE  
WESTERNER EXPOSITION ASSOCIATION  
RECREATION, PARKS & CULTURE BOARD  
RED DEER VISITOR & CONVENTION BUREAU**

**FROM: CITY CLERK**

**RE: PROPOSAL "MICKEY THE BEAVER" AS AN OFFICIAL AMBASSADOR  
FOR THE CITY OF RED DEER**

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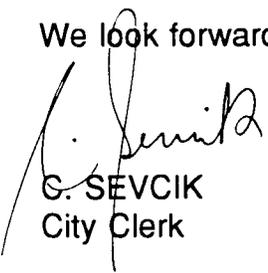
At the Council Meeting of August 30, 1993 the enclosed proposal submitted by Wendy Martindale requesting that Council consider appointing "Mickey the Beaver" as an official ambassador for the City of Red Deer, received consideration.

Following is the motion which was passed by Council in regard to this suggestion:

"RESOLVED that Council of The City of Red Deer hereby agrees that the proposal pertaining to 'Mickey the Beaver' be circulated to interested organizations such as the Chamber of Commerce, the Westerner, Recreation, Parks and Culture Board and the Red Deer Visitor and Convention Bureau prior to a final decision being made by Council."

In accordance with Council's direction, we would request that you consider this suggestion and provide us with your comments at your earliest convenience. Upon receipt of a report from each of the organizations referred to in the resolution, the matter will be represented to Council for a final decision.

We look forward to your report in due course.



G. SEVCIK  
City Clerk

CS/clr  
Encls.

cc: Director of Community Services  
Wendy Martindale



## RED DEER 1994 BRIER SOCIETY

P.O. Bag 1994, Red Deer, Alberta T4N 6W6  
Telephone (403) 340-1994 Facsimile (403) 347-9400

July 30, 1993

Mayor Gail Surkan  
City of Red Deer  
P.O. Box 5008  
Red Deer, Alberta  
T4N 3T9

Dear Mayor Surkan:

Re: 1994 LABATT BRIER

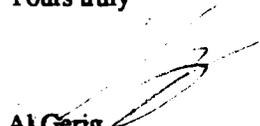
We refer to our meeting with you of March 16, 1993 at which time we discussed the possible involvement of the City of Red Deer in the 1994 Labatt Brier. Our understanding of the results of the meeting were that all present agreed the City did have a hosting responsibility although there may be no funds available in the City's budget to accommodate same.

Our committee understood that meetings were scheduled by you with Council in April or May to discuss in general the City's budget and that you would hopefully be able at that time to discuss the matter of allocating funds for the 1994 Labatt Brier. We confirm that we were prepared to attend before Council to discuss this matter and are still prepared to do so. We believe, as discussed with you, that the City should have a budget available to promote and host events such as the Brier to attract tourism and business to our City and to maximize use of the facilities at the Westerner.

Please advise us as to the status of our request for assistance and if you or Council are desirous of discussing this matter further with us.

Thank you for your attention to the foregoing.

Yours truly



Al Gerig  
General Chairman

*High tail it to...  ...a delight to discover!*



## RED DEER 1994 BRIER SOCIETY

P.O. Bag 1994, Red Deer, Alberta T4N 6W6  
 Telephone (403) 340-1994 Facsimile (403) 347-9400

September 28, 1992

The Mayor and City Council  
 City of Red Deer  
 P.O. Box 5008  
 Red Deer, Alberta

Your Worship and City Council Members:

RE: 1994 CANADIAN CURLING CHAMPIONSHIPS

Red Deer and District is proud to have been selected as the site of the 1994 Labatt Brier. The week-long event will be held in the new Centrium Arena located at the Westerner Exposition in Red Deer.

The event is of National prominence and promises to provide a significant boost to the regional economy and the sport of curling.

A non-profit society has been formed under the name of Red Deer 1994 Brier Society and this society has signed a tripartite agreement with the Canadian Curling Association and the event sponsor, Labatt Breweries of Canada. Our role is to host the event on behalf of the two other parties.

We hereby solicit the financial assistance of your Recreation and Culture Department so that we may carry out certain portions of our responsibilities. We also wish to invite the City of Red Deer to consider involvement in certain events at the 1994 Brier in Red Deer and at the Ottawa Brier in 1993. We believe that various departments of the City can assist our host committee in the following ways:

Grant in 1993 to promote the City at Ottawa Brier	\$15,000 .
Grant to assist funding opening/closing ceremonies in Red Deer 1994	\$20,000 .
Public transit expansion of services	Service subsidy .

During the 1993 Labatt Brier celebration in Ottawa our host committee will be promoting the upcoming 1994 Labatt Brier to be held in the City of Red Deer. Our budget for the Ottawa promotion is approximately \$30,000. We invite the City of Red Deer to assist to the extent of \$15,000. We intend to invite the Alberta Government to assist in a similar amount.

*High tail it to...  ...a delight to discover!*

City of Red Deer

- 2 -

September 28, 1992

Present Ottawa plans consist of:

- Special Red Deer entertainment
- A western style breakfast
- Tourism promotion at our ticket booth

During the 1994 Labatt Brier celebration in Red Deer, significant hosting and promotional expenditures will be incurred. These activities relate to the Department of Recreation and Culture in that significant benefits will accrue to the citizens of Red Deer.

It is our hope that representatives of the City may be present at the opening and closing ceremonies of the week-long event. Our aggregate budget for these ceremonies is \$40,000. We solicit your department's financial support in the form of a grant of \$20,000.

The other major area of assistance and/or co-operation relates to the City Transit Department. Our Transportation Committee is soliciting city support in scheduling special bus transportation. Please consider budgeting in March 1994 for the provision of additional bus services to and from the Centrum during Brier week.

A successful Brier will result in profits accruing to our region. Profits, however, are only possible with huge volunteer support, significant private individual/corporate support and assistance from municipal and provincial governments.

In periods of serious budget restrictions, each municipal government must be faced with very difficult decisions. Expenditures should not be considered unless significant benefits are apparent.

We will be pleased to expand on the above comments so that you can obtain a full understanding of the nature of our request. We also look forward to any suggestions and recommendations that your various departments may wish to offer to assist our host committee.

Yours truly,

RED DEER 1994 BRIER SOCIETY



W. D. Tronnes, Vice Chairman

WDT:amt

*High tail it to...  ...a delight to discover!*

**DATE:** September 23, 1992

**FILE NO.** R-39119

**TO:** Mayor and Council

**FROM:** William A. Hull, Chairman  
Recreation, Parks & Culture Board

**RE:** 1994 BRIER

The Red Deer 1994 Brier Society submitted the attached September 16 letter for the consideration of the Recreation, Parks & Culture Board with an explanation that they wish to present this to City Council prior to the Fall Election in order to report to the Mayor and Council that approved the bid for the hosting of this curling championship. The Board considered this letter when we met September 22 to consider the Recreation & Culture Department budget.

The letter from Mr. Tronnes received considerable discussion, and the Board was reluctant to make any recommendation with respect to 1994 funding, as all the ramifications are not known, specifically with respect to the expectation for expansion of services in public transit. Therefore, the Board passed the following resolution with respect only to the 1993 budget:

Moved by Marilyn Haley/seconded by Stan McCarthy.

**"That the Recreation, Parks & Culture Board support the 1994 Brier Society in their approach to City Council for funding to host a promotional event in Ottawa during the 1993 Brier in the amount of \$15,000. It is further recommended that City Council consider this request during the 1993 budget deliberations."**

CARRIED

The Red Deer 1994 Brier Society is also seeking support for the Opening and Closing Ceremonies and for increased transit services during the Brier week; however, the Board was reluctant to make a recommendation on this portion of their request as it impacts the 1994 budget. Board members expressed the need for some additional information concerning this event prior to making that recommendation on the 1994 budget, wanting to have a better feel for the economic benefit to the city as a result of hosting this event. The Board also felt that other funding sources should be sought in addition to the City and Provincial Governments.

The Recreation, Parks & Culture Board is most appreciative of the efforts of the Brier Society to bring the Brier to Red Deer, and we look forward to further dialogue to assist in making this event the success that we know it will be.

*W. A. Hull*  
607 / WM. A. HULL

/mm

Attachment

c Craig Curtis, Director of Community Services

**DATE:** September 21, 1992

**FILE NO.** R-39105

**TO:** Recreation, Parks & Culture Board

**FROM:** Lowell R. Hodgson  
Recreation & Culture Department

**RE:** 1994 BRIER

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The Red Deer 1994 Brier Society wish to appear before City Council now to update them on the plans for the hosting of this Canadian Championship and to go on record as declaring their need for financial assistance in order to host this event. In turn, City Council would ask for a comment from the Recreation, Parks & Culture Board before considering such a report; therefore, I asked Mr. Tronnes to address his report to you, which in turn will be considered by City Council when they next meet.

This event like many other major events requires the host community to promote their event by hosting a banquet and social in the year prior to the event. In this case, the Brier Committee expects Red Deer to host such an event in 1993 in the City of Ottawa. The Brier Committee seeks assistance for this event; further to that, they seek assistance for funding the Opening and Closing Ceremonies for the 1994 event. Although I am unable to attach a figure to their third request, they seek the assistance of the City in providing additional public transit services during the 1994 Brier.

### **RECOMMENDATION**

That the Recreation, Parks & Culture Board support the 1994 Brier Society in their approach to City Council for funding to host a promotional event in Ottawa during the 1993 Brier in the amount of \$15,000 and to assist in the funding of the Opening and Closing Ceremonies for the 1994 Brier in the amount of \$20,000, and to provide additional transit services to the Westerner during the Brier week. It is further recommended that City Council consider these requests during their 1993 budget deliberations.

  
LOWELL R. HODGSON  
Recreation & Culture Manager

/mm

c Craig Curtis, Director of Community Services

FILE: alan\memos\curling.clk

**DATE: September 30, 1992**  
**TO: City Clerk**  
**FROM: Director of Financial Services**  
**RE: 1994 CANADIAN CURLING CHAMPIONSHIPS**

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Council indicated its agreement to assist the Red Deer 1994 Brier Society on September 4, 1990:

"RESOLVED that Council of The City of Red Deer hereby fully supports hosting the 1994 Brier and would provide any appropriate assistance that would ensure the success of this significant event."

On November 13, 1990, Council approved a one-time grant of \$5,000 to the Society to assist in the bid application:

"RESOLVED that Council of The City of Red Deer hereby approves a one-time grant in the amount of \$5,000.00 to be charged to the 1990 Budget to enable the Red Deer Host Committee to carry out all the activities necessary to support the Bid Application for the 1994 Labatt Brier and as presented to Council November 13, 1990."

On April 15, 1991, Council agreed to provide a Letter of Credit for \$50,000 in the event funding was required for any shortfalls.

"RESOLVED that Council of The City of Red Deer, having considered correspondence dated April 3, 1992 from the 1994 Labatt Brier Bid Committee, hereby supports the request for the Letter of Credit as outlined in the above noted correspondence and as presented to Council April 5, 1991."

The Red Deer 1994 Brier Society is now requesting Council's assistance in providing for the following:

City Clerk  
 September 30, 1992  
 Page 2

	<u>DESCRIPTION</u>	<u>AMOUNT</u>	<u>BUDGET YEAR</u>
•	To promote the City at the Ottawa Brier	\$ 15,000	1993
•	Grant to assist in the opening/closing ceremonies	20,000	1994
•	Public Transit service expansion to Centrium during the Brier	?	1994

Council Policy No. 420 provides for Council to consider grant requests during the budget deliberations in January. The policy also provides for:

- Proposed budgets to be submitted.
- Appropriate departments such as Community Services and the Red Deer Visitor and Convention Bureau to provide comments.

A copy of the policy is attached.

Council can, of course, decide to consider grant requests at any time.

When Council does decide to consider the grant request, some factors to consider are:

- The significance to Red Deer of the event.
- No budget provision had been made in 1993. With the 0% tax increase guideline, other City services may have to be reduced to provide funding.



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

AW/jt  
 Att.

Policy Section:  
Finance

Page:  
1 of 3

Policy Subject  
Grants to Community Service Organizations

Policy Reference:  
420

Lead Role:  
City Treasurer

Resolution/Bylaw:  
December 20, 1982

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PURPOSE

To provide a procedure for the submission of grant requests to City Council.

POLICY STATEMENT

Section A

Grant requests that will be considered are categorized as:

1. One Time - Each one considered on its own merit and how it might benefit the City.
2. Cultural - (Other than those considered for funding from Provincial Recreation/Cultural grant funds) - Each one considered on its merits.
3. Religion - Each one considered on its merits.
4. Recreation - (Other than those considered for funding from Provincial Recreation/Cultural grant funds)
  - a) Grants can be made available for a special event such as a provincial, national or international event for non-profit groups.
  - b) No grants will be made available for the yearly cost of the recreation group operations.
  - c) Grants could be made available to non-profit groups who provide their own facilities and provide a recreation opportunity that may be otherwise initiated by the City or to support a City program.
5. Other: Each one considered on its merits.

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Cross Reference  
Council Agenda August 22, 1988

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Remarks

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Date of Approval:	Effective Date:	Date of Revision:
December 20, 1982	December 20, 1982	August 22, 1988

Policy Section:  
Finance

Page:  
2 of 3

Policy Subject  
Grants to Community Service Organizations

Policy Reference:  
420

Lead Role:  
City Treasurer

Resolution/Bylaw:  
December 20, 1982

---

PURPOSE

POLICY STATEMENT

Section B

1. All grant requests received from Social Service, Cultural, Recreational or Tourism related groups are to be submitted to the appropriate City Boards or Societies for consideration from existing Provincial grant programs except for the following:

Parkland Humane Society

C.N.I.B.

Red Deer Community Band Society

2. Any grant request not recommended for funding by the appropriate City Board from Provincial funds and/or the appropriate City department budget would not be considered by Council for a general grant unless:
  - a) it was for a special event such as a provincial, national or international event for non-profit group, or
  - b) it was a non-profit group that provided its own facilities and a recreation opportunity that would otherwise have to be provided by the City or is supplementing an existing City program.

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Cross Reference

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Remarks

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Date of Approval:

Effective Date:

Date of Revision:  
July 22, 1991

Policy Section:  
Finance

Page:  
3 of 3

Policy Subject  
Grants to Community Service Organizations

Policy Reference:  
420

Lead Role:  
City Treasurer

Resolution/Bylaw:  
December 20, 1982

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PURPOSE

POLICY STATEMENT

Section C

Grant applications are to be submitted to the City Treasurer by January 15th of the year the grant is required. Council then reviews all grant requests at a special meeting.

Grant applications submitted by organizations are to include:

1. The specific purpose of the request
2. Amount requested
3. Previous years financial statement certified correct by two directors
4. Proposed budget for current year
5. All surpluses and invested funds must be shown in (3)
6. Utilization of accumulated surpluses must be shown on the proposed budget. It is expected any surpluses above that required as working capital to fund current operating requirements would be used to reduce the grant request.
7. Representatives of organizations requesting grants should be present when Council considers their requests.
8. Grants must be used within the City of Red Deer unless otherwise authorized by Council.

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Cross Reference

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Remarks

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Date of Approval:

Effective Date:

Date of Revision:

DATE: October 1, 1992  
TO: City Clerk  
FROM: Transit Manager  
**RE: 1994 CANADIAN CURLING CHAMPIONSHIP**

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The Red Deer 1994 Brier Society has requested support from Council to host the 1994 Canadian Curling Championship. In their letter of September 28, 1992, the Society has requested support from the Transit Department to supply transportation services to and from the Centrum.

The Transit Department has a considerable amount of experience in special event transportation and would be pleased to assist in the coordination of the transportation requirements. Determining an accurate budget for the special services would be difficult at this time. Previous experience, however, would indicate that such an event would result in costs of approximately \$20,000 to \$25,000.

Detailed planning should commence at least six months prior to the event in order to determine both staff and equipment availability. Preliminary discussions would indicate that staff and equipment availability would not be a major concern with the possible exception of the mid-day events. This may result in some coordination with Prairie Bus Lines being required.

**RECOMMENDATION:**

The Transit Administration recommends that sufficient funds be placed into the 1994 Transit Budget for the Canadian Curling Championship. It is further recommends that these funds be considered as a one time expenditure and not be considered to be a part of the overall Transit operating budget.



Grant Beattie  
Transit Manager

GB/slp

**TO:** City Clerk

**FROM:** Wendy Martindale  
Red Deer Visitor and Convention Bureau

**DATE:** October 6, 1992

**SUBJECT:** 1994 Canadian Curling Championship

---

The Red Deer Visitor and Convention Bureau is very pleased that our city will host the 1994 Brier. We are already working with the Brier Society on several aspects of this event, particularly promotion and accommodation.

In this winter's Visitors Guide, which will be available in early November, we have begun to highlight the Brier in advance of the event. We will continue to promote this important national competition in our publications during the coming months.

We have provided input to the planning of promotion activities for the 1993 Brier in Ottawa. We will be providing a display and promotional video for use as part of the Red Deer promotion in Ottawa.

We would be happy to provide more specific comments on this grant request, which we assume will be considered as part of the 1993 budget discussions, when more details are available from the Brier Society.

In the meantime we will continue to work with the Brier Society to assist them in getting good exposure for Red Deer, as a result of hosting this event.

CS-3.788

**DATE:** September 30, 1992

**TO:** CHARLIE SEVCIK  
City Clerk

**FROM:** CRAIG CURTIS, Director  
Community Services Division

**RE:** 1994 CANADIAN CURLING CHAMPIONSHIPS:  
GRANT REQUEST  
Your memo dated September 29, 1992 refers.

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1. The Red Deer 1994 Brier Society is requesting financial assistance from the City to assist in the hosting of the 1994 Canadian Curling Championships in Red Deer. The request includes the following three items in 1993 and 1994:
  - A grant of \$15,000 in 1993 to promote the 1994 Red Deer event at the Ottawa Brier. This represents 50% of the total cost, and the provincial government is being requested to fund the balance.
  - A grant of \$20,000 in 1994 to assist in funding the opening and closing ceremonies of the event. This represents 50% of the total cost.
  - A service subsidy from the City in 1994, to provide bus service to and from the Centrium during the event. The precise nature and cost of this service subsidy has not been calculated.
  
2. The request from the society was considered by the Recreation, Parks & Culture Board at its meeting on September 22, 1992, when the following resolution was adopted:

"THAT the Recreation, Parks & Culture Board support the 1994 Brier Society in their approach to City Council for funding to host a promotional event in Ottawa, during the 1993 Brier, in the amount of \$15,000. It was further recommended that City Council consider this request during the 1993 budget deliberations."

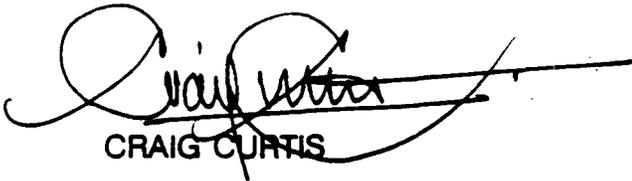
The board was not prepared to make a recommendation on the balance of the grant request, as it would significantly impact the 1994 budget. The board members requested additional information regarding the economic benefit of the event and what corporate sponsorship was being investigated. The board also suggested that the City might investigate a loan to the society, which could be repaid if the event realized a significant profit, or utilized for a mutually agreed upon "legacy project".

Charlie Sevcik  
 Page 2  
 September 30, 1992  
 1994 Canadian Curling Championships

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3. **RECOMMENDATION**

I support the comments of the Recreation, Parks & Culture Board and recommend that the City consider the request for the \$15,000 promotional grant during the 1993 budget deliberations.



CRAIG CURTIS

:dmg

- c. Don Batchelor, Parks Manager  
 Lowell Hodgson, Recreation & Culture Manager  
 Bill Hull, Recreation, Parks & Culture Board Chairman

Commissioners' Comments

In order for the Brier to be a successful event, it would seem necessary that the Brier Society be given the full support of the City in sponsoring and putting on this event. The Brier Society is asking for approximately \$60,000.00 for this purpose based on our best estimates of the transportation costs. As pointed out by the Brier Society, profits will accrue to the region if the Brier is successful, and we understand that in past Briers, these profits have been substantial and have in a number of cases been used as a legacy to the community for local projects.

In view of this and in view of the current budget restrictions, we would recommend that Council approve the inclusion of the request for \$15,000 in the 1993 budget and the inclusion of the balance in the 1994 budget with the understanding that these monies would be remunerated to the City if the event proves profitable prior to any balance being used for community projects.

"R.J. MCGHEE"  
 Mayor

"M.C. DAY"  
 City Commissioner

Council - Oct. 13, 1992.

on Lots 10-11, Block 41, Plan K5, 4619 - 48 Avenue)

CARRIED

### CORRESPONDENCE

Consideration was given to correspondence from the Red Deer 1994 Brier Society dated September 28, 1992, re: **1994 Canadian Curling Championships/Request for Funds**. Mr. Tronnes and Mr. L. Gerig, representing the Society, were present to speak to Council relative to this matter. Following discussion, the motion as set out hereunder was passed.

Moved by Alderman Moffat, seconded by Alderman Statnyk

"RESOLVED that Council of The City of Red Deer having considered request from the Red Deer 1994 Brier Society for assistance in hosting the 1994 Canadian Curling Championships in Red Deer hereby approves the inclusion of the request for \$15,000 in the 1993 budget and the inclusion of the balance in the 1994 budget (approximately \$45,000) with the understanding that these monies would be remunerated to the City if the event proves profitable prior to any balance being used for community projects and as recommended to Council October 13, 1992."



MOTION CARRIED

Consideration was given to correspondence from Don Wales dated July 23, 1992, re: **Preservation of Natural Areas around Red Deer College**. Following discussion, the motion as set out hereunder was passed.

Moved by Alderman Guilbault, seconded by Alderman Surkan

"RESOLVED that Council of The City of Red Deer having considered correspondence dated July 23, 1992 from Mr. Don Wales expressing concern regarding the preservation of the College natural area within the Red Deer College site and the privately owned Bower natural area to the East, hereby agrees as follows:

1. To reaffirm it's support for the policies in the Community Services Master Plan relating to both the College natural area and the Bower natural area;

Budget - February 2, 1993

Moved by Alderman Lawrence, seconded by Alderman Guilbault

"RESOLVED that Council of The City of Red Deer approves a grant to the Red Deer Community Band Society in the amount of \$13,700."

MOTION CARRIED

Moved by Alderman Hull, seconded by Alderman Lawrence

"RESOLVED that Council of The City of Red Deer approves a loan from accumulated City Surplus to the Red Deer 1994 Brier Society in the amount of \$15,000 to be repaid by the Society after the 1994 Brier in the event that the Games generate a surplus."



Prior to voting on the above motion, the following motion was introduced to allow a representative from the Brier Society to speak.

Moved by Alderman Guilbault, seconded by Alderman Lawrence

"RESOLVED that Council of The City of Red Deer hereby agrees to hear from a representative of the 1994 Brier Society."

Alderman Statnyk and Mayor Surkan registered dissenting votes.

MOTION CARRIED

At this time, Bob McGhee, on behalf of the Red Deer 1994 Brier Society spoke to Council relative to the Society's request.

Following further discussion, the original motion as introduced was subsequently voted on and passed.

MOTION CARRIED

The following motion was passed with regard to hosting the 1995 Alberta Summer Games.

**BRIER HISTORY  
MUNICIPAL ASSISTANCE**

Ottawa, 1993

Sponsored a patron's luncheon - cost \$10,000  
Paid for Thursday nite reception - Regina, 1992  
Sent their own representative to Regina, 1993

Regina, 1992

Grant for Hamilton, 1991 promotion - \$10,000  
Grant for flowers and decorations - \$10,000  
City reception - \$5,000  
Bus transportation subsidy - \$35,000

Sault Ste. Marie, Ontario, 1990

Grant of \$25,000, no conditions

**CITY OF RED DEER  
1994 BRIER PARTICIPATION**

Assistance to date

Grant to fund the successful bid - \$5,000  
Provided a \$100,000 irrevocable letter of credit  
Loaned \$15,000 to assist the Ottawa, 1993 promotions

Other Potential Areas of Support

Patron luncheon - Red Deer, 1994	\$10,000
Opening and closing ceremonies - Red Deer, 1994	\$60,000
Liability insurance	6,000
City ad in Official Brier program	
Decorations	26,250
Design and minting of tokens	10,000
Donate or subsidize City transit facilities	
Sponsorship of special events (eg City tours)	
Hosting in Red Deer of Halifax representatives - 1995 Brier	

Commissioners' Comments

This is, in essence, a request for reconsideration of Council's original decision to loan rather than grant the hosting monies for 1994. Our understanding is that the Brier Society is no longer seeking a subsidization of City Transit facilities. Therefore, their request is likely to focus on approximately \$20,000-\$30,000 required for the opening and closing ceremonies.

Due to the timing of this event, the Brier Society must complete their budget and thus have an answer prior to Council considering the 1994 City Budget. The attached information contains examples of the financial support prior Briers have received from their host communities.

The request from the Brier Society is an early indication of some of the requests for major hosting support which the City will receive as a result of the new facilities developed at the Westerner and the capability for the community now to host major national and international events. Council must recognize that we have a major facility that could be used as part of the economic development strategy to promote the City, which will have benefits for businesses and citizens of Red Deer in increasing revenues for hotels, for restaurants and other service businesses located within the City. While citizens may not feel any immediate reduction in taxes, the major events attracted by the facilities certainly assist in providing jobs and improving the health of the service industry within the City of Red Deer, and promoting Red Deer across the country. Accordingly, Council must consider what the role of the City should be in supporting such events, and whether it would be appropriate to provide funding for these types of activities as part of the overall City budget.

We feel that Council must reach a strategic decision on how they approach projects such as this rather than having to continually deal with them on a single project basis. We would recommend that Council look toward providing an ongoing budget, if they consider this a priority, by allocating \$20,000/annum for the funding of opening and closing ceremonies for major events. If Council accepts this recommendation, \$20,000 could be allocated to the Brier in the 1994 budget and the other \$15,000 would remain a repayable loan, considered as part of the expense of hosting the Brier.

It should be noted that the following support has thus far been given by Council to the Brier Society:

- \$5,000 grant to fund the bid.
- \$100,000 irrevocable letter of credit.
- \$15,000 loan to assist 1993 promotions at Ottawa.

"G. SURKAN"  
Mayor

"A. WILCOCK"  
Acting City Commissioner



# THE CITY OF RED DEER

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

FAX: (403) 346-6195

City Clerk's Department (403) 342-8132

August 31, 1993

1994 Brier Society  
P.O. Bag 1994  
Red Deer, Alberta  
T4N 6W6

Att: Mr. Al Gerig

Dear Sir:

**RE: 1994 LABATT BRIER**

Your request for financial assistance from The City in hosting the 1994 Labatt Brier, received consideration at the Council Meeting of August 30, 1993.

At the aforesaid meeting, Council passed the following motion agreeing to provide you with a \$20,000.00 grant for the funding of the opening and closing ceremonies:

"RESOLVED that Council of The City of Red Deer having considered request from the Red Deer 1994 Brier Society, hereby agrees that Council provide a \$20,000.00 grant for the funding of opening and closing ceremonies."

The decision of Council in this instance is submitted for your information and I trust that you will advise the Director of Financial Services as to when you will be requiring the \$20,000.00 grant from The City.

In addition, I wish to remind you of the \$15,000.00 loan which Council agreed to provide you at its meeting of October 13, 1992 for assistance in hosting this event. As noted in the October 13th resolution, these monies are to be repaid to The City if the event proves profitable.

... / 2



*a delight  
to discover!*

1994 Brier Society  
Page 2  
August 31, 1993

Once again, on behalf of Council I wish to take this opportunity to wish you every success with this exciting event. There is no doubt that the City and area will be reaping the rewards for many years to come.

Sincerely,



C. SEVCIK  
City Clerk

CS/clr

cc: City Commissioners  
Director of Financial Services  
Director of Community Services  
Recreation & Culture Manager  
Transit Manager  
Recreation, Parks & Culture Board

NO. 1

August 18, 1993

City Council Members:

We, the residents of Grant Street, request the closure of 64th Avenue and Grant Street. This access has been scheduled for possible closure in the Northwest Structure plan which has already been passed in Council. We site the following reasons for this closure:

1. Danger to all pedestrians due to extremely high traffic flow and excessive speed. Five incidents we know of, including four children.
2. High noise level is a constant reminder of high traffic volume, with it's roar from the street.
3. Extensive use of Grant Street by non - residents of this subdivision. Grant Street is a thru - way used by east bound traffic enroute to the N.E. industrial area and the same returning (commercial trucks are very common as well). This street has become a freeway.
4. We realize this area is high density, population wise, but we don't see cause for a major artery at our front door.
5. The Residents of Grant Street are unhappy and frustrated with "High Density and Speed of Traffic". The word "SPEEDWAY" was voiced time and time again by the Residents of Grant Street.
6. With all due respect to the Planning Commission of Red Deer.....? What happened when they planned Grant Street?.....Were they planning a "FREEWAY"?
7. Why is the City of Red Deer reneging on their promises? Was their proposal not passed three (3) times already to close Grant Street? How many passes does this Project need to finalize it?
8. Many of the Residents of Grant Street purchased their homes believing that the City of Red Deer would follow through with their promises.
9. The frustration of the Residents of Grant Street has come to a "HEAD" as the R.C.M.P. are now being involved with regards to the density and speed on this street.

Cont'd .....

THE CITY OF RED DEER  
CLERK'S DEPARTMENT

RECEIVED	
TIME	11:40 am
DATE	93-08-18
BY	CR / 10

10. The Residents of Grant Street request the Council take action immediately by closing off Grant Street at the Intersection of Grant Street and 64th Avenue.

We also request that the Pedestrian Cross Walk recently installed be replaced by a three (3) way stop to assist in decreasing the speed of traffic on Grant Street. We feel sure that this measure if taken will make the motorists more aware of the fact that they are driving in a "RESIDENTIAL AREA" and not a "FREEWAY".

WE THANK YOU FOR YOUR ATTENTION ON THESE MATTERS. OUR SPOKESPERSON FOR GRANT STREET IS MR DWIGHT CLARK, 101 Grant Street (telephone 346-7091).

City Council  
 Clerks Office  
 August 16th, 1993

We the undersigned request Grant St. be closed at the intersection of 64th Ave. and Grant Street. on or prior to Sept. 3<sup>rd</sup>, 1993.

Name of resident	Address	Signature	Witness
OEUN-CHHUN	124 Grant St		b. Ingt
LAENG-KAE	124 Grant St	LAENGKAE	b. Ingt
KIM MINOR	120 Grant St	Kim S. Minor	Dampier
Darrell Sand	120 GRANT ST		Dampier
Kathy Burkard	116 GRANT		Wagner
Mickey Smith	"		Wagner
CLAUDIA HALL	112 GRANT	Claudia Hall	b. Ingt
Susanne <del>D</del> <sup>DRUE</sup>	108 Grant St		b. Ingt
DAVID PEE	"		b. Ingt
CHRIS TRAYNOR	104 GRANT ST	b. Ingt	Dampier
JOHN TRAYNOR	" "	b. Ingt	Dampier
Sherry Dampier	100 Grant	Dampier	b. Ingt
Cynthia Dara	96 Grant	Charm	Dampier
Pierson Dara	96 Grant		Dampier
Sheila L. Bautista	96 Grant	Bautista	Dampier
Prakash Dara	96 Grant	Islam	Dampier
Vani Dara	96 Grant	Vani Dara	Dampier

City Council  
Clerks Office  
August 16th, 1993

We the undersigned request Grant St. be closed at the intersection of 64th Ave. and Grant Street. on or prior to Sept. 30, 1993.

Name of resident	Address	Signature	Witness
DLEFA DARA	96 GRANT ST	Dlefa Dara	Sampier
Estela M.	92 Grant St Red Hill	Estela M.	b. Ingh
FELIX HEURQUEZ	92 GRANT ST	Felix Heurquez	b. Ingh
Tracey Francoeur	92 Grant	Tracey Francoeur	b. Ingh
Bertha FURKATSON	86 Grant	Bertha Furgason	b. Ingh
Richelle Green	78 Grant St.	Richelle Green	Sampier
Shyla Trueson	76 Grant St	Shyla Trueson	Sampier
Irish Pettigrew Dawes	74 Grant St	Irish Pettigrew Dawes	Sampier
Prima Smith	72 GRANT ST	Prima Smith	b. Ingh
Laura Murney	62 Grants St	Laura Murney	b. Ingh
Jacey Kuehan	54 Grants St	Jacey Kuehan	b. Ingh
Kelly Wunly	50 Grant St	Kelly Wunly	b. Ingh
Amita Walper	50 Grant St	Amita Walper	b. Ingh
GURMIT SINGH	26 GLASS C	Gurmit Singh	b. Ingh
Paul Singh	26-Glass C	Paul Singh	b. Ingh
Sarjit Singh	26-Glass C	Sarjit Singh	b. Ingh
HARRY BOTA	18 GLASS C	Harry Bota	b. Ingh

City Council  
Clerks Office  
August 16th, 1993

We ~~the~~ undersigned request Grant St. be closed at the intersection of 64th Ave. and Grant Street. on or prior to Sept. 30, 1993.

Name of resident	Address	Signature	Witness
DAN WOLFF	43 GRANT	<del>Dan Wolff</del>	Mauley Clerk
* Bruce Newbury	43 Grant	Bruce Newbury	Mauley Clerk
Christy Knott	15D Grant	Christy Knott	Mauley Clerk
John Nahaj	17 Grant St.	John Nahaj	Mauley Clerk
Dana Nahaj	17 Grant	Dana Nahaj	Mauley Clerk
Cindy Polischuk	35 Grant.	Cindy Polischuk	Mauley Clerk
VANNA KER	7104 GRAY	Vanna Ker	Dampier
FRENK JAMIESON	7108 GRAY	Frenk Jamieson	Dampier
ARRAN WYMAN	7112 GRAY DR	Arran Wyman	Dampier
ED WYMAN	7112 GRAY DR.	Ed Wyman	Dampier
SAM SMITH	7116 GRAY DR.	Sam Smith	Dampier
Gail Armstrong	716 Gray Dr.	Gail Armstrong	Dampier
Dina M. Smith	117-6600-52 Ave.	Dina M. Smith	Dampier
Betha Strongquist	7120 Gray Dr.	Betha Strongquist	Dampier
E. R. C.	7124 Gray Dr.	Brian Wakman	Dampier
Janelle Berger	7124 Gray Dr.	Janelle Berger	Dampier
Euphemia McLeod	33-7124 Gray	Euphemia McLeod	Dampier
Euphemia McLeod.	Dr.		

City Council  
Clerks Office  
August 16th, 1993

We the undersigned request Grant St. be closed at the intersection of 64th Ave. and Grant Street. on or prior to Sept. 30, 1993.

Name of resident	Address	Signature	Witness
JEAN BOTA	18 GLASS CLOSE	Jean Bota	b. Ingh
Ed Lawrence HEON	14 - GLASS CL	Ed Heon	b. Ingh
Ken Heon	14 - Glass Close	Ken Heon	Ed. Heon
Sue George	10 Glass Close	Sue George	b. Ingh
Murray Perrin	6 Glass Close	Murray Perrin	b. Ingh
Shelley Perrin	6 Glass Close	Shelley Perrin	b. Ingh
Maia M. Fitzpatrick	2 Glass Close	Maia M. Fitzpatrick	b. Ingh
Selena Carter	2 Glass Close	Selena Carter	b. Ingh
KURT ELLISON	2 Glass Cl	Kurt Ellison	b. Ingh
HELEN McNicol	18 GRANT	Helen McNicol	b. Ingh
ROBERT McNicol	18. GRANT	Robert McNicol	b. Ingh
Jean Cole	19 Glendale Blvd	Jean Cole	b. Ingh
Rodger Cole	"	Rodger Cole	b. Ingh
GORDON FRASER	23 Glendale Blvd	Gordon Fraser	b. Ingh
BEN HERMARY	24 GLENDALE BLVD	Ben Hermary	b. Ingh
Cynthia Hermary	24 Glendale Blvd	Cynthia Hermary	b. Ingh
GARY DAMPIER	100 GRANT ST	Gary Dampier	Maitland Club

City Council  
Clerks Office  
August 16th, 1993

We the undersigned request Grant St. be closed at the intersection of 64th Ave. and Grant Street. on or prior to Sept. 30, 1993.

Name of resident	Address	Signature	Witness
MARILYN CLARK	101 Grant	Marilyn Clark	Marilyn Clark
Dwight CLARK	101 Grant	Dwight Clark	Marilyn Clark
Ross Krause	93 Grant	Ross Krause	Dwight Clark
BRENDA CORWIE	89 Grant	Brenda Corwie	Dwight Clark
TREVOR STOLB	85 Grant	Trevor Stolb	Dwight Clark
GERD SIMONIE N/IESME R. 81 E GRANT. G.S.P.W.		Gerd Simonie	S.P. Wiesner
Sail Pilote	77 Grant St.	Sail Pilote	Marilyn Clark
W Deveau	77 Grant St	W Deveau	Frank Hamer
Michelle Pilote	77 Grant St.	M. Pilote	Frank Hamer
N. Pilote	77 GRANT ST.	N. Pilote	Frank Hamer
Brenda Gilbertson	69 Grant St	B. Gilbertson	Marilyn Clark
MARS KOPITOSKI	67 Grant St	M. Kopitaski	Marilyn Clark
JIM BOOK	61 Grant St	J. Book	Marilyn Clark
R. Oakley	63 Grant St	R. Oakley	Marilyn Clark
E. Modin	65 Grant St	E. Modin	Marilyn Clark
A. Carriere	57 Grant St.	A. Carriere	Dwight Clark
*Christie Chaffin	47 Grant St.	C. Chaffin	Marilyn Clark

City Council  
Clerks Office  
August 16th, 1993

We the undersigned request Grant St. be closed at the intersection of 64th Ave. and Grant Street. on or prior to Sept. 30, 1993.

Name of resident	Address	Signature	Witness
ROY McLEOD	33-7124 GRAY DR	<i>Ray McLeod</i>	<i>Stampier</i>
DALE ANDREW	32-7124 GRAY DR	<i>Dale Andrew</i>	<i>Stampier</i>
JACKIE SMITH	32-7124 GRAY DR.	<i>J. Smith</i>	<i>Stampier</i>
Jean Jackson	32-7124 Gray Dr.	<i>J. Jackson</i>	<i>Stampier</i>
Susan McCann	30-7124 Gray Dr.	<i>Susan McCann</i>	<i>Stampier</i>
<del>Len Peterson</del>	7304 - 59 Ave	<del><i>Len Peterson</i></del>	<i>Stampier</i>
<del>Len Peterson</del>	829 Grant St	<del><i>Len Peterson</i></del>	<i>Stampier</i>
Cheryl Pizden	82 Grant St	<i>Cheryl Pizden</i>	<i>Stampier</i>
Kalla Parford	14 Glendale Blvd	<i>Kalla Parford</i>	<i>Stampier</i>
Diane EPP	11 - Greenham Dr	<i>Diane Epp</i>	<i>Stampier</i>
Pete Epp	11 - Greenham	<i>Pete Epp</i>	<i>Stampier</i>
Dan Stoenyck	2 - Griffiths	<i>Dan Stoenyck</i>	<i>Stampier</i>
Shane Derby	2 - Griffiths	<i>Shane Derby</i>	<i>Stampier</i>
Leslie Leh	2 Griffiths	<i>Leslie Leh</i>	<i>Stampier</i>
Bethany All	2 Griffiths	<i>Bethany All</i>	<i>Stampier</i>
Cécile LaKochelle	46 Grant St	<i>Cécile LaKochelle</i>	<i>Stampier</i>
TRICIA TRAYNOR	104 Grant St	<i>Tricia Traynor</i>	<i>Stampier</i>





**DATE: 19 August 1993**  
**TO: City Clerk**  
**FROM: City Assessor**  
**RE: PETITION - CLOSURE OF GRANT STREET AT 64 AVENUE**

---

The Assessment & Tax Department has no comment regarding the above proposal.

A handwritten signature in black ink, appearing to read "Al Knight". The signature is stylized with a large, sweeping flourish at the end.

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

AK/ngl

DATE: August 19, 1993

TO: C. Sevcik  
City Clerk

FROM: K. Joll  
Acting Transit Manager

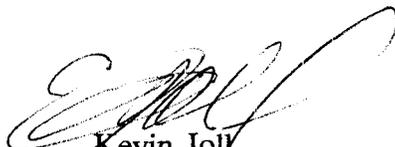
RE: **PETITION - CLOSURE OF GRANT STREET AT 64TH AVENUE**

---

After reviewing the documents sent over and the discussion with yourself, the Transit Department has the following comments and concerns:

- Regular Transit Routes and Special Runs to date would not be effected by this closure.
- Regular Transit Routes and Special Runs for the future don't "appear" to require this access.
- However, Dial-A-Bus operations as a rule, utilize this intersection every half hour to leave the Glendale area enroute to the Oriole Park area. Closing this intersection would result in a slight time delay and possible complaints from residents on the streets that are chosen as alternate routes. In this case the alternatives would likely be from Grant Street to 70 Street Drive, to 59 Avenue, to 67 Street or westbound on Grant, left on 59 Avenue, right on Gray Drive, right on Galbraith Street, left on 64 Avenue.

In summary, it seems that there is already limited entry from the west and the north, to this area. Although this change would not cause a great deal of difficulty, it is our opinion that Grant Street should be left open.



Kevin Joll  
Acting Transit Manager

KJ/slm



Royal Canadian Mounted Police  
Gendarmerie royale du Canada

Security Classification / Designation  
Classification / Désignation sécuritaire

August 20, 1993

Your file      Votre référence

City of Red Deer  
City Clerk  
4914 - 48 Avenue  
Box 5008  
RED DEER, Alberta  
T4N 3T4

Our file      Notre référence

ATTN: C. SEVOIK

Dear Sir/Madam:

**RE: PETITION - CLOSURE OF GRANT STREET AT 64TH AVENUE**

---

In response to Mr. CLARK's reasons for closure of Grant Street.

Reason #1: A check of our records indicate that of the 116 injury motor vehicle accidents reported between January 1, 1993 to July 31, 1993, one (1) occurred on Grant Street. It is a pedestrian who ran out from behind a truck.

Reason #3: Grant Street is definitely a major thorough-fare and as such the volume of traffic is expected to be heavy. The Traffic unit has monitored traffic on Grant Street at various times through the year. The rate of incidents occurring on Grant Street does not appear to be greater than other major thorough-fares in the City of Red Deer. In numbers, Grant Street has less incidents than other streets with comparable traffic volume.

Yours truly,

  
(R.L. BEATON) Insp.  
O.i/c Red Deer City Detachment

/cef

DATE: August 20, 1993

TO: C. Sevcik  
City Clerk

FROM: Daryle Scheelar  
E. L. & P. Dept.

RE: Petition - Closure of Grant Street at 64 Avenue

---

E. L. & P. have no objections to the proposed closure of Grant Street at 64 Avenue.

If you have further questions or comments, please advise.

  
Daryle Scheelar,  
Distribution Engineer

/jjd

**DATE:** August 23, 1993

**TO:** Charlie Sevcik  
City Clerk

**FROM:** Craig Curtis, Director  
Community Services Division

**RE:** **PETITION: CLOSURE OF GRANT STREET @ 64 AVENUE**  
Your memo dated August 18, 1993 refers.

---

I have discussed this matter with the Parks and Recreation & Culture Managers, and we have no comments from a Community Services perspective.



CRAIG CURTIS

:dmg

- c Don Batchelor, Parks Manager
- Lowell Hodgson, Recreation & Culture Manager




---

**MEMORANDUM**

---

**TO:** C. Sevcik, City Clerk **DATE:** August 23, 1993

**FROM:** Paul Meyette, Principal Planner

**RE:** **GRANT STREET CLOSURE**

---

The residents of Grant Street are requesting that Grant Street be closed at 64th Avenue.

**BACKGROUND INFORMATION**

Council has discussed this issue on numerous occasions. On December 6, 1982 in response to numerous telephone calls and a petition from Grant Street residents Council passed the following resolution:

*"RESOLVED that Council of the City of Red Deer having considered the petition dated November 24, 1982, in favour of restricting traffic access at Grant Street and 64th Avenue via a cul-de-sac or barrier hereby agree that closure of Grant at 64th Avenue be not undertaken until such time as the construction of Gunn Street to 64th Avenue is completed."*

On May 24, 1983, Council discussed this issue again and passed another resolution:

*"RESOLVED that Council of the City of Red Deer having considered petition dated May 7, 1983, re traffic on Nolan Street and in regard to the request for an extension of either Gunn or Gillespie Street to 64th Avenue hereby approve in principle extending Gunn Street to 64th Avenue as soon as possible, subject to Council reviewing the estimated costs."*

On May 26, 1986, the residents of Gunn Street petitioned City Council objecting to the extension of Gunn Street and the closure of the west end of Grant Street. In response to these concerns, Council passed the following motion:

*"RESOLVED that Council of the City of Red Deer having considered petitions and reports presented to Council May 26 re: proposed extension of Gunn Street to 64th Avenue hereby re-affirm the intentions to proceed with the said extension, but that actual construction be deferred until 64th Avenue is constructed on its final alignment following the relocation of the railway, and subject to further review by Council of the street alignments in this area."*

---

MUNICIPALITIES WITHIN COMMISSION AREA

C. Sevcik  
August 23, 1993

Page 2

This issue was the subject of discussions in 1989 when the Northwest Area Structure Plan was initially adopted; further discussion occurred in 1992 when the Northwest Area Structure Plan was amended.

The residents of Grant Street have remained steadfast in their desire to have Grant Street closed at 64th Avenue. The residents of Gunn Street have expressed their concern over the extension of Gunn Street and closure of Grant Street at 64th Avenue.

### **COMMENTS**

Council has been consistent in their position that Grant Street be closed at 64th Avenue; Council has indicated that the timing of this closure is dependent upon the construction of the Gunn Street extension. It's desirable to have one access from the west into the Glendale subdivision for the convenience of neighbourhood residents. The Gunn Street access would be more suitable than the Grant Street access in that Gunn Street is not a through route to Gaetz Avenue.

### **RECOMMENDATION**

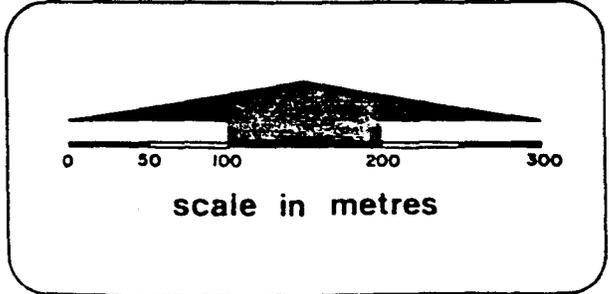
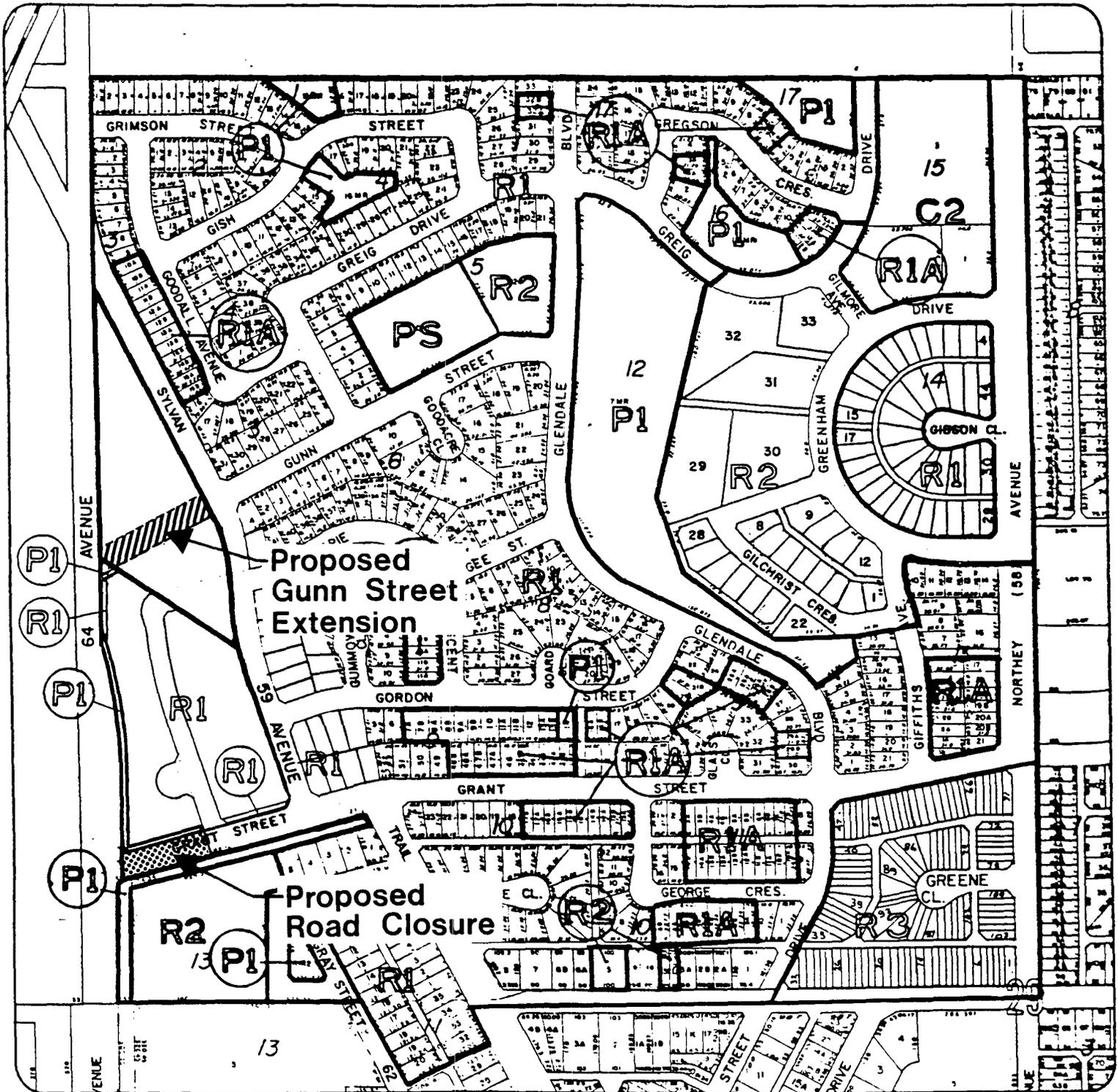
Planning staff recommend that Council reinforce previous resolutions whereby Grant Street will be closed when the Gunn Street extension to 64th Avenue is opened. The Engineering Department may be able to comment on the timing of the Gunn Street extension.



Paul Meyette, ACP, MCIP  
PRINCIPAL PLANNER, CITY SECTION

PM/eam

# Land Use Districts



DATE: August 24, 1993  
TO: City Clerk  
FROM: Land and Economic Development Manager  
RE: **PETITION - CLOSURE OF GRANT STREET AT 64 AVENUE**

---

We submit for review a resolution of City Council dated May 26, 1986:

"RESOLVED that Council of The City of Red Deer having considered petition and reports presented to Council May 26 re: proposed extension of Gunn Street to 64 Avenue, hereby re-affirm the intentions to proceed with the said extension, but that actual construction be deferred until 64 Avenue is constructed on its final alignment following the relocation of the railway, and subject to further review by Council of the street alignments in this area."

A review of this resolution indicates that the closure of Grant Street is conditional on the extension of Gunn Street and the realignment of 64 Avenue.



Alan V. Scott

WFL/mm

AMENDED

DATE: August 24, 1993

TO: City Clerk

FROM: Fire Chief

RE: PETITION - CLOSURE OF GRANT STREET AT 64TH AVENUE

This department is on record as being opposed to any street closure, as it reduces our options of maintaining reduced emergency response times should alternate streets be closed for utility or street repairs, or because of traffic conditions.

If 64th Avenue is closed, and a temporary closure of Grant Street at 59th Avenue were to occur, we would be unable to access Good Crescent were an emergency to occur.



R. Oscroft  
Fire Chief

RO/dd

DATE: August 24, 1993  
TO: City Clerk  
FROM: Engineering Department Manager  
RE: **GRANT STREET CLOSURE PETITION**

---

Regarding the petition submitted by Dwight Clarke on behalf of residents of Grant Street, we have the following information:

1. Traffic concerns in this area have been expressed to City Council many times dating back to the early 1980's. Much of the concern was based on the stage of subdivision development at that time. As 77 Street, from Gaetz Avenue to 64 Avenue (major arterial) was not in place, all types of traffic were using Grant Street and Nolan Street as the linkage between Gaetz Avenue and 67 Street.
2. Council authorized a very thorough review of all possibilities with the following staged approach being approved:
  - a. Build 77 Street as two lanes of a four lane divided arterial from Gaetz Avenue to 64 Avenue.
  - b. In view of the CP Rail main line existing at the time, the 77 Street connection to 64 Avenue could not be made; therefore, a temporary roadway between 77 Street and 64 Avenue around the west side of the new Glendale Junior High School, was made. This is still in affect today.
  - c. Once the construction in (b) was complete, all heavy vehicle traffic was prohibited from Grant Street and Nolan Street (except for local deliveries) and stop signs installed along this route to discourage through motorists.
  - d. Finally in 1986, Council re-affirmed its earlier intentions to proceed with the Gunn Street Extension to 64 Avenue once 64 Avenue is constructed from Grant Street to 77 Street on its final alignment subject to a further review of street alignments in the area. (See attached Council resolution).
  - e. The current attached plan being considered by the City continues to include the Gunn Street Extension, from 59 Avenue to 64 Avenue, the construction of a full intersection at Gunn Street and 64 Avenue, and the provision of a solid centre median at Grant Street and 64 Avenue which would reduce the current Grant Street and 64 Avenue intersection to right in and right out movements only. The cost of this construction has not been updated and the right of way for Gunn Street has not been acquired. The tentative land exchange that has been discussed with Dentoom's Nursery is dependant upon the realignment of 64 Avenue from Grant Street to 77 Street; therefore, the projects cannot be considered in isolation.

City Clerk  
Page 2  
August 24, 1993

### RECOMMENDATION

Rail relocation in this area is now complete, but right of way and capital funds have not been acquired or assigned. Traffic counts have not been updated since 1989. The volume at that time was approximately 4300 vehicles per day two-way total, which compared favourably to the design volume on collector roads of 5,000 to 6,000 vehicles per day. There are other collector roads such as Cornett Drive, Boyce Street, Piper Drive, and Rutherford Drive that are operating with similar traffic volumes.

A three-way stop sign installation could be considered by Council at the intersection of Grant Street and 59 Avenue; however, it is not recommended by the Engineering Department due to:

- 1) stop signs are not intended for use in controlling traffic volumes or vehicle speeds. They are intended to assign right of way only.
- 2) the installation may give rise to "removal" petition from other area residents who use Grant Street as a collector street to gain access to their residences.
- 3) indiscriminate use of stop signs cultivate a general disregard for stop signs which presents enforcement problems as well as potential safety problems.

We would respectfully recommend Council consider the priority for the construction of this project, together with other capital projects during the 1994 Budget deliberations. If required, an up-to-date traffic count can be done and available at the budget meetings.



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

CYL/emg  
Att.  
c.c. Director of Community Services  
c.c. City Assessor  
c.c. E. L. & P. Manager  
c.c. Fire Chief  
c.c. Land and Economic Development Manager  
c.c. RCMP Inspector  
c.c. Transit Manager  
c.c. Principal Planner

## THE CITY OF RED DEER



OFFICE of CITY CLERK  
342-8132

P. O. BOX 5008

May 29, 1986

Mrs. Laurie Tait  
57 Gunn Street  
Red Deer, Alberta

Dear Mrs. Tait:

Re: Proposed Extension of Gunn St.  
59 Ave. West to 64 Ave.

The petition which you submitted on behalf of several residents of the Glendale Subdivision concerning the above topic was presented to Council, Monday, May 26, 1986.

At the above noted meeting, Council passed the following motion:

'RESOLVED that Council of The City of Red Deer having considered petition and reports presented to Council May 26 re: proposed extension of Gunn Street to 64 Ave. hereby re-affirm the intentions to proceed with the said extension, but that actual construction be deferred until 64 Ave. is constructed on its final alignment following the relocation of the railway, and subject to further review by Council of the street alignments in this area.'

For your further information, I am also enclosing herewith pages 79-84 of the Council agenda of May 26, 1986, regarding this matter for your information.

As noted in the above resolution, actual construction of the Gunn Street Extension is to be deferred until 64 Ave. is constructed on its final alignment following railway relocation. It is my understanding that railway relocation will probably take two to three years and accordingly, the review by Council referred to in the above resolution will be timed accordingly. This office will endeavor to notify the residents of Glendale at that time regarding the Council review.

The above is submitted for your information and if you have any questions, please do not hesitate to contact the undersigned. I am enclosing herewith sufficient copies of this letter for distribution to those residents who signed the petition.

Trusting you will find this satisfactory, I remain

Yours sincerely,

C. Sevcik  
City Clerk

77 Street

M-F Housing

Parking

Glendale School

Reservoir

64 Ave.

59

Gunn

Street

Blvd.

Glendale

Avenue

Grant

Street

71

Street

Galbraith Street





Commissioners' Comments

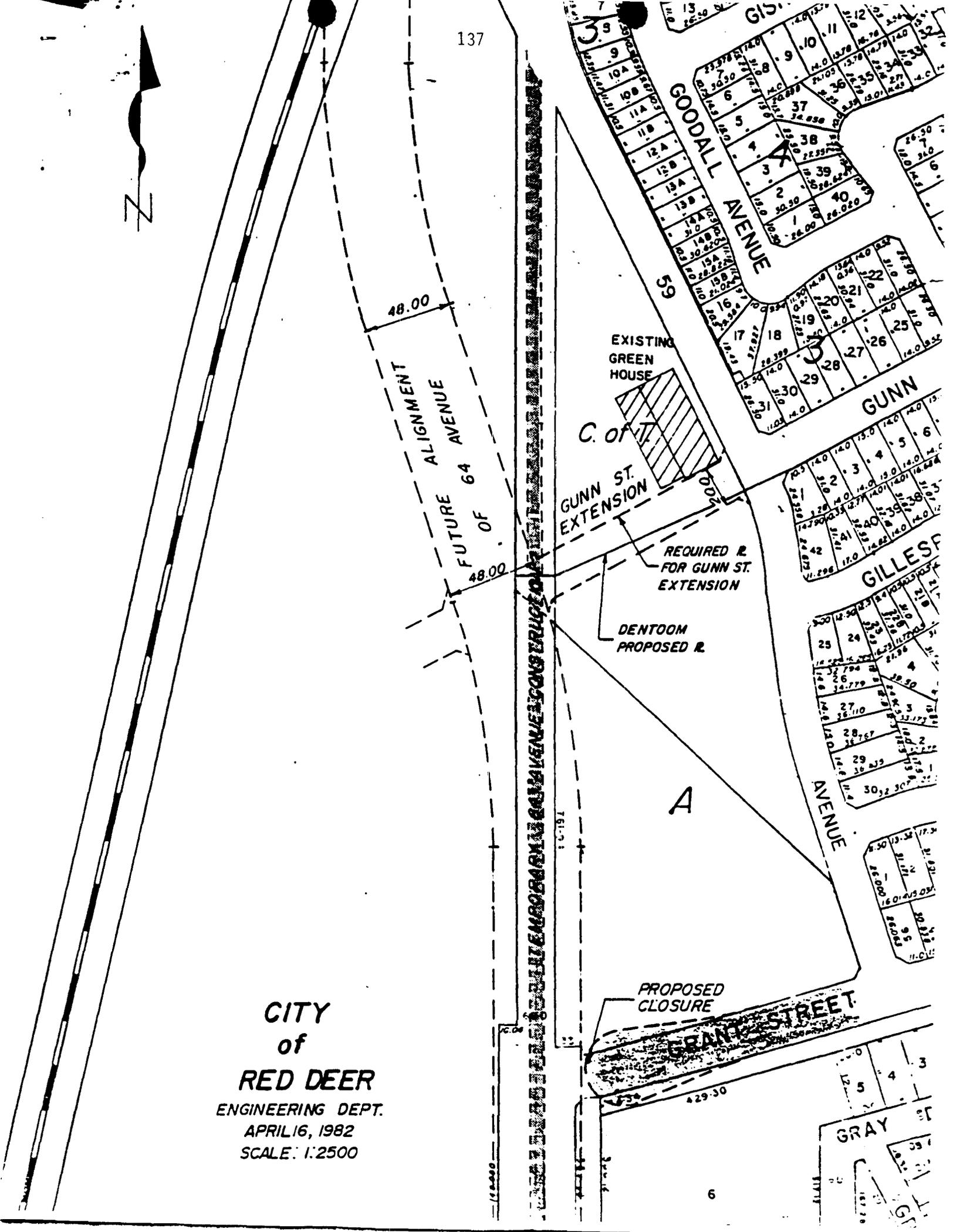
As pointed out by the Engineering Department Manager, the construction of the barrier is a number of years away. The Engineering Department is indicating that the 3 way stop requested by the Petitioners is not being recommended. However, Council may wish to consider the advantages of constructing a 3 way stop at said intersection (south leg of Grant Street and 59 Avenue) to try and slow down the traffic as an interim measure and to make Grant Street less attractive as a possible short cut route.

"G. SURKAN"

Mayor

"A. WILCOCK"

Acting City Commissioner



CITY  
of  
RED DEER  
ENGINEERING DEPT.  
APRIL 16, 1982  
SCALE: 1:2500

EXISTING  
GREEN  
HOUSE

C. OF T.

GUNN ST.  
EXTENSION

REQUIRED R.  
FOR GUNN ST.  
EXTENSION

DENTOOM  
PROPOSED R.

A

PROPOSED  
CLOSURE

GRAND STREET

429-30

6

GRAY ST

GODALL AVENUE

ALIGNMENT  
FUTURE OF  
64 AVENUE

GUNN

GILLESPIE

AVENUE



# 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

August 31, 1993

Mr. Dwight Clark  
#101 Grant Street  
Red Deer, Alberta  
T4P 2L3

Dear Mr. Clark:

## **RE: PETITION - CLOSURE OF GRANT STREET AT 64TH AVENUE**

---

I would advise that the petition from various residents from the Glendale Sub-division pertaining to the above, was considered at the Council Meeting of August 30, 1993.

At the aforesaid meeting, Council passed the following motion agreeing to the installation of a stop sign at 59th Avenue and Grant Street:

"RESOLVED that Council of The City of Red Deer hereby agrees that a three-way stop be installed at the South leg intersection of 59th Avenue and Grant Street. "

In addition, the following motion was introduced, however, said motion was tabled pending receipt of additional information:

"RESOLVED that Council of The City of Red Deer having considered petition requesting the closure of Grant Street at 64th Avenue hereby agrees to reconfirm previous Council decisions to close the said street and to proceed with the Gunn Street extension to 64th Avenue once 64th Avenue is constructed from Grant Street to 77th Street on its final alignment. "

As noted above, the second resolution was tabled in order that Council might be provided with further specific information. It is anticipated that this information will be provided by the Engineering Department prior to budget consideration in 1994. This office will be in contact with you when the matter is represented to Council.

... / 2

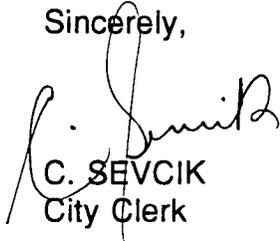


*a delight  
to discover!*

Mr. Dwight Clark  
August 31, 1993  
Page 2

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

cc: Director of Engineering Services

Todd Reed  
62 Gunn Street  
Red Deer, Alberta  
T4P 2N3

Laurie Tait  
57 Gunn Street  
Red Deer, Alberta  
T4P 2N1

**DATE: AUGUST 31, 1993**  
**TO: DIRECTOR OF ENGINEERING SERVICES**  
**FROM: CITY CLERK**  
**RE: PETITION: REQUEST TO CLOSE GRANT STREET AT 64TH AVENUE**

---

The petition from Grant Street residents requesting council to close Grant Street at 64th Avenue, received consideration at the Council Meeting of August 30, 1993.

At the aforesaid meeting, Council passed the following motion agreeing to the installation of a three-way stop:

"RESOLVED that Council of The City of Red Deer hereby agrees that a three-way stop be installed at the South leg intersection of 59th Avenue and Grant Street. "

In addition, I would advise that the following motion was introduced:

"RESOLVED that Council of The City of Red Deer having considered petition requesting the closure of Grant Street at 64th Avenue hereby agrees to reconfirm previous Council decisions to close the said street and to proceed with the Gunn Street extension to 64th Avenue once 64th Avenue is constructed from Grant Street to 77th Street on its final alignment. "

Prior to voting on the aforesaid resolution however, the matter was tabled in order that additional information might be provided to Council. Specifically, the following information is requested:

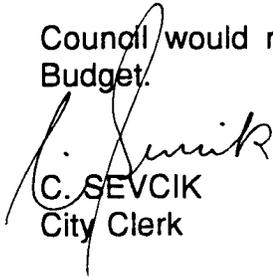
- up-to-date traffic counts on Grant Street and Gunn Street;
- alternate solutions / implications on other routes;
- up-to-date cost estimates on realigning 64th Avenue, extending Gunn Street, closing Grant Street;
- cost of installing barricades on 64th Avenue at Grant Street allowing in and out only;
- any other pertinent information which you deem relevant.

Director of Engineering Services

August 31, 1992

Page 2

Council would request that this information be received prior to consideration of the 1994 Budget.



C. SEVCIK  
City Clerk

CS/clr

cc: E. L. & P. Manager  
Fire Chief  
Public Works Manager  
Insp. R. Beaton  
Transit Manager  
Principal Planner

NO. 1

**DATE: AUGUST 17, 1993**  
**TO: CITY COUNCIL**  
**FROM: CITY CLERK**  
**RE: ALDERMAN CAMPBELL-CARDWELL**  
**NOTICE OF MOTION / ENFORCEMENT OF CITY BYLAW**

---

The following Notice of Motion was submitted by Alderman Campbell-Cardwell at the Council Meeting of August 16, 1993.

"Whereas Council has an established policy (No. 820) with respect to the enforcement of City bylaws on receipt of complaints;

And whereas the enforcement of certain bylaws appears to be extremely difficult, if not impossible;

And whereas the enforcement of bylaws after regular hours is practically non-existent and, in any event, very costly;

Therefore be it resolved that the matter of bylaw enforcement be reviewed and that a report be brought back to Council with recommendations as to:

1. how enforcement of bylaws might be improved
2. what bylaws are unenforceable and should be rescinded
3. what bylaws should be amended to enable more effective enforcement of said bylaw."

  
C. SEVCIK  
City Clerk

CS/clr

THE CITY OF RED DEER

COUNCIL POLICY MANUAL

Policy Section:  
 Planning Services

Page:  
 1 of 1

Policy Subject:  
 Bylaw Enforcement

Policy Reference:  
 820

Lead Role:  
 Bylaws & Inspections Department

Resolution/Bylaw:  
 November 14, 1988

### PURPOSE

Establish a policy with respect to the enforcement of bylaws

### POLICY STATEMENT

1. That all complaints which are received by the City alleging a breach of a requirement of any of the City bylaws shall be investigated and where there are reasonable grounds to believe that an offence has been committed, that charges shall be laid.
2. That the City Traffic Bylaw shall be enforced by the Canadian Corps of Commissionaires pursuant to their contract.
3. Except as above, the enforcement and the laying of charges for the breach of provisions of any City bylaw, shall be at the discretion of the City administration.

### Cross Reference

Council Meeting November 14, 1988

### Remarks

Date of Approval:  
 November 14, 1988

Effective Date:  
 November 14, 1988

Date of Revision:

DATE: August 18, 1993  
TO: City Clerk  
FROM: Fire Chief  
RE: NOTICE OF MOTION, ALDERMAN CAMPBELL-CARDWELL  
ENFORCEMENT OF BYLAWS

---

The Fire Department is only involved in the enforcement of four City Bylaws:

Fire Permit Bylaw  
Dangerous Goods Route Bylaw  
Fireworks Bylaw  
Some portion of the Traffic Bylaw

We have no problems in enforcing Bylaws for which we are responsible and cannot recommend any areas for improvement, nor can we recommend rescinding of these Bylaws.



R. Oscroft  
Fire Chief

RO/dd

DATE: August 24, 1993

FILE NO. 93-1610

TO: City Clerk

FROM: Bylaws &amp; Inspections Manager

**RE: NOTICE OF MOTION - ALDERMAN CAMPBELL-CARDWELL**

---

In response to your memo regarding the above referenced subject, we have the following comments for Council's consideration.

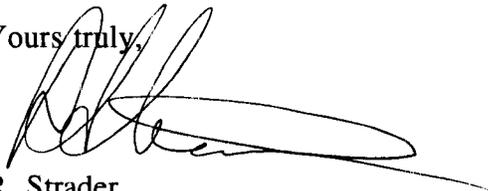
The City's Bylaw Department is funded through the revenue from parking (meters-fines); therefore, the majority of the Department's resources are directed to enforcement of the Traffic Bylaw, in particular, the sections concerned with parking. In the inspection/development department, half of one position is dedicated to checking complaints regarding messy sites and Land Use Bylaw regulations. Through a contractor, we are responsible for enforcement of the Dog Bylaw.

We do not have concerns regarding enforcement of the previously mentioned bylaws. Our difficulties arise when we are requested to enforce bylaws other than these. These other bylaws do not have a budget for enforcement and as the Bylaw Officers are budgeted for in the Parking Fund, we are not able to spend any amount of time on enforcement. This leads to a certain amount of frustration from other departments or the public, who are of the impression that we enforce all bylaws. Also, there is no budgeted funds for overtime; however, we do operate split shifts (eg. 1:00 p.m. to 9:00 p.m. weekdays, for summons service). These are done "as needed" and are not regularly scheduled. It would be possible for the person on duty to respond to complaints regarding signs, etc. if our 1994 budget is approved. The 1994 budget intends to dedicate 0.5 of one person's salary to other activities than parking, such as site inspections, messy yards, etc. The majority of complaints that we receive are for parking offenses, followed by licensing, signs and dog related problems.

All of the bylaws we work with are enforceable and we do not recommend any be rescinded. Enforcement of these bylaws has been possible with the present staff. Any further staff reductions will limit our ability to enforce the bylaws we are directly concerned with, such as Nuisance, Development, & Parking. We have noticed that, because of reductions in the dog control contract, the number of offence tickets has dropped by 50%.

We have requested the Provincial Government review how summonses for unpaid tickets can be served. If our suggestions are accepted, then the Bylaw Officers would be able to respond to complaints in other areas than traffic; however, this idea, even if accepted, is probably several years away from implementation.

Yours truly,



R. Strader  
Bylaws and Inspections Manager  
BUILDING INSPECTION DEPARTMENT

RS/vs

Commissioners' Comments

With regard to the enforceability of bylaws the attached information from the Bylaws & Inspections Manager points out that we do not have a major problem in this area. From time to time our bylaws have been updated to ensure that the penalties are appropriate. Examples include the General Penalties Bylaw and the Dog Bylaw, both recently amended.

The City Solicitor may be able to identify some other bylaws which have been on the books for a period to time and are no longer useful. However, we would anticipate that there would be very few of these based on the comments of the administration.

The third point regarding the enforcement of bylaws is possibly the major concern Council might want to consider. The volume of complaints resulting after normal working hours are not significant. Due to budget restraint we are unable to have full time enforcement after regular working hours but we do have the ability to respond to complaints as necessary by revising shifts should volumes warrant the reallocation of resources. As an organization, what we want to do is ensure that we have that flexibility and that the public understands that where there is a major concern we will take the steps necessary to respond to their needs.

Given information from the Administration which points out that our bylaws are up-to-date, we would not recommend an additional comprehensive review of the bylaws, but would recommend that Council direct the Bylaws & Inspections Manager to use flexibility in the assignment of staff and resources to meet enforcement needs which may fall outside regular hours. Council should note that it would be of major assistance to us in meeting enforcement needs if the Provincial Government agreed with the request from several municipalities to allow the serving of summons through registered mail as opposed to in person and to require the payment of unpaid parking violation fines by an owner prior to vehicle registration. In support of this, Red Deer is forwarding resolutions for consideration at the upcoming A.U.M.A. Convention requesting such changes.

"G. SURKAN"  
Mayor

"A. WILCOCK"  
Acting City Commissioner

**DATE: AUGUST 31, 1993**

**TO: BYLAWS & INSPECTIONS MANAGER  
INSPECTOR BEATON  
FIRE CHIEF  
CITY SOLICITOR**

**FROM: CITY CLERK**

**RE: ALDERMAN CAMPBELL-CARDWELL: NOTICE OF MOTION  
/ENFORCEMENT OF CITY BYLAWS**

---

At the Council Meeting of August 30, 1993 the following motion introduced by Alderman Campbell-Cardwell was considered, however, said motion was not passed:

"Whereas Council has an established policy (No. 820) with respect to the enforcement of City bylaws on receipt of complaints;

And whereas the enforcement of certain bylaws appears to be extremely difficult, if not impossible;

Therefore be it resolved that the matter of bylaw enforcement be reviewed and that a report be brought back to Council with recommendations as to:

1. how enforcement of bylaws might be improved
2. what bylaws are unenforceable and should be rescinded
3. what bylaws should be amended to enable more effective enforcement of said bylaw."

**MOTION DEFEATED**

The Decision of Council in this instance is submitted for your information.

With regard to the reply received from Insp. Beaton, dated August 26, 1993 which had not been received in time for the Agenda, Council requested that the Bylaws and Inspections Manager meet with Insp. Beaton to review the comments and to bring back further report for Council's consideration. We would request that the Bylaws and Inspections Manager, Mr. R. Strader, arrange for the meeting upon his return from holidays and we will await a further report for submission back to Council in due course.

"Alderman Campbell-Cardwell: Notice of Motion"  
August 31, 1993  
Page 2

Trusting you will find this satisfactory.



C. SEVCIK  
City Clerk

CS/clr

cc: City Commissioners  
Director of Financial Services

**BYLAW NO. 2663/A-93**

Being a Bylaw to amend Bylaw No. 2663/80, the City of Red Deer General Municipal Plan Bylaw.

NOW THEREFORE THE MUNICIPAL COUNCIL OF THE CITY OF RED DEER, IN THE PROVINCE OF ALBERTA, DULY ASSEMBLED, ENACTS AS FOLLOWS:

- 1           Bylaw 2663/80 is amended by deleting therefrom Figure B as set out in Schedule "A" and substituting therefor the attached Figure B which forms 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. 1993.

READ A THIRD TIME IN OPEN COUNCIL this           day of                           A.D. 1993.

\_\_\_\_\_  
MAYOR

\_\_\_\_\_  
CITY CLERK



**BYLAW NO. 2672/N-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. 9 attached hereto and forming part of the Bylaw.
  
- 2           This Bylaw shall come into full force and effect upon the passage of third reading.

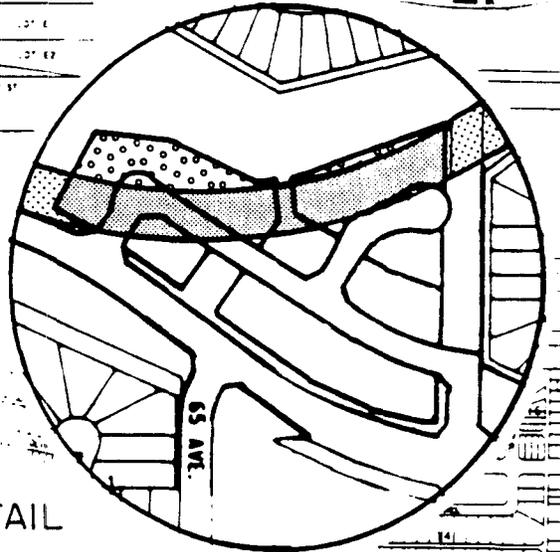
READ A FIRST TIME IN OPEN COUNCIL this     day of                             A.D. 1993.

READ A SECOND TIME IN OPEN COUNCIL this     day of                             A.D. 1993.

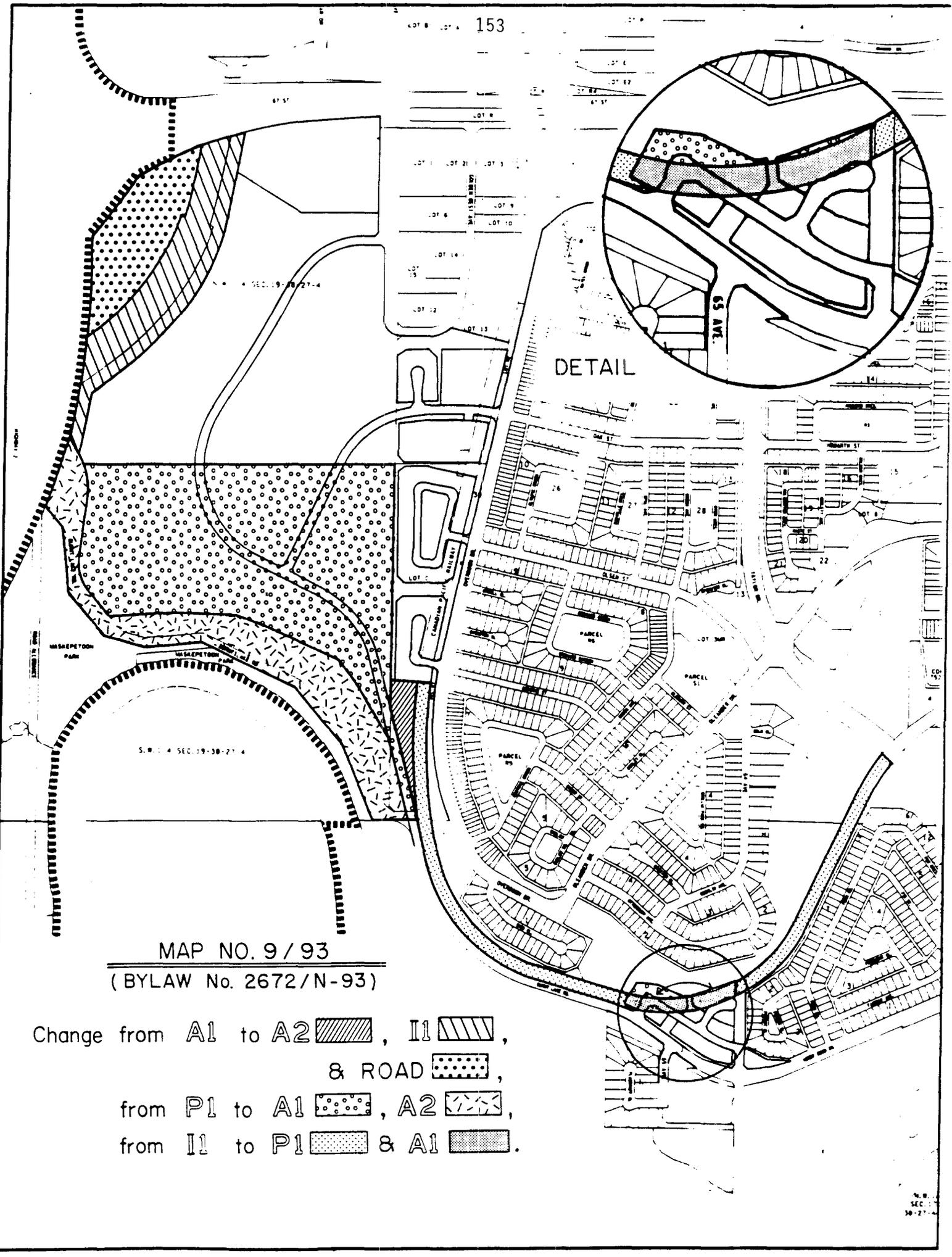
READ A THIRD TIME IN OPEN COUNCIL this     day of                             A.D. 1993.

\_\_\_\_\_  
MAYOR

\_\_\_\_\_  
CITY CLERK



DETAIL



MAP NO. 9/93  
(BYLAW No. 2672/N-93)

Change from A1 to A2  , I1  ,  
 & ROAD  ,  
 from P1 to A1  , A2  ,  
 from I1 to P1  & A1  .

**BYLAW NO.2672/O-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. 10/93, 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. 1993.

READ A THIRD TIME IN OPEN COUNCIL this           day of           A.D. 1993.

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MAYOR

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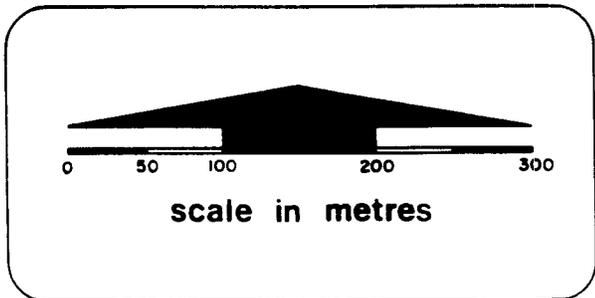
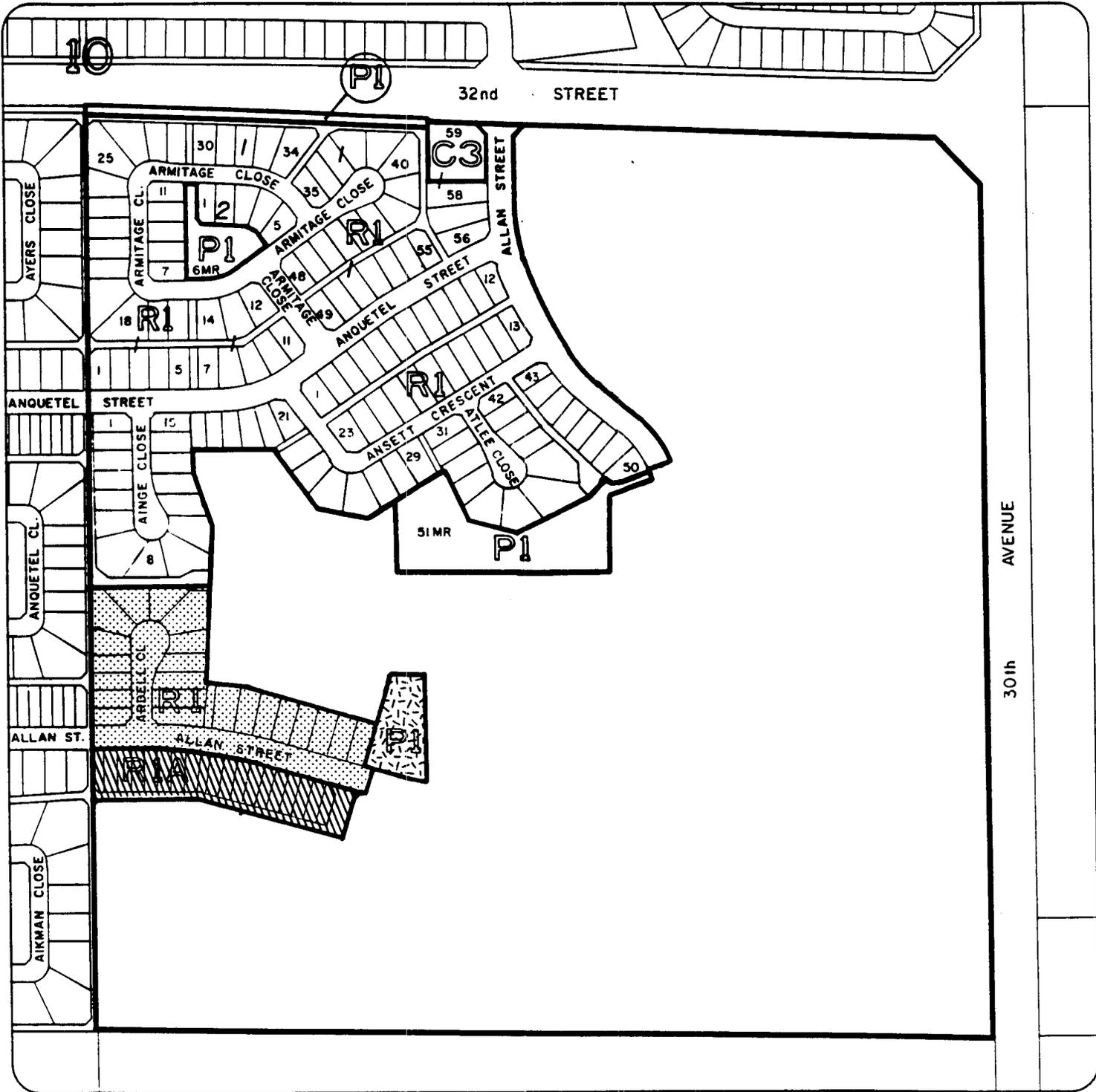
CITY CLERK

# City of Red Deer --- Land Use Bylaw

## Land Use Districts

155

J6



Revisions :

MAP NO. 10/93  
BYLAW NO. 2672/0-93

Change from **A1** to **R1**  **RIA**  and **P1** 

**BYLAW NO. 2672/P-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. 11 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. 1993.

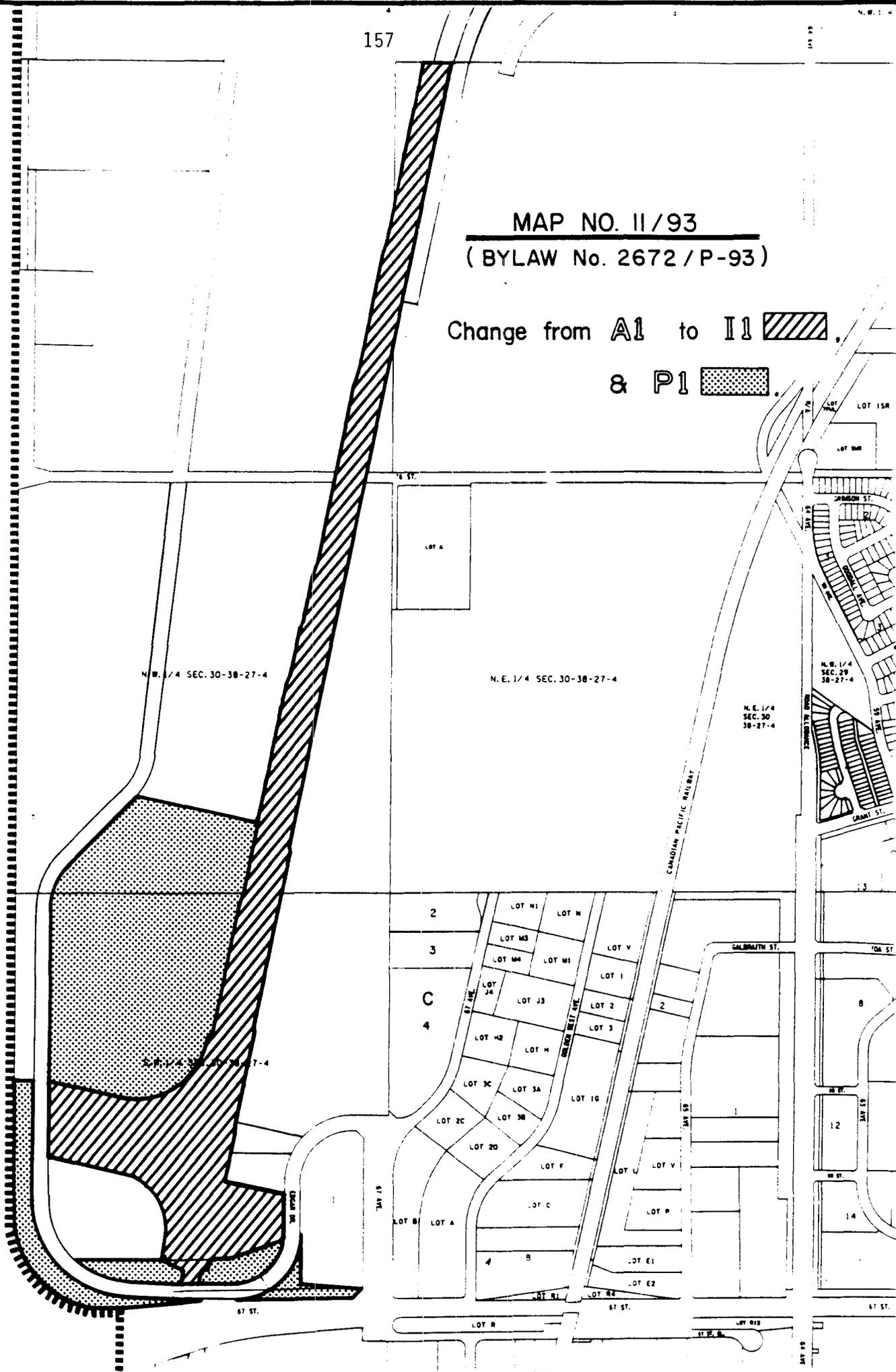
READ A THIRD TIME IN OPEN COUNCIL this     day of                             A.D. 1993.

\_\_\_\_\_  
MAYOR

\_\_\_\_\_  
CITY CLERK

**MAP NO. 11/93**  
**(BYLAW No. 2672 / P-93)**

Change from **A1** to **I1**   
& **P1** 



N.W. 1/4 SEC. 30-38-27-4

N.E. 1/4 SEC. 30-38-27-4

N.E. 1/4 SEC. 30-38-27-4

S.W. 1/4 SEC. 30-38-27-4

CANADIAN PACIFIC RAILWAY

GALBRAITH ST.

TOA ST.

67 ST.

LOT B

LOT A

LOT C

LOT F

LOT V

LOT Y

LOT U

LOT V

LOT 1

LOT 2

LOT 3

LOT IG

LOT 3A

LOT 3B

LOT 2C

LOT 2D

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**BYLAW NO. 2800/B-93**

Being a Bylaw to amend Bylaw No. 2800/82, the Traffic Bylaw of The City of Red Deer.

NOW THEREFORE THE MUNICIPAL COUNCIL OF THE CITY OF RED DEER, IN THE PROVINCE OF ALBERTA, DULY ASSEMBLED, ENACTS AS FOLLOWS:

- 1 Bylaw 2800/82, as amended, is further amended:
- (1) as to Schedule A by replacing No. 1. and No. 3. under the heading "Streets" with the following:
- "1. Delburne Road (Highway 595), between 40 Avenue and the West City Limit."
- "3. 55 Street, between 30 Avenue and 400 m east of the west boundary of NE 14-38-27-4."
- (2) as to Schedule B by replacing No. 1. under the heading "Streets" with the following:
- "1. 55 Street (Highway 11), 400 m east of the west boundary of NE 14-38-27-4 and the East City Limit."
- and by adding the following:
- "2. Delburne Road (Highway 595), between 40 Avenue to the East City Limit."

2 This Bylaw shall come into full force and effect upon 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

**BYLAW NO. 3071/A-93**

Being a Bylaw to amend Bylaw No. 3071/92, the Bylaw to Adopt the Northwest Area Structure Plan in the City of Red Deer.

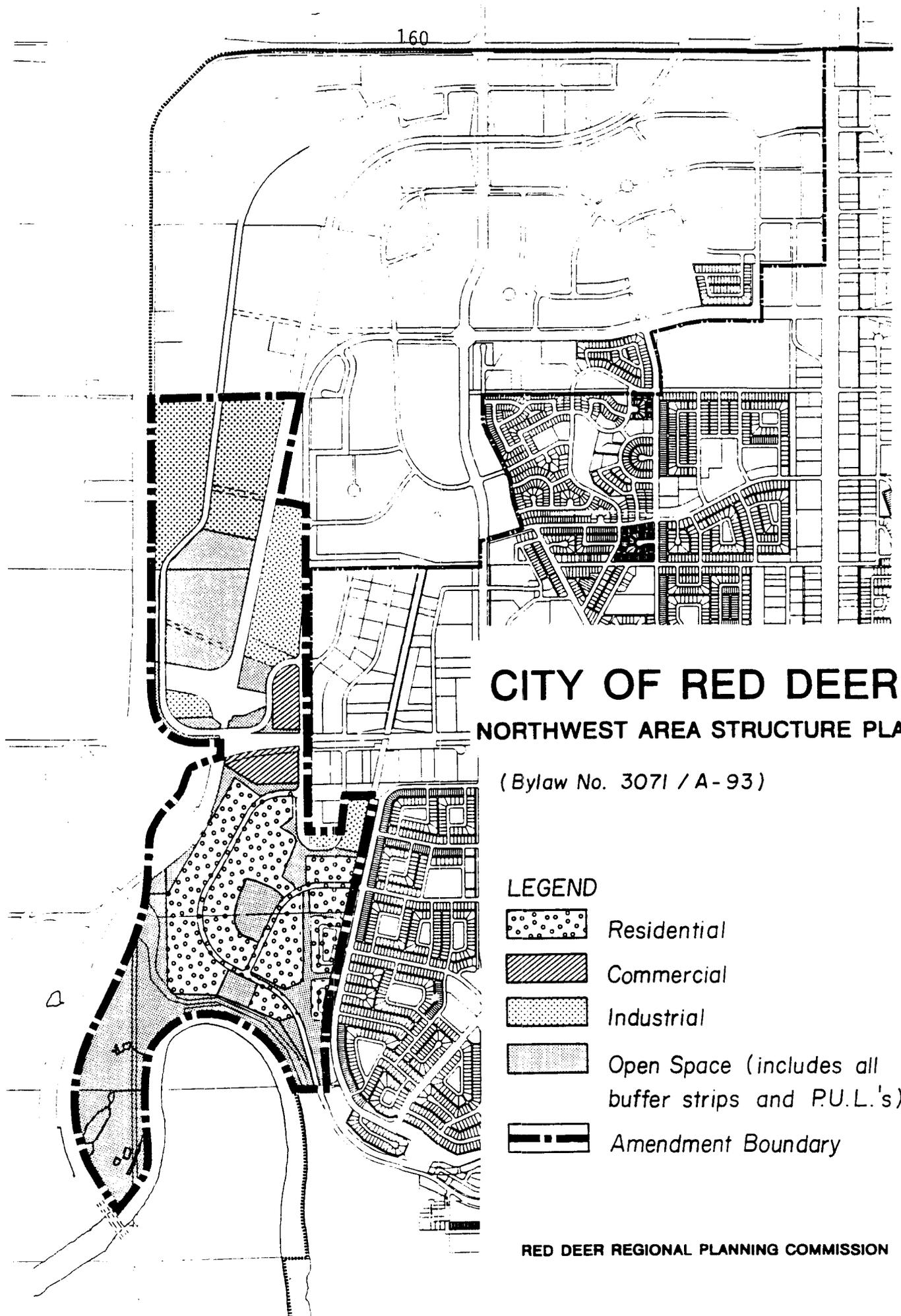
NOW THEREFORE THE MUNICIPAL COUNCIL OF THE CITY OF RED DEER, IN THE PROVINCE OF ALBERTA, DULY ASSEMBLED, ENACTS AS FOLLOWS:

- 1           Map 9 following Page 13 of Schedule "A" of Bylaw 3071/92 is amended by incorporating the changes as outlined in the attached Map.
- 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

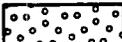


# CITY OF RED DEER

## NORTHWEST AREA STRUCTURE PLAN

(Bylaw No. 3071 / A-93)

### LEGEND

-  Residential
-  Commercial
-  Industrial
-  Open Space (includes all buffer strips and P.U.L.'s)
-  Amendment Boundary

**BYLAW NO. 3073/A-93**

Being a Bylaw to amend Bylaw No. 3073/92, the Bylaw to Adopt the CP Railway Right-of-Way Area Redevelopment Plan in 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 coloured map immediately following page 9 of Schedule "A" of Bylaw 3073/92 is amended by incorporating the changes as outlined in the attached map.
- 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

# C.P. Railway Right-Of-Way Area Redevelopment Plan

AMENDING BYLAW No. 3073/A-93

## LEGEND

-  Low density residential
-  Medium density residential
-  Park and/or buffer
-  Amendment boundary

Dated: March 1992

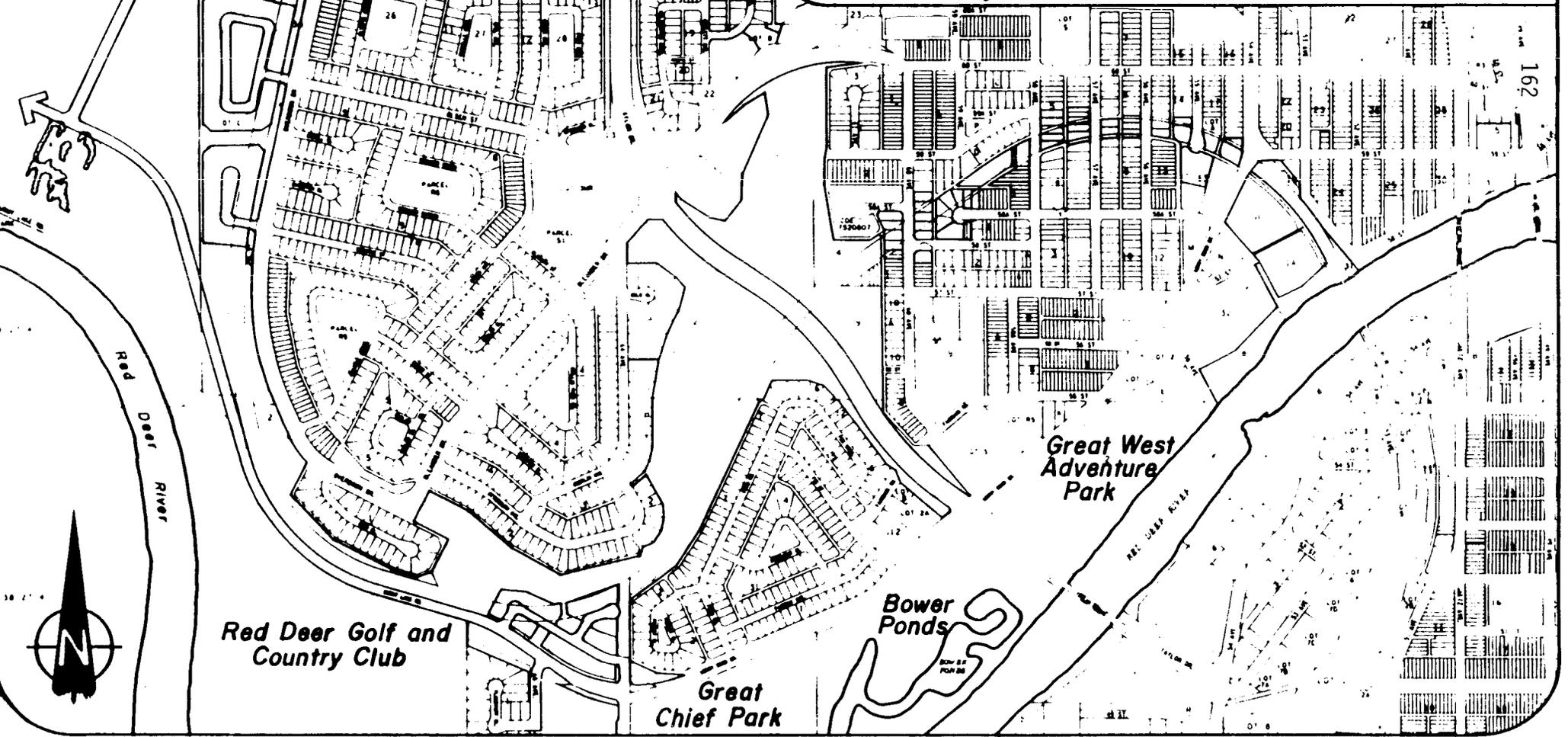
Scale:



Prepared by Red Deer Regional Planning Commission

Revised August 1993

Future Residential



162



# 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

July 16, 1993

Reeve Maurice J. Lewis  
P. O. Box 12  
Lousana, Alberta  
T0M 1K0

Dear Reeve Lewis,

RE: CITY/COUNTY JOINT MUNICIPAL PLAN

The City of Red Deer has recently received a draft document titled "The City and County of Red Deer Joint General Municipal Plan" dated June 30, 1993. It is our intention that this document be submitted to the open City Council Meeting on Monday August 30, 1993, at 4:30 p.m. Mayor Surkan has asked me to invite you to attend this Council Meeting to discuss this plan with our Council.

Further to our telephone conversation of July 16, 1993, wherein you suggested a date that this matter could be presented to your Council. Mayor Surkan would be available to attend your County Council Meeting on Tuesday, September 7, 1993 to discuss this plan.

I ask that you contact me at your earliest convenience if the above arrangements are to your satisfaction so as our office may proceed with placing this matter before City Council.

Trusting you will find this satisfactory and thank you for your consideration of this matter.

Sincerely,

Kelly Kloss  
Assistant City Clerk

KK/cjd

cc: County Commissioner  
Mayor Surkan  
Urban Planner



*a delight  
to discover!*

- send out with note to council
- call Maurice Lewis
- call Paul Reygatte first No
- call Maurice on Monday  
at 749-2479 (He's away  
on Holiday - back on Sunday)
- Mail @ 3:00 pm ? on 7<sup>th</sup>
- Call Bob Stonehouse Wed. to  
confirm.

*Aug. 20*

**DATE: AUGUST 25, 1993**  
**TO: CITY COUNCIL**  
**FROM: MAYOR GAIL SURKAN**  
**RE: DJAMSHID ROUHI - RETIREMENT FROM**  
**RED DEER REGIONAL PLANNING COMMISSION**

---

As Council is aware, Mr. Djamshid Rouhi recently retired from the Red Deer Regional Planning Commission. Mr. Rouhi provided many years of service to the Planning Commission and to the City as Senior Planner.

As a small token of our appreciation, we have invited Mr. Rouhi to attend dinner with Council on Monday, August 30, 1993.

GAIL SURKAN  
Mayor

GS/clr

Submitted to City Council

CS-R-40586

**DATE:** August 26, 1993

Date: 93.08.30

**TO:** CITY COUNCIL

**FROM:** MARK JONES, Chairman  
Recreation, Parks & Culture Board

**RE:** MASKEPETOON ATHLETIC PARK PROPOSED LAND EXCHANGE

---

The Recreation, Parks & Culture Board called a special meeting on Thursday, August 26, 1993, to consider the proposal to exchange land between Maskepetoon Park and Edgar Industrial Park. The report of the Community Services Director, dated August 16, 1993, was considered in detail and following a discussion of this matter, the following resolution was presented.

It was moved by Shirley Hocken, seconded by Jim Bower:

"That the Recreation, Parks & Culture Board, having considered report dated August 16, 1993 re: Maskepetoon Athletic Park, Proposed Land Exchange, hereby recommend to City Council that we proceed with the land swap between Maskepetoon and Edgar Industrial Park in order to provide facilities for development of athletic fields."

  
MARK JONES

LH/ad

**THE CITY AND COUNTY OF RED DEER**  
**JOINT GENERAL MUNICIPAL PLAN**

**June 30, 1993**

**(COUNTY-A:JGMP0000.CRD)**

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### MAPS

- Map 1 Planning Area Map
- Map 2 Transportation Network
- Map 3 Policy Area Map

**THE CITY AND COUNTY OF RED DEER**  
**JOINT GENERAL MUNICIPAL PLAN**

**PROPOSED GOAL**

TO IMPROVE COMMUNICATION, COOPERATION AND ORDERLY DEVELOPMENT PRACTICES WITHIN THE PLANNING AREA COMPRISING PORTIONS OF THE CITY AND COUNTY.

**1.0 GENERAL PROVISIONS**

**1.1 Objectives**

- 1.1.1 To manage growth in a sustainable manner recognizing the role of the natural environment in providing an enhanced quality of life in both municipalities.
- 1.1.2 To co-ordinate land use planning policies to guide future land uses, transportation, utilities and servicing within the Planning Area.
- 1.1.3 To accommodate projected urban growth and rural development in a manner which is mutually acceptable, orderly and efficient.
- 1.1.4 To protect better agricultural land as defined by the Regional Plan, from premature subdivision and development.
- 1.1.5 To protect environmentally sensitive areas and regionally significant transportation routes and major utility facilities.
- 1.1.6 To establish a system for managing land use changes to reduce conflicts between uses in the Planning Area.
- 1.1.7 To provide a process for effective communication between the two municipalities regarding significant matters within the Planning Area.
- 1.1.8 To promote the economic development and diversification of the area.

**2.0 ECONOMIC DEVELOPMENT**

**2.1 Objectives**

Economic development or development of the general economy within the Planning Area is recognized as being of mutual interest and concern to both municipalities and should be analyzed from an intermunicipal viewpoint. The City and County support the general economic diversification of the area where it occurs on a planned, orderly basis. Co-operation, open communication and recognition of the needs of both municipalities could benefit the region.

## 2.2 Policies

The two municipalities will endeavour to work together in the following areas:

- 2.2.1 Joint participation in boards, authorities/committees, as may be appropriate .
- 2.2.2 Joint studies/reports.
- 2.2.3 Examine ways to complement activities to eliminate direct competition between municipalities for similar types of economic development.
- 2.2.4 Undertake a strategy for a joint approach for attracting new economic development to the area. This may include joint promotional initiatives as may be appropriate.

## 3.0 TRANSPORTATION POLICIES

### 3.1 Objectives

The construction, maintenance and long term expansion of the transportation system within the Planning Area is of interest and concern to both municipalities. The objective of the Plan is to create policies to provide for the integration of the transportation system within the Planning Area, benefiting both municipalities. These policies will encourage the smooth transition of transportation routes which cross municipal boundaries concerning construction standards, safety considerations, dangerous good routes, access control and other factors. In addition, planning, construction and maintenance of the transportation system within the Planning Area will be promoted.

### 3.2 Policies

In order to achieve the transportation objectives of this plan, the following policies will apply:

- 3.2.1 Endorsement and acceptance of Figure 2 as the proposed arterial road system.
- 3.2.2 Protection of the proposed arterial road system by protecting a 60 metre right-of-way and requiring that all buildings be set back a minimum of 50 metres from the centre line of the proposed right-of-way.
- 3.2.3 Maintaining roads according to municipal jurisdiction unless the two municipalities enter into an agreement to do otherwise.
- 3.2.4 Working together with Alberta Transportation in regards to any provincial transportation matters affecting the plan area.
- 3.2.5 Adoption of uniform standards for major entranceways to the City.
- 3.2.6 Adoption common dangerous goods routes between the City and the County, with a particular focus on arterial entry roads to the City.
- 3.2.7 Protecting and promoting the growth and development of the Red Deer Industrial Airport.

## **4.0 NATURAL ENVIRONMENT**

### **4.1 Objectives**

Protection and conservation of the natural environment within the Planning Area, in keeping with the Regional Plan, is a desired objective for both municipalities. The area contains a number of significant environmental features including escarpments, wetlands, flood plains, unstable slopes, treed lands and prime agricultural lands. In addition, the natural resource extraction activities such as sand and gravel and oil and gas production areas that are located within the Planning Area must be considered. A concentrated and conscious effort to protect these significant environmental features will be undertaken with the purpose of conserving these resources, open spaces, scenic areas, natural areas and significant habitats for future generations.

### **4.2 Policies**

The two municipalities will jointly ensure the conservation and protection of the natural environment within the Planning Area through the following policies:

- 4.2.1 Conservation of good agricultural land to ensure that it is not prematurely or inefficiently developed for another use.
- 4.2.2 Protection of escarpments within the planning area in their natural state.
- 4.2.3 Not permitting development within the 1:100 year floodplain other than development which is recreational or agricultural in orientation or areas for which special controls have been developed to prevent flood damage.
- 4.2.4 Evaluate resource extraction proposals based upon conservation of major treed areas within the designated river corridor area.
- 4.2.5 Protection of all water bodies and water courses within the region from the discharge of untreated sewage.
- 4.2.6 Protection of the integrity of receiving streams by controlling storm water runoff.
- 4.2.7 Protection of wildlife corridors throughout the planning area.
- 4.2.8 Use of Development Controls to ensure minimal environmental damage and ensuring reclamation is achieved after resource extraction.

## **5.0 LAND USE**

### **5.1 Objective**

Land Use is a key component of the joint general municipal plan and requires open and direct communication between municipalities to facilitate effective co-operative planning. The objective of land use planning directions within the Planning Area is to provide for an integrated and effective land use pattern which is analyzed from a long term intermunicipal view point without unnecessarily infringing upon the rights of the other municipality. Regular discussions between municipalities regarding land use, development and conflicts or consequences related thereto, are a primary objective

within the Planning Area. In addition, this Plan identifies existing and proposed land uses for the Planning Area.

## 5.2 **Policies**

Land uses within the Planning Area should be generally guided by the Future Land Use Map contained herein. The Map and policies in this Plan are meant to recognize and respect existing plans and bylaws in effect within the Planning Area (see Reference Map). The Joint General Municipal Plan, in association with municipal policies, will guide and allocate the location of future land uses within the Planning Area. The following general policies apply to the Plan Area.

- 5.2.1 Ensuring compatible and complementary land use.
- 5.2.2 Ensuring that all major development (over 3 lots in a quarter section) should be preceded by an adopted area structure plan.
- 5.2.3 Ensuring that the distance between non-compatible land uses such as landfills, intensive livestock operations, sour gas areas and pipelines shall be guided by the provisions of the Planning Act and the Health Act and related regulations.

## 6.0 **UTILITIES AND INFRASTRUCTURE**

### 6.1 **Objectives**

The objective of the Plan concerning utilities within the Planning Area is to promote cooperation between municipalities regarding the allocation and planning of this infrastructure. Effective communication between municipalities on significant matters relating to the existing and long term provision of these utilities within the Planning Area will be jointly beneficial. Joint discussions on matters of infrastructure will serve to increase efficiency and reduce cost and potential conflicts respecting these systems. A primary objective is to promote an efficient and effective utility distribution system in the Planning Area and explore avenues for common or joint servicing provisions and elimination of redundant or overlapping infrastructure between municipalities.

### 6.2 **Policies**

The two municipalities will enact the objectives through the following policies:

- 6.2.1 Endorsement of joint access to the City's landfill.
- 6.2.2 Exploration of the potential for access by the County of the City's water system.
- 6.2.3 Endorsement of the current agreement regarding the joint use of the regional sanitary sewer system.
- 6.2.4 The supply of power and gas around and within the City being based upon the arrangement which makes the most economic sense for the utilities involved.

## **7.0 COMMUNITY SERVICES**

### **7.1 Objectives**

The objective of both municipalities is to optimize the delivery of community services within the Planning Area. The provision of cost efficient community services will increase the benefits enjoyed by residents in the planning area. The delivery of community services to the Planning Area involves intermunicipal co-ordination and planning to maximize the allocation of community services and eliminate overlapping or redundant services.

### **7.2 Policies**

The two municipalities will jointly discuss and consider community services within the Planning Area; the following policies will apply:

- 7.2.1 Endorsement of the City/County rescue services and ambulance service agreement.
- 7.2.2 Exploration of the rationalization of recreation and cultural services between the County/City recreation boards.
- 7.2.3 Co-operation on the provision of recreation and cultural services, programs and facilities.
- 7.2.4 Co-operation being maintained in the provision of preventative social services through the FCSS Board
- 7.2.5 Maintaining the Historical Preservation Committee with intermunicipal representation.
- 7.2.6 Working together on the protection, of the river valley through the adopted River Valley Concept.

## **8.0 ANNEXATION OF LAND**

### **8.1 Objectives**

The objective of the annexation of land within the Planning Area is to recognize the necessity of orderly, timely and agreed upon annexations, normally from County to City jurisdiction. It is the objective of the Joint Plan that the City should clearly identify and delineate projected long term urban growth directions and land requirements. In addition, each municipality will consider both proposals for the necessary annexation of long term future urbanization areas and allocating appropriate locations for County development, where these are reached by agreement. It is the objective of both municipalities to have open discussions and share information regarding future urban growth directions and land requirements.

### **8.2 Policies**

The two municipalities will jointly discuss the annexation of land in the Planning Area; the following policies will apply:

- 8.2.1 Sharing of information related to the growth and development of the City so that both municipalities are aware of the extent of any annexation requirements.
- 8.2.2 Reference to the affected municipality of any annexation application for comment prior to any official action being taken. Such reference should contain proposed phasing, provision of services and rationale for annexation of land.
- 8.2.3 Protection of lands identified for long term annexation from land use and developments which might interfere and conflict with future urbanization.
- 8.2.4 Exploration of ways to protect and eliminate the premature or unnecessary annexation of land within the Planning Area.
- 8.2.5 Recognition of long term growth directions in municipal plans and bylaws including identification of appropriate types of rural and urban development in relation thereto.

## **9.0 MUNICIPAL ADMINISTRATION**

### **9.1 Objectives**

The objective of municipal administration is to provide for the direct and open communication between municipalities regarding significant issues within the Planning Area. It is the Joint Plan's objective that the sharing of information between municipalities will act to promote opportunities and reduce conflicts within the Planning Area. Establishing a dialogue concerning a variety of complex matters of mutual interest and concern between municipalities is beneficial and a primary objective of the Plan.

### **9.2 Policies**

The following policies will apply:

- 9.2.1 Sharing of information, data and studies with intermunicipal implications with the other municipality
- 9.2.2 Cost sharing of certain studies or data collection which may have intermunicipal benefits according to agreements of Councils
- 9.2.3 The City and County Councils shall have a minimum of one meeting per year to discuss matters of mutual interest and concern.

## **10.0 PLAN ADMINISTRATION AND IMPLEMENTATION**

### **10.1 Objectives**

The objective of the Plan with respect to plan administration is to provide a basis of intermunicipal cooperation and information exchange to effectively manage growth and conserve significant features within the Planning Area. Responsible plan administration for the Planning Area is anticipated to increase benefits and reduce conflicts to both municipalities, and is a primary objective to be pursued.

### **10.2 Policies**

The two municipalities will jointly discuss plan administration within the Planning Area in regard to the following:

- 10.2.1 Each municipality will refer copies of proposed statutory plans, land use bylaw amendments, outline plans and major subdivision and development proposals to the other municipality for comment, and accordingly consider any comments received relating thereto.
- 10.2.2 Both municipalities will discuss the propriety, content and circumstances for using outline plans within the Planning Area.
- 10.2.3 Both municipalities will consider the needs of the other municipality and where contentious issues arise, explore methods and mechanisms of mediation, arbitration and conflict resolution.
- 10.2.4 Each Municipal Planning Commission to be provided with at least thirty (30) days to review and comment on matters of mutual interest and concern regarding:
  - this Plan and all statutory plans, outline plans or amendments thereto
  - land use bylaw amendments or development permit applications within the fringe area for urban, non agricultural or intensive agricultural use not already contained in an area structure plan or this joint general municipal plan
  - subdivision applications and land use bylaw amendments where the subdivision is not pursuant to an area structure plan

If a concern is identified the joint planning committee would be convened.

*NOTE: For the purposes of this plan, an outline plan is defined as a non statutory plan for a particular area; this does not include a more detailed plan for an area already contained within an area structure plan.*

## 11.0 AREA SPECIFIC POLICIES

### 11.1 Area 1: Blindman Industrial Area

#### a) Site Description:

The area contains a mixture of industrial and to a lesser extent residential uses. The area includes about 305 ha (754 acres) or about 4.7 quarter sections. The lands are located north of the City and all but about 80 ha (200 ac) (Sec 3), east of Hwy 2A and west of the escarpment of the Red Deer River. Approximately 50 ha (124 acres) of the area is existing industrial development. The land located east of the Hwy is contained within the Blindman Industrial ASP adopted by the County in 1979 with amendments in 1981. The area is unserved by municipal sewer and water systems and uses onsite well water and sewage disposal systems. The Industrial District of the County Land Use Bylaw contains a variety of permitted and discretionary uses. About 1 dozen residences exist in the area. These residences could lead to land use conflicts with industrial development. The City recognizes the industrial use of this area. The lands are situated within the City's long term growth area. (See Policy Area map).

#### b) Policies:

The County may continue to develop the site primarily for light industrial purposes according to the policies of the ASP. There should be no further extension of the country residential development to the area due to potential land use conflicts with industrial land use. The longer term considerations for the area could include the possible provision of municipal sewer and water systems into the area.

### 11.2 Area 2: River Corridor Area

#### a) Site Description:

The area contains lands of fragile and sensitive environments along the Red Deer River and Piper and Waskasoo Creeks situated within both the municipalities. This includes the river valley floodplain and escarpment. The land is contained within the Red Deer River Corridor Plan adopted in 1974 by both municipalities and includes Waskasoo Park, along with other valley locations. The land within the County is also identified in the County of Red Deer ESA. The River Corridor Plan states that the area plays an important role in the economic, recreational and aesthetic (visual) components of both municipalities.

#### b) Policies:

The protection of the river valley corridor is vital to the well being of both municipalities. The corridor should be recognized as primarily a recreational and natural area and should be allowed to develop for farm purposes only where such developments are compatible with the

special nature of the area. Protection of the area's sensitive features and water quality are paramount in considering new proposals for land use and development activities. This is also necessary with respect to runoff control measures for intensive livestock operations, landfill sites and other potential pollution sources. The consideration of designating additional natural areas, and sensitive lands should be pursued. A review and updating of the River Corridor study should be undertaken.

### 11.3 **Area 3: Heritage Ranch/Cronquist/Riverview Park**

#### a) Site Description:

This area contains approximately one quarter section of land located on the east boundary of Highway #2. This area is comprised of a 24 lot country residential subdivision, the proposed site of the Alberta Sports Hall of Fame and "The Crossing" (Tourist Information/Attraction) and a proposed residential subdivision (Cronquist).

#### b) Policies:

This area includes land within both Municipalities. Riverview park is fully developed. This plan should not support any further subdivision unless the subdivision is serviced with sewer and water. The Sports Hall of Fame is in the planning stages. This plan should support the development of this facility and other related tourist facilities at the Heritage Ranch site. The residential development of the Cronquist land should also be supported subject to the adoption of an area structure plan.

### 11.4 **Area 4: East Hill Area Structure Plan**

#### a) Site Description:

The City's GMP and East Hill Area Structure Plan identifies the area as the City's primary short and intermediate term future urban growth area. The approximate 1686 ha (4166 ac) - 18 quarter section area is situated north of the Delburne Road (SR 595), mainly south of 67th Street and west of 20 Avenue. Currently, 20 quarter sections are located within the City of which 6½ quarters including Morrisroe, Rosedale, Clearview, Eastview and Deer Park are developed. These subdivisions contain about 11,200 persons and 3750 dwelling units. The most southerly 7½ quarter sections are unserviced and require the installation of a major storm sewer and detention pond system to adequately drain the area.

b) Policies:

The provisions and policies contained in the proposed East Hill ASP are recognized for the area. Future land uses are specified in the ASP for primarily residential use with identified neighbourhood and community commercial areas. The Plan also foresees to a total of 13 schools including the proposed 200 ha (60 acre) Hunting Hills Public High School, a Catholic High School and a major recreation centre area. The ASP proposes that 20 Avenue will eventually form a ring road (major arterial) for the east side of the City. The proposed ring road as well as affected local roads should be protected through the development process. Total projected population for the area is about 50,000 including the currently developed areas, based on about 2,000 persons per quarter section or 31.7 persons per gross hectare (12.8 persons/gross ac). This area must be reserved for future City growth and protected from premature subdivision.

11.5 **Area 5: Landfill Site Area**

a) Site Description:

The area involves approximately 260 ha (640 acre) or 4 quarter sections and is located south of the Delburne Road (SR 595) and north east of Piper Creek. The area contains the existing City Landfill site, currently within the City and a future land fill site expansion area to the east located in the County. The existing landfill site is operated and managed by the City but has regional usage by the County and other local urban centres. The existing landfill site is expected to be discontinued in the future with a new landfill site being developed to the east in Section 34.

b) Policies:

The implementation and maintenance of suitable buffer zones, development separation distances and landscaping provisions are essential to reduce future land use conflicts and to permit the normal operation of the landfill site. These provisions should be clearly specified in a proposed joint landfill management plan and then incorporated into Municipal Plans and Bylaws affecting the area. The old site upon closure will be reclaimed and used for recreation and open space purposes. In addition the following topics regarding the landfill should be addressed through joint discussions.

- runoff control and Piper Creek protection
- roads and access
- land use and development controls within the local area

## 11.6 **Area 6: South Red Deer Area**

### a) Site Description:

The approximate 614 ha (1520 ac), or 9.5 quarter section area is located south of the City, and contains a diversified multiple use, land use composition. The area includes lands along Highway 2 and 2A south including gasoline alley and is situated mainly east of the CPR line, but also includes the Woodland Hills area. Most of the lands are located within the County and are not identified as being within the City Growth Area. Current land uses include industrial, highway commercial and country residential and other special use areas. The Medicine River Area Structure Plans has been prepared for the lands east of Highway 2A. No ASP exists for the Woodland Hills area. Current land use allocations for the area include about

- 80.1 ha (200 acres) country residential (Woodland Hills and Trailer Park)
- 53 ha (132 acres) industrial
- 36.5 ha (90 acres) highway commercial
- 443.5 ha (1096 ac) vacant or agricultural (including two parcels zoned Direct Control)

Investigation into possible Hwy 2 relocation in the area are being undertaken by Alberta Transportation.

### b) Policies:

The policies contained in the Medicine River Area Structure Plans adopted within the area are recognized. Proposals for the long term future land use of the area should be submitted by the County detailing:

- The light Industrial uses and the proposed levels of sewer and water services to be provided.
- Extent of the Hwy. Commercial areas
- Proposed expansion of country residential areas and population projections.
- Mobile Home Park locations.
- Level of services provided.
- Aesthetics of the entranceway to the City.

11.7 **Area 7: City (existing development) Area**

a) Site Description:

The area represents the existing developed area of the City with the exception of lands located within Policy Areas 2, 4 and 10. Area 13 is not included within the boundaries of the JGMP and represents the existing built up areas of the City.

b) Policies:

The area is outside of the terms of this Plan and will be subject to the Plans and Bylaws established for it by City Council. It is important that the County be adequately informed of the policies of the City with regard to the area and copies of all City wide statutory plans should therefore be referred to the County for comment prior to adoption.

11.8 **Area 8: Burnt Lake Trail/Hwy 11 Area**

a) Site Descriptions:

The approximate 130 ha (320 ac) 2 quarter sections area contains a mixture of country residential agricultural services and supply and Highway Commercial uses. There is also a 75 unit mobile home park. The area is generally rated as containing better quality agricultural lands being classes 2 and 3 CLI. Also the area constitutes a major entranceway (Hwy 11) into the City.

b) Policies:

The area is considered to contain a limited growth potential and is not appropriate for significant amounts of additional growth. The current practice of extensive agricultural use of the majority of the land is supported. As a major entranceway into the City, a high standard of development and access control and landscaping is necessary for lands along and adjacent to Hwy 11. Approved levels of highway commercial, country residential and mobile home development are recognized; only minimal amounts of new development will be supported, subject to the completion of an Area Structure Plan.

11.9 **Area 9: Northwest City**

a) Site Description:

The area is located within the northwestern portion of the City, north of the river and east of Hwy 2 and contains about 749 ha (1962 acres) or 12.25 quarter sections. An ASP was adopted for the area by the City in 1992. The ASP designated about 276 ha (682 acres) in the eastern portion of the area to be used for residential purposes. This area should accommodate about 12,700 persons. The majority of the remaining lands will be used for future industrial development and includes the new CPR rail yard and line.

b) Policies:

The provisions of the Northwest Area Structure Plan are recognized and supported for the future development of the area.

11.10 **Area 10: C and E Trail North Area**

a) Site Description:

The approximate 485 ha (1200 ac) or 7½ quarter section area contains about 30 country residences, including Central Park. The remaining portion is used for primarily extensive agricultural purposes. The area is situated just west of Hwy 2A north of the City and south of the Blindman River Valley. The area generally contains better quality agricultural soils, rated as CLI classes 2 and 3. Most of the area is serviced by onsite sewer and well water systems; Central Park is served by a common water system. The area is located in the City's long term growth area.

b) Policies:

The area is anticipated to contain only a limited amount of additional country residential development, mainly being of an infill nature. The area is better quality agricultural land and is situated within the City's long term growth areas and should not be considered for additional grouped country residential.

11.11 **Area 11: Agricultural Area**

a) Site Description:

The area contains approximately 66 quarter sections and is the largest single district within the Planning Area. The existing land use is predominately agricultural in nature with only limited amounts of non agricultural use. The lands have a CLI soil rating of mainly classes 2 to 4 and are well suited for continued agricultural use. Lands located northeast of the City are identified as long term City growth areas and will be required for future urban growth.

b) Policies:

The area should be used for continued agricultural usage with only limited amounts of appropriate types of non-agricultural developments. Acceptable uses include farmstead separations, and other forms of agricultural or resource extractive activities. Those lands identified as being within the long term City growth areas should be given particular protection to allow for future urban growth. The redesignation of lands within the area for major types of non-agricultural purpose should not be permitted.

11.12 **Area 12: Future City Growth Area (under County jurisdiction)**

a) Site Description:

The approximate 80 quarter section area is located primarily north east and north of the City and has been identified as the long term growth direction for the City and is expected to be needed beyond the year 2030. These lands include all or part Policy of Areas 1, 2, 11 and 12. Detailed planning and engineering studies are necessary to determine the parameters of long term urban growth for the area. The north east area is scheduled mainly for future residential usage.

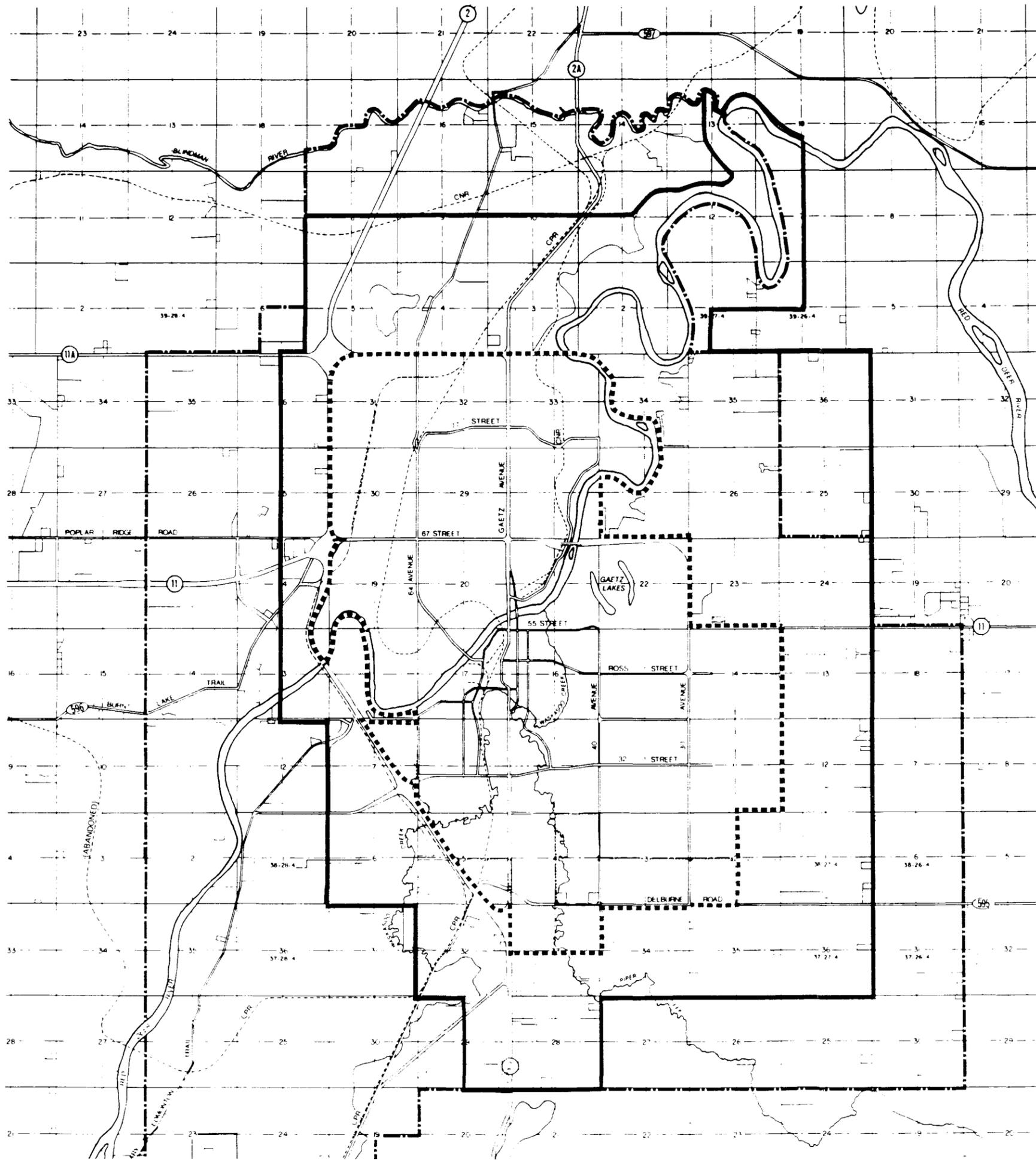
b) Policies:

The area should conform to the provisions of this plan as they apply to Area 1, 2, 11 and 12. Unless otherwise provided, the area should be retained for agricultural usage with only minor types of non-agricultural use. The integrity of the lands for future long term City growth should be assured. Ongoing discussions between the two municipalities should be conducted to assure the viability of this area for long term future urban growth. The redesignation of lands within the area for major types of non agricultural purposes should not be permitted . Land located below the river escarpment is to be emphasized for recreational use.

## CITY//COUNTY JOINT GENERAL MUNICIPAL PLANNING COMMITTEE

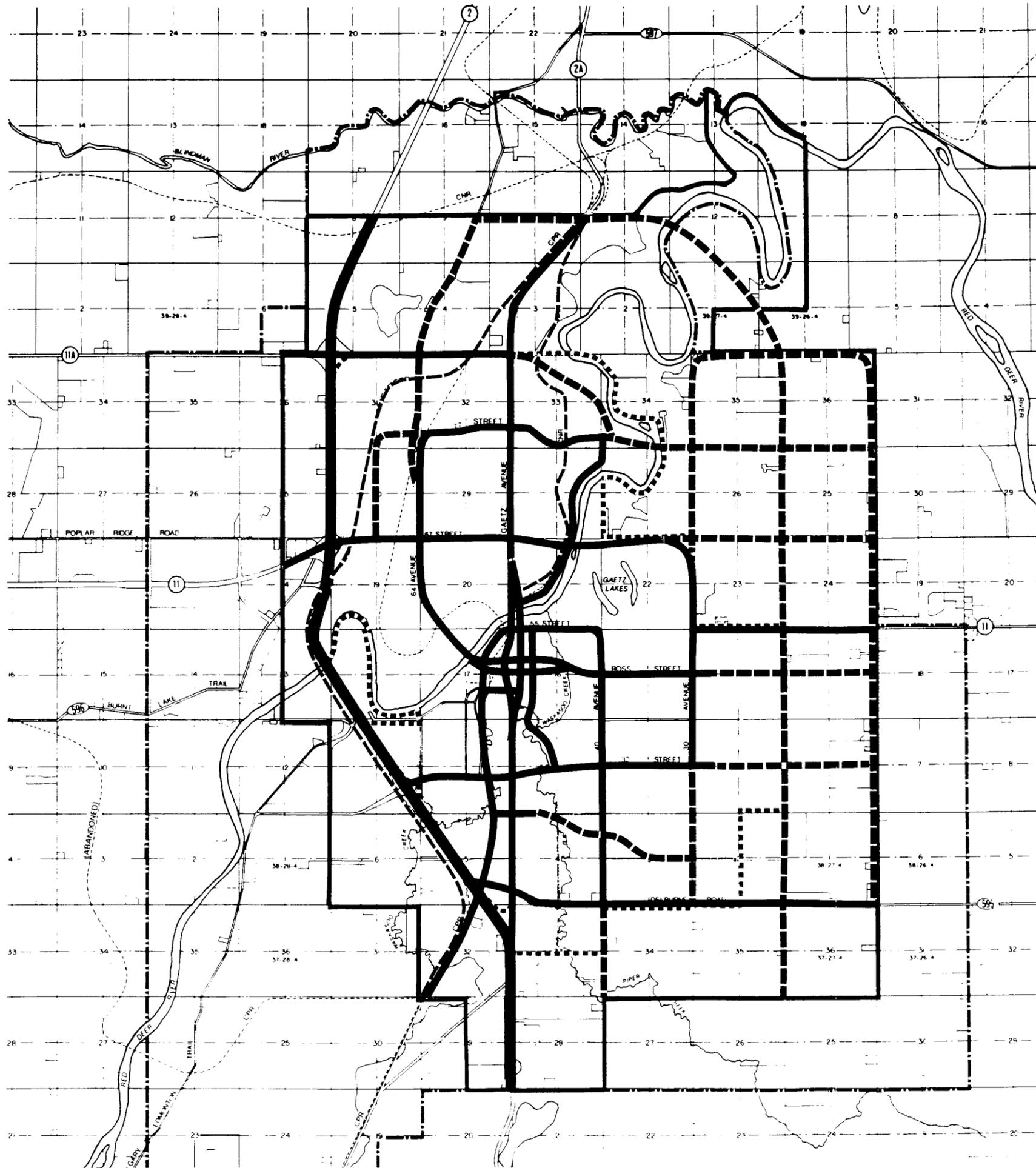
### PROCEDURES

1. A staff committee consisting of the County Commissioner, County Development Officer, City Commissioner, Community Services Director and a representative of the Red Deer Regional Planning Commission, will be available to meet on an ad hoc basis at the request of the Planning Commission, to provide direction in terms of plan development.
2. A staff committee will develop a framework for the agendas; the larger steering committee will provide direction at each meeting for subsequent agendas.
3. The steering committee will consist of all members of the staff committee, the Mayor and two City Aldermen, and the Reeve and two County Councillors. Only elected officials may vote. An alternate may be appointed to attend a steering committee meeting if an elected official is unable to attend; the alternate (who shall be a member of a the respective Council) will be able to vote.
4. Meetings will be scheduled monthly and cancelled if not required.
5. A Chairman shall be elected from the City Council/County Council elected representatives. The chairmanship could alternate between City and County Chairman, at the discretion of the steering committee.
6. Any research required by the Committee shall be conducted by the Red Deer Regional Planning Commission.
7. All members of City and County Council will receive copies of the Minutes of each meeting as soon as they are available.
8. The City has agreed to provide secretarial staff to take minutes of the meetings.



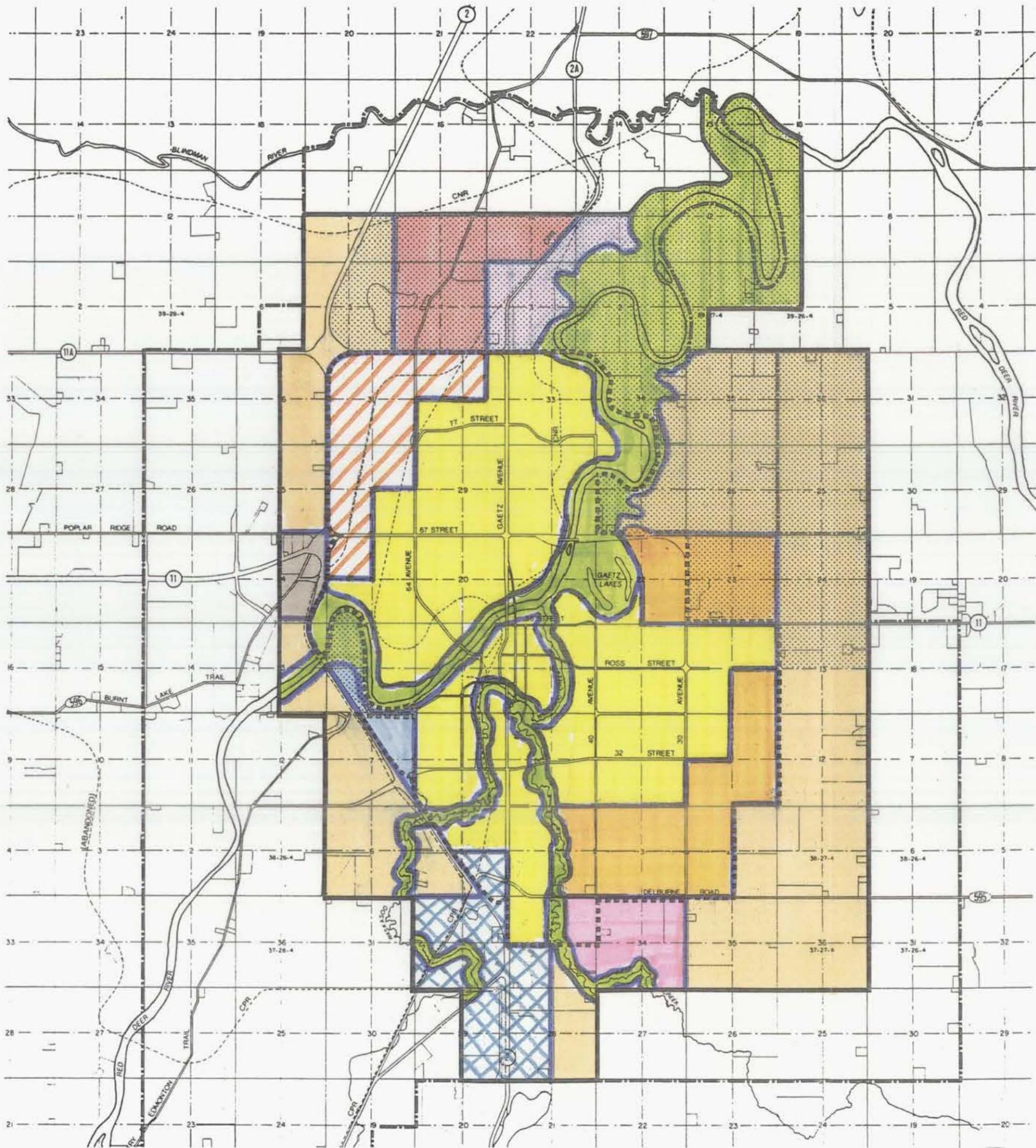
### LEGEND

-  STUDY AREA BOUNDARY
-  CITY BOUNDARY

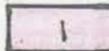
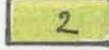
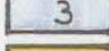
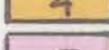
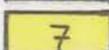
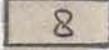
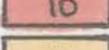
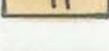


### LEGEND

-  STUDY AREA BOUNDARY
-  CITY BOUNDARY
-  FREEWAY
-  ARTERIAL ROADS
-  RAILWAYS
-  PROPOSED ARTERIAL ROADS



**LEGEND**

-  STUDY AREA BOUNDARY
-  CITY BOUNDARY
-  1 BLINDMAN INDUSTRIAL AREA
-  2 RIVER CORRIDOR AREA
-  3 HERITAGE RANCH/CRONQUIST/RIVERVIEW AREA
-  4 EAST HILL AREA STRUCTURE PLAN
-  5 LANDFILL SITE AREA
-  6 SOUTH RED DEER AREA
-  7 CITY (EXISTING DEVELOPMENT)
-  8 BURNT LAKE TRAIL/HIGHWAY 11 AREA
-  9 NORTHWEST AREA STRUCTURE PLAN
-  10 C & E TRAIL NORTH AREA
-  11 AGRICULTURAL AREA
-  FUTURE CITY GROWTH AREA (UNDER COUNTY JURISDICTION)

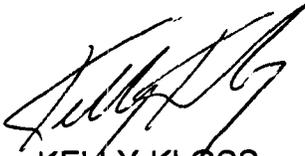
**DATE: JULY 6, 1993**  
**TO: LAND AND ECONOMIC DEVELOPMENT MANAGER**  
**FROM: ASSISTANT CITY CLERK**  
**RE: STRATEGIC MARKETING TASK FORCE REPORT**

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At the Council Meeting of July 5, 1993, consideration was given to the report of the Strategic Marketing Task Force dated June 1993, and at which meeting the following motion was passed:

"RESOLVED that Council of The City of Red Deer having considered correspondence from the Red Deer Strategic Marketing Task Force dated June 23, 1993, re: Report of the Task Force hereby agrees that said report be received as information at this time and that the Land & Economic Development Manager be directed to bring back an action plan for implementation for those recommendations in the Strategic Marketing Task Force Report, which can be undertaken within our existing structure, and as recommended to Council July 5, 1993."

The decision of Council in this instance is submitted for your information and appropriate action. I trust that you will now be proceeding with developing the necessary action plan as outlined in the above motion, with same be presented back to Council in due course.

  
KELLY KLOSS  
Assistant City Clerk

KK/cjd

**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

July 6, 1993

Jack Donald  
Parkland Industries  
236 Riverside Office Plaza  
Red Deer, Alberta  
T4N 6C9

Dear Sir:

At the City of Red Deer Council Meeting held on July 5, 1993, consideration was given to the report of the Red Deer Strategic Marketing Task Force and at which meeting the following motion was passed:

"RESOLVED that Council of The City of Red Deer having considered correspondence from the Red Deer Strategic Marketing Task Force dated June 23, 1993, re: Report of the Task Force hereby agrees that said report be received as information at this time and that the Land & Economic Development Manager be directed to bring back an action plan for implementation for those recommendations in the Strategic Marketing Task Force Report, which can be undertaken within our existing structure, and as recommended to Council July 5, 1993."

As outlined in the above motion, our Land and Economic Development Manager will be developing an action plan for many of the recommendations outlined in the report. It was noted at City Council that although some of the more major recommendations will not be implemented immediately, the report has set out a clear guideline for the City now to work towards in developing a more efficient and proactive economic development strategy.

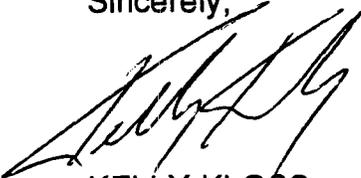
*a delight  
to discover!*

Jack Donald  
Page 2  
July 6, 1993

I would like to take this opportunity to convey to you and the Strategic Marketing Task Force, Council's appreciation for such a high quality report and the time you have committed to its development.

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

Sincerely,

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

KELLY KLOSS  
Assistant City Clerk

KK/cjd

cc: Strategic Marketing Task Force Members  
Land and Economic Development Manager

NO. 3

June 23, 1993

The City of Red Deer  
Box 5008  
Red Deer, Alberta  
T4N 3T4

Attention: Mayor Gail Surkan

Dear Mayor Surkan,

It is with pleasure that we submit the report of the Red Deer Strategic Marketing Task Force.

The Task Force was established by resolution of City Council in June 1992. Task Force members were selected over the summer, and commenced meetings in September 1992. The group met on a regular basis throughout the winter, and split into a number of sub-committees in order to produce more detailed data for inclusion in the final report.

The report is divided into several sections and includes the Purpose and Goal of the Task Force, the Background and Methodology, Sub-Committee Findings, Conclusions and Recommendations.

The Committee would suggest that an approach be made, as outlined in the Recommendations, to other municipalities to determine the degree of interest in a Regional approach.

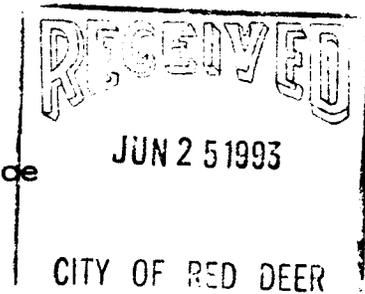
It was an honor to be part of this important initiative. Hopefully, you and members of Council will find the report represents a focused, fresh approach to economic development for The City of Red Deer and indeed, our region.

I would like to take this opportunity of expressing my appreciation to members of the Task Force for the untold hours they contributed to the completion of this project. I would also like to express the appreciation of the Task Force to Mr. Michael Knopp, Director of the Management Development Centre at Red Deer College, who was responsible for producing the final copy of the report.

Yours truly,

  
Jack C. Donald  
Chairman, Red Deer Strategic Marketing Task Force

JCD/pmh



Commissioners' Comments

Attached is the final report from the Strategic Marketing Task Force struck by Council in June of 1992 to review the Economic Development Strategy for the City. The report makes a number of recommendations that will require a significant change in the way we approach economic development.

We would recommend that Council receive the attached report for information at this time subject to a further review and discussion of our total economic development strategy as part of the Strategic Planning process. As an interim step, we would recommend that the Land & Economic Manager bring back an action plan for implementation of those recommendations in the report which can be undertaken within our existing structure.

"G. SURKAN"  
Mayor

"M.C. DAY"  
City Commissioner

**DATE: June 23, 1992**

**TO: Economic Development Manager**

**FROM: City Clerk**

**RE: ECONOMIC DEVELOPMENT STRATEGY**

---

At the Council meeting of June 22, 1992, the following resolution was passed appointment various persons to serve on a steering committee for the purpose of reviewing the City's Economic Development Strategy.

"RESOLVED that Council of The City of Red Deer hereby appoints the following persons to a Steering Committee for the purpose of reviewing the City's Economic Development Strategy, and as presented to Council June 22, 1992:

Members at Large

Dave Blacker, Superintendent, Red Deer Public School District  
Herb Der, General Manager, Parkland Savings and Credit Union  
Jack Donald, President, Parkland Industries Ltd.  
Gary Harris, President, Westward Parts Limited  
Howard Janzen, Publisher, Red Deer Advocate  
Pat Kennedy, Organizer, Red Deer Agri-Trade  
Graeme Leadbeater, Partner, Group 2 Architects  
Ken Mandrusiak, General Manager, Black Knight Inn  
Norm Nielsen, President, Peavey Industries Ltd.

Chamber of Commerce Representatives

John Hylton, Dean of Trade & Technology, Red Der College  
Murray Mehling, Partner, Weddell Mehling Pander & Assoc. Realty Ltd.  
Bill Olafson, Owner, Earl's Restaurant, Red Deer  
Blake Pearson, Senior Account Manager Independent Business, Royal Bank

City Council Representative

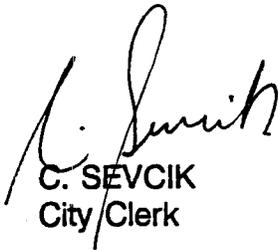
Alderman Gail Surkan."

Economic Development Manager  
June 23, 1992  
Page 2

The decision of Council in this instance is submitted for your information and I trust that you will be calling the Committee together for its first meeting in July. It is also my understanding that you hope to complete the review of the existing strategy with a view to the steering committee making recommendations back to Council prior to December 31, 1992. In the event you require secretarial services, please advise.

Trusting you will find this satisfactory and we look forward to receipt of the recommendations in due course.

**NOTE: Please advise all members of the Council of the meeting dates.**



C. SEVCIK  
City Clerk

CS/jt

c.c. City Commissioner  
Director of Financial Services  
Director of Engineering Services  
Director of Community Services  
City Assessor  
Principal Planner

**DATE:** October 31, 1991  
**TO:** Economic Development Manager  
**FROM:** Acting City Clerk  
**RE:** ECONOMIC DEVELOPMENT BOARD

---

At the Council meeting of October 28, 1991, consideration was given to suspending the operations of the Economic Development Board for a one-year period, and at which meeting the following motions were passed.

"RESOLVED that the Council of The City of Red Deer suspend operations of the Economic Development Board for a one-year period, effective immediately, to be reconvened following the 1992 Statutory Meeting of Council."

"RESOLVED that Council of The City of Red Deer hereby agrees that all appointments to the Economic Development Board, including current appointments, be suspended until the 1992 Statutory Meeting of Council."

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

This office will now be corresponding with all members of the Board to advise them of Council's decision in this regard.

It was noted at the Council meeting that it may be advantageous to look at the structure of this Board and determine whether it should be continued in its present form. As you noted, consideration may be given to an economic study committee, whose purpose would be to meet only when there is an issue to be reviewed, with its membership being made up of aldermen, administration and citizens appointed by the Mayor.

As per the above resolution, we will be bringing this matter back for Council's consideration following the 1992 Statutory Meeting of Council. Trusting you will find this satisfactory.

  
KELLY KLOSS  
Acting City Clerk  
KK/jt

c.c. Senior Planner

*I think this should be during the  
Statutory Meeting?*

W. Vincent

## **IN CONFIDENCE**

DATE: October 28, 1991  
TO: Mayor and Members of Council  
FROM: Alan Scott, Manager Economic Development  
RE: **THE ECONOMIC DEVELOPMENT BOARD**

---

Over the past 12 months, the Economic Development Board has had a number of opportunities to make significant contributions, in the form of recommendations to Council, on issues that were of economic importance to the City of Red Deer. Three issues that stick out in my mind, and perhaps Council would be interested in the response from the Economic Development Board are:

1. The Royal Commission on National Transportation

This issue was referred to the Economic Development Board for action by City Council. The Board encouraged the City to make a submission, but were not prepared to volunteer anyone to sit as part of a committee in preparing this submission.

2. Economic Impact of R.C.M.P vs City Police Force

This item was referred to the Economic Development Board by the Police Commission, with a request that the Board undertake a study to determine the economic advantages and disadvantages of the R.C.M.P. vs a City Police Force. The Economic Development Board refused to undertake this study, indicating they did not see it as being an economic development issue.

3. Toward 2000 Together

The document entitled Toward 2000 Together, prepared by the Provincial Government and circulated throughout the province, was placed on the agenda for the Economic Development Board meeting in September. It was tabled until October, when it again appeared on the agenda, but was not discussed. In view of this, it is my recommendation that we bypass the Economic Development Board and establish a committee through Council to deal with this document.

Mayor and Members of Council  
Page 2  
October 28, 1991

Throughout the past 12 months, the Economic Development Board has spent the majority of its time discussing the City Land Bank. While the Land Bank is important to the City of Red Deer, it is difficult to view it as an economic development issue. Marketing of the land is critical and something that is in the process of being addressed by the City. But concern over the investment in the Land Bank, and the method of accounting that is being used by the City, do not impact on economic development.

For these reasons, I support the recommendation of disbanding the Economic Development Committee. I feel that some form of advisory group to City Council, which would utilize the talents of a group of positive businessmen, interested in advising Council on issues of economic importance, would be much more beneficial to the City. Perhaps if the Economic Development Board is allowed to die, a committee of this type could rise from the ashes.

Respectfully submitted,



Alan V. Scott  
MANAGER ECONOMIC DEVELOPMENT

AVS/mm

MINUTES

of the COMMITTEE OF THE WHOLE of the ORGANIZATIONAL MEETING OF RED DEER CITY COUNCIL, held in the Council Chambers of City Hall on Monday, OCTOBER 29, 1990, commencing at 4:34 p.m.

PRESENT:

Mayor R. J. McGhee

Alderman J. Campbell  
Alderman T. Guilbault  
Alderman D. Lawrence  
Alderman R. McGregor  
Alderman D. Moffat  
Alderman L. Pimm  
Alderman B. Statnyk  
Alderman G. Surkan

City Clerk, C. Sevcik  
Assistant City Clerk, K. Kloss  
City Commissioner, M. Day

ECONOMIC DEVELOPMENT BOARD

At this time, Council agreed to the following items relative to the Economic Development Board:

1. That an Ad Hoc Committee be struck consisting of the Economic Development Manager, the City Commissioner, Alderman Dan Lawrence and Alderman Roy McGregor, with the mandate to review the function of the Economic Development Board as to whether said Board should remain in existence.
2. That with regard to representatives being appointed from the Red Deer Labour Council, the Red Deer Real Estate Board, the Tourist & Convention Association, the Towne Centre Association, the Westerner Exposition Association and the Red Deer Airshow, it was agreed that a member from each group be appointed to the Economic Development Board.

*A. Scott 90/11/16 - committee new (C) R Salomons  
looking like a little more interest.  
-ad hoc C in Mike's hands.*

### HEALTH UNIT

It was agreed that the citizen-at-large representative on the Health Unit Board be appointed for a three year term.

### PARKING COMMISSION

It was noted that John Ferguson, the Towne Centre Manager, has submitted his name on behalf of the Towne Centre Association as a citizen-at-large for the Parking Commission. At this time Council agreed that John Ferguson could be considered as a citizen-at-large.

### APPOINTMENTS

At this time consideration was given to the following:

1. Society appointments.
2. Representative appointments.
3. Arts Centre Management Board representation.
4. Council/Committee appointments/ citizens-at-large.
5. Aldermanic appointments.
6. Deputy Mayor appointments.
7. Aldermanic seating arrangement.

NO. 4

**CONFIDENTIAL**

DATE: May 16, 1991

TO: Mayor and Members of Council

FROM: Alan Scott, Manager Economic Development

RE: **ECONOMIC DEVELOPMENT BOARD**

Submitted to City Council *C of W.*Date: 91/05/27


---

At the January 9, 1990 meeting of the City of Red Deer Economic Development Board, the membership held a lengthy discussion to determine what projects they might be interested in undertaking for 1990. As a result of this discussion, the following resolution received approval:

"That the Economic Development Board agree to establish an Industry Recruitment Committee with the Red Deer Chamber of Commerce, for the purpose of establishing direction and goals to obtain ten new industries in the City of Red Deer in 1990, and that a report be brought back to the Economic Development Board meeting on February 13, 1990."

This resolution was then submitted to the Board of Directors of the Chamber of Commerce, who agreed they would be willing to work with the City Economic Development Board on an industrial recruitment committee. As a result, the committee was established with three members each from the Economic Development Board and the Red Deer Chamber of Commerce. I was appointed to the committee as one of the City's representatives.

Since that time, the committee has met frequently to first establish goals, and secondly a work program that would enable it to fulfil its mission. The committee has had one meeting with the Board of Directors of the Chamber of Commerce, but to date, has not reported back to the City Economic Development Board. The most recent meeting with the Board of Directors of the Chamber was held on April 17, 1991, at which time a proposal, copy attached, was agreed to in principle by the Chamber Board of Directors. At the April 17 meeting of the Chamber, a resolution was passed authorizing the committee to present the report to the City Economic Development committee at their next meeting. It was also recommended that the presentation include an organizational chart that reflects a separate board.

.../2

Mayor and Members of Council  
Page 2  
May 16, 1991

I have attached a copy of the executive summary from the April 17 meeting of the Chamber of Commerce, together with the proposed organizational chart, referred to as the Red Deer Business Recruitment Authority. There is also a reference made in the executive summary to a proposed Red Deer Economic Development Authority, which presumably is the same thing.

I was away at the University of Calgary Executive Development Course from April 13 to 30, so I was not aware of the presentation made to the Chamber of Commerce until I returned, and attended a meeting of the Industrial Recruitment Committee held on May 9. At that meeting, I indicated to the committee members that I felt they were over-stepping the guidelines established at the time the recruitment committee was approved. It was therefore agreed that any reference to a Red Deer Economic Development Authority would be deleted from the report going forth, both to the Chamber of Commerce meeting of the Board of Directors scheduled for May 15, and the meeting of the Economic Development Board which is planned for June 11.

Nevertheless, I am of the opinion that certain people within the Chamber organization are wanting to assume responsibilities for economic development for the City of Red Deer by establishing an Economic Development Authority funded by the City, and administrated by the Chamber of Commerce. There have been comments made to me on more than one occasion by the Chamber of Commerce that the City of Red Deer, at both the political and administrative level, is not contributing sufficient effort to economic development. They feel we should be more aggressive in attracting new business from outside of the community.

Council will recall that at the 1990 statutory meeting of Council, Alderman Lawrence expressed some concern that the City's Economic Development Board was not effective and should be disbanded. It is my understanding that Council agreed to consider Alderman Lawrence's recommendation at a future date, and asked that a committee consisting of Alderman Lawrence, Alderman McGregor, City Commissioner Day and myself, review the activities of the board, and make a recommendation prior to the 1991 statutory meeting.

The members of the committee have been briefed on the information contained within this report, and it is our feeling that we should await further developments from the Chamber of Commerce. Should an approach along the lines of what is outlined in this report be made by the Chamber of Commerce to the City of Red Deer, it would be the committee's recommendation that the City of Red Deer disband the existing Economic Development

Mayor and Members of Council  
Page 3  
May 16, 1991

Board, and encourage the Chamber of Commerce to proceed, at their expense, with their efforts to attract new businesses to Red Deer. It would also be the recommendation of the committee that the existing Economic Development Department remain as a department of City Hall, functioning in much the same way as it does now. The Economic Development Department could certainly liase with the Chamber's efforts, and hopefully, any duplication or overlapping of initiatives which currently seems to be the case with the Chamber and the City's Economic Development Board, would be eliminated or at least reduced.

We bring this report forward for City Council's information at this time, and ask that it remain confidential pending further submissions from the Chamber of Commerce.

Respectfully submitted,

Alan V. Scott  
MANAGER ECONOMIC DEVELOPMENT

AVS/mm

Enc.

Executive Summary  
Business Recruitment Committee Report  
Presented April 17, 1991

As was discussed at the captioned meeting, it was suggested that an executive summary of the full report be provided to the directors of the Chamber. The reason for this request was to assist the directors in their efforts to solicit the full Chamber membership in a telephone survey.

The survey is to advise the Chamber membership of the progress and direction of the Business Recruitment Committee as well as to canvas the question of an additional levy. This additional fee would show the commitment of the Chamber membership towards pro-active business recruitment.

While a formal presentation to Red Deer City Council is some time away, the business recruitment report was presented and adopted by the board of directors of the Chamber on April 17, 1991. The following is a summary of that report.

ASSUMPTION:

To ensure the ongoing viability of Red Deer and surrounding area, pro-active attitudes and actions toward balanced business growth are necessary.

MISSION STATEMENT:

The business recruitment committee will identify opportunities and recommend action plans for increasing business activity in Red Deer.

OBJECTIVES:

1. To identify what is "industry"
2. To identify strengths/weaknesses of potential industry
3. To identify strengths/weaknesses of our community
4. To develop an action plan

In dealing with the first objective, the reference to Industrial Recruitment Committee was changed to the all-encompassing term of Business Recruitment Committee.

In dealing with objectives two and three, significant lists of pros and cons were developed.

Ten specific actions for implementation have also been developed.

Before any further steps toward implementation of the actions plans are taken, it will be necessary to formalize what support is to be provided by Red Deer Chamber of Commerce membership and local and provincial governments.

The support will be required not only in man-power but also financially. Due to the complexities and volume of associated material, the coordination of this type of proactive recruitment would need to be provided by an educated, salaried professional. As this indicates, a long-range funding commitment would be required.

We have attached a copy of a organizational chart for a proposed Red Deer Economic Development Authority. In addition, we have also attached a listing of the active members of the Business Recruitment Committee. If you have any questions, please feel free to contact any of the members.

Organizational Chart for Proposed  
Red Deer Business Recruitment Authority

CHAIRMAN:

The mayor shall automatically become Chairman of the authority.

CO-CHAIRMAN:

Two senior business executives able to represent the city effectively will be selected by the Chamber of Commerce.

TREASURER:

The treasurer of the authority shall be the treasurer of the City of Red Deer.

EXECUTIVE COMMITTEE:

The board shall have an executive committee consisting of the Mayor, the Co-chairman, the President of the Chamber of Commerce, and the chairman of the advisory council.

ADVISORY COMMITTEE:

The authority shall have, at the discretion of the Board, an Advisory Council which shall be comprised of leading Red Deer executive from all sectors. The Advisory Council will serve as a resource for the Board and suggest ways and means to promote business recruitment for the City of Red Deer, to suggest ways and means to diversify the City's economy, and to serve on adhoc committees of the Board.

Commissioners' Comments

Although Mr. Scott will not be in attendance at this meeting of Council (attending a course) because the June 10th meeting has been cancelled, we are bringing this forward at this time for Council's information.

"R.J. MCGHEE"  
Mayor

"M.C. DAY"  
City Commissioner

# **Strategic Marketing Task Force**

**A Research Report Prepared for the  
City Council of Red Deer**

**June 1993**

# **Strategic Marketing Task Force**

**A Research Report Prepared for the  
City Council of Red Deer**

**June 1993**

# STRATEGIC MARKETING TASK FORCE

## Executive Summary

The increasing integration of the North American marketplace has significantly increased the level of competition between regions hoping to attract and maintain industries which provide sustainable economic development activities.

The Strategic Marketing Task Force was established by Red Deer City Council for the purpose of conducting an in-depth study on how to more effectively market the economic advantages of the Red Deer community, as well as recommend an effective strategy for addressing the future challenges of economic development in the area.

Members of the Task Force included representatives from the business community, the City of Red Deer, the County of Red Deer, the Red Deer Public School System and Red Deer College. The Task Force met regularly and frequently over the past year to address its mandate, but most of the report's recommendations resulted from the individual research and analysis conducted by various subcommittees. The subcommittees were structured from a listing of "problem areas" identified by the Task Force members.

The subcommittees of the Task Force generated over 50 independently identified recommendations designed to either improve the attractiveness of the Red Deer community to external industries or groups, or to improve the effectiveness of the economic development function.

While many areas were identified, a key concern of the Task Force is the effectiveness of the City of Red Deer Economic Development Department, particularly with respect to current funding levels and the absence of a regional focus.

A primary recommendation arising from the Task Force study is to dissolve the City of Red Deer's Economic Development Department and replace it with a Regional Economic Development Commission. Members of a Regional Commission could include the City of Red Deer, the Counties of Red Deer and Lacombe, and the Towns of Lacombe, Blackfalds, Sylvan Lake, Penhold and Innisfail. It would be operated by an independent Board of Directors and would be funded by a per capita annual contribution from each of the member communities, as well as from other levels of government, private sector contributions, commissions from joint ventures and other self-generation activities.

The Task Force concluded its report by outlining the steps required for implementing an effective, pro-active strategy for the purpose of attracting new economic development activity to the region. The report also outlines a private sector driven program currently underway in the State of Washington that could serve as an effective model in the Red Deer region for augmenting the economic development function.

# STRATEGIC MARKETING TASK FORCE

## Prologue

Municipal and regional economic development is far more competitive than it was a few years ago, and with increasing movement towards a North American marketplace, it can be expected to become even more so. Consequently, how effectively a community markets itself is becoming an extremely important issue, not only for attracting new economic development activity, but also to maintain existing businesses and industries.

To illustrate, take the hypothetical example of a small, Manitoba-based light manufacturing company that employs fifty people and is considering re-locating its operation to Central Alberta:

*The owner of the firm spots an attractive advertisement in a trade magazine that encourages businesses to phone a toll-free number for information concerning the economic advantages of re-locating operations to Alabama. The owner really has no intention of moving his operation that far away but is nonetheless curious and speculates that he may be able to obtain some valuable market information.*

*One week after making the call and leaving his address with a pleasant and helpful receptionist, the owner receives a professionally prepared package of material that contains the following:*

- 1) a personally signed letter from a representative of International Development (on the Governor of Alabama's letterhead) thanking the owner for his interest in business re-location opportunities in Alabama;*
- 2) a recent copy of the Alabama Development Office Annual Report which, among other things, outlines various services and programs available to new and existing businesses, as well as a variety of important business and market area statistics;*
- 3) a listing of transportation and distribution systems, including a complete report on the state's seaway access through its Gulf of Mexico port system;*
- 4) a recent newsletter outlining major development projects, including a listing of companies that have recently re-located operations from Canada;*
- 5) a complimentary road map of Alabama;*

- 6) *an easy-to-complete application for a comprehensive directory of Alabama industries and businesses;*
- 7) *an easy-to-complete questionnaire that will enable the Alabama Development Office to provide even more detailed information pertaining to the owner's situation; and*
- 8) *an attractive and easy-to-read brochure that succinctly outlines some of the state's advantages, including quality of life issues, "right-to-work" employment laws, one-stop environmental permitting, the positive attitude of the state government towards new and existing business development, flexible plant site and equipment financing options available, low-cost employee training programs, and various tax saving and tax deferment programs.*

*Despite his original intentions, the owner re-evaluates his situation and decides to take a very hard look at how and where he operates his business.*

This situation is taking place throughout a number of regions of North America, and as our hypothetical case clearly illustrates, it is simply no longer good enough (if ever it was good enough) to hang out a "land for sale" sign and wait for business and industry to come knocking at a community's doorstep.

## STRATEGIC MARKETING TASK FORCE

### Acknowledgements

The Strategic Marketing Task Force report was made possible by the joint efforts of a number of individuals. Appreciation and acknowledgement are expressed to the following:

#### A. Task Force Members:

- Mr. Jack Donald, President and C.E.O.,  
Parkland Industries Ltd. (Chairman)
- Mr. John Hylton, Dean, Business, Trades & Technology,  
Red Deer College (Vice-Chairman)
- Hon. Gail Surkan, Mayor,  
City of Red Deer
- Mr. Dave Blacker, Superintendent,  
Red Deer Public School District #104
- Mr. Herb Der, General Manager  
Parkland Savings and Credit Union
- Mr. Howard Janzen, Publisher  
Red Deer Advocate
- Mr. Gary Harris, President,  
Westward Parts Services Ltd.
- Mr. Pat Kennedy, Coordinator,  
Red Deer Agri-Trade
- Mr. Bill Olafson, President and General Manager,  
Earl's Restaurant - Red Deer
- Mr. Graeme Leadbeater, Partner,  
Group 2 Architects
- Mr. Ken Mandrusiak, General Manager,  
Black Knight Inn
- Mr. Norm Nielsen, President,  
Peavey Industries Ltd.
- Mr. Murray Mehling, Senior Partner,  
Weddell Mehling Pander & Associates Realty Ltd.
- Mr. Blake Pearson, Senior Account Manager,  
Royal Bank
- Mr. Vic Walls, Business Representative,  
County of Red Deer
- Mr. Elmer Stoyberg, Councillor Representative,  
County of Red Deer

**B. Resource Personnel:**

Mr. Alan Scott, Manager, Economic Development  
City of Red Deer

Ms. C. Adams, Council and Committee Secretary,  
City of Red Deer

Mr. Don Sylvester, President and General Manager,  
Sylvester Publications

Ms. Hielkje Tirrell, Divisional Secretary,  
Business, Trades & Technology, Red Deer College

Mr. Michael Knopp, Director, Management Development Center,  
Red Deer College

# RED DEER STRATEGIC MARKETING TASK FORCE

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## **STRATEGIC MARKETING TASK FORCE**

### **I INTRODUCTION: Presenting the Challenge**

The economic environment of our local community is being subjected to complex changes of such magnitude that one is justified in using the word "profound" to describe them.

The rapid pace of changing technology, the increasing inability of governments alone to solve regional economic problems, the problems of unemployment, heightened concern about our environment, and our desire to at least maintain if not improve upon our quality of life is indeed having a profound effect on the way we view and approach economic development issues in our community.

However, as important as these issues are, they pale in comparison to the biggest challenge impacting our community's ability to foster economic growth, increase local employment, create wealth and improve the community's prosperity. Increasing integration of the North American marketplace coupled with the emergence of a true global economy has significantly increased the level of competition between regions hoping to attract and maintain industries which provide sustainable economic development activities.

Even without the North American Free Trade Agreement (NAFTA), increasing economic interdependence is dramatically changing the rules of the economic development game. The playing field is more complex and certainly more competitive than it was twenty, ten or even five years ago.

In order to fully understand just how competitive regional economic development has become, one only needs to look at how other regions of North America have responded to the economic development challenge. A multitude of glossy brochures and slickly packaged promotional materials are readily available from a number of regions, particularly American states and cities.

When perusing this material, it is evident that special effort has been made to streamline and refine regional government policies and procedures in order to improve the climate for investment and entrepreneurial initiative. Greater effort is being made to ensure that neighboring cities, towns and communities work cooperatively on the economic development front rather than compete directly with each other.

In addition to outlining a variety of carefully developed and implemented business support programs and services, this material also usually includes detailed information about the local economy, community infrastructure, and external market access. The community's *quality of life* is almost always predominately highlighted, and a message from senior elected officials that the community is "business friendly" is clearly communicated.

When all these aspects are combined into a well planned and aggressively executed marketing campaign, a significant economic development competitor emerges, even though they may be over a thousand kilometers away and appear of little consequence to the functioning of the local economy.

## II PURPOSE AND GOAL OF THE TASK FORCE

Recognizing these changes and the apparent need for a revitalized economic development thrust, the Red Deer City Council moved in June, 1992, to establish a special committee to conduct an in-depth study on how to more effectively market the economic advantages of the Red Deer community and recommend an effective strategy for addressing the future challenge of economic development in the area.

Originally referred to as the Economic Development Strategy Steering Committee, the Committee's name was changed at its inaugural meeting to the **Strategic Marketing Task Force** in order to more accurately reflect its primary goal of designing and implementing a ten-year strategic marketing plan that addresses the dramatic changes facing the future growth of the local economy.

### III BACKGROUND AND METHODOLOGY

P.3

#### A. Background:

In April of 1990, the Red Deer Chamber of Commerce formed an "Industrial Recruitment Committee" with the expressed purpose of assisting efforts to attract ten new businesses to Red Deer during 1990. It was later agreed that the mandate of the committee should be expanded to examine the entire scope of business growth in Red Deer and the surrounding area.

One of the four primary objectives of this committee was to develop a business recruitment action plan which, among other things, recommend that "... a Task Force be developed with strong representation from City Council, Economic Development, land developers, special interest groups and related business people".

Based upon the work of this committee, a report was presented to the City of Red Deer Economic Development Board with an "industrial recruitment" proposal in the fall of 1991. However, at about the same time Council decided to disband the Economic Development Board since it was felt that most of its activities duplicated those of the City's Economic Development Department. Consequently, the proposal was not acted upon.

Given these circumstances, the City of Red Deer Department of Economic Development recommended that City Council establish a committee to review the City's economic development strategic plan.

Council agreed to this recommendation in June of 1992, and directed the department to establish a committee that consisted of four representatives from the Red Deer Chamber of Commerce and eight or nine representatives from the community at large. City Council was responsible for approving the committee members recommended by the Department of Economic Development and the Chamber of Commerce.

**B. Steering Committee/Task Force:**

The inaugural meeting of the steering committee proved to be quite productive. In addition to changing its name to the **Strategic Marketing Task Force** in order to more vibrantly represent its primary goal, the members articulated their objectives, established desired time lines, identified potential problem areas, and proceeded to give the group a more regional focus by moving to invite two representatives from the County of Red Deer.

The original members of the Task Force included:

Ms. Gail Surkan, Alderman, City of Red Deer  
Mr. Dave Blacker, Superintendent, Red Deer Public School District  
Mr. Herb Der, General Manager, Parkland Savings and Credit Union  
Mr. Jack Donald, President and C.E.O., Parkland Industries Ltd.  
Mr. Gary Harris, President, Westward Parts Services Ltd.  
Mr. John Hylton, Dean, Business, Trades & Technology, Red Deer College  
Mr. Howard Janzen, Publisher, Red Deer Advocate  
Mr. Pat Kennedy, Coordinator, Red Deer Agri-Trade  
Mr. Graeme Leadbeater, Partner, Group 2 Architects  
Mr. Ken Mandrusiak, General Manager, Black Knight Inn  
Mr. Norm Nielsen, President, Peavey Industries Ltd.  
Mr. Bill Olafson, General Manager, Earl's Restaurant  
Mr. Blake Pearson, Senior Account Manager, Royal Bank  
Mr. Murray Mehling, Senior Partner, Weddell Mehling  
Pander & Associated Realty Ltd.

Subsequent appointments to the Task Force included:

Mr. Vic Walls, Business Representative, County of Red Deer, and Mr. Elmer Stoyberg, Councillor, County of Red Deer.

Mr. Alan Scott attended meetings as a resource person from the City of Red Deer Department of Economic Development and chaired the first few meetings of the group.

Mr. Jack Donald was unanimously chosen as Task Force Chairman at their November 4, 1993 meeting.

Mr. Nielsen resigned from his position on the Task Force in January, 1993.

The final report was compiled and written by Mr. Michael Knopp of the Red Deer College Management Development Center.

**C. Methodology:**

The Task Force held regular bi-weekly meetings from September 1992 to March 1993. During these meetings a wide range of economic issues were examined and discussed.

Guest speakers representing various industries and economic sectors provided valuable information and input related to a number of agenda items.

Printed and video material used to promote Red Deer was thoroughly examined, as were a variety of previous economic development strategies, studies and reports.

Representatives from other local communities were also invited to attend some meetings in order for the Task Force to determine the interest from outlying areas regarding the possible establishment of a regional economic authority.

However, most of the Task Force's conclusions and recommendations were based upon the individual research and analysis of the various subcommittees. The subcommittees were established in December based upon a previously determined list of economic development concerns. Each subcommittee was comprised of three or four representatives of the Task Force.

While each of the subcommittee reports differ with respect to their research approach and organizational structure, all include recommendations based on the analysis of real or potential problems experienced by new and/or expanding businesses.

Where appropriate, relevant statistical comparisons between the City of Red Deer and other Canadian and American communities have been used to support subcommittee findings.

## IV SUBCOMMITTEE FINDINGS

### 1. QUALITY OF LIFE:

Subcommittee Members: Hon. Gail Surkan  
Mr. Dave Blacker  
Mr. Bill Olafson

The subcommittee on Quality of Life approached their task by identifying the strengths and weaknesses of eight key issues, including:

- a. the *cost of living* in Red Deer relative to other Alberta cities,
- b. the full range of *educational opportunities* available in the City, as well as the local school taxation rates used to fund these opportunities,
- c. the availability of *recreational opportunities* as well as the corresponding impact this has on *tourism*,
- d. the strengths and weaknesses of Red Deer's *geographics location* in the province,
- e. the *employment opportunities* available,
- f. the full range of *professional and retail services* available to city residents,
- g. the overall quality of the community's *environment* particularly with respect to the health and safety of raising a family, and
- h. the diversity of *business opportunities* available to new or established residents.

The summary findings and recommendations of each of these areas were as follows:

#### Cost of Living

At issue is whether or not the cost of living in Red Deer is higher than other Alberta cities and, equally important, whether or not there is a perception that the cost of living in Red Deer is higher than in other provincial cities.

Generally speaking, the subcommittee's research found that the cost of living is no higher in Red Deer than in other major Alberta Cities, including Edmonton and Calgary. In fact, grocery prices and consumer goods may actually be lower than other cities due to the competitive effects of having a relatively large number of shopping centers and retail outlets.

Lumber costs appear to be on par with other areas and housing prices tend to be lower than in Edmonton or Calgary (but higher than surrounding communities such as Innisfail and Lacombe). On the other hand, gasoline prices and day care fees tend to be higher than in other cities.

The subcommittee made two recommendations related to this matter:

- 1.1) Economic development promotional material should provide more direct City of Red Deer cost of living comparisons with other communities.
- 1.2) Determine whether or not a public awareness campaign is needed to change perceptions that the cost of living in Red Deer is high.

### Education

The subcommittee examined both post-secondary and primary/secondary educational opportunities in the community. The latter primarily focused on the availability of special needs programs and local taxation rates used to fund the two local primary and secondary educational systems.

The subcommittee concluded that while the lack of a degree granting institution is a serious drawback for the advancement of the community's labor force and the attraction of new business, Red Deer College does provide an impressive range of other post-secondary educational opportunities including university transfer programs, diploma and certificate programs, apprenticeship training, and an extensive variety of extension and community service programs.

The subcommittee also concluded that Red Deer is well serviced by two excellent school systems; students from both the Red Deer Public and Catholic systems consistently achieve above average results on standardized provincial and international examinations. In addition, the Red Deer Public School District offers the widest range of special needs programs outside of the province's two major cities.

A good news/bad news situation exists with respect to the funding of the City's primary and secondary systems. On the positive side, Red Deer's per pupil school system expenditures are the second lowest in the province to that of any community of comparable or larger size. Conversely, a weak non-residential assessment base has resulted in a lower than provincial average industrial-commercial assessment. This, in turn, further highlights the need for more commercial and industrial development in the region.

Three recommendations related to education were advanced:

- 1.3) Community stakeholders aggressively support degree granting or degree brokerage initiatives in Red Deer.
- 1.4) That we aggressively pursue some form of "equity funding" for education that shares corporate taxation more equally across Alberta school jurisdictions, providing a sounder base for quality education in communities such as Red Deer that have a weaker corporate assessment base.
- 1.5) That we regard corporate recruitment as an integral part of our strategy to strengthen our assessment as well as our employment base.

### Recreation

People very much value their leisure time, and consequently an extremely important contributing factor of a community's quality of life is its availability of a full range of recreational opportunities. Red Deer is very much in an enviable position in this regard. As detailed in the subcommittee report, the City's outstanding natural setting coupled with a wide range of public and private recreation facilities is one of the community's strongest assets.

First-rate biking and hiking trails, fitness centres, sports fields, arenas, swimming pools and golf courses are located within and adjacent to the City. Canyon Ski Area, located ten minutes east of the City, is Alberta's largest non-mountain ski resort. Three fresh water lakes are located within a 20 minute drive, and the eastern slopes of the Rocky Mountains are little more than an hour's drive away.

Red Deer's recently constructed Centrium has enabled the City to secure a Western Hockey League team franchise as well as successfully bid on a number of provincial and national sports competitions. The City also has a vibrant cultural community. The City boasts a very fine museum, local theatre and choral groups, and its very own symphony.

Because of the increasing value that organizations place on the leisure and recreation opportunities available for its employees, the subcommittee recommends the following:

- 1.6) All economic development promotional material should highlight recreational opportunities as an important part of Red Deer's outstanding quality of life.

## Tourism

The subcommittee addressed tourism as an outgrowth of Red Deer's quality of life, particularly its recreational assets.

Not surprisingly, the subcommittee concluded that Red Deer's aforementioned range of recreational and cultural amenities coupled with its central location in an outstanding natural setting provides a sound base for a growing tourism industry.

The Centrium and Westerner Exhibition facilities provides a solid opportunity to significantly expand the City's hosting of provincial and national meetings, conventions and trade shows.

The subcommittee also noted that Red Deer has significant potential to expand its visitor industry in the "short getaway" market of Edmonton and Calgary who's residents may wish to find short vacation opportunities within a two hour drive.

The subcommittee identified that a key weakness of the region's tourism industry is the general lack of awareness in key market areas of the facilities and opportunities offered by Red Deer and surrounding communities. The lack of a high profile "destination attraction" places a greater need to creatively market and package all of its tourism-related assets. This in-turn requires a very high degree of cooperation between the City, private businesses and community organizations.

The subcommittee therefore recommends that the community:

- 1.7) Encourage effective public-private partnerships to aggressively market Red Deer's wide range of facilities, amenities and opportunities to key tourism markets, particularly the visitor markets of Edmonton and Calgary, and provincial and national convention markets.

## Location

One of Red Deer's major strengths is its mid-way location between the province's two major cities. Edmonton and Calgary are within an easy 90 minute drive on an excellent four-lane highway, and each of those city's international airports are located on the Red Deer side. However, despite good access to these airports, lack of scheduled local air service is still a perceived disadvantage. The subcommittee recommends:

- 1.8) Examine ways to enhance the profile and effectiveness of the Calgary and/or Edmonton International Airports as "Red Deer's Airport", through vehicles such as intermodal (bus/plane) ticketing, baggage handling and integrated scheduling.

## Employment Opportunities

Employment opportunities are generally considered to be more limited in a city the size of Red Deer compared to larger centres.

Despite not having a wide range of large employers, one of Red Deer's strengths is that, as a service centre with a strong regional market and a good distribution network, the City provides an excellent environment for small business development. Consequently, Red Deer boasts a higher than average number of businesses per capita, diversity in manufacturing activities, and a higher rate of new business formation than elsewhere in Western Canada.

A weakness, however, is that Red Deer's historic reliance on agriculture and oil-related industries has resulted in some weakening and instability in its employment base as these industries experience global rationalization and market fluctuations. Local unemployment rates have tended to be slightly above average Alberta rates as a result.

As a means to overcome this situation, the subcommittee recommends:

- 1.9) Place a priority on attracting a more diverse range of businesses to the City (ie. distribution operations, tourism-related businesses), and ensure that the local business and regulatory climate provides a welcome environment for small business growth, particularly in growth areas such as home-based businesses.

## Professional and Retail Services

The subcommittee was concerned that a community the size of Red Deer may be perceived as not having a full range of professional and retail services.

In reviewing the services available, the subcommittee concluded that not only are Red Deer residents adequately served in this regard, but in fact have access to a wide range of professional and retail services in excess of what one might expect of a city of 60,000 (primarily due to the City's strategic location as a regional service centre).

Whether or not residents of distant centres perceive Red Deer as not having a full range of professional and retail services could not be addressed by the subcommittee. However, to counteract this possible erroneous perception, the subcommittee recommends that:

- 1.10) Economic development promotional material should emphasize that Red Deer residents have access to a full range of major urban services.

## Environment

The subcommittee concluded that Red Deer's natural setting and very low levels of urban pollution make it a safe and healthy place to raise a family. No recommendations on this matter were presented.

## Business Opportunities

As mentioned earlier, Red Deer has more businesses per capita than any other city in Western Canada. This indicates a strong entrepreneurial spirit in the community and a willingness to take advantage of new opportunities. The home-based business atmosphere is also very positive and is very much encouraged by City authorities.

In addition to these strengths, the City has a good labor supply to provide a sound base for business growth. Central Alberta residents have a very strong work ethic and labor unrest and work stoppages are very rare. While there may be some skill shortages in certain specialized areas, the community does have a fairly strong training culture and a variety of effective training institutions.

Potential weaknesses identified by the subcommittee include the lack of immediate access to a large consumer market, and a "sometimes noted reputation" that the City of Red Deer is "hard to do business with".

The subcommittee recommends the following:

- 1.11) Place a marketing emphasis on the strong entrepreneurial base and work ethic of the local population.
- 1.12) Institute specific steps to overcome any real or perceived ideas that the City of Red Deer is hard to work with when developing or expanding a business, and encourage Council and City representatives to be more positive in their attitudes towards business, and through that "attitude change", change the perceptions of our citizens.

The subcommittee concluded that the quality of life in Red Deer is outstanding and improving annually. The quality of life that Red Deer provides must be highlighted in any promotional material being used to attract businesses to the area.

## **2. MUNICIPAL SERVICES:**

Subcommittee Members: Mr. Graeme Leadbeater  
Mr. Blake Pearson  
Mr. Ken Mandrusiak

The subcommittee on Municipal Services examined three major areas, including:

- a) "red tape" and the development process,
- b) zoning, and
- c) Industrial/commercial utility rates and taxes.

### **Development Process**

The subcommittee examined in detail the steps involved in the going through the business development process in Red Deer. While agreeing with City administrators that the process is relatively straight forward and free of an inordinate amount of "red tape" a number of areas that could be improved were identified.

The subcommittee also recognized that recently proposed updating of the commercial land use zoning guidelines should result in fewer requests for zoning changes and this should inevitably lead to a more streamlined development process for commercial projects. On this note, the subcommittee feels that industrial and residential land uses will also require overhauling in order to be more responsive to societal and economic trends.

The subcommittee is concerned about the number of development and other permits required after a project has conformed with zoning regulations. Indeed, upwards of eleven types of "permitting" stages must be completed, including: development, building, gas, heating, plumbing, occupancy, signage, ditching, moving, demolition and fireplace.

The subcommittee credits the City for having all of these permits available through a single office and also favourably notes that the processing time for these permits is not unreasonable. The "one stop shopping" approach is also enhanced by the fact that the City Building Department issues all Business Licences and has direct liaison with the Fire Department, Health Unit and Electrical Branch.

Despite these positive aspects, and to even better strengthen the Department's "open-for-business/how-may-we-help-you" attitude, the subcommittee recommends the following:

- 2.1 Reduce the numbers and consolidate or eliminate some permit types.
- 2.2) Reinforce the customer service approach by setting up semi-private booths for Department service agents to sit down with clients.
- 2.3) Empower service agents to make decisions and commitments.
- 2.4) Present development guidelines that are left open ended, such as "to approval of the Development Officer" or "to the approval of Parks /or Engineering Department", must be more specific to eliminate arbitrariness and bias. Simultaneously, the concepts of "EQUIVALENCY" should be used in all areas requiring approvals to provide flexibility without diminishing the importance of needing some rules to create a level playing field.
- 2.5) Update the present booklet outlining the development process using typical examples.
- 2.6) Keep department statistics on approval times, project status, etc. Turned down or delayed applications should be reviewed for reasons and possible trends.
- 2.7) Sewer and/or water hook-up and curb cut charges are comparable to other jurisdictions. However, many developers would like the option to hire a private contractor to make these connections at competitive costs, and this option should be permitted.
- 2.8) City Electric, Light & Power hook-up charges in downtown "C-1" areas are the highest in the province. This is a definite dis-incentive for downtown development and should at least be reviewed.
- 2.9) Department staff should investigate a mechanism to provide impromptu "round table" access for personnel in parks, engineering, public works, fire, etc. to meet with applicants. These staff should be empowered to grant approvals and review equivalencies.

## Zoning

Upon reviewing the situation, the subcommittee commented that "the zoning regulations covering the City of Red Deer are seen to be restrictive and cumbersome. The appearance of the Land Use Bylaw would appear to support these concerns." Red Tape was also identified as a major concern when trying to resolve problems encountered by developers over zoning issues.

The subcommittee was impressed by the Red Deer Regional Planning Commission's (R.D.R.P.C.) open and customer-focused attitude, as well as the efforts being undertaken to streamline their processes.

As mentioned earlier, the proposed revised guidelines with respect to commercial zoning are positive changes that will broaden the uses and more accurately define standards.

Concern has been raised with respect to the time it takes for the Commission to deal with zoning relaxations and amendments. The subcommittee hopes that the focus on re-evaluating existing bylaws will result in a shortening of these delays even though it recognizes that the major reason behind these delays relates to Provincial regulations.

The subcommittee also recognizes that the Commission is currently in process of a complete review of the Land Use Bylaw, and to that end a major positive step has been undertaken.

The subcommittee feels that the following recommendations will help further improve a positive situation and significantly reduce any criticism of the Commission and concerns about red tape:

- 2.10) Similar to the aforementioned development recommendation, more authority should be given to the R.D.R.P.C. to be able to be more flexible when dealing with relaxation requests. The possibility of EQUIVALENCY being an acceptable way to deal with land use issues may be feasible.
- 2.11) An aggressive move to a full review of all commercial and industrial land use bylaws is a positive step for the Commission and its continuation is recommended and encouraged.
- 2.12) Continue implementing efforts designed to enhance the Commission's "customer service attitude" with developers.

## Industrial/Commercial Utility Rates and Taxes

The subcommittee engaged in a fairly detailed comparison of utility and taxation rates between Red Deer and the municipalities of Lethbridge, Grande Prairie, Edmonton and Calgary.

Based on this comparison, it appears that tax and utility costs for commercial and industrial properties are not a significant barrier to those firms wishing to locate to Red Deer. Inducements of a tax or utility credit would likely only be an incentive for the largest of corporations.

The subcommittee also feels that residential tax and utility costs are reasonably placed within the competitive bracket of comparable cities in the province.

However, and as mentioned earlier, the Downtown C-1 Grid System hook up and development costs currently represent a major dis-incentive to city centre development. While the subcommittee is not in a position to propose a solution, at the very least this situation should be pro-actively examined.

### **3. INCENTIVES:**

Subcommittee Members: Mr. Murray Mehling  
Mr. Vic Walls  
Mr. Elmer Stoyberg

The Incentives subcommittee specifically addressed the following areas:

- a) flexibility of land purchases,
- b) municipal capital expenditures,
- c) zoning, and
- d) subsidies.

While presenting a number of recommendations and alternative approaches, the subcommittee recognized that the limitations of their investigation require policy makers to do additional market research to better understand what other municipalities offer as incentives to attract new business and industry. As mentioned in their report, it's imperative to "... know what your competition has and what they offer before you can fully develop a game plan".

The Incentives subcommittee agreed with the Municipal Services subcommittee that proposed changes to commercial land use zoning guidelines should prove to have a positive impact. The subcommittee did not make any recommendations on this matter.

A cautious note was raised with respect to both municipal capital expenditure incentives and other types of subsidies. In most cases, faster response times in the decision making process and reduced bureaucracy will likely prove to be more effective for encouraging economic development over the long run than a comprehensive array of these types of incentives. Indeed, the subcommittee felt that "... we should not necessarily promote incentives (but) instead promote advantages".

However, the subcommittee did acknowledge that some types of fiscal incentives may be appropriate, including:

- a) relief in hook-up service charges or tap-in fees, and
- b) use heavy industrial park as a low priced land incentive to compete with other communities.

Concern was also expressed that the City of Red Deer Economic Development Department has evolved into a land department, and is not sufficiently funded to adequately market the city. Furthermore, the subcommittee felt that more economies could be realized if a regional vis-a-vis municipal approach was undertaken with respect to economic development activities.

The following represents the most important recommendations of the Incentives subcommittee:

- 3.1) Replace the existing Economic Development Department with a Regional Economic Development Commission, which in addition to including the City of Red Deer, would also include other local municipalities and counties.
- 3.2) The City of Red Deer should direct all efforts into disposing of their Industrial Land Bank. The City's Land Bank is presently a costly asset and in the immediate future should be used in pro-active ways to entice economic development activity to the region as well as provide funding for further economic development activity.
- 3.3) Either reduce land prices or explore other means to create more interest and more sales; the end result will be a larger tax base and greater economic development activity. [Refer to recommendation 7.4) as detailed on Page 30.]
- 3.4) Allow land purchases without development agreements, also as a means to increase the tax base.
- 3.5) Set up a "one stop shop" with both the County and City of Red Deer so that potential developers receive the same information and experience the same development process. This recommendation implies that the City and County should work in closer partnership on land sale and development issues, (ie a "regional" concept).

#### 4. MARKETING:

Subcommittee Members: Mr. Howard Janzen  
Mr. John Hylton  
Mr. Bill Olafson  
Mr. Pat Kennedy

The Marketing subcommittee addressed a number of pertinent issues, many of which impact directly on the operation of the Department of Economic Development.

##### Marketing Budget

The subcommittee compared the City of Red Deer Economic Development Department's marketing budget with other similar size cities throughout Western Canada. This examination revealed that our community's promotion and advertising budget is significantly below the average funding allotment for this vital activity.

For example:

Brandon	\$20,000.00
Lethbridge	\$50,000.00
Kamloops	\$78,000.00
Medicine Hat	\$50,000.00

Currently, the City's Economic Development Department budgets \$14,000.00 for this activity.

The subcommittee strongly feels that "... we do indeed have a very exciting product to sell in Red Deer as a location for economic expansion and growth relocation. To simply respond to enquiries is not enough... (instead) we must become pro-active and more responsive in our attitude to the opportunities that are out there to be discovered." It therefore recommends:

- 4.1) Upwardly revise the funds available for pro-active marketing efforts designed to attract economic development activity.

## Marketing Focus

What the City markets is just as important as how it markets. The City must be poised with a well directed and focused marketing campaign in order to effectively attract interest in our community. The subcommittee feels that often there is a "... humbler than thou, hat-in-hand attitude that exists when Red Deer is presented. We have everything to be proud of and this must be conveyed in a stronger and more aggressive fashion."

It is imperative that promotional efforts focus on Red Deer's unique strengths rather than "present a potpourri of all the considerations we feel represent our community..." which ultimately "... dilutes our stronger points and makes us an average consideration at best." The subcommittee notes that by strategically recognizing and promoting the City's stronger points, a more focused and organized marketing activity will ensue.

## Event Highlighting

A multitude of events take place in Red Deer on a weekly, monthly and annual basis. Just as it's important to make industries feel valued when enquiring about business development opportunities, effort must also be made to ensure that special event organizers feel welcome to our city.

Special attention should be paid to the associations and industries who have selected Red Deer to host annual meetings, conferences, etc. It is imperative that the organizers of special events are recognized and are aware that the community is proud of the fact that they chose Red Deer for their activity.

The subcommittee believes that the Chamber of Commerce and the Red Deer Visitor and Convention Bureau are ideal sources for coordinating event information. Networking with David Thompson Country, The Westerner, hotels and convention facilities, and other special event venues would keep both organizations abreast of developments well in advance of activity dates.

- 4.2) More attention should be paid to the associations and industries who host special events in the City in order to ensure that they feel welcome and appreciated, and are therefore encouraged to return as well as promote their positive experience to others.

## Business Leads and Business Ambassadors

The subcommittee feels it is very important that the "... essential personality for our Economic Development team must start at the very top. From the Mayor down, we must reflect a positive and aggressive attitude to the future development of industry and events in Red Deer."

Business leads must be handled in an efficient, timely and personal manner. The subcommittee recommends that:

- 4.3) A personally signed letter from the City's Mayor should be used to respond to business leads and development enquiries.

Related to the above recommendation, the subcommittee feels that "... a contact to the prospective business by one of our local business owners/managers in a similar industry, or a customer/user of that industry, would go a long way in establishing a sincere and potential bond with the enquiree."

The subcommittee noted that a "comfort zone" is established quickly with a business development contact when they are given the opportunity to communicate with someone in a related industry that understands the unique nature of their business. An energetic networking team of "business ambassadors" working in close liaison with the Mayor's office and City Hall administration could go a long way in turning an enquiry into a "live" lead.

- 4.4) A team of "business ambassadors" should be appointed by the Mayor's office to help represent the City and respond to future business development enquiries and leads.

## Finders Incentive

While not providing a specific approach on this issue, the subcommittee noted that if a "finders fee" program was established to reward individuals who forward business development opportunities to the City, it would result in a broader coverage of the message that Red Deer is sincerely interested in attracting new industries. Such a program would likely place Red Deer on various businesses "consideration list" quicker and more effectively than present prospecting programs.

## Resource Base Development

As mentioned earlier, the subcommittee strongly feels that there is a serious lack of funding provided by the City for pro-active marketing activities. Concern has been expressed that City administrators do not feel that this type of support funding is necessary to keep Red Deer's economic development efforts competitive and attractive to businesses and event organizers. A greater financial commitment by the City and/or region for this vital activity is strongly recommended.

However, the subcommittee also recognized that existing city businesses obviously benefit from additional economic development activity, and that they also have a role to play in this matter. The subcommittee therefore recommends the following:

- 4.5) An association comprised of representatives of local businesses should be struck with the expressed purpose of generating and managing funds designed to support and attract new businesses and events to the region. [Refer to recommendation 8.5) and the Epilogue.]

The subcommittee feels that this separate fund should be generated by local, independent businesses through regular, annual contributions. The fund could be administered by the Red Deer Chamber of Commerce and controlled by an appointed board.

However, before establishing such a fund, the subcommittee first recommends that this proposal be tested by surveying local business owners for their reaction. It is essential that the precise reasons and objectives of the fund are clearly communicated to the potential contributors. As noted by the subcommittee, the success of this proposal rests on establishing "... the credibility of this idea in the contributors minds. It must be presented factually and honestly."

The subcommittee concludes that this rather innovative proposal, (which implies a public/private sector partnership approach towards economic development), would help establish Red Deer as a strong competitor for attracting new business ventures, as well as major national and international events.

## 5. DISTRIBUTION AND TRANSPORTATION:

Subcommittee Members: Mr. John Hylton  
Mr. Jack Donald  
Mr. Murray Mehling

This subcommittee approached their task by conducting extensive personal interviews with representatives of organizations significantly involved in the areas of transportation and distribution. An examination of freight rates from Red Deer to other centres was also undertaken.

The primary intent of the subcommittee was to identify the key issues and problems associated with Red Deer's geographic location and transportation/distribution infrastructure.

Organizations interviewed included: Greyhound Canada Limited, Ford Motor Company of Canada, Chrysler Canada, Drummond Brewery Company, and Peavey Mart Ltd. Details of those interviews appear in the subcommittee's report located in the appendices.

### Passenger Transportation

As might be expected, with two major international airports within an hour's driving distance, it is highly unlikely that Red Deer's airport will be able to provide a profitable scheduled air service for the foreseeable future. As indicated in the *Quality of Life* subcommittee report, lack of immediate scheduled air service is perhaps more of a perceived problem than a real problem. Indeed, the ground travel time from Red Deer to either the Edmonton or Calgary international airports is roughly the same as the ground time experienced by many residents of large cities such as Toronto, Montreal and Vancouver.

A more pressing concern is the lack of conveniently scheduled surface transportation from Red Deer to the Calgary and Edmonton airports. Greyhound does have two morning coach services which stop directly at the Calgary airport, but no direct service to Edmonton's airport. Red Arrow coaches have a stop at the Calgary Travel Lodge which is ten minutes from the airport but no direct service. Red Arrow also does not drop-off or pick-up passengers at Edmonton International Airport. According to Greyhound Canada, a major marketing campaign would be required to convince airline travellers to use bus transportation to and from an airport.

Perhaps the major disadvantage to Red Deer of not having either scheduled air service or regularly scheduled ground transportation to the province's major airports is the impact it has on developing additional conference, business meeting and special events activities. This problem is further complicated by the fact that Red Deer is not formally associated to a passenger-serving airport. For example, international tourism marketing campaigns often refer to the "Calgary/Banff International Airport".

The subcommittee recommends the following:

- 5.1) The need and feasibility of improved regularly scheduled passenger ground transportation from Red Deer to the Edmonton and Calgary airports should be more thoroughly investigated.
- 5.2) Efforts should be undertaken to encourage the renaming of Edmonton's International Airport to the "Edmonton/Red Deer International Airport".

The subcommittee also briefly examined the issue of a high speed rail link running through the Edmonton-Calgary corridor. They noted that such a project may be feasible in the future with further population growth and as traffic between these two centres expands.

- 5.3) Red Deer should be pro-active where possible in supporting a high speed rail link through the Edmonton-Calgary corridor.

### Freight Transportation and Distribution

Red Deer is very well serviced with respect to rail and trucking freight services. However, lack of direct, regularly scheduled cargo flight service was identified as problem by some of the businesses interviewed.

Freight rail services are primarily limited to large bulk commodities and large equipment items.

A large and competitive trucking and courier industry in Red Deer results in fairly inexpensive back-haul rates. This is an important point worth promoting since actual truck freight costs are usually lower than published trucking rates. Another important point worth promoting is that the excellent highway infrastructure servicing Central Alberta seldom closes due to environmental or other factors - transportation delivery delays are thus very infrequent.

Red Deer's geographic effectiveness as a distribution center is somewhat contingent on the type of industry under consideration. As implied in the Drummond and Peavey Mart interviews, Red Deer is well located to serve as a Western Canada consumer goods distribution hub, particularly for products manufactured locally. However, not being located on a direct shipping line usually raises distribution costs for imported retail items that must first be off-loaded at Calgary or Edmonton.

It was interesting to note the difference of opinion between Ford of Canada and Chrysler Canada with respect to Red Deer's effectiveness (or potential effectiveness) as a distribution center for the automotive industry. A representative from Ford feels that Red Deer's distance from an international airport seriously effects its suitability as a major distribution point. Chrysler, on the other hand, feels that this is not an issue since both Edmonton's and Calgary's airports are located on the Red Deer side. Indeed, the representative from Chrysler believes that "nowhere else in Alberta or even the Prairies would make more sense as a distribution centre than Red Deer".

As a final point, the subcommittee recommends that:

- 5.4) The Economic Development Department should ensure that it is knowledgeable and current with respect to distribution and transportation facts, issues and costs.
- 5.5) Red Deer's strengths at serving as a distribution hub for Western Canadian markets should be highlighted in economic development promotional material.

## **6. INDUSTRIAL RECRUITMENT:**

Subcommittee Members: Hon. Gail Surkan  
Mr. Vic Walls  
Mr. Pat Kennedy

The Industrial Recruitment subcommittee approached its task by selectively targeting industries to which the Red Deer region can offer a variety of natural advantages, such as a good supply of raw resources, above average distribution capabilities, down stream markets, etc.

It was generally agreed that the recruitment exercise itself would entail the following:

- 1) identification of specific industries to target;
- 2) identification of existing companies within those industries that may be considering a change of operation and/or location;
- 3) establishing direct contact with "qualified" prospects through the City of Red Deer's Department of Economic Development;
- 4) following up those contacts which demonstrate an expressed interest in Red Deer with "peer contacts" - business contacts from the community;
- 5) establish a "lead" list that would encourage Red Deer business citizens to notify the Economic Development Department of any potential new business that they may be aware of through their normal course of activities. Examples might include suppliers, clients, customers, associates and other areas of their own corporation.

Rather than just research the issue, the subcommittee decided to undertake an actual project with at least one industry.

The subcommittee decided to target the agricultural processing industry following a presentation by Alberta Agriculture which outlined a number of significant advantages that the Central Alberta region can offer in this area.

The Regional Director for Alberta Agriculture, Mr. Alan Hall, agreed to develop a list of firms which were considered possible targets based upon their current activity in the industry.

In the meantime, the subcommittee met with a number of local processors to identify the main opportunities and constraints that they faced in "growing" their local operation. Opportunities and constraints were identified related to vegetable processing and packaging, and red meat processing, particularly pork meat processing.

The subcommittee continued the targeting process by sending three members to the Red Deer "Creating Tomorrow" Agricultural Conference in order to seek out industry contacts and learn more about the industry.

Time limitations prevented the subcommittee from carrying the process on to the next step. However, based on the results of the activities that were undertaken, the members agreed that the essential strategy was correct. As noted in their report, "the principal challenge lies in finding the resources to carry out the research and establish the network to identify and qualify target companies." The subcommittee therefore recommends the following:

- 6.1) The City of Red Deer Economic Development Department should explore ways and means in which to implement a systematic industrial recruitment strategy that would include the following components:
  - 1) identification of specific industries to target;
  - 2) identification of existing companies within those industries that may be considering a change of operation and/or location;
  - 3) establishing direct contact with "qualified" prospects through the Economic Development Department (or a future Regional Economic Development Commission);
  - 4) following up those contacts which demonstrate an expressed interest in Red Deer with "peer contacts" - business contacts from the community; and
  - 5) establish a "lead" list that would encourage Red Deer business citizens to notify the Economic Development Department (or a future Regional Economic Development Commission), of any potential new business that they may be aware of through their normal course of activities.

## 7. FINANCE:

Subcommittee Members: Mr. Jack Donald  
Mr. Gary Harris  
Mr. Herb Der

Many of the recommendations of the Finance subcommittee were also generated by other subcommittees, despite the fact that the subcommittees worked independent from each other. Five major areas were examined, including the City of Red Deer Economic Development Department, the Edgar Industrial Lands, Electric Light & Power charges, Red Deer Industrial Airport uses, and downtown issues.

The subcommittee notes at the beginning of their report that the Red Deer business community would like to see a more pro-active approach in the area of economic development, and that citizens in general expect "more bang for their buck" in this area. Emphasis needs to be placed on attracting quality businesses to the community which provide a lasting "multiplier" effect rather than "part time service type jobs" which do little for helping build a long-term economic base.

The subcommittee also feels that more emphasis needs to be placed on attracting and supporting "cottage industries", and that creative means for providing incentives need to be explored rather than providing outright grants.

### Economic Development Department

A number of operating principles and suggested changes were identified to make the Economic Development Department more effective at fulfilling its core mission.

As mentioned earlier in this report, the City, the County of Red Deer and the community at large must be prepared to make a larger financial commitment towards economic development initiatives. As previously recommended by the Incentives subcommittee, the establishment of a Regional Economic Development Commission should be seriously considered.

Regardless of whether economic development is administered on a regional or municipal basis, the subcommittee strongly feels that a "rifle" approach vis-a-vis a "shotgun" approach must be undertaken. In other words, and in accordance to the viewpoints of other Task Force members, economic development strategies and initiatives need to specifically zero-in on identified industries and businesses that Red Deer has a realistic opportunity of attracting "rather than attempting to target everyone". In addition, a more aggressive pro-active stance should be undertaken by the Department to lure businesses, perhaps with a specific geographical focus.

The subcommittee also initially felt that the Economic Development Department and the Red Deer Visitor and Convention Bureau could be amalgamated as a means to eliminate duplication and reduce administrative costs. However, after further research and discussion this suggestion was rejected.

The Department was also encouraged to work more closely with local hoteliers, the Westerner and Chamber of Commerce "in a concentrated effort towards attracting new business to Red Deer". A co-sponsored convention or trade fair for entrepreneurs was presented as an example of a partnership project that would help build Red Deer's reputation as a "business friendly" city.

Returning to the issue of funding, the subcommittee stated that it would be better for the community not to function with an Economic Development Department rather than try to operate one with inadequate funds. Of course the preferred option is to have the City and other key players commit sufficient funding and resources for economic development purposes. Failing that, another alternative is to have the operation contracted out to a third party on a fee-for-service basis, with incentives based on performance.

To summarize, the subcommittee recommends the following:

- 7.1) Seriously explore creating a Regional Economic Development Commission.
- 7.2) Ensure that the Economic Development Department (or future Commission) is adequately funded in order to ensure that a targeted, pro-active and aggressive approach towards economic development is undertaken.
- 7.3) Ensure that the Economic Development Department (or future Commission) has in place policies and procedures that are customer oriented and provide better value for community stakeholders.

## Edgar Industrial Lands

The Edgar Park industrial lands were discussed at length by the subcommittee members, resulting in a unanimous conclusion that if the City ever hopes to market these lands in the current economy, creative approaches will need to be explored and implemented.

The subcommittee generated a variety of creative options, including:

- a) Provide an extremely attractive leasing package tied to building stipulations. The initial annual lease payment would be extremely low (perhaps \$1.00) and would escalate yearly. After a designated period of time, all or part of the lease payments could be applied to the land's purchase price.
- b) Relax some building requirements to provide more flexibility to potential tenants/purchasers.
- c) Consider implementing "business partnerships" between conventional lenders, government and the City. For example, the Alberta Opportunity Company could be approached to provide guarantee of upwards to 50% of a project cost and the City puts up a guarantee of the remaining 50% but retains ownership of the land. Conventional lenders would provide the actual capital for the project based on the guarantees as security. In the event of business failure, the City retains title to the lands plus 50% of the building, with a solid opportunity to attract new clients to the location.
- d) While the Municipal Services subcommittee concluded that current utility charges do not appear to be a barrier for attracting new business, the City should nonetheless examine providing some incentives through Electric Light & Power. Because many other North American communities are providing utility subsidies to attract new industries, this incentive option should not be ignored. In particular, a continued monitoring of the electrical hook-up and on-going rate charges of municipalities in British Columbia and the Northwestern American states should be undertaken.

While on the surface these recommendations may appear costly, the subcommittee strongly believes that future economic spin offs rather than just the immediate potential loss of cash flow needs to be considered. Idle, vacant land does not generate any additional wealth, whereas developed land increases the City's tax base and ultimately enhances the community's prosperity.

The summary recommendations are as follows:

- 7.4) Explore and implement a variety of "creative" leasing, purchasing and development options that will assist in the development of Edgar Park industrial lands.
- 7.5) Monitor the utility charges of other communities competing for sustainable economic development initiatives and, if appropriate, implement comparable incentive programs.
- 7.6) The City should commit a certain portion of the sales revenue and/or lease revenue generated from the Edgar Park industrial lands over the next ten years toward improving and enhancing the effectiveness of the Economic Development Department.

### Industrial Airport Uses

The subcommittee maintains that the Red Deer Industrial Airport is an under-used facility that should be more aggressively marketed. More effort needs to be made at attracting aviation and non-aviation related industries to this facility. Potential opportunities include aircraft repair and refurbishing industries, as well as training-related operations.

- 7.7) The Red Deer Industrial Airport should be more aggressively marketed as a suitable facility for both aviation and non-aviation related industries.

### Downtown Issues

On a final note, the subcommittee commented that it is vitally important to preserve the integrity of the downtown area. As numerous previous studies have indicated, the Central Business District showcases the social and cultural heart of the city and significantly contributes to the community's *quality of life*. The Finance subcommittee therefore concludes its report with the following recommendations:

- 7.8) As previously recommended by the Municipal Service subcommittee, address the disparity of the downtown electrical grid hook-up charges which have been identified as a dis-incentive for downtown development.
- 7.9) The City should commit the necessary resources to revive the Downtown Concept Plan.

## 8. STRUCTURES FOR ECONOMIC DEVELOPMENT:

Subcommittee Members: Mr. Elmer Stoyberg  
Mr. Jack Donald  
Mr. Graeme Leadbeater

This subcommittee report identifies four types of structural models available to address the economic development function, outlines four important operative goals necessary for an effective structure, and presents a proposed structure which the Strategic Marketing Task Force feels would be of the greatest benefit to Red Deer and its surrounding area.

Economic Development can be organized in four distinct structures:

1) Municipal Department

This is how the present Economic Development Office functions in Red Deer. The Department formerly operated with an advisory board. It is funded entirely by the City and is directly accountable to City Council. The Department occupies space in City Hall and management and support staff are City employees.

2) Commission/Board/Authority

This type of operation is organized with an independent Board and operates at arms length from funding agencies. Funding comes from more than once source and one level of government. The office is normally located outside of City Hall.

3) Regional Cooperation

In this situation, various communities, municipal departments and other agencies form strategic alliances for undertaking a specific initiative. The funded groups maintain independent operations, but come together to work on joint projects, trade shows, promotions, advertising campaigns, etc.

4) Private Corporation

There are very few examples of this type of structure in Canada, but it is more common in the United States, particularly in "one company towns". Normally such corporations are funded by large private sector interests such as railroads, utilities, etc. with partners from municipalities and/or chambers of commerce. This type of operation is very independent of government and is directly responsive to its members.

The subcommittee has identified the following "operative goals" under which a revised economic development structure must operate:

- 1) Flexibility - the structure must have the ability to change and be responsive to change.
  - the structure must allow initiatives to be acted upon with both speed and accountability.
- 2) Entrepreneurial - the structure should not stifle creative, dynamic action, nor should it limit the leadership of decision makers or prevent them from taking calculated risks.
- 3) Pro-Active - the structure must enable key players to pursue new opportunities and actively recruit new business rather than simply respond to enquiries.
  - the ability to anticipate and respond to changing trends is of paramount importance.
- 4) Responsive - to the needs and aspirations of member groups, regional businesses, and other key stakeholders.

The subcommittee strongly believes that a regional orientation for future economic development efforts is the most effective organizational structure for responding to today's competitive challenges. This proposed structure is based on the premise that "what's good for Sylvan Lake or Blackfalds is also good for Red Deer and the rest of the region". As recognized in the report, "competition between member communities is inevitable but can also be healthy and focused using this new organization for the exchange of information and the facilitation of decisions".

Other subcommittees have also identified a regional structure as being the most effective approach for addressing the economic development function. Accordingly, the primary recommendation of the Strategic Marketing Task Force is as follows:

- 8.1) The present City of Red Deer Department of Economic Development should be permanently dissolved and replaced with a Regional Economic Development Commission operated by an independent Board of Directors representing member groups on a proportional basis.
- 8.2) Potential members of the proposed Regional Economic Development Commission should include (but not necessarily limited to) the City of Red Deer, the Counties of Red Deer and Lacombe, and the Towns of Lacombe, Blackfalds, Sylvan Lake, Penhold and Innisfail. [The total population base of all possible member groups is approximately 100,000.]
- 8.3) A possible primary funding source for the Regional Commission could be a per capita contribution from each member group. Secondary funding sources should come from other levels of government, private sector contributions, memberships commissions from joint ventures and other self-generation activities.
- 8.4) The Regional Commission should be centrally located in the region but outside of any City Hall or government facility. In addition, staff members should be directly employed by the Regional Commission.
- 8.5) The Regional Commission should examine the Spokane Momentum Strategy as a possible model for addressing the economic development function of the region. [Refer to Epilogue.]

The proposed Regional Economic Development Commission would serve to aid all member groups in developing their own community economic development strategies which in turn would be incorporated into the Commission's overall strategy. This would be an essential element to ensure that the Commission functions on behalf of all members without bias.

The Regional Commission should be in a stronger position to take advantage and act upon all upcoming global, national, provincial and regional trends. For example, the Commission could facilitate an increased availability of investment capital as provincial Community Development bonds become available.

The Strategic Marketing Task Force feels that an important role of the Regional Commission should be to actively represent the entire region throughout Canada when opportunities arise as a result of politics or economics.

And finally, in order to be truly effective, the Regional Commission must be grounded in a sincere service orientation towards all member groups, with special attention given to facilitating the special economic development goals of all these groups.

## V CONCLUSION

As a committee appointed by the City Council of Red Deer, the Strategic Marketing Task Force was primarily mandated to address municipal economic development issues.

Consequently, many of the over 50 recommendations contained in this report focus specifically on the City of Red Deer, particularly those recommendations arising from the *Quality of Life*, *Municipal Services*, and *Marketing* subcommittee reports. Some of the report's recommendations encourage a continuation of current practices while many others provide concrete suggestions on how to better streamline administrative aspects of the City's economic development function and improve external marketing activities.

However, the most important recommendation generated by the Strategic Marketing Task Force concerns the need to address economic development on a regional basis. The Task Force strongly believes that a ten year economic development strategy based solely on a municipal focus would not be effective for addressing current trends and future challenges.

A pro-active approach towards economic development is imperative in today's highly competitive environment. Such an approach is significantly more effective when neighboring communities work cooperatively on the economic development front rather than in isolation from or in competition with each other.

The Strategic Marketing Task Force concludes its report by recommending the following:

- 1) The City of Red Deer Economic Development Department should develop an Action Plan for implementing the Task Force recommendations that focus exclusively on the City of Red Deer. The Action Plan should include a listing of specific actions required to implement each of the recommendations, desired implementation time lines, and identification of individuals and/or groups responsible for implementation.
- 2) The importance and practical implementation issues of a Regional Economic Development Commission needs to be discussed further with regional community stakeholders. City Council should play a leading role in bringing these stakeholders together to further address the issue.
- 3) Should regional stakeholders endorse the concept of a Regional Economic Development Commission, these stakeholders should then develop a Business Plan that outlines the mission, goals, operational plan, marketing plan and financing plan for the future Commission.

## **VI RECOMMENDATIONS**

The recommendations contained throughout this report are organized based on the numerical designation of the subcommittees.

A summary of those recommendations are as follows:

### **1. QUALITY OF LIFE:**

- 1.1) Economic development promotional material should provide more direct City of Red Deer cost of living comparisons with other communities.
- 1.2) Determine whether or not a public awareness campaign is needed to change perceptions that the cost of living in Red Deer is high.
- 1.3) Community stakeholders aggressively support degree granting or degree brokerage initiatives in Red Deer.
- 1.4) That we aggressively pursue some form of "equity funding" for education that shares corporate taxation more equally across Alberta school jurisdictions, providing a sounder base for quality education in communities such as Red Deer that have a weaker corporate assessment base.
- 1.5) That we regard corporate recruitment as an integral part of our strategy to strengthen our assessment as well as our employment base.
- 1.6) All economic development promotional material should highlight recreational opportunities as an important part of Red Deer's outstanding quality of life.
- 1.7) Encourage effective public-private partnerships to aggressively market Red Deer's wide range of facilities, amenities and opportunities to key tourism markets, particularly the visitor markets of Edmonton and Calgary, and provincial and national convention markets.

- 1.8) Examine ways to enhance the profile and effectiveness of the Calgary and/or Edmonton International Airports as "Red Deer's Airport", through vehicles such as intermodal (bus/plane) ticketing, baggage handling and integrated scheduling.
- 1.9) Place a priority on attracting a more diverse range of businesses to the City (ie. distribution operations, tourism-related businesses), and ensure that the local business and regulatory climate provides a welcome environment for small business growth, particularly in growth areas such as home-based businesses.
- 1.10) Economic development promotional material should emphasize that Red Deer residents have access to a full range of major urban services.
- 1.11) Place a marketing emphasis on the strong entrepreneurial base and work ethic of the local population.
- 1.12) Institute specific steps to overcome any real or perceived ideas that the City of Red Deer is hard to work with when developing or expanding a business, and encourage Council and City representatives to be more positive in their attitude towards business, and through that "attitude change", change the perception of our citizens.

## **2. MUNICIPAL SERVICES:**

- 2.1) Reduce the numbers and consolidate or eliminate some permit types.
- 2.2) Reinforce the customer service approach by setting up semi-private booths for Department service agents to sit down with clients.
- 2.3) Empower service agents to make decisions and commitments.
- 2.4) Present development guidelines that are left open-ended, such as "to the approval of the Development Officer" or "to the approval of Parks /or Engineering Department", must be more specific to eliminate arbitrariness and bias. Simultaneously, the concept of "EQUIVALENCY" should be used in all areas requiring approvals to provide flexibility without diminishing the importance of needing some rules to create a level playing field.
- 2.5) Update the present booklet outlining the development process using typical examples.

- 2.6) Keep department statistics on approval times, project status, etc. Turned down or delayed applications should be reviewed for reasons and possible trends.
- 2.7) Sewer, and/or water hook-up and curb cut charges are comparable to other jurisdictions. However, many developers would like the option to hire a private contractor to make these connections at competitive costs, and this option should be permitted.
- 2.8) City Electric, Light & Power hook-up charges in downtown "C-1" areas are the highest in the province. This is a definite dis-incentive for downtown development and should at least be reviewed.
- 2.9) Department staff should investigate a mechanism to provide impromptu "round table" access for personnel in parks, engineering, public works, fire, etc. to meet with applicants. These staff should be empowered to grant approvals and review equivalencies.
- 2.10) Similar to the aforementioned development recommendation, more authority should be given to the R.D.R.P.C. to be able to be more flexible when dealing with relaxation requests. The possibility of EQUIVALENCY being an acceptable way to deal with land use issues may be feasible.
- 2.11) An aggressive move to a full review of all commercial and industrial land use bylaws is a positive step for the Commission and its continuation is recommended and encouraged.
- 2.12) Continue implementing efforts designed to enhance the Commission's "customer service attitude" with developers.

### **3. INCENTIVES:**

- 3.1) Replace the existing Economic Development Department with a Regional Economic Development Commission, which in addition to including the City of Red Deer, would also include other local municipalities and counties.
- 3.2) The City of Red Deer should direct all efforts into disposing of their Industrial Land Bank. The City's Land Bank is presently a costly asset and in the immediate future should be used in pro-active ways to entice economic development activity to the region as well as provide funding for further economic development activity.
- 3.3) Either reduce land prices or explore other means to create more interest and more sales; the end result will be a larger tax base, and greater economic development activity. [Refer to recommendation 7.4) as detailed on Page 30.]
- 3.4) Allow land purchases without development agreements, also as a means to increase the tax base.
- 3.5) Set up a "one stop shop" with both the County and City of Red Deer so that potential developers receive the same information and experience the same development process. This recommendation implies that the City and County should work in closer partnership on land sale and development issues. (ie. a "regional" concept).

### **4. MARKETING:**

- 4.1) Upwardly revise the funds available for pro-active marketing efforts designed to attract economic development activity.
- 4.2) More attention should be paid to the associations and industries who host special events in the City in order to ensure that they feel welcome and appreciated, and are therefore encouraged to return as well as promote their positive experience to others.
- 4.3) A personally signed letter from the City's Mayor should be used to respond to business leads and development enquiries.
- 4.4) A team of "business ambassadors" should be appointed by the Mayor's office to help represent the City and respond to future business development enquiries and leads.
- 4.5) An association comprised of representatives of local businesses should be struck with the expressed purpose of generating and managing funds designed to support and attract new businesses and events to the region. [Refer to recommendation 8.5) and the Epilogue.]

**5. DISTRIBUTION AND TRANSPORTATION:**

- 5.1) The need and feasibility of improved regularly scheduled passenger ground transportation from Red Deer to the Edmonton and Calgary airports should be more thoroughly investigated.
- 5.2) Efforts should be undertaken to encourage the renaming of Edmonton's International Airport to the "Edmonton/Red Deer International Airport".
- 5.3) Red Deer should be pro-active where possible in supporting a high speed rail link through the Edmonton-Calgary corridor.
- 5.4) The Economic Development Department should ensure that it is knowledgeable and current with respect to distribution and transportation facts, issues and costs.
- 5.5) Red Deer's strengths at serving as a distribution hub for Western Canadian markets should be highlighted in economic development promotional material.

**6. INDUSTRIAL RECRUITMENT:**

- 6.1) The City of Red Deer Economic Development Department should explore ways and means in which to implement a systematic industrial recruitment strategy that would include the following components:
  - 1) identification of specific industries to target;
  - 2) identification of existing companies within those industries that may be considering a change of operation and/or location;
  - 3) establishing direct contact with "qualified" prospects through the Economic Development Department (or a future Regional Economic Development Commission);
  - 4) following up those contacts which demonstrate an expressed interest in Red Deer with "peer contacts" - business contacts from the community; and
  - 5) establish a "lead" list that would encourage Red Deer business citizens to notify the Economic Development Department (or a future Regional Economic Development Commission), of any potential new business that they may be aware of through their normal course of activities.

## 7. **FINANCE:**

- 7.1) Seriously explore creating a Regional Economic Development Commission.
- 7.2) Ensure that the Economic Development Department (or future Commission) is adequately funded in order to ensure that a targeted, pro-active and aggressive approach towards economic development is undertaken.
- 7.3) Ensure that the Economic Development Department (or future Commission) has in place policies and procedures that are more customer oriented and provide better value for community stakeholders.
- 7.4) Explore and implement a variety of "creative" leasing, purchasing and development options that will assist in the development of Edgar Park industrial lands.
- 7.5) Monitor the utility charges of other communities competing for sustainable economic develop initiatives and, if appropriate, implement comparable incentive programs.
- 7.6) The City should commit a certain portion of the sales revenue and/or lease revenue generated from the Edgar Park industrial lands over the next ten years toward improving and enhancing the effectiveness of the Economic Development Department.
- 7.7) The Red Deer Industrial Airport should be more aggressively marketed as a suitable facility for both aviation and non-aviation related industries.
- 7.8) As previously recommended by the Municipal Service subcommittee, address the disparity of the downtown electrical grid hook-up charges which have been identified as a dis-incentive for downtown development.
- 7.9) The city should commit the necessary resources to revive the Downtown Concept Plan.

**8. STRUCTURES OF ECONOMIC DEVELOPMENT:**

- 8.1) The present City of Red Deer Department of Economic Development should be permanently dissolved and replaced with a Regional Economic Development Commission operated by an independent Board of Directors representing member groups on a proportional basis.
- 8.2) Potential members of the proposed Regional Economic Development Commission should include (but not necessarily limited to) the City of Red Deer, the Counties of Red Deer and Lacombe, and the Towns of Lacombe, Blackfalds, Sylvan Lake, Penhold and Innisfail. [The total population base of all possible member groups is approximately 100,000.]
- 8.3) A possible primary funding source for the Regional Commission could be a per capita contribution from each member group. Secondary funding sources should come from other levels of government, private sector contributions, memberships, commissions from joint ventures and other self-generation activities.
- 8.4) The Regional Commission should be centrally located in the region but outside of any City Hall or governmental facility. In addition, staff members should be directly employed by the Regional Commission.
- 8.5) The Regional Commission should examine the Spokane Momentum Strategy as a possible model for addressing the economic development function of the region. [Refer to Epilogue.]

## VII EPILOGUE: The Spokane Momentum Strategy

Subsequent to the final subcommittee meetings of the Strategic Marketing Task Force, an investigation was undertaken of an innovative economic development program currently taking place in the state of Washington.

The **Spokane Momentum Strategy** is a private-sector driven program designed to improve the prosperity and quality of life of the Spokane region through economic development initiatives that attract business, create new jobs and increase median household incomes.

The program was created in 1987 by a concerned group of citizens who recognized that the business community has an important role to play in nurturing local economic development. Created around the theme "we have the power to shape our future", and recognizing the limited and apparent diminishing ability of municipal, county, state and federal governments to effectively stimulate increased economic growth and development, the group established a five-year plan that included a concrete set of strategies for achieving a variety of measurable goals.

A very important aspect of the **Spokane Momentum Strategy** is that its operations are entirely financed through private sector contributions, or more correctly, private sector investments. Investments usually take the form of pledges (payable over the group's five-year operating plan) from companies, individuals and professional groups. Pledges sometimes also includes securities, real property and in-kind donations.

An independent board of directors, who operate at arms length from the member investors, re-directs pledged funds towards a variety of projects that enhance economic growth. This sometimes includes making direct investments in business initiatives with an expectation of earning a reasonable rate of return for **Momentum's** other on-going operations. By all accounts, the first five year plan was a huge success.

For the second five-year plan that commenced in 1992, **Momentum** expects to generate \$5,000,000 from investor contributions. Its annual operating budget of \$1,000,000 will be used to achieve its goal of attracting 70 new businesses and 93 new conventions, create 1,582 new jobs, and have an overall positive economic impact of \$66.7 million. **Momentums** current five year goal is to see the creation of over 14,000 new jobs and increase total personal income by over \$2.9 billion.

A few recent specific strategies of **Momentum** include:

1) Recruiting New Business and Industry

- special efforts that focus on "targeting" high growth industries that are good "matches" for Spokane.
- targeting of high growth companies in overcrowded markets.
- aggressive advertising and generation of leads through direct mail, public relations, community referrals and other promotions.
- travelling to areas where prospects have been identified and bringing prospects on visiting tours of Spokane.

2) Local Business Support Programs

- establishing a buyer-seller network aimed at keeping business local.
- implementation of a special program that help small businesses win contracts with the government and other large contractors.
- compiling and disseminating important business information, including local economic statistics, employment and wage forecasts, changing trends, etc.

3) Tourism/Entertainment/Recreation Initiatives

- undertaking of a major convention sales effort for the Washington International Agricultural Trade Center, Spokane Interstate Fairgrounds and the city's proposed new arena.
- a television, newspaper and radio advertising campaign specifically aimed at the four northwestern states and southwest Canada.
- a specially designed program that provides "Canada-friendly" information on daily exchange rates at stores, restaurants and hotels.
- a campaign focused on promoting Spokane as a national and international sports center.

4) Local Government Streamlining

- facilitation of a regional public/private cooperation effort that addresses issues relating to development, zoning and planning with Spokane's City and County governments.
- supporting the efforts of the Citizen's League of Greater Spokane which promotes a unified and more efficient approach towards regional government.

Other projects recently undertaken or currently being planned by **Spokane Momentum** include efforts to revitalize the urban downtown core, improvements to the transportation infrastructure, projects aimed at improving education and training opportunities, and a number of community relations efforts, including town hall meetings for the two-way exchange of economic development information and ideas, and a regularly produced newsletter to investors that reports the goals, programs and accomplishments of the **Momentum** group.

According to statistics provided by the Spokane Area Economic Development Council, **Momentum** has been very effective at addressing its mission and has had a considerable impact on the development and growth of the local economy. Consider the following:

- 1) 1992 appears to have been a "banner year" for Spokane's economy, with the creation of over 4,800 new jobs from the year before (a 3% improvement). The Spokane region has seen the creation of 11,400 new jobs since 1987, just 786 jobs shy of **Momentum's** original five year target of 12,186.
- 2) Total gains in personal income for 1992 are estimated at 7.2% over 1991 figures. (The rise from 1986 to 1992, even after adjusting for inflation, was nearly 16%).
- 3) The unemployment rate in Spokane in 1992 was roughly 6.5% compared to 8.2% in 1986.

Part of the reason behind **Momentum's** success has to do with the attitude of the 145 business and community leaders who actively support the program. As noted by a former **Momentum** Campaign Chairman, "**Momentum** is a frame of mind, an inspiration, a sense of direction."

The Spokane business community seems to be very aware of the fact that over 22,000 economic development agencies in the United States are currently locked in a struggle for new jobs and economic growth. Consequently, there appears to be strong agreement among business and community leaders with the current Chairman's opinion that "no community can ever really maintain the status quo, it either stagnates or progresses." But largely due to the efforts of the **Momentum** program "...we now have the power to shape our future".





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**DATE: August 26, 1993**

Submitted to City Council

CS-R-40586

Date: 93.08.30

**TO: CITY COUNCIL**

**FROM: MARK JONES, Chairman  
Recreation, Parks & Culture Board**

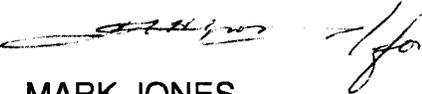
**RE: MASKEPETOON ATHLETIC PARK PROPOSED LAND EXCHANGE**

---

The Recreation, Parks & Culture Board called a special meeting on Thursday, August 26, 1993, to consider the proposal to exchange land between Maskepetoon Park and Edgar Industrial Park. The report of the Community Services Director, dated August 16, 1993, was considered in detail and following a discussion of this matter, the following resolution was presented.

It was moved by Shirley Hocken, seconded by Jim Bower:

"That the Recreation, Parks & Culture Board, having considered report dated August 16, 1993 re: Maskepetoon Athletic Park, Proposed Land Exchange, hereby recommend to City Council that we proceed with the land swap between Maskepetoon and Edgar Industrial Park in order to provide facilities for development of athletic fields."

  
MARK JONES

LH/ad

**THIS AGREEMENT made this 10 day of January, 1992, TO PROVIDE FOR THE LEASE AND OPERATION OF THE RED DEER AND DISTRICT MUSEUM AND RELATED FACILITIES.**

Submitted to City Council

BETWEEN:

Date: 93.08.30

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

OF THE FIRST PART

- and -

**THE NORMANDEAU CULTURAL AND NATURAL HISTORY SOCIETY**  
a society duly incorporated under the laws of the Province of Alberta  
and having its head office in Red Deer, Alberta,  
(hereinafter called the "Lessee")

OF THE SECOND PART

WHEREAS:

A. The Lessor is the registered owner of those lands legally described in Schedule "A" annexed hereto (hereinafter called the "facility lands"), upon which are situated:

1. the Red Deer and District Museum Building,
2. the buildings in Heritage Square adjacent thereto (excepting the Aspelund Laft Hus),
3. the Gaetz Lakes Sanctuary,
4. the Kerry Wood Nature Centre, and
5. the Allen Bungalow,

and the Lessor, pursuant to an agreement entered into between the Lessor and the County of Red Deer No. 23, has the jurisdiction and control of the lands upon which are situated the Fort Normandeau Historic Site and Interpretive Centre, all of which buildings and facilities are

collectively referred to and included herein as "the facility".

B. The Red Deer & District Museum Building was constructed upon lands owned by the Lessor by virtue, in part, of the financial contributions of the Red Deer & District Museum Society ("the Museum Society") pursuant to agreement dated the 14th day of December, 1977, between the Lessee and the Museum Society.

C. The Lessor and the Museum Society by agreement dated November 2, 1989, a true copy of which is annexed hereto as Schedule "B", agreed that the Lessor may contract with the Lessee for the operation of the Museum and the care of artifacts.

D. The Lessee and the Museum Society by agreement dated June 27, 1990, a true copy of which is annexed hereto as Schedule "C", the Lessee undertook responsibility for the care, storage, research and conservation of historical artifacts as provided in that agreement.

NOW THEREFORE THIS AGREEMENT WITNESSETH that in consideration of the premises, and the mutual covenants herein contained, and the payment of grant as hereinafter provided, the parties hereto covenant and agree together as follows:

#### TERM

1. The Lessor hereby demises and leases unto the Lessee the facility for a term of three (3) years commencing upon the 1st day of January, 1992 (the "commencement date") and terminating on the 31st day of December, 1994.

#### PAYMENT OF GRANT

2. The Lessor shall pay to the Lessee an annual grant for the operation of the facility herein before described as follows:

a. in the year 1992,

i. for the Red Deer and District Museum, including Heritage Square, Three Hundred and Sixty Five Thousand Nine Hundred and Eighteen (\$365,918.00)Dollars;

- ii. for the facilities situated in the Waskasoo Park, Three Hundred and Seven Thousand Two Hundred and Forty (\$307,240.00) Dollars;
    - iii. for the funding of the Historic Preservation Committee, Four Thousand Four Hundred and Three (\$4,403.00) Dollars;
  - b. in the year 1993,
    - i. for the Red Deer and District Museum, including Heritage Square, Three Hundred Seventy Six Thousand Eight Hundred and Ninety Five (\$376,895.00)Dollars;
    - ii. for the facilities situated in the Waskasoo Park, Three Hundred and Eleven Thousand Three Hundred and Seven (\$316,457.00) Dollars;
    - iii. for the funding of the Historic Preservation Committee, Four Thousand Five Hundred and Thirty Five (\$4,535.00) Dollars;
  - c. in the year 1994,
    - i. for the Red Deer and District Museum, including Heritage Square, Three Hundred Eighty Eight Thousand Two Hundred and Two (\$388,202.00)Dollars;
    - ii. for the facilities situated in the Waskasoo Park, Three Hundred Twenty Thousand Six Hundred and Forty Six (\$325,951.00) Dollars;
    - iii. for the funding of the Historic Preservation Committee, Four Thousand Six Hundred and Seventy One (\$4,671.00) Dollars;
- 3. The grant payable by the Lessor to the Lessee shall be paid in advance by way of

equal quarterly installments commencing on the 1st day of January, 1992.

**LESSEE'S COVENANTS**

- 4 (1). The Lessee covenants with the Lessor as follows
- a. in the provisions of services of the facility:
    - i. to operate the Red Deer & District Museum, including the Exhibition Centre and Heritage Square, as a high-standard cultural and educational facility, accessible to the residents of Red Deer and surrounding district and in such a manner that it is an attraction for tourists, conventioners and other visitors;
    - ii. to provide accommodation at no cost for:
      - A. the operation of the Red Deer and District Archives;
      - B. the storage and exhibition of historical artifacts and materials collected by the Museum Society and accepted by the City, and be responsible for the management and security of same.
    - iii. to operate the facilities within Waskasoo Park in a manner compatible with the overall objectives of the Urban Park Program. The goal of the Urban Park Program is "the establishment of significant areas of open space to ensure populations have easy access to natural environments; and the development of these areas to enable their sustained and unimpaired use for outdoor recreation.";
    - iv. to provide comprehensive cultural and natural history programming within the Red Deer & District Museum, Waskasoo Park and the city of Red Deer, as a whole;
    - v. to supervise and be responsible under contract with the City for the Historical Preservation Committee established by the Council

of the City;

vi. notwithstanding i.-iv. above, all program and facility development within the whole area described as the Gaetz Lakes Sanctuary shall comply with the terms and conditions of the following agreements:

- between the City and the Province of Alberta - August 17, 1983
- between the City and the Red Deer Public School District #104 - June 29, 1984
- between the City and the Province of Alberta - October 30, 1985

In accordance with these agreements, the Lessee shall periodically submit its development and operational plans for the Gaetz Lakes Sanctuary and the Kerry Wood Nature Centre to the Gaetz Lakes Sanctuary Committee for review.

- vii. to comply with all the restrictions placed on the Allen Bungalow and surrounding lands in terms of its designation by the Minister of Culture as a Registered Historic Resource pursuant to order number 1358 annexed hereto as Schedule "D";
- viii. to operate the facility safely, efficiently and effectively and in a manner that will provide fair and equitable treatment for all potential users;
- ix. not to carry on or permit to be carried on upon the said premises, any activity in contravention of the laws of The City of Red Deer, the Province of Alberta or the Dominion of Canada, or allow anything to be done which may cause an increased premium of fire insurance on the buildings included in the facility or which may make void or voidable any policy of insurance thereon;

- x. to provide to the Lessor an audited financial statement within ninety (90) days following the end of each fiscal year of the Lessee;
  - xi. to provide to the Lessor's Director of Community Services all minutes of all meetings of the Society or its Board of Directors and the annual budget documents, and shall provide to such Director such other documents and information as the Director may require, from time to time, with respect to the maintenance and operation of the facility;
  - xii. to remain in good standing at all times as a registered society pursuant to the Societies Act of Alberta, or any replacement legislation;
  - xiii. not to hold itself out as an agent for the Lessor, but shall, at all times, represent itself as an independent society.
- b. in the operation and maintenance of the facility:
- i. to operate the facility within the grant provided by the City;
  - ii. to pay all the occupancy costs of the facility set forth in Clause 5;
  - iii. to pay all business, sales, equipment, machinery or other taxes, charges and license fees levied or imposed by any competent authority in respect to the personnel, business, sales, equipment, machinery or income of the Lessee;
  - iv. to repair, maintain and keep the facility, including all chattels and equipment, in good and substantial repair, excepting only
    - (A) repairs required by this agreement to be made by the Lessor, and

- (B) repairs necessitated by damage from hazards against which the Lessor is required to insure hereunder unless such accepted repairs are necessitated by the acts or omissions of the Lessee;
- v. to observe and comply with all municipal by-laws and regulations, all health regulations and all statutory provisions and regulations made by any duly constituted authority, and all provisions contained in any policy of insurance related to the facility;
- vi. to forthwith notify the Lessor of any defect in the structural components of the facility;
- vii. to permit the Lessor to inspect the facility at all reasonable times;
- viii. to leave the facility and all of the chattels and equipment therein in good repair and condition upon termination of this agreement.

(2). Nothing herein shall prevent or restrict the Lessor from receiving or holding funds from sources other than the City, and to expend such funds as it deems appropriate or advisable.

#### OCCUPANCY COSTS

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

(2). "Building occupancy costs" as referred to in this agreement shall include:

- a. the cost of gas, oil, power, electricity, water, sewer, communications, and all other utilities and services, together with the direct cost of

administering such utility services;

- b. janitorial costs and services; and
- c. the cost of servicing and maintaining all heating, air-conditioning, plumbing, electrical and other machinery and equipment.

(3). "Land occupancy costs" as referred to in this agreement shall include all insurance, irrigation, landscaping and maintenance thereof.

### LESSOR'S COVENANTS

- 6. The Lessor hereby covenants with the Lessee that
  - a. the Lessee, performing and observing the covenants and conditions herein contained, shall peaceably and quietly hold and enjoy the facility during the said term without any interruption by the Lessor or any person rightfully claiming under or in trust for him;
  - b. the Lessor shall make any required structural repairs to the perimeter walls, roof, bearing structure and foundation of any building included in the facility, provided that any and all such repairs necessitated by fire, explosion, lightning, tempest or other casualty whatsoever shall be made only in accordance with the provisions of Clause 13, and provided always that the Lessor will not be required to make any repairs necessitated by reason of the negligence or default of the Lessee, its servants, agents or licensees;
  - c. the Lessor shall place and maintain at its cost insurance against fire and other risks as are included in a standard fire and extended coverage contract in an amount equal to the full replacement value (excluding excavations and foundations) of the buildings, furniture and fixtures and related equipment constructed on, contained in or affixed to the facility; and

- d. the Lessor shall place and maintain, during the term of this agreement, comprehensive tenants and public liability insurance protecting and indemnifying the Lessee and the Lessor against any and all claims for injury or damage to person or property or for loss of life occurring upon, in or about the facility, such insurance to offer immediate protection of the limit of not less than One Million Dollars (\$1,000,000.00) and which policy shall name the Lessor and the Lessee as insured, and shall contain a clause that the insurer will not cancel or change the insurance without first giving the Lessor and the Lessee prior written notice.

### **LEASEHOLD IMPROVEMENTS**

7 (1). Except as herein provided, the Lessee may at any time and from time to time make such changes, alterations or improvements to the facility in such manner as shall, in the opinion of the Lessee, best adapt the facility for the purposes of the Lessee provided that such changes, alterations, or improvements to the facility shall not be made without the prior written consent of the Lessor, such consent not to be unreasonably withheld. All such improvements shall upon completion belong to the Lessor. Requests for such changes, alterations or improvements are to be made to the Lessor's Director of Community Services.

(2). The Lessee shall not purchase any equipment or effect any parking lot improvements or building expansions or make any capital expenditures upon the facility land in excess of the sum of Ten Thousand (\$10,000.00) Dollars without the consent of the Municipal Council of The City of Red Deer upon the recommendation of the City Recreation, Parks and Culture Board.

8. The Lessee shall not under any circumstances, whether in respect of changes, alterations and improvements of the facility or otherwise, knowingly permit any builder's lien to be filed against the facility, and shall forthwith discharge any builder's lien which may be filed.

9. All chattels or equipment which may be acquired by the Lessee for the operation of the facility shall belong to the Lessor on termination of this agreement.

10. Any improvement, enlargement or development of any buildings or features of

any portion of the facility situated in the Waskasoo Park shall conform to the then current Lessor's standards and follow the overall Waskasoo Park standards as provided in the Waskasoo Park Standards Manual including standards for signage, fencing, gates, bollards, trails and similar facility features as confirmed through the Lessor's Director of Community Services.

### TERMINATION

11. Should any of the Lessee's covenants herein contained not be performed or observed after thirty (30) days written notice of a default, the grant hereby reserved, or any part thereof be unpaid after fifteen (15) days written notice of such default, or if any of the Lessee's covenants herein contained shall not be performed or observed after thirty (30) days written notice of the default, by the Lessee, or if the Lessee shall be adjudicated a bankrupt or enter into an agreement for the benefit of its creditors, or suffer any distress or execution to be levied on its goods, or if the Lessee should enter into liquidation or receivership either compulsorily or voluntarily, then this agreement at the option of the Lessor may be terminated and it shall be lawful for the Lessor at any time thereafter to re-enter upon the facility and thereupon this agreement shall be absolutely determined.

12. The Lessor may terminate this agreement without notice if any member of the Board of Directors of the Lessee shall breach the Conflict of Interest provisions of the by-laws of the Lessee's society.

### FIRE

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

disagreement shall be resolved by Council.

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

### RIGHT TO RENEW

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

### NOTICE

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

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

or at such address as the Lessee may be notified of in writing. Any notice required to be given to the Lessee shall be sufficiently given by personal service upon the Chairman of the Society, or by mailing the same in a prepaid registered letter addressed to the Lessee at:

Box 800  
Red Deer, Alberta  
T4N 5H2

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

### PROMOTION

16 (1). All major tourism initiatives to be undertaken by the Lessee shall follow the format and context of overall city-wide initiatives so as to avoid duplication and to ensure consistency and be reviewed by the Manager of the Red Deer Tourism and Convention Association.

(2). All information, promotional and operational brochures for any components of the facility situated in the Waskasoo Park shall follow the format established by the Lessor for the Waskasoo Park and shall include therein the Waskasoo Park, The City of Red Deer and Heritage Fund logos and be coordinated by the Information Officer for the Community Services Division of the Lessor.

### STAFF USE POLICY

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

### GENERAL

18. The Lessor's Director of Community Services may attend meetings of the Society and of its board of directors upon request of either party, but shall not be entitled to vote thereat.

19. This agreement shall be binding upon the parties hereto, their heirs, executors, successors and assigns.

20. This agreement, including any schedules hereto, constitutes the entire agreement

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

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

THE CITY OF RED DEER

THE NORMANDEAU CULTURAL AND  
NATURAL HISTORY SOCIETY

Per: *[Signature]*  Per: *[Signature]*

Per: *[Signature]* Per: \_\_\_\_\_

APPROVED BY THE RED DEER & DISTRICT  
MUSEUM SOCIETY this 10 day of  
JANUARY, 1992.

*[Signature]*



# THE CITY OF RED DEER

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

FAX: (403) 346-6195

CITY ARCHIVES  
P.O. Box 800  
Red Deer, AB T4N 5H2  
(403) 343-8842

August 26, 1993

Ms. Wendy Martindale  
Red Deer Visitor and Convention Bureau  
Visitor Information Centre, Heritage Ranch  
P.O. Box 5008  
Red Deer, AB  
T4N 3T4

Dear Wendy:

I am very pleased to support the proposal that Mickey The Beaver be named an official ambassador for the City of Red Deer. As you probably know, Mickey was a kit beaver who was discovered injured near Waskasoo Creek in June 1939 and was subsequently adopted by Doris Forbes and her family. Mickey became quite a tourist attraction for the City during the Second World War. He was used as a mascot during patriotic and civic events, had a cameo appearance in a Hollywood movie and was "presented" to a number of visiting dignitaries to the City, including Lady Baden Powell and Madame de Gripenberg of Finland. It was once estimated that during his lifetime, Mickey was seen by more than 20,000 visitors to the City.

In 1988, "Mickey" was made the mascot for the Alberta Winter Games in Red Deer. Once again, the beaver proved his popularity with the public. The Winter Games also demonstrated the potential of this sort of promotional concept for the City. I would therefore encourage the continuation of this idea with the formal endorsement by City Council of an "ambassadorship".

If you should have any questions or comments, please do not hesitate to contact me at 343-6844.

Yours truly,

*Michael Dawe*

Michael Dawe  
City Archivist

Submitted to City Council

Date: 93.08.30

MD\lq



RED DEER

*a delight  
to discover!*

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: Petition - Closure of Grant Street at  
64th Avenue

Please submit comments on the attached to this office by August 23

for the Council Agenda of August 30.

  
**C. SEVCIK**  
 City Clerk

**THE CITY OF RED DEER**

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

FAX: (403) 346-6195

City Clerk's Department (403) 342-8132

August 18, 1993

Mr. Dwight Clark  
Spokesperson for Grant Street  
#101 Grant Street  
Red Deer, Alberta  
T4P 2L3

Dear Mr. Clark:

**RE: PETITION - CLOSURE OF GRANT STREET AT 64TH AVENUE**

Thank you for your letter in regard to the above. I would advise that this matter will be presented to Red Deer City Council at it's meeting on August 30, 1993.

Please call this office on Friday prior to the said meeting to determine a suitable time, in the event you wish to be present.

Trusting you will find this satisfactory.

Sincerely,



E. SEVCIK  
City Clerk

CS/clr

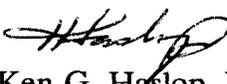
*a delight  
to discover!*

DATE: October 3, 1991  
TO: City Clerk  
FROM: Engineering Department Manager  
RE: **PROPOSED EXTENSION OF GUNN STREET  
59 AVENUE WEST TO 64 AVENUE**

---

On May 29, 1986 you sent a letter to Mrs. Laurie Tait in response to a petition that was presented to Council regarding the above. You have also forwarded the Engineering Department two reminders of the Council resolution passed as a result of the petition.

Construction for the Gunn Street Extension is currently scheduled for 1995. With budget constraints, it may even be deferred further. Do you wish to pass this information on or has too much time already passed?

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

  
Just Hald

/emg

THE CITY OF RED DEER



OFFICE of CITY CLERK  
342-8132

P. O. BOX 5008

RED DEER, ALBERTA

T4N 3T4

May 29, 1986

*Bryan - this is just  
a reminder so that we do not  
forget about Council's decision  
in this instance R.S.*

Mrs. Laurie Tait  
57 Gunn Street  
Red Deer, Alberta

*89/08/25  
89/12/18*

Dear Mrs. Tait:

Re: Proposed Extension of Gunn St.  
59 Ave. West to 64 Ave.

The petition which you submitted on behalf of several residents of the Glendale Subdivision concerning the above topic was presented to Council, Monday, May 26, 1986.

At the above noted meeting, Council passed the following motion:

"RESOLVED that Council of The City of Red Deer having considered petition and reports presented to Council May 26 re: proposed extension of Gunn Street to 64 Ave. hereby re-affirm the intentions to proceed with the said extension, but that actual construction be deferred until 64 Ave. is constructed on its final alignment following the relocation of the railway, and subject to further review by Council of the street alignments in this area."

For your further information, I am also enclosing herewith pages 79-84 of the Council agenda of May 26, 1986, regarding this matter for your information.

As noted in the above resolution, actual construction of the Gunn Street Extension is to be deferred until 64 Ave. is constructed on its final alignment following railway relocation. It is my understanding that railway relocation will probably take two to three years and accordingly, the review by Council referred to in the above resolution will be timed accordingly. This office will endeavor to notify the residents of Glendale at that time regarding the Council review.

The above is submitted for your information and if you have any questions, please do not hesitate to contact the undersigned. I am enclosing herewith sufficient copies of this letter for distribution to those residents who signed the petition.

Trusting you will find this satisfactory, I remain

Yours sincerely,

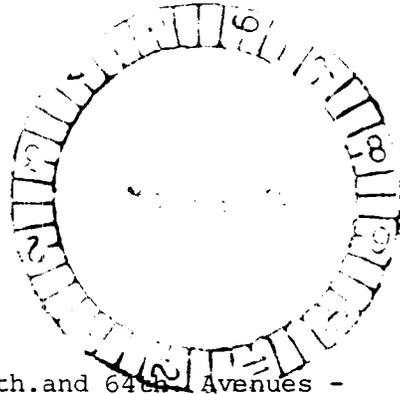
C. Sevcik  
City Clerk

Encl. Dir. of Eng. Services Urban Planning Sec. Mgr. The Petitioners

NO. 1

May 5, 1986

His Worship Mayor Bob McGhee  
Commissioner H. Michael C. Day  
Members of Council



Dear Sirs,

re: Proposed extension of Gunn Street between 59th. and 64th. Avenues -  
Glendale

We the undersigned residents of Gunn Street wish to advise you that we are opposed to the proposed extension of Gunn Street west from 59th. Avenue to 64th. Avenue. We have a number of concerns and respectfully request a response to a number of questions we have regarding the impact this will have on the traffic situation on our street.

Concerns

- We think this extension to Gunn Street will increase the traffic flow.
- The intersection of Gunn Street and Grieg Drive has already proved to be extremely hazardous during the winter months and any increase in traffic could only make it worse.
- Residents who purchased homes on Gunn Street who took the time to check the subdivision zoning sign would have been reasonably assured that Gunn Street would be a fairly quiet street based on the information shown on the zoning sign. This is proving to not be the case.
- To the best of our knowledge, this extension to Gunn Street is not contained or recommended in any transportation study adopted by the Council of the City of Red Deer.
- Approximately four years ago the north end of 59th. Avenue was closed to two way traffic which resulted in more traffic on Gunn Street created by people living in the northwest section of Glendale (Goodall Avenue Etc.) who now use Gunn Street, who might have otherwise used 59th. Avenue as an exit from the subdivision.

Questions

- Has the proposed extension to Gunn Street been reviewed and recommended by a Transportation Consultant?
- Will Gunn Street eventually become a bus route?

- Does the city have a contingency plan in place in the event that Gunn Street, Glendale Boulevard and Nolan Street become the short cut between 64th. Avenue and Gaetz Avenue?
- Would this extended road receive treatment as a snow route and receive more frequent plowing and sanding?

In summary we do not feel that the residents of Gunn Street should potentially be burdened with extra traffic because the residents of Grant and Nolan Streets are unhappy with the amount of traffic on their streets.

We feel that the axiom "buyer beware" applies very appropriately to the residents on Nolan and Grant Streets.

Yours truly,

*Laurie Tait*

Laurie Tait  
57 Gunn Street

Name Address Signature

Name	Address	Signature
DALE & MAXINE FINK	58 Gunn St.	<i>M. Fink</i>
Joye Christie - Durdell	78 Gunn St.	<i>J.C.D.</i>
<i>E. &amp; C. A. F.</i>	419 GUNN ST.	
Carol Bonni	13 Gunn St	<i>C. Bonni</i>
Rebbie Masley	7 Goodacre Close	<i>R. Masley</i>
Craig Masley	7 Goodacre Close	
Ken & Sheila Carlson	69 Gunn St	<i>S. E. Carlson</i>
Ernie & Shari Mathison	70 Gunn St.	<i>Shari K. Mathison</i>
Edith Swank	66 GUNN ST.	<i>E. Swank</i>
Larion Hopkins-Hell	53 Gunn St.	<i>L. Hopkins-Hell</i>

Name

Address

Signature

GUY + GEORGIE LANGLOIS

62 GUNN ST

A. Langlois

EDENEK + JARMILA NIEDERLE

65 Gunn St.

*[Signature]*

KEITH & WENDY WELLS

7371 - 59 AVE

Wendy Wells

Alan + Paula Yarbrough

7359 - 59 Ave.

Paula Yarbrough

Rodger + Marian Buckland

7367 - 59 Ave.

~~Marian Buckland~~

Roger + Sylvia Prout

99 Gordon St.

Sylvia Prout

Labelle Cheesman

54 Gunn St.

Labelle Cheesman

J. BURNHOLD

61 GUNN ST.

J. Burnhold

Marilyn Hebert

23 Goodacre Cl

M. Hebert

Donnie Hebert

15 Goodacre Cl.

Bonnie Hebert

Helin Haackman

11 Goodacre Cl.

H. Haackman

Annette Glass

No 3 Goodacre

Annette Glass

H. H. Hargreaves

#17 Gunn

H. H. Hargreaves

John Sale

73 GUNN ST.

John Sale

Karen Beckenpas

81 Gunn St.

Karen Beckenpas

Henry Bryant

82 Gunn St.

Henry Bryant

B. Schaper

74 GUNN ST.

B. Schaper

Donnie

77 GUNN ST.

KEN FOVNIER



# RED DEER REGIONAL PLANNING COMMISSION

79.

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

DIRECTOR: Robert R. Cundy M.C.I.P.

Telephone: (403) 343-3394

May 20, 1986

Mr. C. Sevcik,  
City Clerk  
City of Red Deer  
Box 5008  
Red Deer, Alta.

Dear Sir:

Re: Proposed Extension of Gunn Street  
between 59 and 64 Avenue / Glendale

The residents in the vicinity of Gunn Street are requesting the City not to proceed with the extension of Gunn Street from 59 to 64 Avenue as planned.

#### Background

The City Council would recall that there were a number of complaints in the early 1980's regarding the traffic volume, the heavy truck movements and speeding along the Nolan - Grant Streets. One of the solutions put into effect was the extension of 64 Avenue to join to 77th Street on a temporary basis until the railway is relocated and it is built on its permanent alignment.

On May 24, 1983 the City Council passed a resolution instructing the administration to work towards the extension of Gunn Street to the west from 59 Avenue and the closure of Grant Street when the extension is complete.

On April 17, 1986 the Engineering, Land and Planning Department met with Mr. Denton and his lawyer in order to secure the required right-of-way for the extension of Gunn Street and closing the west end of Grant Street.

#### Letter signed by the residents

The residents of Gunn Street and the immediate area have expressed concern regarding the planned extension of Gunn Street and the closing of the west end of Grant Street. The concerns of the residents are:

- the increase in the volume of existing Gunn Street if the extension is completed,

/2

#### MUNICIPALITIES WITHIN COMMISSION AREA

CITY OF RED DEER—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 NORGLLENWOLD—SUMMER VILLAGE OF ROCHON SANDS—SUMMER VILLAGE OF WHITE SANDS—COUNTY OF LACOMBE No. 14—COUNTY OF MOUNTAIN VIEW No. 17—COUNTY OF PAINTEARTH No. 18—COUNTY OF RED DEER No. 23—COUNTY OF STETTLE No. 6—MUNICIPAL DISTRICT OF CLEARWATER No. 99

C. Sevcik, City Clerk  
Re: Proposed extension of Gunn Street

Pg. 2

- 
- we agree that the traffic volume on Gunn Street will be increased if Gunn Street is extended to 64th Avenue. Gunn Street was designed as a collector street with wider right-of-way than a local road.

It is true that the Land Use Bylaw or City Transportation Study did not show the extension of Gunn Street. The Land Use Bylaw does not normally show the road before an area is approved for subdivision and is subject to rezoning. The Transportation Study looks at the City's overall traffic movements, major thoroughfares and parking problems. They do not look at specific local areas unless it is specifically asked for.

As Gunn Street becomes a bus route, our information indicates that the existing bus route along 59 Avenue, Grant Street, Glendale Boulevard, and 76 Street will remain the same even if Gunn Street extension is in place.

#### Recommendation

Since 1981, there have been a number of changes in the road pattern in this general area, they are as follows:

- installation of a number of stop signs
- the extension of 64 Avenue to join 77th Street
- the one way traffic flow on the north part of 59 Avenue
- the City Council resolution of May 1983 for the extension of Gunn Street (the City is negotiating to acquire right-of-way).

Since the above improvements went into effect, we have not heard any negative reaction from the residents of Nolan - Grant Streets. Either the above actions have improved the situation or they are waiting for the extension of Gunn Street and closure of Grant Street as per City Council resolution.

We feel the City should study the matter further by contacting the people along Nolan - Grant Streets to see whether the extension of Gunn Street is still sought by the area residents, or whether the situation has improved, before any decision is made in this regard.

Yours truly,



D. Rouhi, MCIP  
SENIOR PLANNER  
URBAN PLANNING SECTION  
DR/cc

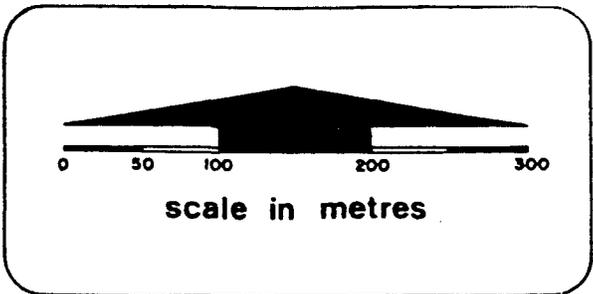
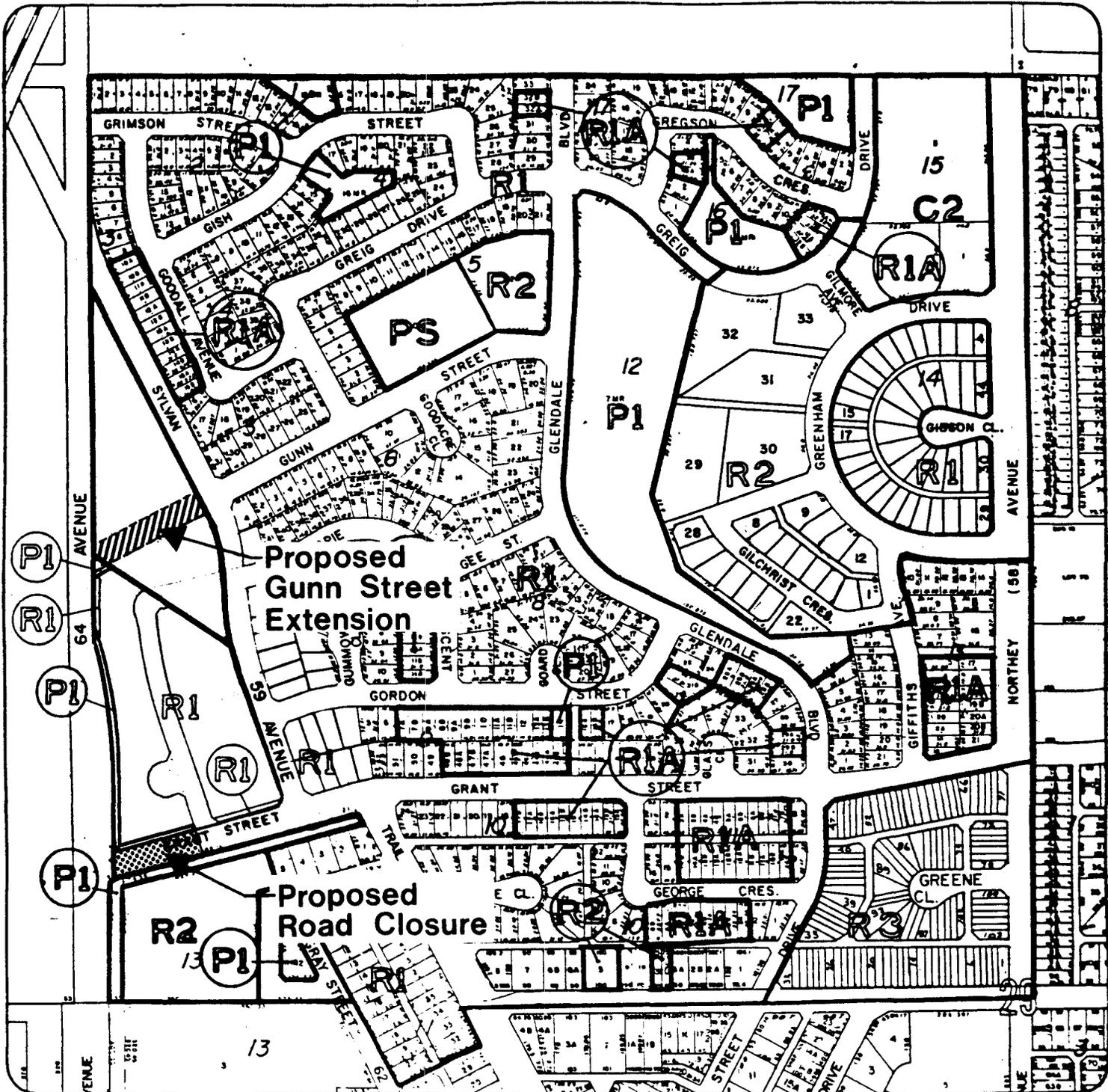
c.c. B. Jeffers, City Engineer

# City of Red Deer --- Land Use Bylaw

## Land Use Districts

E13

81.



Revisions : MAP NO. 5/86  
(BYLAW No. 2672/K-86)

Change from R3-D95 to R1 \_\_\_\_ & P1 \_\_\_\_  
from P1 to R1 \_\_\_\_.

May 20, 1986

TO: City Clerk  
FROM: Director of Engineering Services  
RE: Petition Regarding Gunn Street Extension

Council will recall numerous calls, complaints, and petitions received in previous years regarding shortcutting traffic on Grant Street and Nolan Street.

Accordingly, December 6, 1982 Council passed the following resolution which states:

"RESOLVED that Council of the City of Red Deer having considered petition dated November 24, 1982, in favor of restricting traffic access at Grant Street and 64th Avenue via a cul-de-sac or barricade hereby agree that closure of Grant at 64 Avenue be not undertaken until such time as the construction of Gunn Street to 64 Avenue is completed.

Council further agree that appropriate signing be undertaken as indicated in the reports to City Council by the Administration."

In addition, on May 24, 1983 Council passed another resolution which states:

"RESOLVED that Council of the City of Red Deer having considered petition dated May 7, 1983, re traffic on Nolan Street and in regard to the request for an extension of either Gunn or Gillespie Street to 64 Avenue hereby approve in principle extending Gunn Street to 64 Avenue as soon as possible, subject to Council reviewing the estimated costs."

In view of the above, the cost of road construction was estimated in 1983 to be in the order of \$132,000 providing the Gunn Street right of way was available from Mr. Dentoom. This right of way was not available as Mr. Dentoom did not wish to dedicate or sell the land required, but wished to exchange for the existing 64 Avenue right of way west of his business on which the temporary oiled roadway exists connecting

64 Avenue to 77 Street. Therefore, this matter has been held in abeyance until recently when the Wimpey Western Ltd. expressed a desire to develop their lands south of Mr. Dentoom's for residential purposes.

With regard to the current petition, our comments to the questions raised are as follows:

A. The Gunn Street extension does not form part of the General Transportation Plan and is not likely to in the future as it is a residential collector and for the most part the General Transportation Plan covers the main arterial network. Collectors may be shown schematically but no traffic analysis was completed on them. Actual locations are dependent upon the plan of subdivision.

B. The Transit System does not currently operate on Grant Street from 64 Avenue to 59 Avenue, therefore, it is not expected to operate on Gunn Street.

C. We do not believe that traffic will shortcut from 64 Avenue to Gaetz Avenue via the circuitous route mentioned in the petition as the temporary oiled connection between 64 Avenue and 77 Street is in place and is much easier to travel on.

D. Gunn Street is designed as a residential collector street, 40 ft width, two 8 ft parking lanes, and two 12 ft travel lanes. As a collector it is designed to handle in the order of 5,000 vehicles per day. It is not anticipated that this volume would be exceeded after the connection of Gunn Street is made to 64 Avenue. The 1985 traffic volume on Grant Street and Nolan Street was in the order of 4,000 vehicles per day which is relatively unchanged from the 1984 measured volumes.

E. It was and always has been our recommendation that the north end of 59 Avenue south of Grimson Street be left to function as a two-way street as originally designed. The current one-way northbound set-up is adding traffic to internal roadways as mentioned in the petition.

The basic problem with the Grant Street and Nolan Street alignment is that it is very direct and, therefore, an attractive route for through traffic from 64 Avenue to Gaetz Avenue. It was for this reason that at the time of previous petitions, the Engineering Department suggested that one way to alleviate the problem to some degree was to build the temporary 64 Avenue/77 Street connection, extend Gunn Street, and close Grant Street west of 59 Avenue. This would reduce shortcutting and still allow access from 64 Avenue to the Glendale residences.

It is unknown what has given rise to this petition. It could be due to recent discussions with Mr. Dentoom and/or Wimpey Western Ltd. regarding the proposed residential development south of Mr. Dentoom's.

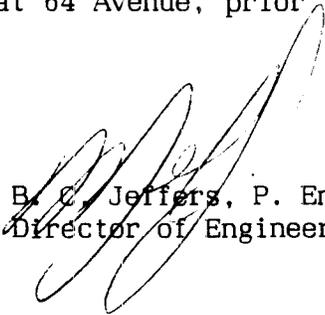
City Council has a number of alternatives to consider at this point.

1. Let the current resolution stand and build Gunn Street as previously intended.

2. Recind the previous resolutions and leave the traffic pattern as is with Grant Street connected to 64 Avenue.

3. Have the City Clerk contact the residents of Glendale and Normandeau through the Committee presidents and/or contact the residents living along Grant Street and Nolan Street by letter, to determine if they still wish to have Gunn Street extended and Grant Street closed, or leave it the way it is.

It would be our suggestion that Council contact the residents along Grant Street and Nolan Street to determine if they are still expecting Grant Street to be closed at 64 Avenue, prior to making a final decision.



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

KGH/emg  
cc - RDRPC

Commissioners' Comments

As can be seen from the attached comments, Council in 1982 and 1983, following a very thorough review, made a decision regarding future traffic movements in this area, which included the future closing of Grant St. and the extension of Gunn St. to 64 Ave. We cannot see anything which has changed which would alter the validity of this decision, and would recommend that Council reaffirm the intentions to proceed but that actual construction be deferred until 64 Avenue is constructed on its final alignment following the relocation of the railway.

"R.J. MCGHEE"  
Mayor

"M.C. DAY"  
City Commissioner

## **Reasons Against the Petition**

**1. Cost: a) Cost of Construction \$215,000**

**- Closure of Grant Street**

**- Extension of Gunn Street**

**b) Buy/swap land for right of way**

**c) Upgrade/Widen 64th Avenue**

**- Construction of Median**

**- New Intersection at 77th Street**

**- Dollar Value - Who Knows ???**

- 2. Safety: a) *Fire Department Against It***
- b) *Will Actually Increase Traffic  
for Elementary Age Children,  
See map***
- c) *R.C.M.P. say Accident Rate is  
Low to Average for Volume,  
See table***

<b><i>Street Name</i></b>	<b><i>Traffic Count (89/93 data) Vehicles/Day</i></b>	<b><i># Accidents 01/01/92 to Present</i></b>
<b><i>Piper Drive</i></b>	<b><i>4115</i></b>	<b><i>3</i></b>
<b><i>Boyce Street</i></b>	<b><i>4241</i></b>	<b><i>1</i></b>
<b><i>Rutherford Dr.</i></b>	<b><i>3554</i></b>	<b><i>1</i></b>
<b><i>Gunn Street</i></b>	<b><i>Who Knows</i></b>	<b><i>1</i></b>
<b><i>Grant Street</i></b>	<b><i>4300</i></b>	<b><i>2</i></b>
<b><i>64 Ave (N.of 67 Street)</i></b>	<b><i>10887</i></b>	<b><i>3</i></b>
<b><i>59th Avenue (N. of 67St.)</i></b>	<b><i>7829</i></b>	<b><i>10 accidents out of 40 responses. Total response are 300. X 7</i></b>

***d) Likely Increased Traffic on  
59th Avenue, which is already  
Higher Traffic Counts than  
Grant Street. Who asked  
these people or any other  
people if they supported this  
idea. No one!!!***

***e) Increased Traffic on Glendale  
Blvd. where there is a  
Playground and School Zone.***

### **3. Uncertain Results:**

- a) Unknown Traffic counts on Gunn Street. How much more can it take?? There are Already problems with Speed and Volume of Traffic.***
  
- b) Closing of the One-Way on 59th Avenue will also Increase Traffic on Gunn Street.***

**c) Where will the traffic go???**

***There looks if there are no  
written estimates.***

**d) *City of Red Deer Transportation***

***Plan: Final Report shows the***

***Projected Flow of Grant Street***

***in the year 2001 in the 10,000***

***vehicles a day category. Gunn***

***Street was not planned to be***

***extended in this major study.***

***e) Glendale already has the highest population density of all subdivisions in Red Deer. Area south of the extension will likely be high density zoning which will further depreciate the value of our homes.***

## **BOTTOM LINE**

**-> Spending Huge Sums of dollars for  
Questionable Results!!!**

**-> Is there a Safety Problem? ] And  
if so would this just transfer the  
issue to another area?**

## Suggestions

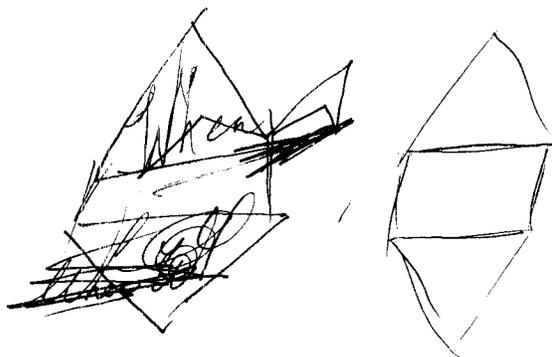
**1. Leave as is!!!!**

**2. Install 4 way stops**

- **low cost approx. \$500 each**
- **cut through traffic**
- **allows time to study the issue**

**3. Investigate further, allowing more  
time for ALL concerned parties to  
be Involved!!!**

8

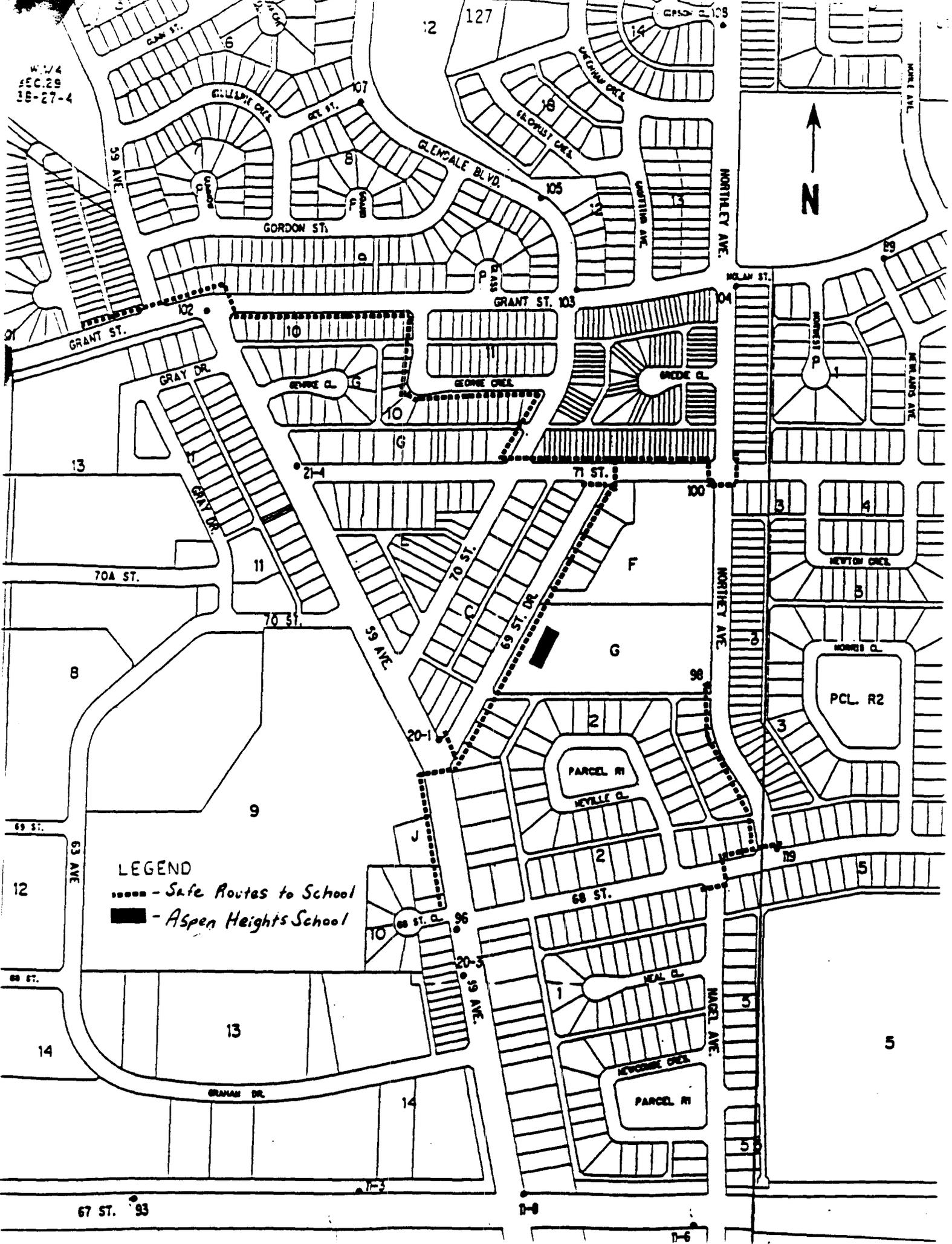


W. 1/4  
SEC. 29  
3E-27-4



**LEGEND**

- ..... - Safe Routes to School
- - Aspen Heights School



AMENDED.

DATE: August 24, 1993

TO: City Clerk

FROM: Fire Chief

RE: PETITION - CLOSURE OF GRANT STREET AT 64TH AVENUE

This department is on record as being opposed to any street closure, as it reduces our options of maintaining reduced emergency response times should alternate streets be closed for utility or street repairs, or because of traffic conditions.

If 64th Avenue is closed, and a temporary closure of Grant Street at 59th Avenue were to occur, we would be unable to access Good Crescent were an emergency to occur.



R. Oscroft  
Fire Chief

RO/dd

Royal Canadian Mounted Police  
Gendarmerie royale du Canada

Security Information / Information de Sécurité  
Classification / Désignation de Sécurité

August 20, 1993

Your file / votre référence

City of Red Deer  
City Clerk  
4914 - 48 Avenue  
Box 5008  
RED DEER, Alberta  
T4N 3T4

Your file / votre référence

ATTN: C. SEVOIK

Dear Sir/Madam:

**RE: PETITION - CLOSURE OF GRANT STREET AT 64TH AVENUE**

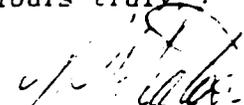
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In response to Mr. CLARK's reasons for closure of Grant Street.

Reason #1: A check of our records indicate that of the 116 injury motor vehicle accidents reported between January 1, 1993 to July 31, 1993, one (1) occurred on Grant Street. It is a pedestrian who ran out from behind a truck.

Reason #3: Grant Street is definitely a major thorough-fare and as such the volume of traffic is expected to be heavy. The Traffic unit has monitored traffic on Grant Street at various times through the year. The rate of incidents occurring on Grant Street does not appear to be greater than other major thorough-fares in the City of Red Deer. In numbers, Grant Street has less incidents than other streets with comparable traffic volume.

Yours truly,

  
(R.L. BEATON) Insp.  
O.i/c Red Deer City Detachment

/cef

DATE: August 19, 1993  
TO: C. Sevcik  
City Clerk  
FROM: K. Joll  
Acting Transit Manager  
RE: **PETITION - CLOSURE OF GRANT STREET AT 64TH AVENUE**

---

After reviewing the documents sent over and the discussion with yourself, the Transit Department has the following comments and concerns:

- Regular Transit Routes and Special Runs to date would not be effected by this closure.
- Regular Transit Routes and Special Runs for the future don't "appear" to require this access.
- However, Dial-A-Bus operations as a rule, utilize this intersection every half hour to leave the Glendale area enroute to the Oriole Park area. Closing this intersection would result in a slight time delay and possible complaints from residents on the streets that are chosen as alternate routes. In this case the alternatives would likely be from Grant Street to 70 Street Drive, to 59 Avenue, to 67 Street or westbound on Grant, left on 59 Avenue, right on Gray Drive, right on Galbraith Street, left on 64 Avenue.

In summary, it seems that there is already limited entry from the west and the north, to this area. Although this change would not cause a great deal of difficulty, it is our opinion that Grant Street should be left open.

  
Kevin Joll  
Acting Transit Manager

KJ/slm

FIGURE 15

# RED DEER TRANSPORTATION STUDY (UPDATE)

## RECOMMENDED FUTURE ROAD NETWORK (2001)

### LEGEND

-  RECOMMENDED ARTERIAL NETWORK
-  COLLECTORS (BASED ON CONCEPT PLANS SUPPLIED BY RDRPC.)
-  EXTERNAL CONNECTORS
-  RELOCATED RAIL YARDS



ASSOCIATED  
ENGINEERING  
SERVICES LTD.

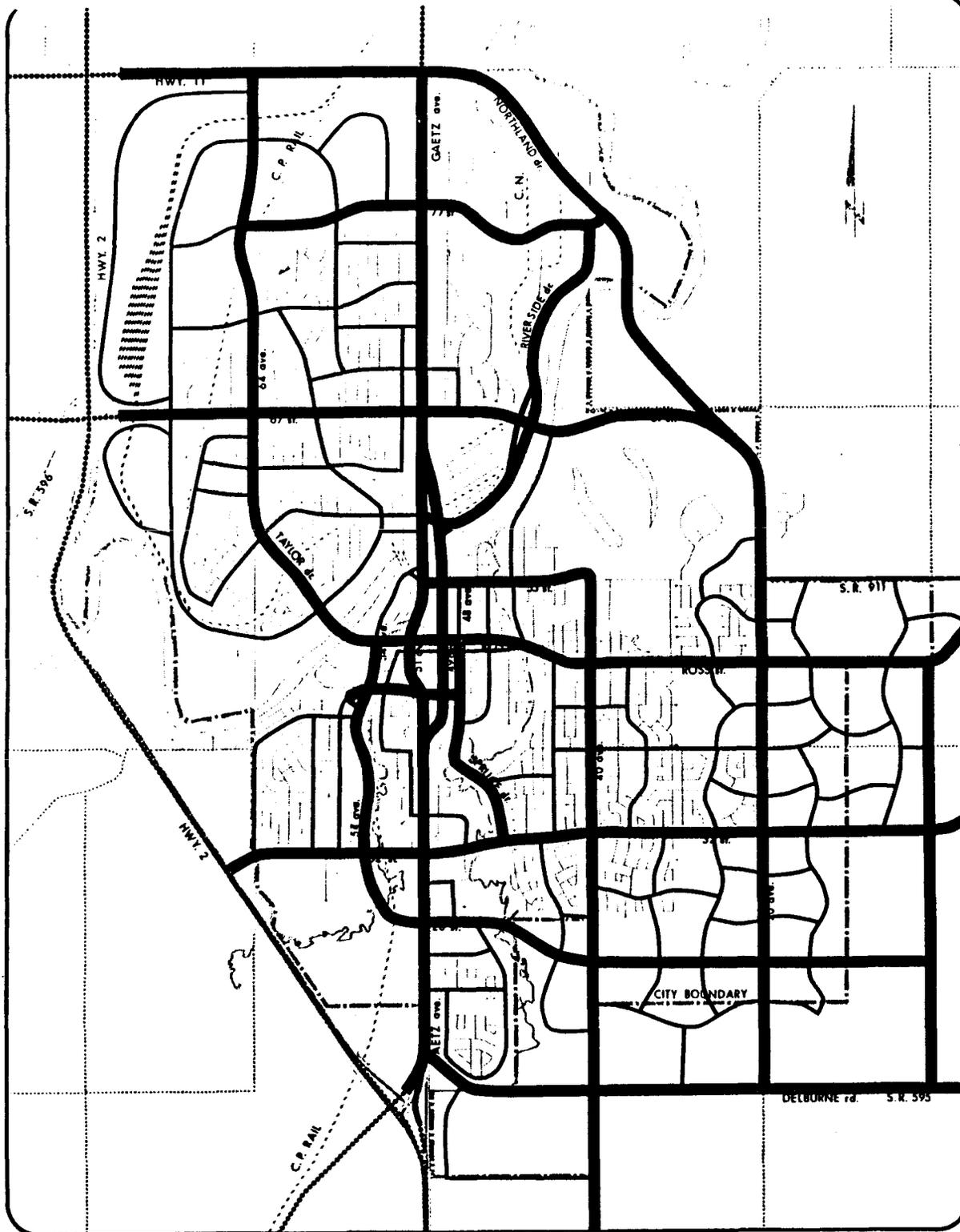


FIGURE 16

# RED DEER TRANSPORTATION STUDY (UPDATE)

## PROJECTED 2001 DAILY TRAFFIC VOLUMES

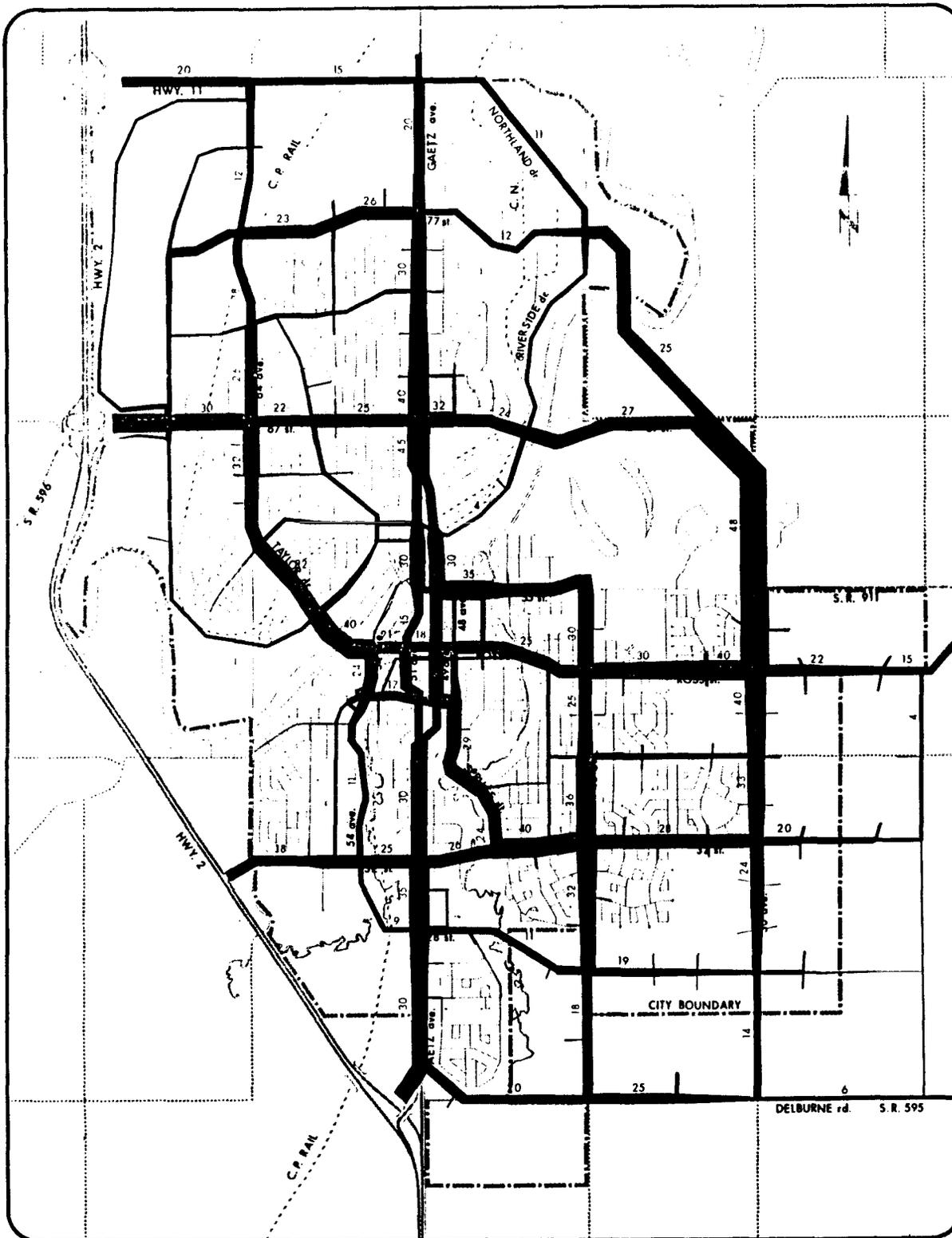
### LEGEND

VEHICLES PER DAY (000'S)



ASSOCIATED  
ENGINEERING  
SERVICES LTD.

AESL



77 Street

M-F Housing

Parking

Glendale School

Reservoir

64 Ave.

59

Gunn

Street

Blvd.

Glendale

Avenue

Grant

Street

71

Street

Galbraith Street



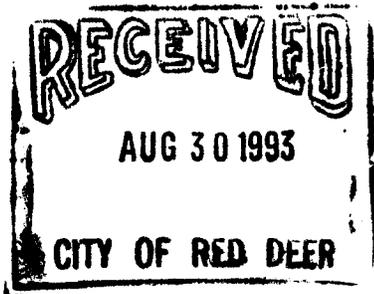
171 NORTHEY AVE  
AUG. 29 / 93

Dear Mayor & Council

Today a young boy was struck down on this Ave and badly injured. I have lived here since 1980 and the traffic has steadily increased, along with the speed. One can hardly back out of your driveway.

We also have too many big trucks using this road as a shortcut or parking here.

I suggest that you rename this to Northey Raceway



William Flatt

171 NORTHEY RACEWAY

343-3833

Copy to: Council 93.08.30

Inspector Bentley  
Dir. of Eng. Services  
Principal Planner

Submitted to City Council

Date: 93.08.30

THE CITY OF RED DEER  
CLERK'S DEPARTMENT

RECEIVED	
TIME	3:35 p.m.
DATE	Aug. 26/93
BY	C. Sevcik

**DATE: 26 AUG 93**

**TO: C. SEVCIK - City Clerk**

**FROM: Insp. R.L. BEATON**

**RE: CITY OF RED DEER POLICY NO. 820  
ENFORCEMENT OF CITY BYLAWS**

\*\*\*\*\*  
In reply to City Council's request that the matter of bylaw enforcement be reviewed and recommendations made on:

1. How enforcement of bylaws might be improved
2. What bylaws are unenforceable and should be rescinded
3. What bylaws should be amended to enable more effective enforcement of said bylaw

the following is submitted for your consideration.

**1. Improvement on Bylaw Enforcement:**

In order to gain a better understanding of bylaw enforcement, a survey was completed with the other Alberta cities which utilize bylaw enforcement personnel. Attached is a chart which outlines the hours of coverage, specific duties/responsibilities and the management format presently in place. Once one has examined the chart it becomes obvious that we are not using our three bylaw enforcement personnel to their fullest potential. In it's present format, the public is not getting the maximum service nor the best possible hours of coverage.

The major change I believe which should be considered, is Red Deer City should have their three bylaw enforcement officers receive Special Constable status with authority to enforce provincial statutes as well as municipal bylaws. This way, they can do their present duties of municipal document serving, and also compliment the provincial statutes enforcement within the City. For example, they could run radar operations in city school

**RE: CITY OF RED DEER POLICY NO. 820**  
**ENFORCEMENT OF CITY BYLAWS**

zones, enforce motor vehicle Motor Transport Act (weighing trucks) and conduct patrols of the city's recreation and parks systems. Obviously the citizens would gain directly by the increased protection and level of service while at the same time the City would receive additional finances. For example, in the City of Grande Prairie, which has less than half the population of Red Deer, the budgeted revenue for bylaw enforcement of the provincial vehicle acts for 1993 is \$275,000 which it appears they will exceed. The use of weigh scales by bylaw enforcement personnel can result in fines of up to \$10,000 for one offence, however the major benefit is the money it saves the city in road repairs and maintenance by keeping the overweight truck traffic off city streets.

With the increase in enforcement parameters, I would also recommend the expansion of the hours of coverage. If this occurs, there would have to be an expanded window of complaint receipt. There are two ways I would see this being accomplished. One would be the carrying of cellular phones by bylaw staff and the other would be having them work out of the Red Deer City RCMP Detachment office. The latter of these two would seem to be the best solution to me. If the bylaw enforcement staff worked out of the RCMP office, it would be much easier to coordinate their actions and avoid duplication of services. This would also surround them with a pro-active enforcement environment and readily available, competent advice on provincial statutes.

Another benefit would be the insulation it would provide them from citizens reaction to their proactive enforcement. When the bylaw officers, as well as members of council or city management receive pressures from citizens to lessen city enforcement, they can advise that enforcement policies are monitored by the City RCMP. With expanded hours, the bylaw officers would now have the evenings to serve their documentation on parking matters, which in many cases would be a more advantageous time to find people at home.

**2. Unenforceable Bylaws:**

While I believe all bylaws are enforceable, it would seem in some cases the sheer financial requirements to gain the necessary evidence (i.e.: The Dating and Escort Service, Bylaw No. 2794/82 requires an undercover operation) prohibits enforcement. If one examines the contents of the Curfew Bylaw No. 1894 which was passed in 1956, I believe in this day and age it is no longer practical. We have the Provincial Child Welfare Act which can be brought to bear to deal with this situation if the circumstances dictate.

**RE: CITY OF RED DEER POLICY NO. 820**  
**ENFORCEMENT OF CITY BYLAWS**

**3. Amendments to Bylaws:**

From the perspective of the police department, I do not see any obvious amendments that could be put into effect. In the past, we have made recommendations and assisted in the drafting of them, i.e.: prohibiting "public gatherings" in city parks after hours and the seizure of skateboards. When we see a need for changes you are always notified and have been very receptive to our suggestions. We appreciate that.

I would like to take this opportunity to ensure you are aware of the level of after hour bylaw enforcement you are presently receiving from your City Detachment. Unlike some cities which are served by the RCMP where after hour bylaw complaints are just recorded and then passed on to bylaw staff the next working day, the Red Deer office attends bylaw matters which require attention to immediately correct the situation. Examples being parking violations and noisy party complaints. Not only do our members attend, but they will lay the appropriate bylaw charge and ticket the offenders. In an effort to better serve the city, this office has increased their after hour enforcement over the past year by almost 300%. The total charges up to and including July, 1992 was 690, while for the same period in 1993 we have preferred 2017 charges.

In closing, I want to reiterate the point that I believe the City of Red Deer could benefit greatly if the hours of their bylaw enforcement staff were expanded, and they were given a wider scope of duties with the emphasis on a proactive approach. They presently park their vehicles at our office and we have the office space to accommodate their operations from our building.

It is my recommendation that they be physically relocated to the police building under the supervision of our traffic unit. This recommendation has, however, been made without consultation with Mr. STRADER and is, to some degree, off the cuff due to a very short time period given for a reply.



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

**MUNICIPAL BYLAW ENFORCEMENT SURVEY**

<b>LOCATION</b>		<b>Sherwood Park</b>	<b>St. Albert</b>	<b>Fort McMurray</b>	<b>Grande Prairie</b>	<b>Red Deer</b>
<b>HOURS OF COVERAGE</b>		Mon-Sat 0800-12 midnight Sunday - on call	Mon-Fri 0800- 2100 Sunday - on call	Mon-Fri 0830-2100 Sat&Sun 0830-1630	Mon-Sat 0600- 2100 Sun-10 hrs with shift floating according to season	Mon-Fri 0800- 1630
<b>NUMBER OF ENFORCEMENT OFFICERS</b>		3	3	5	4	3
<b>PROACTIVE ENFORCEMENT</b>		x	x	x	x	
<b>REACTIVE ENFORCEMENT</b>		x	x	x	x	x
<b>RCMP MANAGEMENT</b>		x	x			
<b>CITY MANAGEMENT</b>				x	x	x
<b>PROVINCIAL ACTS ENFORCED</b>  <i>Highway Traffic Act Liquor Control Act Litter Act Motor Vehicle Act Off Highway Vehicle Act</i>	<b>HTA</b>	x	x		x	<b>NONE</b>
	<b>LCA</b>		x		x	
	<b>LITTER</b>	x	x		x	
	<b>MVA</b>	x	x	x	x	
	<b>OHVA</b>	x	x	x	x	