

# REPORT CARD

## Q2 2023



*Engaged and connected City*

**2023-2026  
STRATEGIC  
PLAN**

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# Q2 2023

## PROGRESS TOWARDS THE STRATEGIC PLAN

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We are working towards achieving the vision of all three focus areas:  
Thriving City, Community Health & Wellbeing, and Engaged & Connected City.

The content of this report focuses mainly on the outcomes listed below,  
however work is happening to achieve all outcomes.

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### Thriving City

- Digitally Advancing City
- Financially Responsible
- Local Economy is Strong and Diverse

### Community Health and Wellbeing

- Collaborative response to social challenges that considers all
- Safe and Secure City

### Engaged and connected City

- Committed to Positive Customer Experience
- Strong Relationships and Public Trust

# 2023 APR – JUN



**PROGRESS ON  
7 OUT OF 15**  
STRATEGIC PLAN  
OUTCOMES



**55,990  
CALLS**  
TO THE  
**911 CENTRE**



**1,095  
REPORT A  
PROBLEMS**  
SUBMITTED



**NEW  
DOWNTOWN  
VACANT  
SPACE  
GRANT**



**80.6%**  
OF  
**BUSES ON TIME**



**NEW  
WOODY'S  
SPRAY PARK**



**871,734  
PASSENGER  
TRIPS ON  
TRANSIT**



**11 LOTS  
CONDITIONALLY  
SOLD IN  
TIMBERLANDS  
NORTH**

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# ACTIVITY HIGHLIGHTS

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## THRIVING CITY



Downtown is a thriving and alive community, assisted by the efforts of downtown residents, the DBA, businesses, creators, community groups, and residents who gather in the many beautiful places. From Paradise Plaza to the Ross Street Patio, Capstone, and City Hall Park, downtown was bustling this quarter.

In June 2023, through the Downtown Activation 4 Seasons Grant, we awarded five applicants with a total of \$25,000 to support community-led projects that empower citizens to take action to achieve the strategic moves of the Downtown Activation Playbook. Part of a healthy and vibrant downtown is creating a neighbourhood feel for residents who call it home, and work is underway to create a Downtown Community Association with businesses, residents and cultural / social agencies. This association is intended to be the community voice for the downtown and will be based on models from other municipalities.

Through engaged citizens, opportunities to spur economic development and a thriving downtown community life, the downtown remains the heartbeat of our city.

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## ENGAGED & CONNECTED CITY



Through numerous activities and efforts, we created opportunities for our community to come together to feel connected. With the creation of a community-informed Diversity and Inclusion Plan, we aim to enhance the wellbeing of our community, celebrate diversity and provide recommendations for inclusive practices and equitable access across our city.

We've created space and opportunities for thousands of Red Deerians to connect with us and each other whether it be downtown, in Capstone, at Meet Me at the Park, or at a Beat the Heat pop-up spray park. We remain committed to enhancing the customer experience we offer in all interactions with the community, citizens and each other.

In Q2 2023, we listened to hundreds of residents and businesses through a meaningful public participation process on how we can revamp our Land Use Bylaw, to understand what is important to Red Deerians, how they want The City to grow, how to reduce red tape, and what land uses are compatible. Through strong relationships and community, our city continues to be engaged and connected.

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## COMMUNITY HEALTH & WELLBEING



This spring, we were proud to have opened the newly renovated G.H. Dawe Community Centre. This is a top-notch recreation facility in North Red Deer, and through the newly expanded fitness area, an indoor track, multi-purpose gymnasium, and two fitness studios, we are supporting Red Deerians' physical, social and mental wellbeing. This is a space for residents to gather and strengthen the social fabric that creates strong and resilient communities. It is an inclusive and fully accessible space where we welcome everyone to be themselves and to learn from one another. It is a safe place for youth to connect with their peers outside of school.

This facility is not just amazing on the inside! Outside is the brand-new Woody's Spray Park where neighborhood kids can cool off for free all summer long, and parents/guardians can stay cool under the provided umbrellas. We are proud of how this facility contributes to our community's overall health and wellbeing!

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# THRIVING CITY BY THE NUMBERS

Work is happening simultaneously on all outcomes, however this report highlights the following outcomes with specific activities that occurred to support Thriving City focus area in Q2 2023.

OUTCOME	DESCRIPTION OF METRIC	VALUE	BEHIND THE NUMBER
<b>Financially Responsible</b>	Long-term financial plan	In progress	Progress on the Long-Term Financial Plan is well underway through a project plan, draft RFP and Scope of Work outlined and is on track to be completed in 2024.
<b>Local Economy is Strong and Diverse</b>	Growth in Residential Land Uptake	11 lots conditionally sold	<p>In Timberlands North, 3 lots are unconditionally sold, 11 single family lots are conditionally sold, and 13 lots have a deposit holding them.</p> <p>So far in 2023, 5 new builds have been started in Timberlands North.</p> <p>The Central Alberta Islamic Association broke ground on their Place of Worship in Timberlands North.</p>

# COMMUNITY HEALTH & WELLBEING BY THE NUMBERS

Work is happening simultaneously on all outcomes, however this report highlights the following outcomes with specific activities that occurred to support Community Health & Wellbeing focus area in Q2 2023.

OUTCOME	DESCRIPTION OF METRIC	VALUE	WHAT'S HAPPENING
<b>Collaborative response to social challenges that considers all</b>	Number of community reports to Report a Problem	1,095	<p>Below are the top ten categories that we received Report a Problems about in Q2 2023. Only two categories related to social challenges made the top ten.</p> <ul style="list-style-type: none"> <li>17% other (this includes things that might not have a category, such as one-off service requests or comments, questions or kudos to be relayed)</li> <li>16% parks &amp; trails</li> <li>9% cart collection</li> <li>8% unsightly property</li> <li>8% residential parking</li> <li>7% potholes or road repairs</li> <li>3% storm drains or catch basins</li> <li>3% flooding</li> <li>2% gravel lanes</li> <li>2% graffiti</li> </ul>
<b>Collaborative response to social challenges that considers all</b>	Number of housing referrals given through Coordinated Access Process (CAP)	70	<p>Housing program referrals are made based on the length of time homeless, acuity (level of housing need), best program fit, client choice, and available spaces.</p> <p>Housing Referrals are the mechanism in Red Deer's Coordinated Access Process to match clients with appropriate housing programs that will provide the level of housing supports they require.</p> <p>Monthly average % of clients in the high acuity range (Requiring Permanent Supportive Housing or Intensive Case Management)</p> <ul style="list-style-type: none"> <li>April 89%</li> <li>May 94%</li> <li>June 92%</li> </ul> <p>Number of clients referrals (Program Matches) made for Permanent Supportive Housing</p> <ul style="list-style-type: none"> <li>April 3</li> <li>May 1</li> <li>June 0</li> </ul> <p>Due to the permanent nature of the program and lack of Permanent Supportive Housing, availability is often limited.</p> <p>While the vast majority of clients who are referred to Permanent Supportive Housing are accepted, following the referral a warm transfer is completed to ensure the program is a good fit.</p>
<b>Collaborative response to social challenges that considers all</b>	Number of warm hand-offs by Social Diversion Team	251 (86 in April, 85 in May, 80 in June)	<p>The Social Diversion Team is a response program for individuals in need of, or perceived need of social, non-emergency support. This team connects individuals with further supports or transportation to services when requested.</p> <p>251 (40%) events led to a warm handoff to additional services. Among the events, there were 86 warm hand-offs for the month of April, 85 warm handoffs for May, and 80 warm-handoffs for June. The leading cause of a social diversion event in this quarter was homelessness (32%), followed by intoxication (21%), physical health needs (10%) and basic need-food (6%).</p> <p>Clients are taken to an appropriate service site as determined by the team, or as requested by the client. The most common destination was the daytime shelter (39%), which is able to provide further referrals through their in-house outreach team.</p>
<b>Safe and Secure City</b>	Number of incidents (RDES)	739	<p>This metric indicates the number of incidents that Red Deer Emergency Services has attended to in the past quarter. The value reflects the total number of calls and can be broken down for Q2 739 (613 fire, 31 hazmat, 84 MVC, 11 rescue).</p>
<b>Safe and Secure City</b>	Call answer statistics	55,990	<p>Red Deer Emergency Services 9-1-1 Emergency Communication Centre provides fire dispatch services to 73 other municipalities in addition to providing dispatch services to the citizens of Red Deer.</p> <p>In Q2 2023 RDES 9-1-1 ECC dispatched a total of 3,015 calls for The City of Red Deer and 52,975 calls for the 73 municipalities for a total of 55,990 calls.</p>

# ENGAGED & CONNECTED CITY BY THE NUMBERS

Work is happening simultaneously on all outcomes, however this report highlights the following outcomes with specific activities that occurred to support the Engaged & Connected City focus area in Q2 2023.

OUTCOME	DESCRIPTION OF METRIC	VALUE	WHAT'S HAPPENING
<b>Committed to Positive Customer Experience</b>	Percentage of busses on time	80,53	<p>This number represents Red Deer Transit's ability to meet its service delivery schedule 80% of the time.</p> <p>Our current target is 85%; this is a system parameter that was adopted after the rollout of Transit Network Improvement Project (TNIP). Calgary has an 85% target for their conventional service, Edmonton has a 70%, Kelowna BC has 80%.</p> <p>This measure is an indicator that our service is on-time and reliable to our patrons, so when they are planning their trips, it can be done with confidence our service will get them to their destination on-time.</p>
<b>Committed to Positive Customer Experience</b>	Increased ridership	871,734	<p>The COVID-19 pandemic required Red Deer Transit to drastically reduce service for a variety of reasons: business and school closures, working from home, and space limitations. Several City facilities and local businesses (shopping malls, gyms, etc.) were closed or had reduced service hours during the height of the pandemic, which resulted in a lowered demand for Transit services overall. We often compare our ridership to pre-Covid numbers, starting in 2019. Below are the Q2 comparators for 2019, 2020, 2021, 2022:</p> <p>2019 - 1,018,431 2020 - 175,299 2021 - 309,417 2022 - 464,262</p> <p>With Q2, 2023 reporting 871,734 passenger trips (includes school routes), we are seeing that return to pre-Covid numbers, with ridership growing to 14% below pre-Covid ridership, and an 84% increase from this reporting period in 2022.</p>
<b>Committed to Positive Customer Experience</b>	Number of missed cart collection per 10,000 pickups	2.98 per 10,000	<p>During Q2 2023, Blue and Black Carts were collected weekly, and Green Carts were collected every other week, with approximately 45,360 cart collections completed each week. Below are the quarterly totals for missed cart collections per 10,000 pickups.</p> <p>Q1 = 3.4 per 10,000 Q2 = 2.98 per 10,000</p>
<b>Strong Relationships and Public Trust</b>	Increased public participation	1	<p>This is the number of formal public participation processes where we invited the public to influence a decision.</p> <p>In Q2, public participation occurred to influence Red Deer's Land Use Bylaw Review.</p>

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# APPENDIX

## STRATEGIC FOCUS AREAS

Council's Strategic Plan is divided into three key focus areas: Thriving City, Community Health & Wellbeing and Connected & Engaged City. These focus areas contain aspirational goals and outcomes to achieve by 2026.

### Thriving City

A thriving local economy, driven by a healthy business community and vibrant downtown is paramount, while continuing to protect and enhance the environment.

#### WHY DOES IT MATTER?

Red Deer is a thriving city for all. The city is affordable, with a resilient economy that supports local business, while attracting new investment, aided by a business-friendly City Hall.

Downtown is vibrant and many modes of transportation are used throughout the community to connect citizens to and from the city's core.

Red Deer is growing while also protecting natural spaces, places and the environmental future. The City ensures a sustainable future by implementing and supporting innovative business practices and taking concrete action to ensure climate resiliency.

#### OUTCOMES

- Vibrant and enjoyable downtown
- Strong and diverse local economy
- Environmentally committed community
- Proactively-managed public infrastructure
- Financially responsible
- Digitally advancing City
- Workforce is healthy, equipped and competitive

### Community Health and Wellbeing

Red Deerians cherish the spaces, places and year-round experiences Red Deer offers to promote physical, mental, and social wellbeing. The community is proud of the welcoming and inclusive city Red Deerians call home.

#### WHY DOES IT MATTER?

Red Deer is safe and clean, with collaborative efforts to improve community wellness. Citizens have a sense of belonging, community pride and neighbourliness. Red Deer is a welcoming, inclusive city that celebrates diversity. The City is committed to reconciliation and honours and respects Indigenous Peoples' culture and history.

In all four seasons, the people of Red Deer love to get outside and explore the city's incredible trail system, parks, and green spaces. Citizens have access to extraordinary outdoor and indoor places and spaces to recreate, benefiting the physical, social and mental health of individuals and families in our community.

Red Deerians participate in year-round festivals and events that encourage tourism and destination development. Red Deer is the central hub of Alberta, and downtown is a community for entertainment, arts, culture, shopping, dining, residents, and connecting with people and places in our city.

#### OUTCOMES

- Collaborative responses to social challenges that considers all
- Inclusive community
- Safe and secure city
- Great spaces and places
- Involved people and communities

### Engaged and Connected City

Council engages with citizens in ways that build strong, respectful, and collaborative relationships. Citizens feel valued and included in decisions about their city.

#### WHY DOES IT MATTER?

Citizens have a positive impact on decisions, leading to responsive choices by City Council. Connecting and engaging with the community is important to City Council.

Transparent and accountable decision-making is at the core of what The City does. At times, making the right decision will mean things may need to be done differently. Lasting and meaningful relationships are made between Council, administration, other orders of government, community agencies, organizations and citizens.

Respect is shown among Council and the citizens served. This connection with local municipal government also gives Red Deerians a sense of belonging.

#### OUTCOMES

- Strong relationships and public trust
- Committed to positive customer experience
- Decisions are data informed