

STRATEGIC PLAN

2015 TO 2018



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Good fortune is what happens when opportunity meets planning.

- Edison

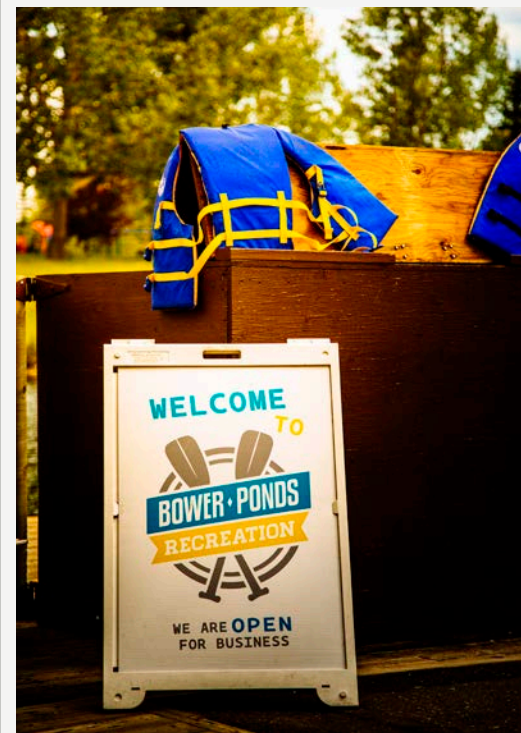
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AN OPPORTUNITY FOR OUR FUTURE

Red Deer is a growing and dynamic city. Having just celebrated 100 years, it's time to chart our future course. A city served by an innovative government; inspired by the people that live here and the businesses that prosper here; full of vibrant spaces for people to connect; and, places and opportunity for community to thrive. This strategic plan outlines the vision for our community and the strategy for creating our desired future.

Red Deer, located at the heart of Alberta, is our province's third

largest city on the cusp of reaching a population of 100,000. We are moving from a small city to a modern urban centre serving a region of over 320,000. As we start building our city for the next 100 years it's important to create a solid financial base; build strong community relationships; and invest in sport, culture, and recreation opportunities for citizens. By focusing on these three areas, The City of Red Deer will have a sustainable foundation to continue building towards an innovative, vibrant, and inspired future. ●



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THE CITY OF RED DEER Approach to Strategic Planning



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The best way to predict the future is to invent it.

- Immanuel Kant

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A strategic plan is a series of interrelated and complementary themes that guide the actions and strategies towards a shared vision. The many components of the strategic plan are an interconnected series of strategies and steps outlining our priorities and opportunities for change.

As The City of Red Deer's primary planning document, the strategic plan covers a four year planning horizon and includes both the strategic direction and strategic implementation. It respects the unique and complimentary roles of Council and Administration in realizing success.

STRATEGIC DIRECTION

The purpose of the strategic direction is to identify key themes or areas of change that are most important to achieving the vision and mission. This is Council's direction to administration for creating organizational strategies and change to allow the vision to unfold. City Council provides leadership to the Strategic Direction.

STRATEGIC IMPLEMENTATION

The purpose of strategic implementation is to identify key strategies and actions to achieve the direction set by Council. Through

the coordinated strategy charters, administration guides and monitors progress towards the vision. Administration provides leadership to the Strategic Implementation.

The City of Red Deer has been recognized for its approach to strategic planning because the approach:

- » Ensures the vision translates into action,
- » is grounded in good governance principles, and
- » is tied to our Enterprise Business Planing (budget) process. ●

THE STRATEGIC DIRECTION

Council of The City of Red Deer chose three key themes as their strategic direction. These three themes are where the organization's efforts will be coordinated and directed. They were chosen as the most important areas requiring change or transformation after considering community input, best practices, and current organizational initiatives.

The Strategic Direction ensures Red Deer is ready for its future by continuing to build a strong foundation and transforming local government that embraces our principles. ●

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ACCORDING TO ARISTOTLE A CITY EXISTS FOR THE SAKE OF A GOOD LIFE AND NOT FOR THE SAKE OF LIFE ONLY. LIVABILITY MEANS JOY, LEISURE, HEALTH, COMMUNICATION AND INTERACTION AND NOT JUST FULFILLING BASIC NEEDS.
— MERI LOUEKARI
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PRINCIPLES

CITIZEN FOCUSED SERVICE

ACCESSIBLE AND WELCOMING COMMUNITY

STRATEGICALLY ORIENTED LEADERSHIP

THREE THEMES



DIALOGUE

Engaging our community and enhancing our relationships



COMMUNITY AMENITIES

Planning great spaces and places for community living



FINANCIAL LEADERSHIP

Creating a sustainable financial foundation



These three themes are The City of Red Deer priorities for the next four years and are complimented by work still being completed on five of the themes from the previous strategic plan. These are:

IDENTITY

Identify and promote our Red Deer identity

SAFETY

Enable and promote a safer community

MOVEMENT

Design for and facilitate integrated movement

DESIGN

Design and plan our community to reflect our character and values

ECONOMY

Shift our primary economic development focus and activity to within Red Deer

A GROWING CITY

IN 2014

98,585

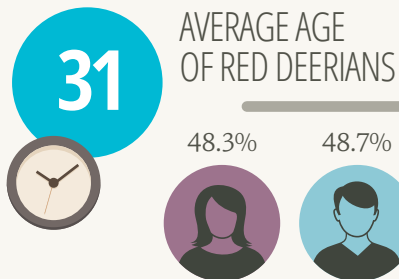


NUMBER OF RED DEERIANS

67,590



RESIDENTS OVER THE AGE OF 18



OVERALL GROWTH PERCENTAGE IN 10 YEARS

25%



101 YEARS RED DEER HAS BEEN A CITY

1,476 NUMBER OF NEW RED DEERIANS

140.6 TOTAL SNOWFALL IN CENTIMETERS

PASSENGERS THROUGH THE AIRPORT IN 2014

25,819



46,520

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

21,876

NUMBER OF DETACHED HOUSES

51

TOTAL NUMBER OF NEIGHBOURHOODS

\$214,793,253

VALUE OF BUILDING PERMITS

1,612

BUILDING PERMITS ISSUED

54



NUMBER OF BUS ROUTES

75

OUTDOOR SKATING/HOCKEY SURFACES



20,625m² DEDICATED TO CITY GARDEN PLOTS

98%

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

7,440,000m²

Of mowed turf grass. This is equal to more than 900 Canadian football fields.




123

LENGTH OF RED DEER'S TRAILS IN KILOMETERS






162 PLAYGROUNDS

1,850 STREETLIGHTS REPAIRED

THEMES 2015-2018 STRATEGIC DIRECTION

THEME	DIALOGUE 	COMMUNITY AMENITIES 	FINANCIAL LEADERSHIP 
	Engaging our community and enhancing our relationships	Planning great spaces and places for community living	Creating a sustainable financial foundation
ACTION	Informing and engaging our citizens so we are working together in planning for our city's future and creating a vibrant Red Deer.	Creating great amenities that provide opportunities for Red Deerians to be active, learn, connect, and grow.	Developing and implementing a leading municipal financial framework for current services and future community investment.
COMMITMENT	By engaging citizens and building community relationships, citizens have meaningful opportunities to contribute to the vision and decisions of our city.	By building exceptional community amenities we will create vibrant communities and neighbourhoods where Red Deerians can enjoy their city and connect with each other.	By building a strong financial foundation there is confidence in our ability to deliver services, provide community infrastructure and invest in our community's future.
OUTCOME	When we have inspired community relationships we have: <ul style="list-style-type: none"> » citizens who believe they are a valued part of city government and the decisions being made; » a diverse range of tools that help us inform citizens and engage with individuals and community organizations; and, » citizens, stakeholders, and organizations who are informed and involved in their community and government. 	When we have vibrant places for community life we have: <ul style="list-style-type: none"> » a balance of places and spaces that reflect the diversity of the community and our geography; » citizens who have pride in our facilities and features because they anchor our region and reflect community's authenticity, priorities and interests; and, » been recognized provincially and nationally for our world class community features. 	When we have a sound financial approach and sustainability we have: <ul style="list-style-type: none"> » explored innovative service delivery options for the city that have improved service; » citizens that understand the value of services provided; » made financial information accessible and understandable; and, » financial decisions that are made with an understanding of the full range of financial options.

THEMES FROM 2012-2014 STRATEGIC DIRECTION

THEME	IDENTITY 	SAFETY 	MOVEMENT 	DESIGN 	ECONOMY 
	Identify and promote our Red Deer identity	Enable and promote a safer community	Design for and facilitate integrated movement	Design and plan our community to reflect our character and values	Shift our primary economic development focus and activity to within Red Deer
COMPLETED	Public consultation on the community narrative	Policing Plan and Governance model approved by Council	Integrated Movement Study approved by Council	Neighbourhood design guidelines approved by Council	Economic Development Strategy approved by Council
UNDERWAY	<ul style="list-style-type: none"> » Creation of community narrative based on community input. » Development of identity and brand. 	<ul style="list-style-type: none"> » Development of a social policy framework. » Development of the drug and alcohol road map. » Development of a crime prevention framework. » Development of priority three call service levels. 	<ul style="list-style-type: none"> » Development of an integrated set of transportation plans based on the movement charter for transit, trails and roads. 	<ul style="list-style-type: none"> » Development of engineering standards and other policies to implement the approved neighbourhood guidelines. 	<ul style="list-style-type: none"> » Development of a prioritized implementation plan for the economic development strategy approved by Council.

SUSTAINABILITY PILLARS



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.



CULTURAL

Red Deer is a vibrant city with an authentic identity where history is honoured, 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

Definition in progress

GOVERNANCE FRAMEWORK SUBSTANTIALLY COMPLETE.

POLICY DEVELOPMENT IN PROGRESS.

The City's strategic plan also serves as its sustainability plan. Sustainability is defined by the United Nations as, "development that meets the needs of the present without compromising the ability of future generations to meet their own needs". 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. ●

HEALTHY COMMUNITY



The themes of the strategic direction support a healthy, vibrant and sustainable community. These diagrams illustrate the themes of our strategic direction and their relationship to one another. Many activities and projects will continue and others may need to be adapted as our strategic direction is implemented. ●



PRINCIPLES	Citizen focused service Accessible and welcoming community Strategically oriented leadership
2015-2018 THEMES	Financial Leadership Community Amenities Dialogue
2012-2014 THEMES	Identity Economy Movement Safety Design
SUSTAINABILITY PILLARS	Environmental Cultural Economic Social Governance



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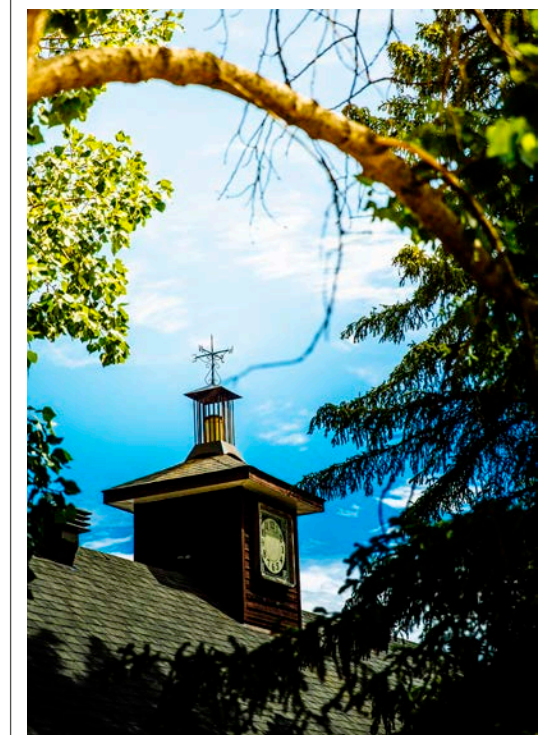
You've got to think about big things while you're doing small things, so that all the small things go in the right direction. - Alvin Toffler

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STRATEGIC IMPLEMENTATION

Administration will develop a series of interconnected plans called charters to put Council's three themes into action. Each charter has a senior administrative champion who provides guidance and oversight to the direction set by Council. Each charter is approved by Council and yearly reviews of budgets and plans are part of the Enterprise Business Planning (budget) process.

In addition to the goals and outcomes set by Council, the charter outlines the broad strategies required to reach the outcomes. These charters are foundational to the Enterprise Business Planning (budget) process and guide departmental plans and priorities. Council receives regular updates on progress of the strategic plan through the quarterly report and charter updates. ●



CITY COUNCIL

YOUR MEMBERS OF CITY COUNCIL ARE:

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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.



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