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THE CITY OF RED DEER
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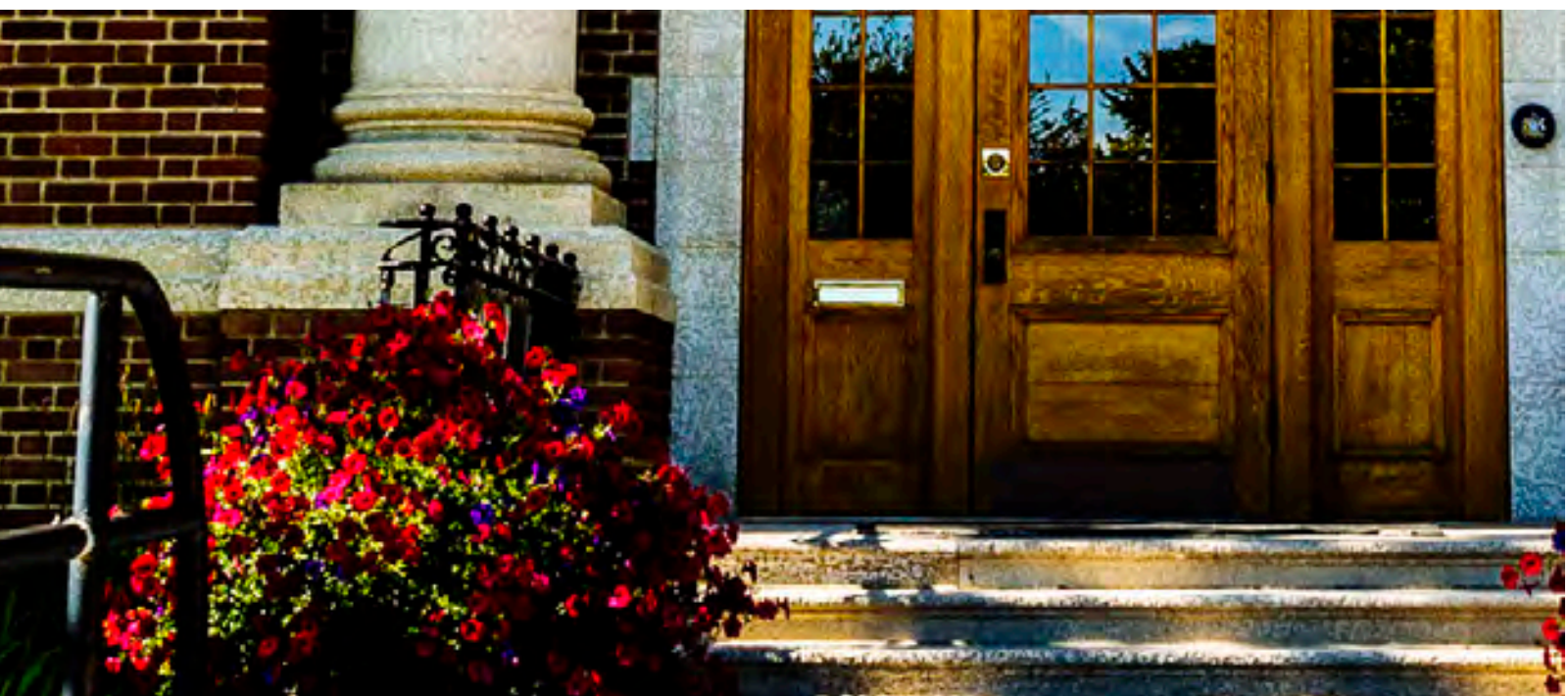
YEAR OF 2015

ANNUAL REPORT



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The City of Red Deer (The City) is a thriving, modern city of 100,807 people located between Calgary and Edmonton. The City provides its citizens with a wide range of services. Property taxes, user fees and grants fund these services.

GENERAL OPERATIONS -
The City's general operations include:

COMMUNITY SERVICES
The Community Services Division coordinates the delivery of recreation and culture amenities and opportunities, parks, transit, and social services in Red Deer through the Recreation, Parks & Culture, Transit, and Social Planning departments. Services include development and maintenance of The City's extensive parks and open space system, playground and rink maintenance, operation of The City's two cemeteries, operation of a wide variety of recreational and cultural activities, facilities and family and community support services. Transit offers fixed transit routes throughout the city, special transportation, and some charter services. The Community Services Division is also responsible for policing, through a contract with the Royal Canadian Mounted Police (RCMP) and provides police services including general investigation, traffic, community policing and victim services. The City provides building and a number of municipal employees to support the RCMP in providing these police services.

PLANNING SERVICES
The Planning Division includes the Land & Economic Development, Inspections & Licensing, and Planning departments. Land & Economic Development includes land development and economic promotion. Inspections & Licensing includes development approvals, building inspections, parking services, licensing, and animal control and enforcement. The Planning department provides subdivision Land Use Bylaw updates and approvals, growth planning, as well as providing the opportunity for public input into planning activities.

CORPORATE SERVICES
The Corporate Services Division provides financial and information services to The City through the Information Technology, Financial Services, Revenue & Assessment, and Legislative Services departments. Services include administering and coordinating policy and procedural work, City investments, budgets, and reserves, The City's insurance program, risk

management, long term borrowing, financial analysis and reporting, information systems operations and support, assessing and levying property, records management, and many other financial and administrative services. Legal services are provided internally and by contracted firms.

DEVELOPMENT SERVICES
The Development Services Division includes the Engineering, Public Works, Emergency Services, Electric Light & Power, and Environmental Services departments. In addition to providing engineering services, roadway and bridge maintenance, sidewalk repair and meter maintenance, the division is also responsible for the operation of the water, wastewater, solid waste utilities, and recycling program as well as the operation of The City's equipment pool and electric utility. Emergency Services provides a number of services including fire suppression, emergency medical services, and fire prevention.

OTHER
The City has a Human Resources department and a Communications & Strategic Planning department, which provide service to all departments.

SELF FUNDING OPERATIONS -
The City operates a number of self funding operations.

WATER UTILITY
The City obtains water from the Red Deer River and provides water treatment and distribution through a water treatment plant to a system of water reservoirs, booster stations and a water distribution system, which distributes water to the residents of Red Deer and supplements the water system for Gasoline Alley of Red Deer County as well as the North and South Red Deer Water Services Commissions. Services include water main maintenance, hydrant and valve inspection, hydrant and valve repair and water meter maintenance. The utility is funded through utility charges to customers.

WASTEWATER UTILITY
The City provides a wastewater collection and treatment system through a series of wastewater lines and mains and the operation of a wastewater treatment plant. The utility is funded through utility charges to customers.

PARKING OPERATIONS

The City provides parking in the downtown area through on-street metered parking, and metered and off-street parking lots in a number of locations. The City also provides 400 stalls of parking in the Sorenson Station parkade, which opened to the public in September 2010. The parking utility is administered by the Inspections & Licensing department and is funded primarily through parking revenues and fines.

SUBDIVISIONS

The City's Subdivision Fund provides the extension of major services to new areas of the city and recovers such costs through charges to developers connecting to these services. The City is also involved in the development and marketing of commercial, industrial and residential land in Red Deer. The Land & Economic Development department is responsible for the coordination of The City's land development activities. Funding of the Subdivision Fund is primarily through the sale of commercial, industrial and residential land.

EQUIPMENT POOL

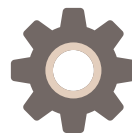
City equipment, such as trucks, emergency vehicles, sweepers, buses and graders are the responsibility of The City's equipment pool. Operating and maintenance costs are charged to the equipment pool, with such costs being recovered through user fees charged to departments and the public using the equipment. These user fees include a surcharge to help provide for the eventual replacement of the equipment. These funds are held in an equipment replacement reserve.

SOLID WASTE UTILITY

The City provides solid waste and recycling collection and landfill operation within the solid waste utility. These services are largely carried out by contracts with the private sector. The City also has a household hazardous waste site at the landfill site that is available year round. The solid waste utility is funded through user fees.

ELECTRIC UTILITY

The City owns an electric distribution system which is subject to the rules set out in the Electric Utilities Act of the Province of Alberta. The utility is not a retailer of electricity and only distributes electricity to the citizens of Red Deer through its distribution and transmission system comprised of substations, transformers, and overhead and underground distribution lines. This utility is operated by the Electric Light & Power department as a self-supporting utility with funding provided through distribution service rates regulated by City Council and charged to customers. ●



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YOUR
City Council



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MAYOR'S MESSAGE Tara Veer

Red Deerians will always remember 2015 as the year our city surpassed the 100,000 population mark, distinguishing ourselves as Alberta's next big city.

The number is largely symbolic, but more concretely, it elevates our profile as a growing regional hub and the largest of our province's mid-sized cities, serving our region of up to 350,000 people. Given our growing population and related influence, it has become evident that when we build Red Deer, we are ultimately building Alberta and Canada as well.

2015 also marked, however, the beginning of a deeper and more protracted recession than what Alberta and Red Deer experienced in 2008 and 2009. We know there are significant impacts of our Provincial economy locally, and our role as The City is to bring stability to our local economy and community through the means we have available to us.

In 2015 we quite literally laid the ground work for Riverlands, a once-in-a-lifetime opportunity which has been a vision for our community for many years; now that Riverlands is "development ready", we hope to see the private sector respond with investment to the confidence in our local economy that our public sector investment is demonstrating.

This past year, The City also helped secure provincial funding for the Red Deer Regional Airport runway expansion, and is actively preparing for the 2019 Canada Winter Games and the 2016 Memorial Cup. These are all initiatives which will boost our local economy and raise our national profile.

As we showcase our city to our fellow Albertans and Canadians, the launch of our Identity Project in 2015 intends to elevate our community profile and branding. Prior to this project, Red Deer's profile was, by default, defined by others. Now, through the work of more than 1,400 Red Deer residents and many community partners, we have defined Red Deer for ourselves, positioning us to brand the "real Red Deer" we all know

and love to our province and country. The winner of our 100,000 citizen contest, baby Arlo, represents the face of our growing community, a city that is young, dynamic and full of promise.

Growth, however, doesn't come without growing pains. Citizens have told us that public safety continues to be a priority. In 2015 we unveiled our Annual Policing Plan for the first time in city history in response to our public's concern for community safety. Property crime remains an area in which we will continue to focus our efforts, but we have made significant progress on the other key themes in the plan including: reducing the impact of organized crime, reducing crimes against persons, contributing to safer youth, and contributing to safer roads. Transportation pressures also continue to be top of mind for our community. In 2015, we made progress on our roadway infrastructure deficit, succeeded in making progress on traffic safety initiatives, modernized Transit service and enhanced the Snow and Ice Control Program in response to identified citizen concerns and as a part of our City culture of continuous improvement.

Responsiveness to our citizens is at the heart of what we do. One of the fundamental principles of our Strategic Plan, citizen-focused service, aligns with the 2015 launch of MyCity - a key initiative in our efforts to modernize local government and increase the accessibility of our local government services.

Last year also brought about the long awaited expansion of plastics in our recyclables program and the launch of the organics collection pilot, Green Cart. These projects help fulfill our commitment to environmental sustainability by implementing the Environmental Master Plan. Making phased progress in operational service levels positions our community well for future objectives.

In terms of Council's advocacy to other orders of government, The City made strong representations to the Provincial Government to help secure funding for the airport, to repurpose the former Red Deer Nursing home site for the Piper Creek Lodge rebuild, and to solidify the partnership for the Gary W. Harris Centre at Red Deer College (RDC), a key facility for the 2019 Canada Winter Games.



Looking to 2016, City Council will continue to advocate for a new courthouse, expansion of the Red Deer Regional Hospital, as well as support RDC's efforts in attaining status as Polytechnic University.

Charter development plays an integral part of Council's work plan. In 2015, we adopted the Social Policy Framework (SPF) - the first of its kind - which represents our Social Pillar of Sustainability. The SPF serves as a guide in clearly articulating The City's, Province's, and community's roles and responsibilities in social sustainability.

We also adopted a new framework for our Dialogue Charter in 2015. This work is a practical demonstration of our commitment to be responsive to our citizens and provide our fellow Red Deerians meaningful opportunities to engage with their City and strengthen our decision making as we represent our community.

In 2016, Council will be establishing further direction through the Financial Leadership Charter, an Emergency Services review, and a Transit review among many other initiatives we have in our work plan.

When we welcomed 10,000 visitors this May for the 2016 MasterCard Memorial Cup, Red Deer was able to showcase all our community has to offer. In addition to benefiting from the positive economic spinoff the athletes, team staff and spectators brought, Red Deer was able to continue to define and promote ourselves as the welcoming, modern and dynamic city we are and are becoming.

Thank you, citizens of Red Deer, for the opportunity Council has to serve you. We are proud to be Red Deerian and call this great community home with you. ●

CITY MANAGER'S MESSAGE Craig Curtis

I am pleased to present the 2015 Annual Report which outlines The City's vision and the work being carried out to achieve it.

Our community reached a major milestone in 2015 as our population exceeded 100,000. This places Red Deer in a new category of cities in terms of measurement comparison and economic development. It helps to define us as a modern, entrepreneurial and connected city serving a region of over 270,000.

Today, The City is on the brink of a major transformational project. The relocation of the Civic Yards opened up the opportunity to develop a high density mixed-use area linking the downtown with the river - Riverlands. An exciting vision for this area has been in place for a number of years. However, 2015 was the year in which development began with the burial of the transmission line along the river, and the construction of a new entrance at Alexander Way. This year will see more infrastructure work including the development of the River Walk trail and square linking to the Waskasoo Park Trail System.

Riverlands will enhance the city in the same way as other major transformational projects over the last 30 years. These include the relocation of Westerner Park, the building of the Centrum, the relocation of the railway line outside of downtown and the development of Waskasoo Park along the river valley.

As the city grows, plans are in place to expand the city's park system and link to other natural features. The Bower Natural Area south



of Red Deer College will now be incorporated in the parks system. In addition, the North of 11A Major Area Structure Plan provides for a new urban park surrounding Hazlett Lake as well as an important link in the TransCanada Trail System.

The City is also implementing a number of other green initiatives in support of environmental sustainability. We launched an organics collection pilot called the Green Cart program and expanded the plastics we recycle both in an effort to reduce waste in the landfill and greenhouse gases in the air. The City has also started a Community Greenhouse Gas (GHG) emissions study called the Community Energy and Emissions Plan (CEEP) to establish baselines, targets and strategies to reduce our community's energy consumption and related emissions. The CEEP project links to the Environmental Master Plan as well as the corporate Climate Change Adaptation Initiative that is being done in conjunction with Local Governments for Sustainability (ICLEI).

The Annual Report provides a venue to share The City's work with you - often to mark a starting point for a new program, or to celebrate the culmination of years

of work. There are many more initiatives happening behind the scenes, as we continue the work set out in the vision expressed by City Council and the Strategic Plan. It's important that as we weather economic volatility in 2016, we hold that course, and continue to innovate, work hard and plan for a promising future.

We hope you enjoy this glimpse into Red Deer's achievements as we share with you the 2015 Annual Report. ●



It's often difficult to articulate why we love the people and places most familiar to us. Sometimes, though, it's important to get the language just right so as to shout that love from the rooftops.

Because Red Deer is in our hearts - if not always on the tip of our tongues - we felt it necessary to find the right words to tell (or shout) the story of Red Deer to ourselves and others. It's why the Identity project was born: to describe Red Deer in an authentic way to better identify our city and its people to ourselves, and to promote that story to the rest of the world.

"Red Deer has historically been described in reference to our bigger neighbours, Edmonton and Calgary, but we've always known we are more than that," said Julia Harvie-Shemko, Director of Communications & Strategic Planning.

"City Council understood the importance of being recognized as a unique city in its own right, and for our citizens to feel they belonged to a community they were proud to call their own."

- Harvie-Shemko

In 2015, The City revealed the Identity narrative - or community story - that characterizes Red Deer's personality and that of its citizens. The narrative uncovered a number of insights into who we are: we are a city that is connected to nature and to one another; we are friendly and hospitable; we are hard workers who are entrepreneurial, innovative and ready to pitch in to get something done; we also appreciate balance, particularly where it comes to enjoying our parks and trails; and our central location shapes our community profile with its easy access to markets along a very busy transportation corridor.

Along with the narrative itself, in 2015 the first in a series of videos debuted, fresh new photos were showcased, and a microsite, UncoverRedDeer.ca, launched to help key community partners spread the word far and wide.

The project has worked with organizations such as Red Deer College, the Red Deer & District Chamber of Commerce, the Red Deer Downtown Business Association, Westerner Park, Tourism Red Deer, the Red Deer Airport, and the 2019

Canada Winter Games Society. Along with The City, all have an important stake in fostering civic pride, promoting our community in a consistent and positive way, and drawing more residents, visitors, students, customers, members, employees, exhibitors and/or investment.

Collaboration and community support has always been at the heart of our story. It's why we spoke with 1,400 people on the street, on the bus, at recreation centres and in focus groups. It's why we consulted reports compiled from the efforts of other organizations to gain insight into what makes our community tick.

"It truly was a community effort," said Kristy Svoboda, Identity Champion and Director of Human Resources. "It's always been important that The City not do this in isolation, but that Red Deerians were a key part of the process in owning their story."

When the rest of the Identity videos are complete in 2017, we believe they will resonate with Red Deerians. We will see a modern, diverse landscape emerge even as we retain the advantages of a smaller centre. We will see ourselves reflected in the images of our community. Red Deerians have crafted their own narrative, and we hope they are proud to tell it to others. At its heart, it's a love story. We are - and we love - Red Deer. ●



RED DEER'S COMMUNITY STORY



ESSENCE A centred city, uniquely connected

PROMISE Real balance
We work hard and make living easy. An active city rooted in an expansive park, here you'll find balance like nowhere else. Step out your door and onto a nature trail. Step up the ladder and onto your path to prosperity.

ATTITUDE All in
We pitch in, we chime in and we're all in, especially when it comes to building our community. We work together to make our city better.

LEGACY Our path
Our history is steeped in the character of inspired leaders who carved paths to the river's edge - and built bridges over it. We've earned our reputation for entrepreneurialism. Innovation is in our DNA.

POSSIBILITY Welcoming
Our inclusive and diverse nature attracts those who appreciate a modern city that still retains its small town charm.

THE CART CLUB HAS ITS PRIVILEGES

Some Red Deerians were green with envy when their neighbours scored a Green Cart in 2015.

They wanted to know how they, too, could get their hands on a green bin designed to collect household food scraps, soiled paper and pet and yard waste - and have that organic material regularly picked up at their home. Alas, the Green Cart club is exclusive for now. The two-year pilot, an initiative stemming from the Waste Management Master Plan, currently involves 2,000 households chosen from a range of neighbourhoods, housing styles and demographics across the city. If all goes well, though, the program will go city-wide and everyone will be a member of a club that aims to divert waste from the landfill and reduce greenhouse gas emissions.

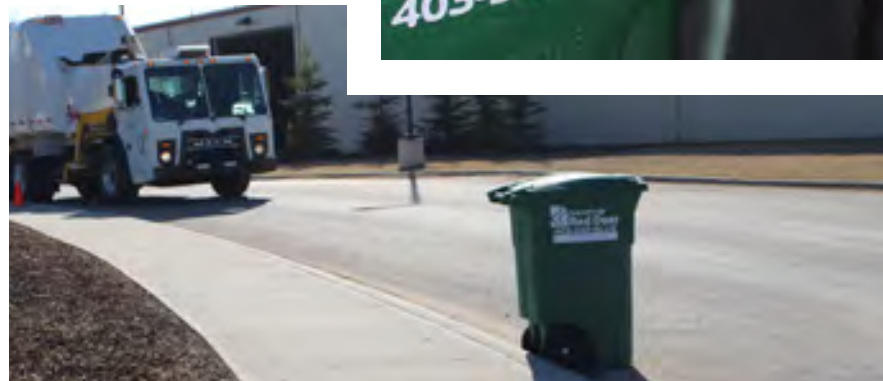
“The interest in Green Cart, both from participating households and from others who hear about it, suggests Red Deer residents have made the connection between their actions at home and where their household waste ends up,”

- Keran Braich, Waste Diversion Specialist

“It tells us they are more than ready to do their part for the environment.”

When the program rolled out and onto curbs in April 2015, The City provided the cart, kitchen catcher, compostable bags and reference information. A few participants initially wondered if they'd use the big cart - but the data speaks for itself: By the end of 2015, The City collected more than 500 tonnes of organics from Green Cart households and sent it to the composting facility. Green Carters generated 2.7 kilograms less waste each week, and 95 per cent of participants reported being satisfied or very satisfied with the cart.

The automated cart system was new for Red Deer, too. This collection system will realize operational efficiencies and pave the way for even more diversion, through a cart system that sees alternate-week



pickup for garbage, and more capacity for recycling - now that The City can accept numbered plastics 1 through 7. Implementing the program as a pilot for two years increases the likelihood of success. It gives collection and composting contractors time to streamline their operations, provides insight into what works and what doesn't, and allows The City flexibility to respond accordingly.

“It's better for everyone to make adjustments and improvements when you're dealing with a smaller number of participants,” said Braich. “Nearly 40 per cent of all household garbage is compostable. There's huge potential for making a big impact, and we want to do it right.”

500 TONNES OF ORGANICS COLLECTED | **2,000** HOUSEHOLDS PARTICIPATING

RED DEER AIRPORT



Despite a challenging year economically for Central Alberta, positive things are happening at the Red Deer Airport (YQF). In September 2015, YQF celebrated its second year of Air Canada scheduled passenger service, offering Central Alberta access to 191 worldwide destinations.

“We know flying is stressful, especially in the winter when traffic delays and road conditions can cause you to miss your flight,” said John Senemma, Land and Economic Development Manager. Now, Central Albertans can take advantage of shorter security lines, free parking and stress free travel via the thrice daily connections from Red Deer to Calgary and on to their destination of choice.

“Though we haven't been immune to the diminished oil and gas activity in the province, we are still quite pleased with the scheduled passenger and charter services the airport is providing to the region,” said Senemma.

The airport reported a slight decrease in its scheduled passenger numbers and saw its charter numbers reduced due to Northwestern Air Lease leaving the market. However, over 20,000 passengers utilized the airport in 2015, well surpassing 2013 numbers, and Air Canada passenger numbers are holding strong despite the tough economic times.

In October, The City of Red Deer, Red Deer County and the Provincial Government announced that funding would be provided to extend and enhance the main runway. Without support from the Alberta Government, it wouldn't have been possible for this important transportation project to get off the ground in time for the arrival of the 2019 Canada Winter

Games. This extension will allow YQF to accommodate larger aircraft, which will increase opportunities for tourism and attract new commercial business and services to the region. The expansion will also allow YQF to attract additional airline carriers, translating into more travel options for Central Albertans.

“The funding of this crucial project will unlock the future potential at Red Deer's airport. Larger planes landing means more travellers coming through the airport, and also means more people employed. The economic spin-off should not be underestimated,” said Senemma.

Construction on the runway is scheduled to begin spring of 2016.

Case in point, airport staff successfully attracted Montair Aviation's expansion to YQF in late 2015. Montair Aviation's second location in Western Canada will provide more training opportunities to meet the growing demand for pilot training. By May 2016, the company should be operational with eight new aircrafts, and begin training approximately 100 students annually and employing 20-30 full time staff.

“This critical runway extension provides us with the necessary infrastructure to attract a much broader range of aircraft and airlines, improve passenger experience, and also support the expansion of aviation-related business and industry to Red Deer and Central Alberta. We will now be better positioned to take this airport into the next phase of its growth, and in doing so serve the market and help to expand the economic possibilities for the city of Red Deer and the broader Central Alberta region,” said RJ Steenstra, CEO of Red Deer Regional Airport Authority.

Lastly, YQF played a role in welcoming three Syrian refugee families to Central Alberta this winter, where their first introduction to our community was with the friendly staff at the Red Deer Airport.

It is bound to be a busy year for YQF - jump on board and fly Red Deer.

HIGHLIGHTS

The Red Deer Airport plays a vital role in expanding the economic possibilities of Central Alberta by:

PROVIDING MORE CONVENIENT TRAVEL OPTIONS VIA SCHEDULED AIRLINE SERVICES

GENERATING **225**

DIRECT JOBS AND ATTRACTING ADDITIONAL FUTURE EMPLOYMENT OPPORTUNITIES

TRANSPORTING **20,000+**

SCHEDULED PASSENGERS IN 2015

SUPPORTING **17**

COMMERCIAL AVIATION BUSINESSES BASED AT THE AIRPORT

DIVERSIFYING THE LOCAL ECONOMY ENSURING CENTRAL ALBERTA REMAINS COMPETITIVE

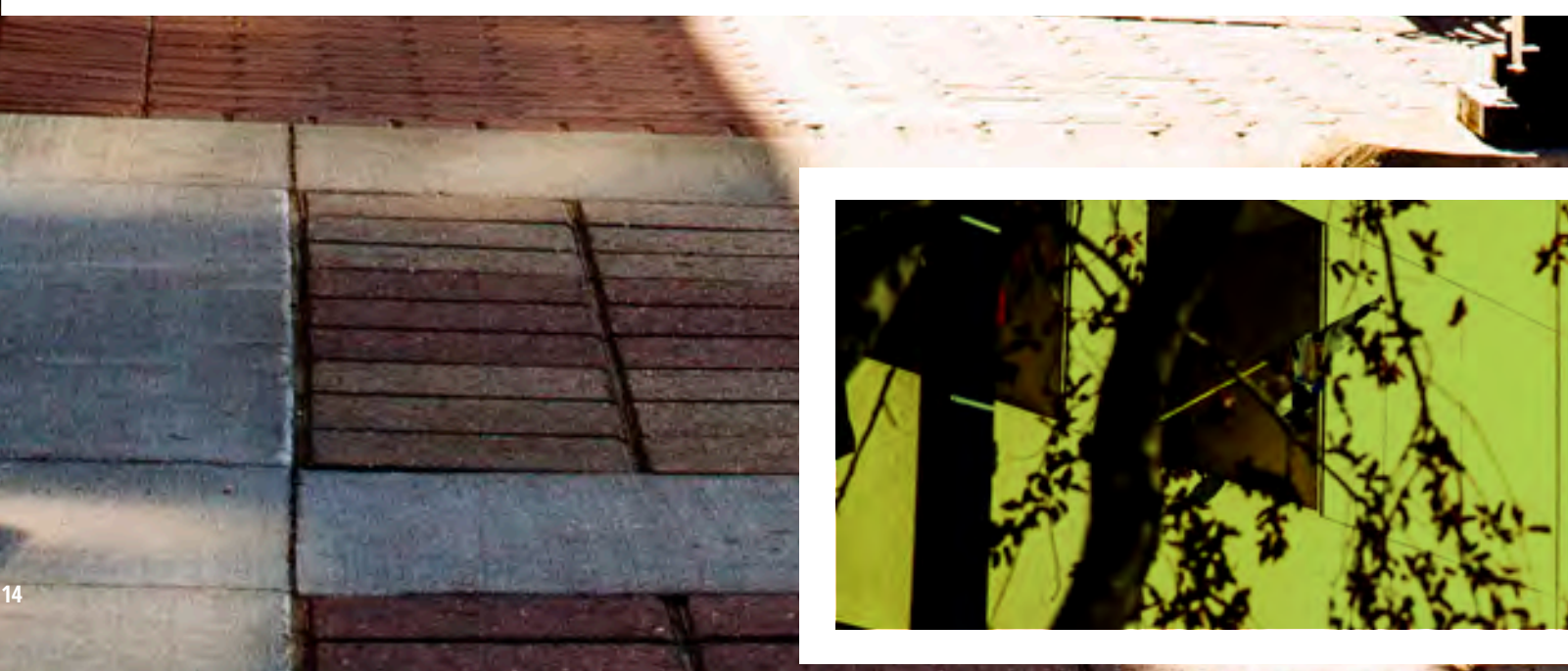
CONTRIBUTING **\$100 MILLION** IN TOTAL ECONOMIC OUTPUT

CREATING COMMERCIAL DEVELOPMENT OPPORTUNITIES FOR AVIATION-RELATED BUSINESS AND INDUSTRY

DEVELOPING INTO A MAJOR HUB FOR SPECIALIZED HIGH-QUALITY AVIATION TRAINING



OPPORTUNITY MEETS PLANNING A REVIEW OF THE CITY'S DIRECTION



When traveling down the road of opportunity, there are many things you need to pack to help you successfully reach your destination. A steady, reliable vehicle, a detailed plan, and a suitcase full of vision are all things that might come in handy. The City has packed our vehicle with all these things, and we are well on our way towards our future - with Red Deerians leading the way.

The City's Strategic Plan outlines the vision for our community and the strategy for creating our desired future. The many components of the strategic plan are an interconnected series

of strategies and steps outlining our priorities and opportunities for change. You will see and read the many elements of the Strategic Plan throughout this Annual Report, as the themes of the Strategic Plan guide the work we do every day.

The 2015 - 2018 Strategic Plan has laid out Red Deer's direction for the next three years. The first year focusing on these three themes (2015) showed great progress and movement towards our goals. This plan builds upon our foundation set in the 2012-2014 Strategic Plan of safety, design, identity and economy and establishes the new three theme areas of dialogue, community amenities and financial leadership. Here is the progress we have made in these three areas:



IALOGUE

Engaging our community and enhancing our relationships

The Dialogue Charter was developed under the 2009-2014 strategic direction and is now being updated. Many strategies outlined in the charter have been completed, including the research and development of a Public Participation Framework. From that, a Public Participation Toolbox was adopted by Council in January and has been tested on several projects and initiatives. Further refinement of the toolbox is underway, with a plan of rolling it out as an organizational tool in 2016. Red Deer City Council is also working on a few key initiatives under this area, like reviewing advisory committees and continuing to advocate priorities with the new Provincial Government.



COMMUNITY AMENITIES

Planning great spaces and places for community living

Following a broad community consultation effort in 2014, 2015 focused on putting everything in the right place and time in the 10 year capital budget. In this capital budget, administration included 15 of the top 20 ranked amenities. Capital projects related to the 2019 Canada Winter Games were previously approved by Council, but remain a focus for our amenities as we get closer to welcoming the world to Red Deer and our facilities.



FINANCIAL LEADERSHIP

Creating a sustainable financial foundation

Council's work in 2015 in this area focused on creating and adopting detailed budget guidelines that have clear direction for both operating and capital budgets. Value for Money audits were reviewed and scheduled for 2015 and 2016 with a complete term of reference related to the audits in place. The Financial Leadership Charter is in development, and as you will see from this document, our focus is on creating a transparent and sustainable financial foundation for our organization.



SUSTAINABILITY AS THE BASE OF ANY GOOD PLAN

The City's Strategic Plan also serves as its sustainability plan. By aligning the two plans, we have adopted the best practice of integrating sustainability across the five dimensions (culture, society, environment, economy and governance) with our strategic goals, providing us with a comprehensive plan for a sustainable community. It is a hybrid vehicle of sorts, getting us where we need to be with sustainability at the driver's seat.

Here is a look at the areas we covered in 2015 to climb the road to sustainability and the roads we have left still to discover.

VISION

Innovative Thinking / Inspired Results / Vibrant Community

MISSION

The City of Red Deer works together to provide leadership and sustainable municipal services for our community.

The City of Red Deer has made it its business to promote diversity and inclusion within the organization, and aims to lead by example in the rest of the community. As such we have:

- » Formalized our commitment to combat racism and discrimination through becoming a signatory to the Canadian Coalition of Municipalities Against Racism and Discrimination.
- » Introduced mandatory diversity training for permanent, full-time staff.
- » Hired a full-time Diversity and Inclusion Specialist.
- » Formed a corporate Diversity Team, which works to align practices and policies with The City's Diversity and Inclusion Vision of being a vibrant, healthy and diverse organization that supports a welcoming and inclusive community where everyone feels safe and can fully participate in community life.
- » Supported the establishment of a Welcoming and Inclusive Communities (WIC) Network, a group designed to help assess the diversity needs in our community and promote collaboration for further understanding and respect.
- » Incorporated diversity and inclusion into our Strategic Plan's principles, charters and pillars.
- » Hosted the 2016 Fostering Diverse Communities Conference in Red Deer.
- » Written it into our community narrative, which defines the character of our city.



ENVIRONMENTAL

Red Deer actively enhances its rich natural environment and minimizes its ecological footprint through City leadership, community collaboration and active stewardship. We are a leading example of a resilient community in which urban and natural systems are effectively integrated to the benefit of both.

ENVIRONMENTAL MASTER PLAN COMPLETE.

THE CITY'S ENVIRONMENTAL MASTER PLAN WILL BE UPDATED IN 2017.



CULTURAL

Red Deer is a vibrant city with an authentic identity where history is honoured, and spaces and places help people connect. Diversity is valued and respected, creative expression and innovation are encouraged, and citizens have a sense of pride and belonging.

CULTURE VISION AND MASTER PLAN COMPLETE.



ECONOMIC

Strategic analysis promotes economic vitality and a strong resilient environment for business health. To meet the current and future financial needs of Red Deer, resources are managed through decision making processes which consider and regularly assesses both long and short term financial effect on the organization and the community.

ECONOMIC DEVELOPMENT STRATEGY COMPLETE.

FINANCIAL SUSTAINABILITY PLAN CURRENTLY IN DEVELOPMENT.



SOCIAL

Red Deer is a strong, engaged community that embraces its diversity. Through leadership, support and partnerships, everyone can meet their needs and maintain a good quality of life. Equality, social well-being and a sense of belonging are supported, and decisions are just.

SOCIAL POLICY FRAMEWORK COMPLETE.

IMPLEMENTATION PLAN IN DEVELOPMENT.



GOVERNANCE

Visionary leadership is realized through a framework of plans, policies and budgets and oversight for the enduring public good. It is characterized by the informed and effective leadership of City Council and enables the transparent, collaborative and inclusive involvement of internal and external stakeholders.

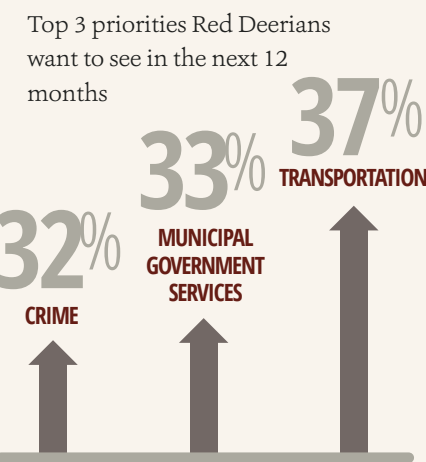
GOVERNANCE FRAMEWORK COMPLETE.

FULL SET OF POLICIES ADOPTED.

HOW SATISFIED WERE RED DEERIANS IN 2015

The Citizen Satisfaction Survey was administered by Ipsos in December 2015. It was conducted by telephone to a randomly selected sample of 300 residents aged 18 years or older. This is the ninth consecutive year The City participated in the survey.

TOP PRIORITIES



OVERALL QUALITY OF LIFE

97%

of Red Deerians say they have a very good / good quality of life.

76% say quality of life has improved or stayed the same in the last three years.

VALUE FOR TAXES

88%

say they get good value for their taxes.

FIFTY-SIX PER CENT

Said to: Increase taxes to maintain service levels and/or enhance/expand service level.

THIRTY-SIX PER CENT

Said to: Cut services to maintain current taxes and/or reduce taxes.

READYING OURSELVES FOR 2019



Since the big announcement in the summer of 2014 that Red Deer would be host to the 2019 Canada Winter Games, there has been a lot of work going on behind the scenes making sure we put our best foot forward, have our best people at the helm and get our facilities ready to host these amazing games. But 2015 wasn't a year that held a lot of glitz and glamour, just plain old hard work.

In December of 2014, the 2019 Canada Games Transition Team Nominations Working Group selected Red Deerian Lyn Radford to Chair the Board of Directors for the 2019 Canada Winter Games. In the history of the Canada Games, the appointment of Lyn Radford is the first time that a singular Chair of the Board of Directors will be a female.

"The announcement of the Board Chair of the Red Deer's Canada Winter Games Host Society comes as no

surprise to me. Lyn Radford's track record speaks for itself. Her energy, experience and drive were all part of what made our Games bid successful and with her continued involvement and leadership, we will demonstrate the best of Red Deer and its citizens when we welcome Canadians in 2019," said Mayor Tara Veer.

In February 2015, The Canada Winter Games Board of Directors was appointed, with The City of Red Deer holding a spot on that board as a key partner to the Games, and that person is Sarah Cockerill, our Director of Community Services.

"It's an exciting time and an exciting project to be a part of," said Cockerill. "Sitting at a table with some of the smartest, most connected minds in Red Deer, working towards this common goal of making these games the best they can be, and bringing as much as we can to our community is an exciting thing to be a part of."

While it may have seemed like a quiet year, there was lots of planning and setting of the stage that took place.

Throughout the fall and winter, we worked on landing formal agreements, and establishing contribution to capital funding for new and upgraded facilities needed for the games through the capital budget process.

Last year was also a year of bringing on the right people and placing them in the right places, starting with hiring Chief Executive Officer Scott

Robinson to the Host Society. The society is made up of experienced and dedicated volunteers and staff members. Volunteers are a big part of the Games, from the beginning to the end, and the leadership is no different.

"One of the mandates we have is to ensure that we develop volunteer capacity through the Games and thus it will be our responsibility as staff to build our team with that in mind,"

- Scott Robinson, CEO, 2019 Canada Winter Games Host Society

The Games will require over 5,000 volunteers by Games time, and Games staff will be essential for support and volunteer engagement.

"This is such a great example of strong leadership being set up in a sound structure with strong volunteers and staff," said Cockerill.



One big milestone in 2015 was the announcement of the Gary W. Harris Centre for Health, Wellness & Sport, a legacy of the Jeux du Canada Games at Red Deer College. This facility is a great example of what happens when a community gets an opportunity to host the largest national multi-sport games in the world.

"Facilities are here beyond the Games and are stimulated because of Red Deer winning the bid," said Cockerill. "We are already seeing the fruits of Games labour due to joint funding from the Province and The City, this world class, \$80 million facility will be here for years beyond the games. And the most exciting part is that this is just one of many legacies to come."

Besides playing host to Short Track Speed Skating and Squash, the Gary W. Harris Centre will be an iconic example of how the Games brings a leveraging opportunity to projects and facilities to ensure they get built and ready to host the nation's best athletes.

"This centre will be a tremendous facility for sport development and competition for Central Alberta, Alberta and the nation to take advantage of for many years to come," said Robinson. "Red Deer College will finally have world class athletic facilities to match its national athletic excellence history and the Games have been a significant catalyst to make this happen."

2015 also saw work planned for the Red Deer Arena. At the end of its life cycle, it was determined a new roof would be needed, along with several other upgrades to meet today's building codes. Red Deer was also in need of a modernized arena that could serve as a venue for the Canada Winter Games, and it was identified as a host facility during the bid for the games. Work is kicking off in 2016 on the new facility, and it is set to open 2018. ●

WHO IS SCOTT ROBINSON, CEO OF THE 2019 CANADA WINTER GAMES HOST SOCIETY?

Behind every successful project is a great leader, and Red Deer was lucky enough to secure the leadership of Scott Robinson. Hired in June of 2015, he is no stranger to big sporting events.

"I had been a part of several Canada Winter Games through Hockey Alberta overseeing our male and female provincial teams, so I knew what an incredible opportunity the Games can be for the athletes and the communities," said Robinson.

"When I heard Red Deer was going to bid on the Games I knew I had to be involved." - Robinson

Looking forward to a few busy years ahead, Robinson notes that there will be a lot of planning and organizing to do behind the scenes. They will be focused on volunteers, sponsors, facilities and readying Red Deer for what's to come. There are so many exciting milestones and events on the horizon, but what is the thing that he is most excited about?

"When the first athlete gets off the plane and lands in Red Deer. I think that will be a really cool moment. We will feel so excited about what we have built and how we showcase Red Deer and Alberta to all of Canada in a way that we can't even imagine today," he said.



We think Red Deer is a pretty awesome place, but it is nice to be recognized every now and again too. We hate to toot our own horn, but here are some of the awards and accolades that Red Deer received in 2015.

“The Nature Centre and Fort Normandeau are certainly deserving of this award, and The City of Red Deer is proud to partner with such an innovative organization that is recognized as a leader in the area of social change. The work they do and programs they offer definitely contribute to the building of a vibrant and sustainable Red Deer.”

City Manager Craig Curtis, in reference to the Alberta Museums Association Award

“This service is the culmination of years of excellent regional collaboration. We are proud that our work and successful partnership has been recognized, but we are even more gratified that we are achieving our environmental goals, we are meeting demands for alternative transportation in our growing communities in a cost effective manner, and our residents are pleased with the service.” Mayor Tara Veer, in reference to the Economic Developers Award

ALBERTA VENTURE MAGAZINE

In November of 2015, Alberta Venture Magazine recognized Red Deer as a Great Community for Business award winner, garnering a 10th place ranking in the 25 Best Communities for Business in Western Canada. Our transit system, small business hub and increasingly diversified economy contributed to us achieving this award and showcased what we knew: that Red Deer is a great area for industry and enterprise.

CANADIAN FEDERATION OF INDEPENDENT BUSINESS SURVEY

Red Deer came in 23rd out of 121 cities surveyed for Canada's Top Entrepreneurial Cities in 2015. This survey looks at what entrepreneurial characteristics Canada's largest cities possess, the level of dynamism of each community and then places it on a measurable scale.

TOP TEN MICRO CITIES OF THE FUTURE

In 2015, this survey ranked Red Deer as fourth in the category of cost effectiveness, after Rio de Janeiro and San Jose. Red Deer also ranked sixth, and was the only Canadian City in the top eight, in the category of FDI Strategy.

AUMA SUSTAINABILITY AWARD

The Alberta Urban Municipalities Association (AUMA) awarded Red Deer with the Sustainability in Action award in recognition of two key areas of work - governance and public engagement. For 2015, the award focused on governance, and The City submitted two projects that highlight efforts in the areas of public participation and governance policy framework.



“We were honoured to be recognized for these projects by the AUMA. Both staff and Council are proud of the work that has been done to further our sustainability.” - Mayor Veer

ALBERTA MUSEUMS ASSOCIATION

Red Deer's Kerry Wood Nature Centre and Historic Fort Normandeau were recognized by the Alberta Museums Association (AMA) with the Robert R. Janes Award for Social

Responsibility. The Kerry Wood Nature Centre and Fort Normandeau are two of Red Deer's long-standing community amenities that offer extensive programs related to natural and human history interpretation, environmental education, school and public programs, family events, courses, day camps and more.

NATIONAL PROCUREMENT INSTITUTE

The City of Red Deer was awarded the prestigious 20th Annual Achievement of Excellence in Procurement Award (AEP) from the National Procurement Institute (NPI). The AEP Award is earned by public and non-profit organizations that obtain a high application score based on the standardized criteria of innovation, professionalism, e-procurement, productivity, and leadership.

RECYCLING COUNCIL OF ALBERTA

Our Composting at Home program was recognized by the Recycling Council of Alberta (RCA) with the 2015 Social Marketing Award. The award recognized outstanding contributions to waste reduction, recycling and resource conservation in Alberta. Since the program launched in 2012, 839 households have committed to composting with approximately 72 per cent of households maintaining their composting practices one year later.

“We are very proud of this accomplishment. Not just of our team that has helped to promote the composting program, but also our residents who have embraced composting and are putting in the time and effort to making it an ongoing practice.”

- Lauren Maris, Environmental Program Specialist

ECONOMIC DEVELOPERS ALBERTA

BOLT Transit, the regional service launched by Blackfalds, Lacombe, and Red Deer, was awarded a Community Economic Development award by Economic Developers Alberta (EDA). The awards honour Alberta communities and individuals for excellence in Business and Investment Attraction, Business Retention and Expansion, and Community Economic Development. BOLT Transit launched in August 2014 as a way of connecting Red Deer, Blackfalds, and Lacombe residents. ●

RED DEER IS WINNING!

MORE BEES PLEASE!

HAVE YOU HEARD THE BUZZ ABOUT POLLINATOR PARKS IN THE CITY?

Pollinator Parks are areas that promote and preserve the natural habitat of pollinators. In 2015, The City selected four parks as Pollinator Parks: City Hall, Snell Gardens, Maskepetoon Park, and Bower Ponds.

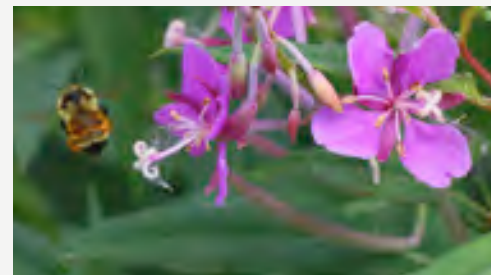
The City Parks section also protects native pollinators by ensuring that pesticides which contain Neonicotinoids are not used in any City Park or Public open space. The use of Neonicotinoids is viewed as a major factor which contributes to pollinator population declines. Parks crews are also planting some of the pollinators' favourite flowers, trees and bushes to make the parks more inviting, so they will hang out a little longer.

"Protecting habitat in the city parks is the most important thing we can do to help pollinators," said Trevor Poth, Parks Superintendent. "As long as we preserve natural areas and promote the establishment of appropriate nectar and pollen sources, they will have shelter, food and water, and these insects will thrive."



The most famous pollinator is the honeybee, yet there are several native species of bees, wasps, beetles, flies, butterflies, moths and hummingbirds that are busy pollinating our flowers and vegetable gardens each year. Without these helpful insects and animals moving pollen from one plant to another we wouldn't have nearly the amount or diversity of fruits and vegetables, bouquets of pretty flowers, or even chocolate bars or coffee. These things all depend on pollination to produce the seeds and fruit that we enjoy.

Interpretive signs are being added to the four designated parks to teach residents about the role pollinators play in our ecosystem and what people can do to enhance their own yards and gardens to include pollinator habitat and food sources.



Everyone can be a part of the Pollinator Parks System:

- » Plant flowers that bloom throughout the spring and summer and into the fall.
- » Plant flowers and shrubs to create a green corridor connecting with your neighbour's plants. Even plants in pots on balconies and decks will work.
- » Provide nesting sites - bare soil, rotting wood, stacked rocks, even bee houses encourage pollinators to move in.
- » Do not spray herbicides or insecticides on your lawn or garden.
- » Mow less! Consider leaving part of your yard as a natural area for pollinators, birds and other wildlife.
- » When out for a walk on the Waskasoo Trails, act with care. Try not to disturb nests and if you pick up a rock or log, put it back where you found it; you'll be putting the "roof" back on something's home. ●

KIWANIS HARMONY GARDENS

Sustainable play in the city

Music is a great connector. It is experienced by people of all cultural backgrounds, cognitive and physical abilities, and of any age and gender; everyone can create music together. The Waskasoo Environmental Education Society (WEES) is committed to providing play and learning opportunities that are truly inclusive, equitable and accessible, in both financial and physical aspects of accessibility. The addition of the Kiwanis Harmony Garden to the WEES amenities is in tune to these values.

This musical play space is located adjacent to the Kerry Wood Nature Centre, beside the NOVA Chemicals Imagination Grove, and is open to the public 24 hours a day, seven days a week, free of charge. It features wood and metal tuned percussion instruments, hand drums, slap pipes, and a section of fence made out of tuned pipes. The staff at the Nature Centre are developing music programs to blend nature and the environment with musical themes. All of the instruments are outside, connecting children with the great outdoors for fresh air, exploration, education and musical innovation.

The Kiwanis Harmony Garden is 100 per cent accessible so no child will have to be an observer rather than a participant because of physical barriers. To ensure full accessibility a special product called Durolawn was installed instead of gravel or grass. Durolawn provides a non-slip base for wheelchairs, mobility scooters and walking devices. Grass grows up through it, making it look like a lawn in a short time.

The Waskasoo Environmental Education Society worked in concert with community partners including the Kiwanis Club of Red Deer, the Twilight Homes Foundation and Parkland Mall to make this project possible. The Government of Canada also chimed in with the Enabling Accessibility grant in the amount of \$44,000 for the Durolawn surface.

The grand opening was celebrated on Friday, October 2, 2015 and has been a bangin' success for WEES. It has brought many new and repeat visitors to the Kerry Wood Nature Centre and NOVA Chemicals Imagination Grove to have enriching experiences. ●



HOUSING OPTIONS IN RED DEER



The City of Red Deer's nine Planning Design Principles aim to offer a wider variety of land uses and housing choices to build more unique and well-connected neighbourhoods. Housing options, like those in Timberlands North range from the traditional single-family home to unique live-work spaces and rental opportunities above commercial property.

“Offering numerous housing types in each new community provides flexible options for every style, whether a first time buyer, renter, expanding family or downsizing senior.”

- Tara Lodewyk, Director of Planning Services

One of the newest and most exciting housing styles introduced to Red Deer this year is the carriage home. The carriage home provides a secondary living unit above a rear-detached garage, offering a unique approach to living space in Red Deer. With a courtyard separating the principal and secondary residences, the carriage



home provides space for family and guests, or acts as a rental space. These homes also include one off-street parking space that fits neatly in the rear lane.

“Floor plans and landscapes can vary to fit the needs of the occupant, as can the relationship between the primary house and the carriage home,” said Lodewyk. “The goal with the carriage home is to provide alternative and affordable housing for Red Deerians.”

Park Side lots are another new, premium lot style that fronts onto green space, offering elements and views traditionally found in a backyard to be seen from the front yard. These lots connect directly to the trails and park systems, and allow residents to walk the family dog quickly, or watch their children play in the park from their own yard.

The third new type of single-family housing is the new wide-shallow lot. Wider in width and shallower in depth than traditional lots, homes are brought closer to the street to allow for more space in the back yard. Wide-shallow lots are great because they allow floorplans to be designed to accommodate larger front porches, shorter hallways, and more windows that let natural light into the house.



Lastly, small scale commercial and residential mixing is starting to pop up in Red Deer communities with live-work areas and mixed-use commercial builds. Live-work units offer living units above, but separate from, a distinct workspace at street level below. Said Lodewyk on the ideal owner of this home, “This space would be perfect for the entrepreneurial Red Deerian. Imagine commuting to work in 60 seconds or less because you live above your office.”

Zoned for office, retail or commercial, possible uses could include a salon, boutique clothing store or bakery. Nestled between the commercial and residential zones, these units also benefit from the high volume of customers in the commercial district.

While mixed-use commercial and residential districts provide an important amenity hub for new communities and its visitors, the floors above the street level commercial spaces offer residents living units for maintenance-free, urban living. An added bonus is that residents can take advantage of the many amenities right at their door, such as shopping, parks, trails, parking and transit stops.

“Providing more housing options in Red Deer means more choice, which makes Red Deer a more attractive place for people and businesses to call home,” said Lodewyk. “Ultimately our goal is to strengthen Red Deer's economy by creating great places where people want to live and businesses can thrive.” ●



EVERY TOSS COUNTS

Every toss counts, so when you're lining up to take the shot - shoot for the blue box instead, especially now that all numbered plastics can go in the blue box for curbside recycling.

The City wanted to up its recycling game to allow residents to recycle all numbered plastics and 2015 was the year to make it happen. Now residents can recycle even more plastics including shampoo bottles, plant containers, detergent containers and yogurt pots. Simply rinse them out and toss them in the blue box for curbside pickup.

It's a move that The City's Waste Management team wanted to implement for some time. “Residents were telling us that they wanted to recycle all of their plastics and of course we were eager to accommodate that, but the timing was challenging as the markets for plastics had plunged in 2013 and were slow to recover,” said Janet Whitesell, The City's Waste Management Superintendent. “We are really excited to be able to offer the expanded service now that plastic markets have stabilized.”

Recycling is one of the most effective ways to reduce the amount of waste sent to the landfill and subsequently reduce harmful greenhouse gas emissions. Now that Red Deer City Council has approved the move to a three unit waste limit as recommended in the Waste Management Master Plan (WMMP), recycling remains one of the best ways to reduce waste. In addition, the expansion comes at a time where a shift seems to be happening with many consumers and the way they think about waste.

“In the past consumerism has been quite linear - the consumer purchases

a product, uses the product and then disposes of the product,” said Whitesell. “Now more than ever, we understand the vital role we all play in bringing that chain full circle through recycling. A lot of work and effort goes into creating products and consumers are recognizing the need to ask the question, ‘what can I do with this product to give it value at the end of its life?’”

Plastic polymers can be recycled into a multitude of products including tote bags, furniture, carpet, picnic tables, drainage pipe, fencing, compost bins, carry out containers and various other items.

The plastic expansion is just one of the key steps to achieve recycling targets set out in the Waste Management Master Plan. The ball will start rolling on the Red Deer Recyclists campaign in 2016 by recognizing and rewarding a select number of households and businesses each month for their exemplary recycling efforts.

“When you have a full team effort where everyone is pitching in and using the blue box to its full capacity - we're looking at a really successful future in waste management in Red Deer.” - Whitesell

“That's what the Red Deer Recyclists campaign is all about - earning your place on the starting line and encouraging others to do the same. By recycling to your full potential, it shows you care about our environment and the city's future so we're excited to recognize those that go above and beyond.”

So how do you become a Red Deer Recyclist? It's simple, just shoot for the blue box and score a cleaner, more vibrant community. ●



WHEN WE RECYCLE WE ALL WIN.



96.8% NUMBER OF PEOPLE WHO ACTIVELY USE THEIR BLUE BOX

5,500 TONNES MATERIALS DIVERTED THROUGH RESIDENTIAL RECYCLING PROGRAM

MY RIDE, YOUR RIDE, WE ALL RIDE RED DEER TRANSIT



Transit has gone digital. In 2015 Transit incorporated several new technologies to provide Red Deerians with safe, accessible, convenient public transit: the new fareboxes and MyRide Cards streamline transit service for riders; the Student Semester Pass improves access to the transportation network; Mobile Data Terminal system improves the connectivity of our city and; the acquisition of new buses ensures the environmental sustainability of our Transit system.

STREAMLINING SERVICE

It all started back in August when we rolled out a new on board farebox with fancy new features like scanning and printing of transfer slips on both Red Deer Transit and BOLT conventional buses. The new farebox was the first step in streamlining transit service for riders, while also providing information to The City about rider use, bus stop and route popularity.

The next step, or stop, was the introduction of the MyRide card in December. This card is similar to a debit or credit card with a microchip inside, and is used to pay transit fares. It replaces the old system of paper tickets and passes, and can be loaded and reloaded with the many different fare types, like monthly passes, 12 ride cards or even multiple months. Transit riders can also register their card, which provides protection in the case their card gets lost, an added security of carrying a card as opposed to cash.

“We are very happy with the new technology being used on our buses,” said George Penny, Red Deer Transit Manager. “We hope it has made it easier to use our services. As a city of more than 100,000 citizens,

we must continually evolve to meet the needs of our customers and citizens.”

IMPROVING NETWORK ACCESS

Always on the cutting edge and ready to adopt new technologies, The Students’ Association of Red Deer College collaborated with Red Deer Transit to create a new type of pass that makes transit more accessible and affordable for students. This new Semester Pass offers a significant discount to students when compared to a regular monthly pass or per trip fare option. The semester pass is loaded onto a MyRide Card, which can be reloaded for each semester the student is enrolled at RDC.

“This new pass is available to all Red Deer College students, including those at the Donald School of Business. Students have unlimited access to Red Deer Transit conventional services,” said Penny.

“We wanted to offer a transportation option that not only saves students money, but also encourages a more environmentally friendly option.”

IMPROVING CONNECTIVITY

The digital revolution also took hold with the Action Bus introducing a new Mobile Data Terminal system. Each Action Bus is now equipped with a tablet that is live linked to the dispatch office so trip schedules are updated in real time.

This new technology has had a noticeable, positive impact for drivers and clients because routes can be adapted on the fly. For example, if an Action Bus client calls to cancel a trip the driver can skip that stop on the run, saving time and creating an opening for a new, last minute booking. In the previous routing model, last minute bookings were very difficult to accommodate as the routes are created days in advance.

NEW HARDWARE

Our transit system performs the vital function of connecting Red Deerians with all corners of the city. Keeping our citizens moving in an environmentally sustainable way is no small task, the Transit team is constantly working to improve service levels and find route efficiencies. Having the right equipment and vehicles that use the latest technologies help to keep our buses running on time and result in savings of fuel costs and vehicle emissions.

An important part of making improvements to our fleet each year is the funding provided by the Alberta Government through the GreenTrip program. In 2015, The City was awarded \$9.23 million in grant funding, which provided cost-sharing at two thirds of the estimated eligible costs for the System-Wide Transit Technology project, upgrades to fuelling infrastructure and the purchase of new vehicles for the fleet.

“Ultimately, this funding means we can move more people to more places – and we can do it with sustainability in mind,” said Mayor Tara Veer.

Last year two new, clean burning diesel buses were added to the fleet, which allowed us to retire two older,

less efficient buses from service. The new diesel engines have superior fuel efficiency compared to the engines of 10 years ago. Advancements in engine technologies have also made great strides in minimizing the noise and vibration traditionally associated with a diesel engine.

Three new smaller buses were also added to the fleet to expand transit service to areas of the city that were previously restricted from service because the larger 40-foot buses had difficulty manoeuvring. The smaller buses are 30-feet long and can seat 24 riders. They provide the same comfortable ride as the larger buses with user-friendly features including low-floor, step free entry, wide aisles and large windows. These durable, fuel-efficient buses fit well into The City’s “Green Fleet” initiative.

SYSTEM UPGRADES

Improving the connectivity of our city is an ongoing priority. The City recognizes that a key part of a healthy, active lifestyle for all citizens is to have accessible transportation options like the Action Bus as well as regular public transit to provide more people the ability to connect with the people and places in and around

Red Deer that are important to them. Providing this service in a safe, efficient and effective manner is something our Transit team takes great pride in.

REGIONAL TRANSIT

BOLT Transit launched in August 2014 as a way of connecting Red Deer, Blackfalds, and Lacombe residents. Riders save money on fuel, parking, and vehicle maintenance costs while helping the environment. The regional service makes six round trips per day on weekdays, and three round trips on Saturdays. Energy efficient, accessible buses include bike racks and free Wi-Fi.

The desire for a regional bus service was established around 2010 when commercial buses began to discontinue service in smaller communities. At that point, we heard from a lot of residents who were disappointed they could no longer jump on the bus in Lacombe or Blackfalds and head into Red Deer for medical appointments, shopping and other engagements and then catch the afternoon bus going home. ●



NEW MYRIDE CARD REPLACES OLD PAPER SYSTEM



TRANSIT RIDERSHIP FOR 2015

8,850,169
RIDES

SERVICE AREA

+100,000
CUSTOMERS



READY TO ROCK AND ROLL IN RIVERLANDS

Transformation is on the horizon in a neighbourhood nestled along the Red Deer River in the heart of downtown. The Riverlands District will be a one of a kind riverfront residential neighbourhood where Red Deerians can be close to amenities, work and the river. Riverlands will seamlessly blend the area's natural features with living spaces, shopping, restaurants and gathering spaces—all in the heart of downtown Red Deer.

The Riverlands site currently consists of City-owned land and privately-owned land, which is a mix of commercial and residential development. The former Civic Yards have been relocated, Taylor Drive is realigned and The City made significant progress over the last year as they installed infrastructure and prepared for redevelopment and revitalization of the area.

“Revitalization of this area is all about creating a multi-modal urban neighbourhood unlike anywhere else in our city,” said City Manager Craig Curtis. “Extending our lively downtown experience and creating new opportunities for business, residents and citizens will enable us to realize economic benefits in the long term.”

The redevelopment and revitalization of Riverlands is the next phase of the Greater Downtown Action Plan (GDAP), which was first adopted in 2009. The plan focuses on three major areas of the City – Riverlands, Railyards and historic downtown.

“There has been a lot of work going on behind the scenes. We have been having community conversations, working with businesses and residents who already call Riverlands home and asking citizens what they want to see in the neighbourhood.”

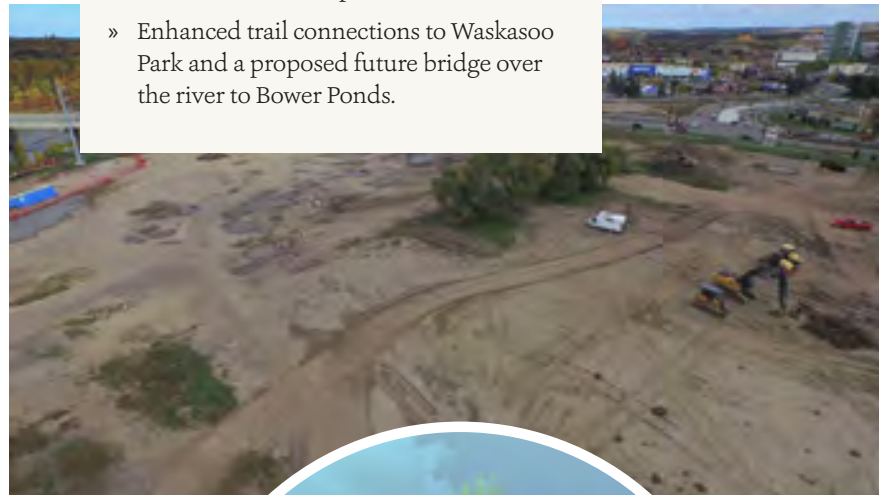
- City Manager, Craig Curtis

Detailed designs are underway for Alexander Way to support the intersection changes that were put in place in 2015. In 2016, there will be additional upgrades to 53 Street, which comes from the CPR pedestrian bridge and connects all the way to downtown and Riverlands.

“Right now we are planning, putting things in the ground and building the bones of the project, but soon, people will start to see the project take shape. Seeking investment attraction and retention is the next step,” said Curtis. ●

KEY FEATURES

- » Medium to high density housing.
- » Commercial development, including stores, retail and restaurants.
- » Public spaces, including a public square along the river for gathering and events.
- » Proposed cultural facilities (e.g., public market, artist studios, etc.).
- » Unique green spaces including the Riverwalk trail and plaza.
- » Enhanced trail connections to Waskasoo Park and a proposed future bridge over the river to Bower Ponds.



RED DEER REACHING 100,000

Red Deer reached a milestone in 2015 when it surpassed a population of 100,000 proving it truly is the province's next emerging city.

“This is a transformative, defining, game-changing moment for our city,” said Mayor Tara Veer. “It signals a shift in our community, and this milestone is about more than just the number of people who live here; it is about community spirit, economic development, and a continued investment in this community and the people who call Red Deer home.”

The final count from Red Deer's 2015 municipal census was 100,807 residents. The population increased by 2,222 citizens, or 2.2 per cent, from 2014.

“The biggest growth areas were in the Timberlands and Vanier neighbourhoods,” said City Manager Craig Curtis. “At the current rates of growth, we anticipate that Red Deer will reach 200,000 in less than 25-30 years.”

The City celebrated this milestone with a reception at City Hall where we named Arlo MacKay, who was born on January 30, 2015, Red Deer's one-hundred thousandth citizen. It is more than a number, it is a point where the city comes of age and join the ranks of cities across North America.

“The growth in our community as a whole proves that Red Deer continues to be a desirable place for newcomers to put down roots and call home.”

- Mayor Veer ●





A GROWING CITY

IN 2015

100,807
NUMBER OF RED DEERIANS

66,122 
RESIDENTS OVER THE AGE OF 19

37 AVERAGE AGE OF RED DEERIANS

48.1%  48.2% 

OVERALL GROWTH PERCENTAGE IN 10 YEARS

28.9%

102
YEARS RED DEER HAS BEEN A CITY

2,222
NUMBER OF NEW RED DEERIANS

103.9
TOTAL SNOWFALL IN CENTIMETERS

PASSENGERS THROUGH THE AIRPORT IN 2014

20,342

39,347

Aircraft landings at the Red Deer Regional Airport. Making it the busiest regional airport in Canada.

22,208
NUMBER OF DETACHED HOUSES

52 TOTAL NUMBER OF NEIGHBOURHOODS

\$241.724 MILLION
VALUE OF BUILDING PERMITS

1,522
BUILDING PERMITS ISSUED

54 
NUMBER OF BUS ROUTES

75
OUTDOOR SKATING/HOCKEY SURFACES



165
PLAYGROUNDS

1,765
STREETLIGHTS REPAIRED

18,099m²
DEDICATED TO CITY GARDEN PLOTS

97%

PERCENTAGE OF RED DEERIANS WHO THINK LIFE IS GOOD IN RED DEER

7,672,851m²
Of mowed turf grass. This is equal to more than 1,288 Canadian football fields.

140
LENGTH OF RED DEER'S TRAILS IN KILOMETRES

211 ALBERTA

211

211 is a free, confidential, multilingual, 24 hours information and referral system for thousands of community and social services available across the province. 211 benefits the public by making it simple and easy to navigate the complex maze of community, health, government and social services information.

SEARCH FOR INFORMATION ON:

- » Financial & social assistance
- » Housing & utility help
- » Food assistance & meal programs
- » Seniors' services & home care
- » Parenting & family programs
- » Government program assistance
- » Disability support services
- » Volunteer organizations
- » Newcomer services
- » Mental health support
- » and much more...



CHIEF FINANCIAL OFFICER'S MESSAGE

Dean Krejci

Several financial projects were undertaken in 2015.

Council's Strategic Plan 2015 - 2018 includes the Financial Leadership theme "Creating a sustainable financial foundation". The action from this theme is "Developing and implementing a leading municipal financial framework for current services and future community investment". Several workshops were held with Council during the year to further define what Council wanted from this strategy. Administration has taken that input and is currently working to create a charter which will advise what work will be undertaken for this project.



The City's Audit Committee also included financial leadership components in their work plan for the year. The primary work that was completed in this area was developing financial indicators. Different standards were reviewed and a set of indicators was presented to the Audit Committee. There are seven indicators that have been recommended for adoption. The Audit Committee has referred this information to Council to workshop.

Council approved the next Value for Money review as part of the Operating Budget. The process that was selected for review was the land development process. This process encompasses several City departments including Planning, Inspections & Licensing and Engineering. The review is part of the City's ongoing review of services and programs to assess the effectiveness and efficiency of operations. The procurement process to select the consultant was completed by year end with the work to commence in 2016.

From a financial viewpoint the City remains in excellent financial shape. Debt is at 47 percent of the provincially prescribed debt limit and service on debt is at 33 percent of the provincially prescribed debt servicing limit. Net debt increased by \$16.2 M in 2015 as anticipated due to the investment in infrastructure required to facilitate future growth; the net book value of assets grew by \$82 M. Total reserves decreased by \$4.4 M and the reserves to debt ratio is 90 percent.

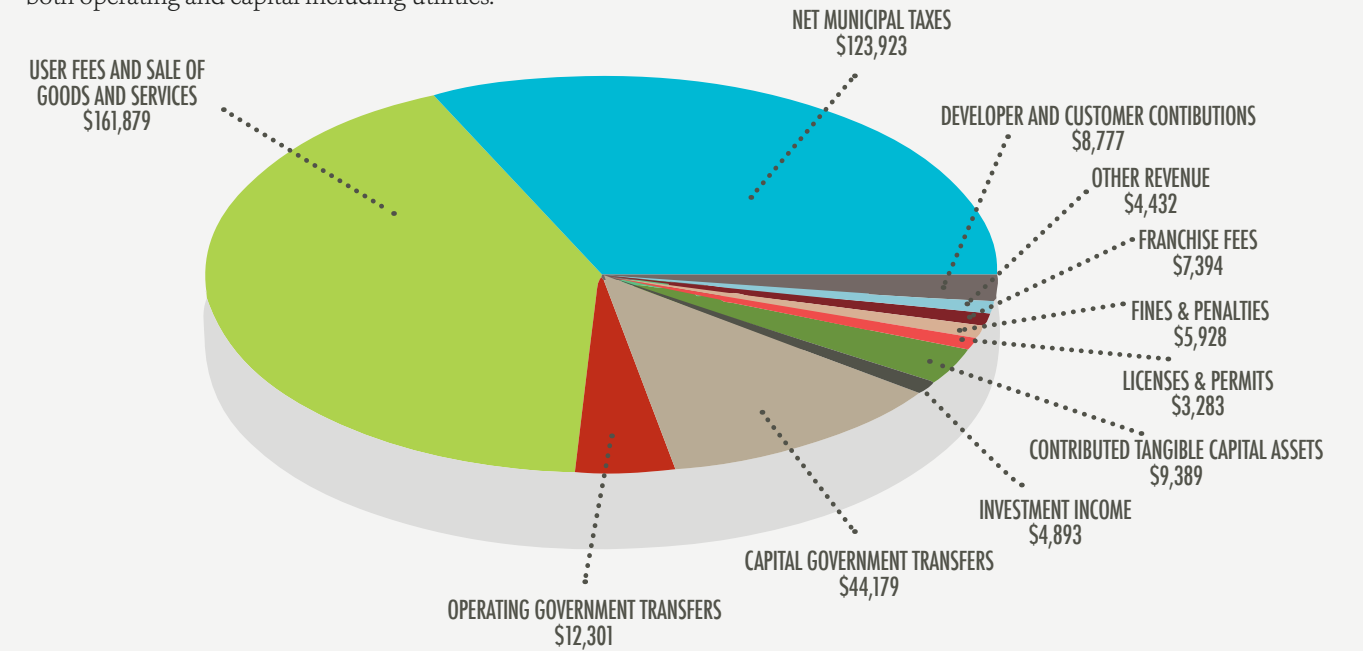
To accommodate increasing demand for amenity and growth projects, in 2015, one per cent of the tax revenue requirement is allocated to The City's Capital Reserves.

There will be ongoing work over the next several years to continue to define financial sustainability and to balance service to the citizens with the economic environment and financial health of The City.

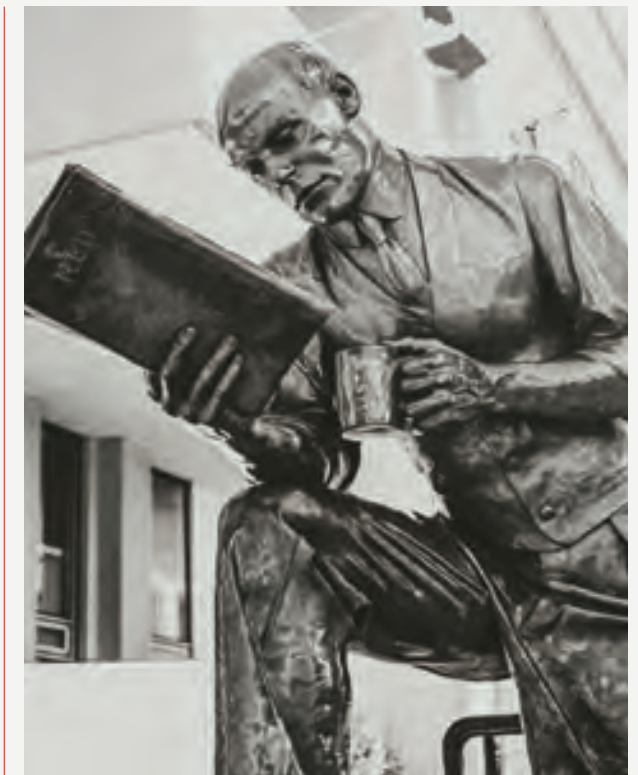
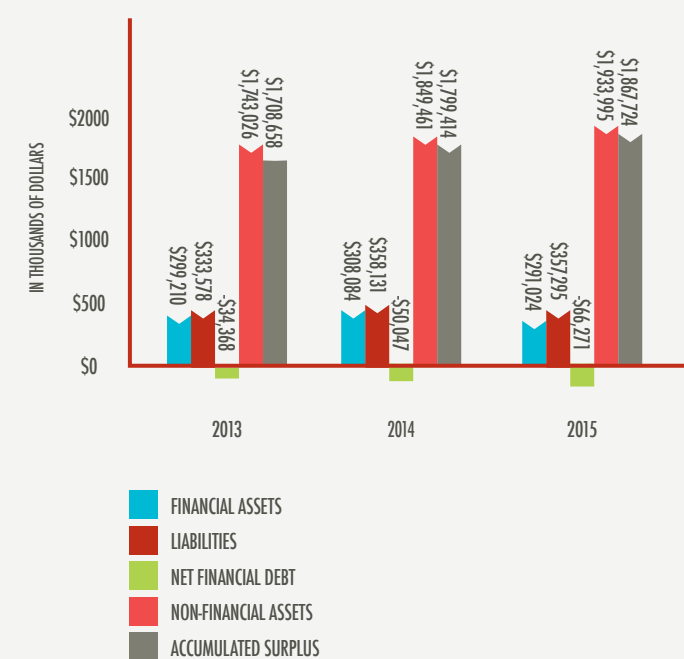
To view the full 2015 City of Red Deer Financial Report, visit www.reddeer.ca/budget.

REVENUE BY SOURCES

This chart illustrates all of The City's revenue sources, both operating and capital including utilities.

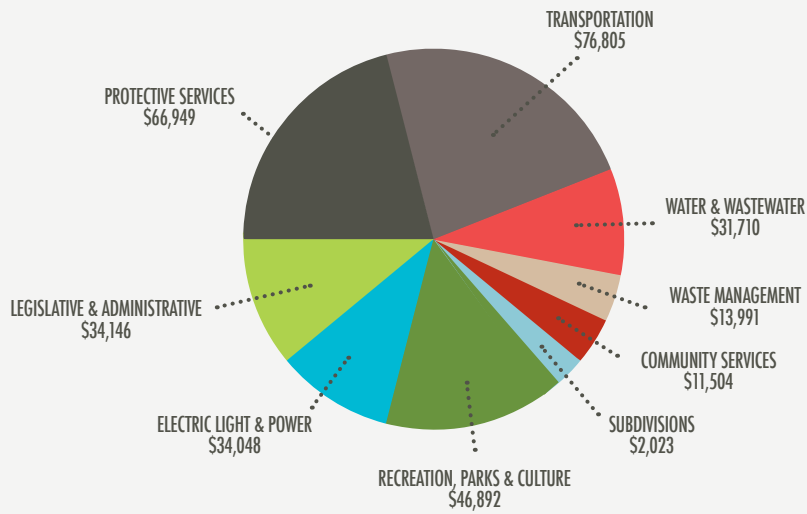


CONSOLIDATED FINANCIAL POSITION

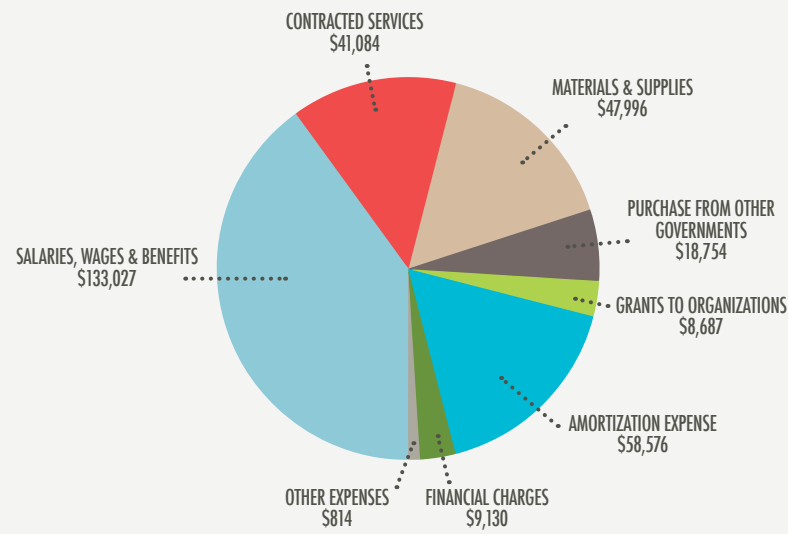


EXPENSES BY FUNCTION

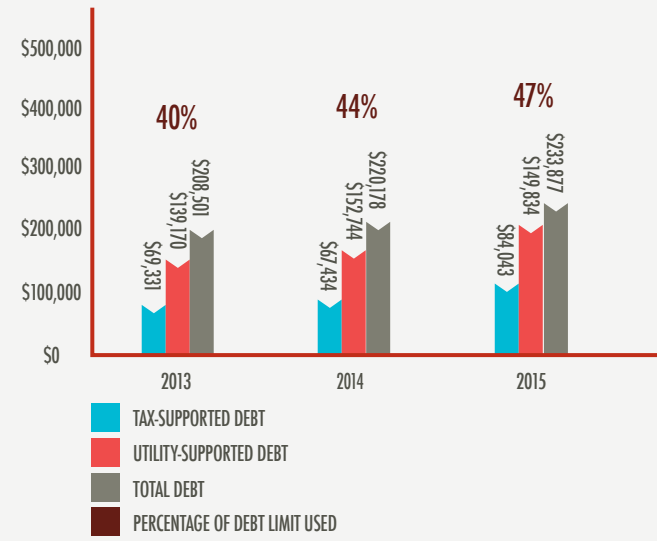
Expenses by segments details the amount of expense for functional segments for the organization for 2014 in the operating budget. These segments are not the same structure as the management structure of the organization.



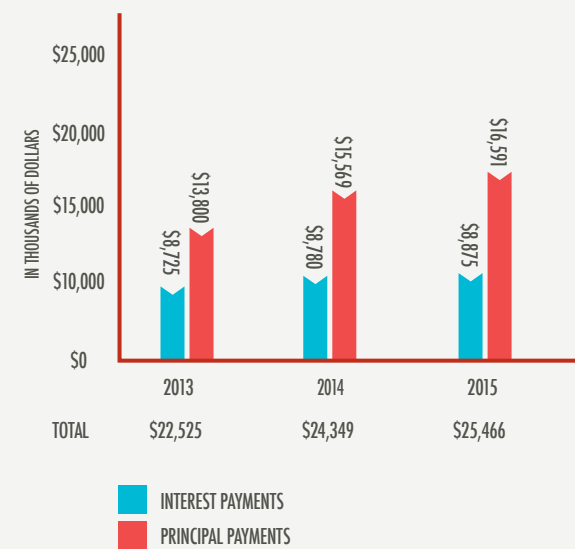
EXPENSES BY TYPE



LONG-TERM DEBT

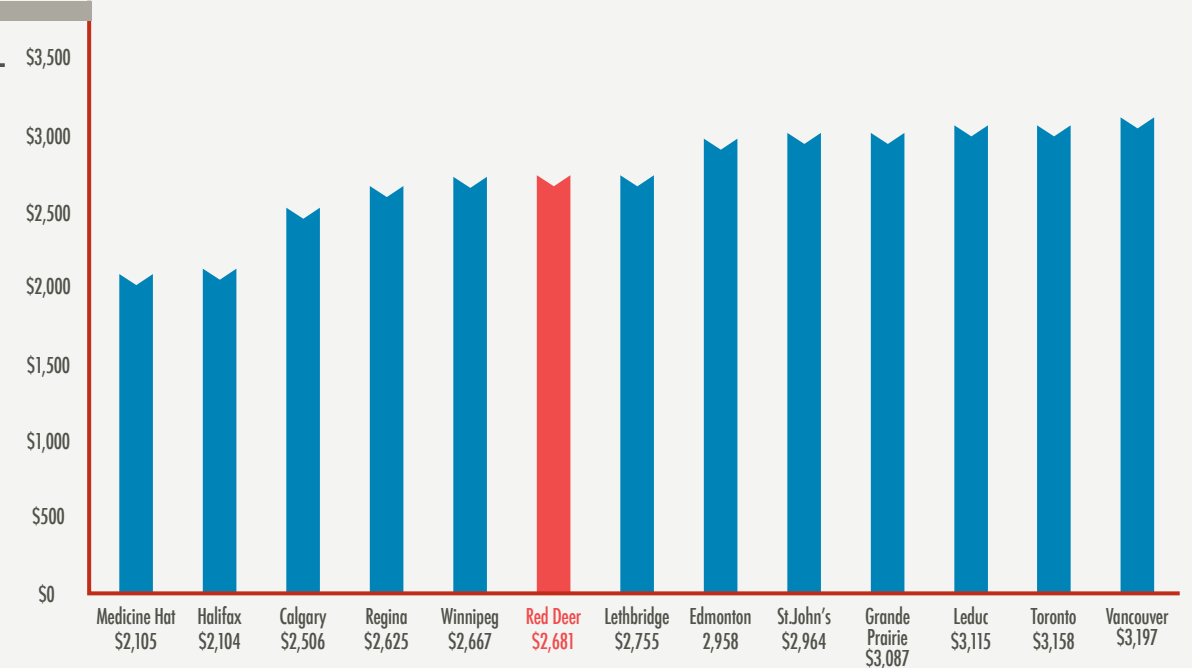


DEBT SERVICE AND DEBT SERVICE LIMIT



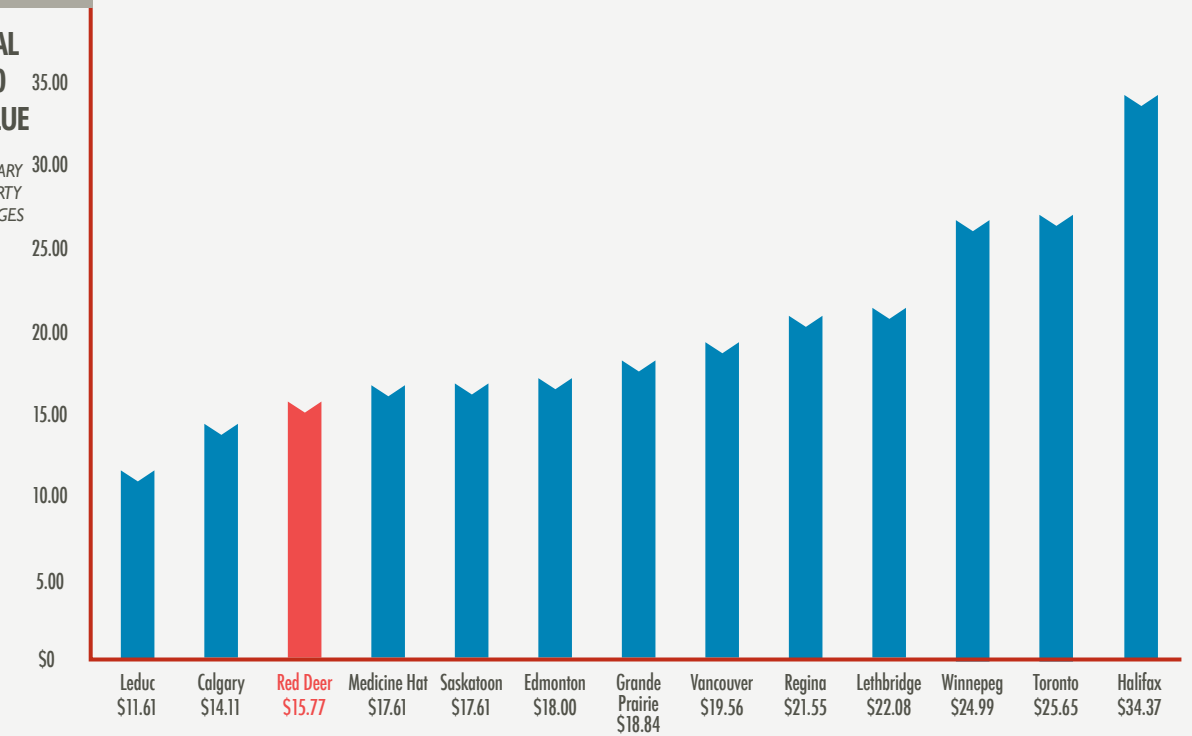
NET RESIDENTIAL PROPERTY TAX (AFTER GRANTS) INCLUDING MUNICIPAL & PROVINCIAL REQUISITIONS

Source: THE CITY OF CALGARY 2014 RESIDENTIAL PROPERTY TAXES AND UTILITY CHARGES SURVEY

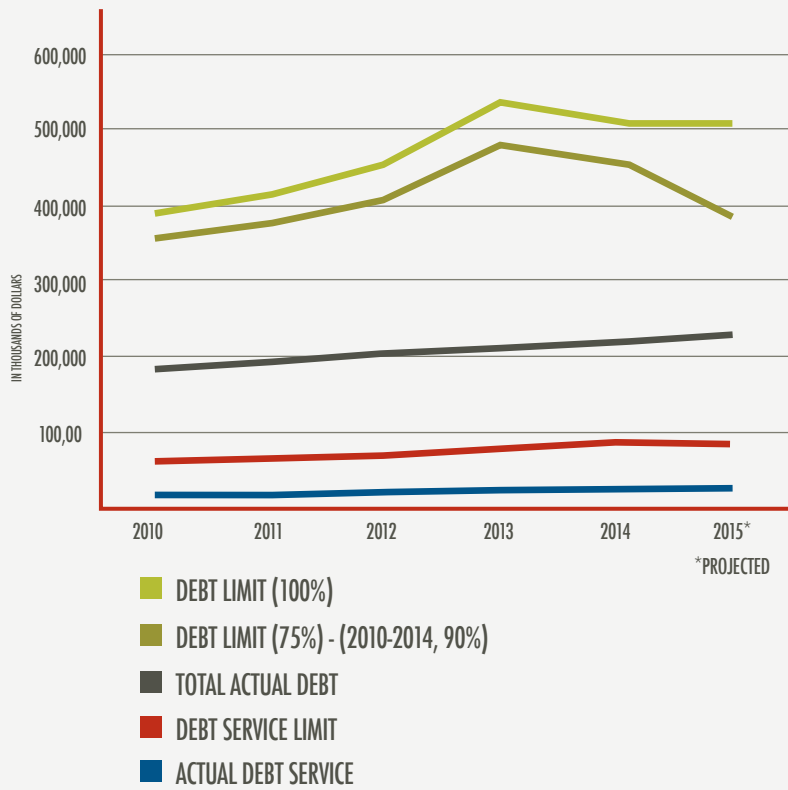


NON-RESIDENTIAL TAXES PER \$1,000 OF ASSESSED VALUE

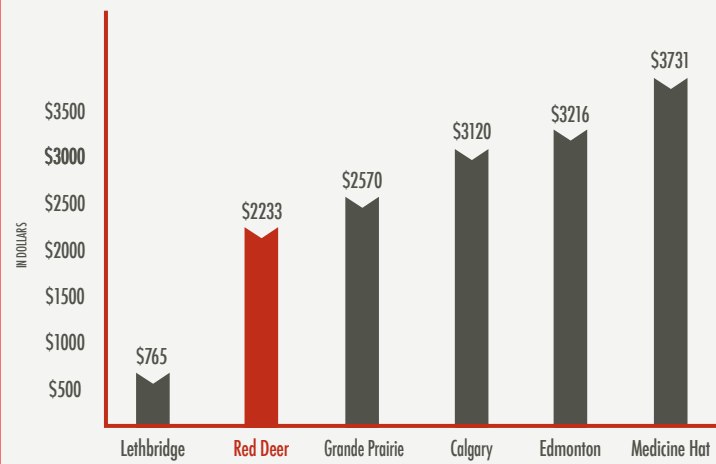
Source: THE CITY OF CALGARY 2014 RESIDENTIAL PROPERTY TAXES AND UTILITY CHARGES SURVEY



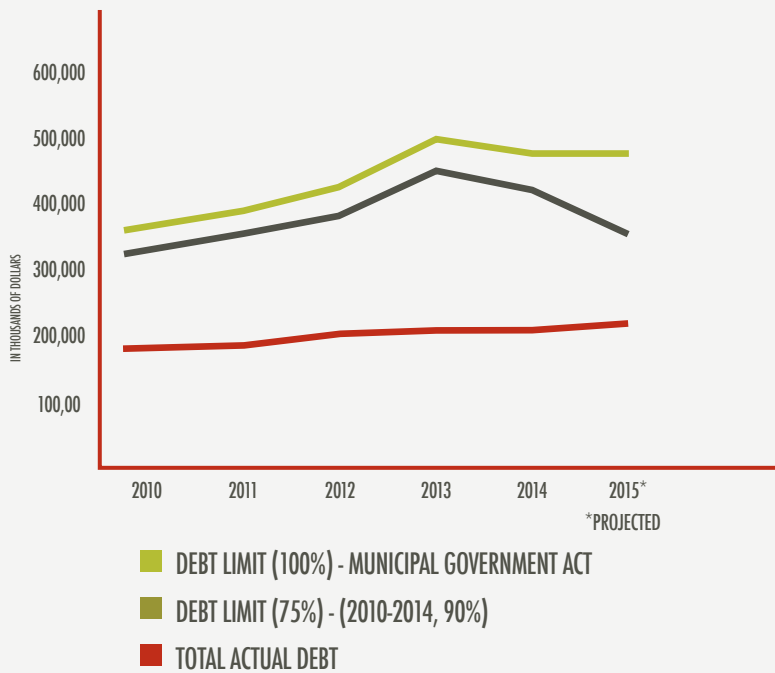
SUMMARY OF ACTUAL DEBT, DEBT LIMIT (MUNICIPAL GOVERNMENT ACT), DEBT LIMIT (CITY POLICY), ACTUAL DEBT SERVICE AMOUNT, AND DEBT SERVICE LIMIT (MGA)



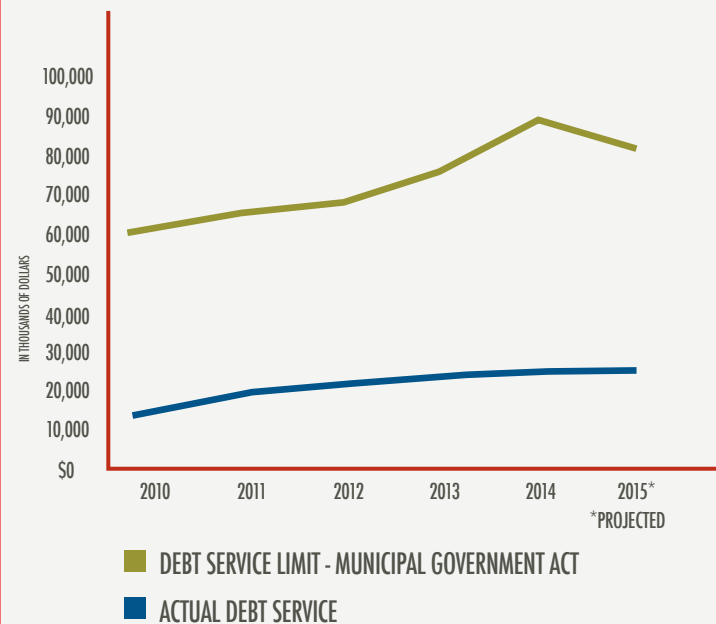
HOW DOES RED DEER COMPARE (Debt per capita 2014)



LONG-TERM DEBT LIMIT, TOTAL DEBT



LONG-TERM DEBT SERVICING LIMIT (MUNICIPAL GOVERNMENT ACT), SERVICE LIMIT ON DEBT LIMIT



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