



# Red Deer's Community Compass:

Our Master Plan for  
Service Delivery

April 2026

## Land Acknowledgement

The City of Red Deer acknowledges the Indigenous Communities governed by Treaty No. 6 and Treaty No. 7 as the Land we are situated on. The Land is also recognized by The City of Red Deer and its members as Métis ancestral lands represented by Otpemisiwak Red Deer District 3. The commitment of The City of Red Deer is to work alongside Indigenous Peoples in building a welcoming and inclusive community.

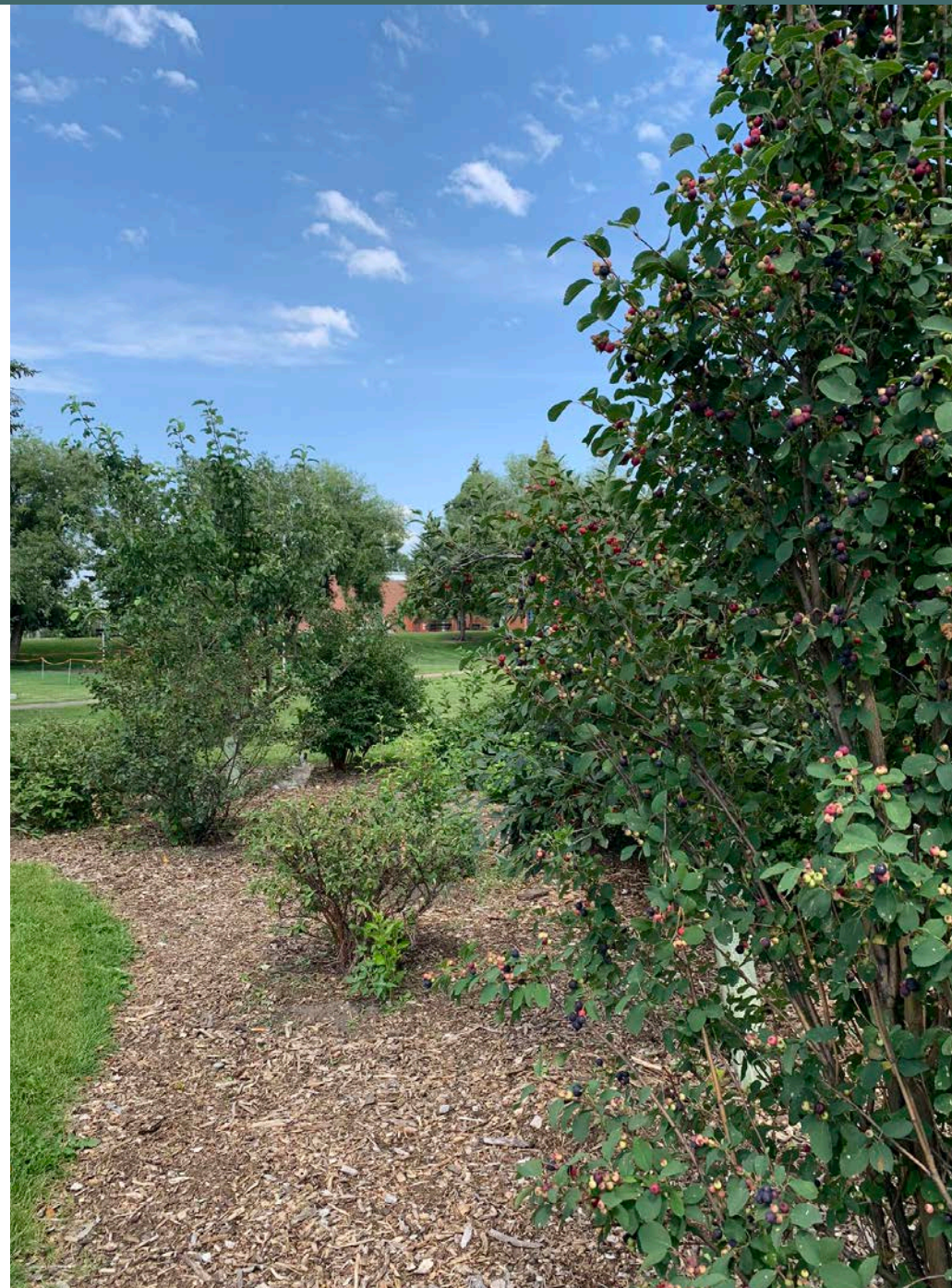
In acknowledging these lands, The City recognizes that reconciliation and community-building are ongoing responsibilities. The Community Compass is grounded in values that emphasize respect, inclusion and collaboration. This document is intended to guide decisions and priorities in ways that support meaningful relationships with Indigenous Peoples, alongside our many community partners. Through this approach, we work toward a welcoming and connected community for all.

# Executive Summary



Red Deer's Community Compass: Our Master Plan for Service Delivery (the Community Compass), is a long-term guiding document that establishes how The City will plan, deliver, and invest in services to the community over the next 12 years. Services to the community include recreation, parks, transit, arts and culture, social supports, permitting and licensing, emergency response, planning and development, and utilities. This Plan provides the principles and tools needed to make consistent, transparent decisions about these services in ways that align with what matters most to Red Deer residents.

The Community Compass translates Vision 2050 into operational guidance. While Vision 2050 establishes where Red Deer is going as a community, the Community Compass establishes how The City will deliver services to help get there. Every service decision guided by this plan is an opportunity to move Red Deer closer to the vibrant, connected, diverse community envisioned in 2050.



## Why This Plan Matters

The City of Red Deer makes hundreds of service decisions each year. Each decision represents an investment of public resources and an opportunity to enhance community well-being. With a clear framework for decision-making, these choices will be consistent and clear to residents, staff, and community partners.

The Community Compass provides the structure needed to answer fundamental questions:

- *What services should The City provide?*
- *What role should The City play in delivering services?*
- *How should The City prioritize competing investments when resources are limited?*

The Plan benefits the community by creating transparency about how decisions are made, creates accountability for how public resources are directed, and consistency in how services are evaluated across all areas.



# What We Heard From Our Community

The Community Compass was developed through extensive community engagement that captured diverse perspectives across 1,170 touchpoints from residents, staff, and community organizations. The engagement included resident surveys (575 responses), staff surveys (299 responses), community organization surveys (85 responses), public open houses, contributor interviews, focus groups, and community pop-ups. The analysis of these findings were validated through an online survey of residents and City of Red Deer staff and focus group meetings.

## Key community input themes

**Balance Between Growth and Services:** There is a strong sentiment for prioritizing maintenance of existing infrastructure and services over new growth, to ensure that growth does not outpace The City's capacity to maintain service quality.

**Equity and Inclusion:** The need for equitable access to services across all demographics and neighborhoods, including affordable programming, accessibility improvements, culturally safe services, and support for newcomers and equity-deserving communities.

**Transparency and Accountability:** Importance of transparency in decision-making, clear communication about budget allocations, and visible follow-through on commitments. There is a desire for opportunities to provide input earlier in planning processes with clear demonstrations of how feedback influences decisions.

**Collaboration and Partnership:** The need for recognition of the important role community organizations play in service delivery. There is also an interest in enhanced partnership opportunities including co-delivering services, sharing resources, and reducing duplication.

**Long-Term Strategic Planning:** The need for proactive, strategic planning with clear long-term vision, evidence-based decisions supported by data, and sustainable approaches that balance immediate needs with future growth.

# Strategic Foundations of the Community Compass

The Community Compass is guided by two interconnected strategic foundations, guiding principles and values, that emerged directly from community engagement and alignment with existing City plans and policies. The guiding principles and values work together as one system. The guiding principles set the direction. The values guide the journey. Both are grounded in the community's voice and existing practices, shaping how Red Deer plans, delivers, and invests in services to the community for years to come.

**Five Guiding Principles** describe what The City will prioritize in service delivery decisions:



## **Community-Centred:**

The City listens to community voices in decision-making and maintains transparency and accountability in service delivery.



## **Fiscally Responsible:**

The City demonstrates stewardship of public resources through prudent financial management, prioritizing maintenance of existing infrastructure, and planning for long-term sustainability.



## **Equitable and Inclusive:**

The City strives to ensure all residents have fair access to services regardless of income, ability, age, cultural background, or neighbourhood.



## **Collaborative and Integrated:**

The City works in partnership with community organizations, other levels of government, and across departments to maximize community impact and avoid duplication.



## **Evidence-Informed and Strategic:**

The City uses data, research, and community input to make informed decisions and takes a proactive, long-term approach to planning and service delivery.

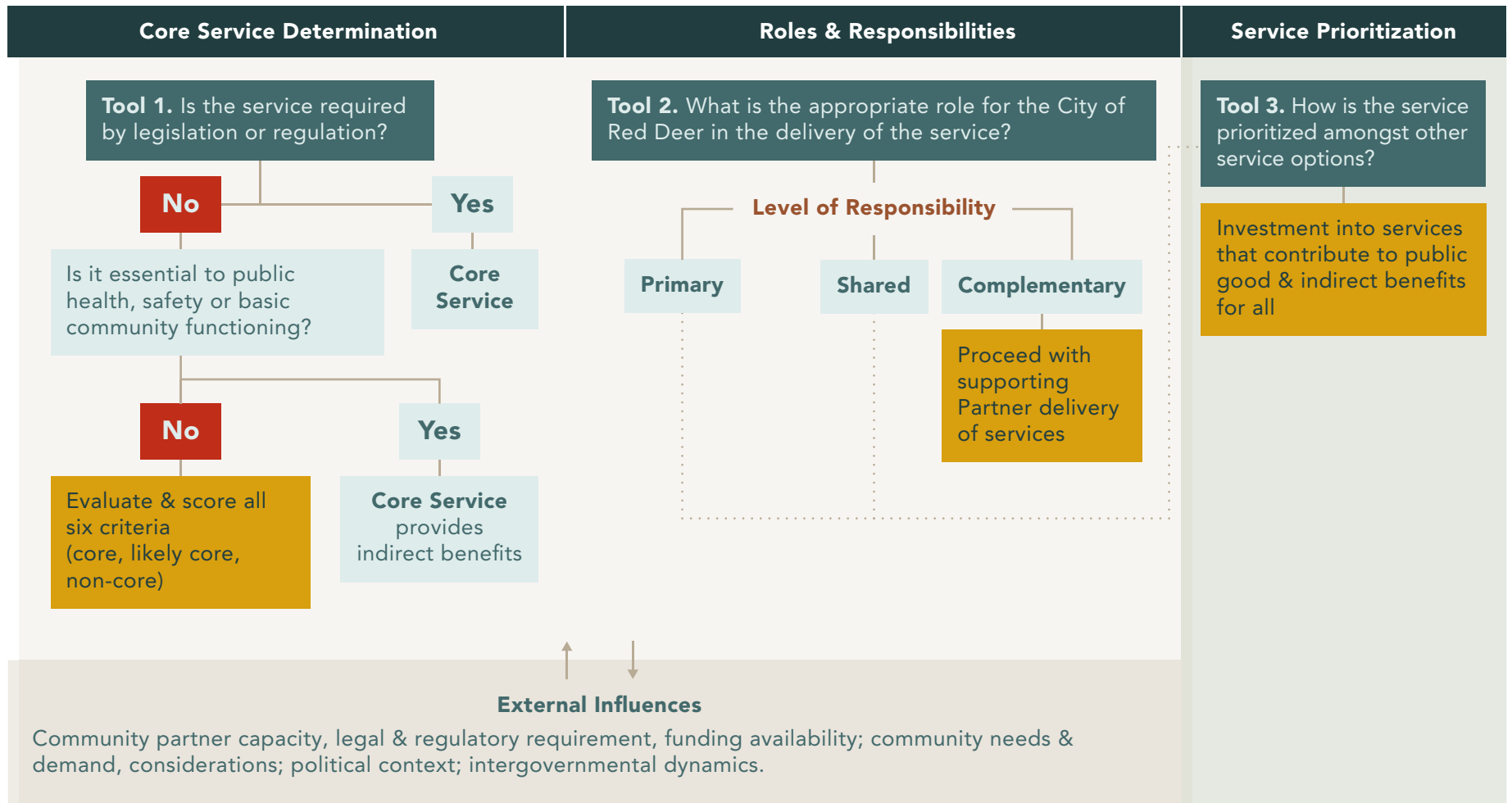
**Six Service Delivery Values** describe how The City and its' partners in delivering services will operate together:

- **Transparency and Accountability:** We are open about our decisions, clear about our processes, and accountable for our results.
- **Respect and Dignity:** We treat all residents, staff, partners, and contributors with respect, recognizing the inherent dignity and value of every person.
- **Innovation:** We seek better ways to serve our community through creativity, learning, and adaptation.
- **Partnership:** We recognize that community impact is greatest when we work together across departments, with community organizations, and with other levels of government.
- **Stewardship:** We are responsible stewards of public resources (financial, environmental, and social) ensuring they serve current and future generations.
- **Excellence:** We strive for excellence in everything we do, delivering high-quality services that meet community needs and expectations.



# Community Compass Framework: Three Decision-Making Tools

The Community Compass provides three interconnected tools that work in sequence to guide service delivery decisions. These tools translate the guiding principles and values into practical direction for consistent, transparent decision-making.



## Tool 1: Core Service Determination

**The foundational question: Is this a legislated or core service for The City of Red Deer?**

Before determining how to deliver a service or prioritize investments, The City must first establish whether the service falls within its core responsibility to the community. This tool uses six criteria to evaluate whether a service is Core (strong City responsibility), Likely Core (City is responsible or one of several partners), or Non-Core (better delivered by others).

The six criteria are: Legislative or Regulatory Mandate; Public Health, Safety, and Welfare Necessity; Market Capacity; Public Benefit; Community Expectation and Historical Precedent; and Municipal Capacity and Unique Capability.

This tool ensures municipal resources are focused where The City has the greatest responsibility, capacity, and impact. It provides strategic clarity about which services are within The City's mandate, and which are better delivered by community organizations, other levels of government, or the private sector.

## Tool 2: Roles and Responsibilities

**The operational question: What role should The City play in delivering this service?**

Once a service is determined to be core, likely core, or non-core, this tool clarifies the appropriate City role based on accountability, capacity, and relationships with community partners. The tool distinguishes between three levels of responsibility:

- **Primary Responsibility:** The City has a central role and strong capacity (examples: emergency services, water treatment)
- **Shared Responsibility:** The City is one of several contributors working together (examples: parks maintenance, public transit)
- **Complementary Responsibility:** Others lead; The City plays a supporting role (examples: healthcare advocacy, volunteerism coordination)

Within these levels, The City can perform different roles including Advocate, Educator, Capacity Builder, Convener, Coordinator, Funder, Planner/Regulator, or Service Provider. This tool helps The City focus resources while strengthening partnerships that increase community benefit.

## Tool 3: Service Prioritization

***The resource allocation question: How do we prioritize competing needs within core service areas when resources are limited?***

Even within core services, The City faces ongoing decisions about how to allocate limited resources among competing investments. This tool provides a systematic approach to evaluate and compare service investments using six weighted criteria: Community need and service level assessment; Public benefit and equity; Financial impact and sustainability; Adaptability and future readiness; Partnership and external funding potential; and Economic and community development impact.

By scoring investment opportunities against these criteria, The City can make transparent, consistent choices about where to direct resources for greatest community benefit. The tool helps answer: **Which decision will maximize The City's investment for public good?**

## How the Tools Work Together

The three tools are designed to work sequentially. First, determine whether a service is core to The City's mandate. Second, clarify what role The City should play. Third, if resources are limited among core services, use the prioritization tool to compare investments systematically.

The tools are scalable. Major strategic decisions (new facilities, significant capital investments, policy changes) require full formal application with documented scoring and Council review. Moderate decisions (service level adjustments, partnership agreements, program modifications) use targeted application of relevant tools. Routine operational decisions (day-to-day service delivery within approved plans) are guided by the principles and values with the tools informing professional judgment.

# Implementing the Community Compass

The Community Compass will be integrated into The City's existing planning, budgeting, and decision-making processes. Implementation focuses on embedding the guiding principles, values, and decision-making tools into how The City already operates.

## Key Implementation Priorities:

- **Organizational Integration:** Integrate the frameworks into business case templates, Council reports, and budget proposals to ensure consistent evaluation of service decisions. Apply the frameworks when developing service plans, evaluating partnership opportunities, and determining appropriate City involvement.
- **Building Staff Capacity:** Provide training and support to help staff understand and apply the Community Compass frameworks. Develop tools, templates, and resources that make it easy for departments to use the Community Compass in their work. Foster cross-departmental collaboration to support integrated service delivery.
- **Engaging Partners and Contributors:** Communicate the Community Compass principles, values, and framework to community organizations, businesses, and other partners who contribute to service delivery. Use the Roles and Responsibilities tool to clarify expectations and strengthen collaborative relationships. Recognize and celebrate the contributions of community partners in delivering services that enhance community well-being.



## Moving Forward Together

The Community Compass provides The City of Red Deer with a clear, community-grounded framework for service delivery decisions. Through consistent application of the guiding principles, thoughtful use of the decision-making tools, and collaborative partnerships, The City can deliver services that meet community needs, demonstrate fiscal responsibility, advance equity, and position Red Deer for a vibrant future.

This is a shared journey. Success depends on The City, community organizations, businesses, residents, and partners working together, each contributing their strengths and expertise to enhance the well-being of the entire community. The Community Compass points the way forward, guiding decisions today that will shape the Red Deer of tomorrow and toward 2050.




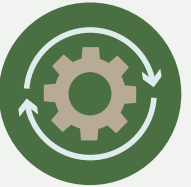



The Community Compass is not just a plan for The City. It is a commitment to the community that service decisions will be guided by principles that matter to residents, informed by evidence and community voices, transparent in their rationale, and accountable for their results. Every decision will be guided by the question: Does this advance the vibrant, connected, diverse Red Deer envisioned in Vision 2050?

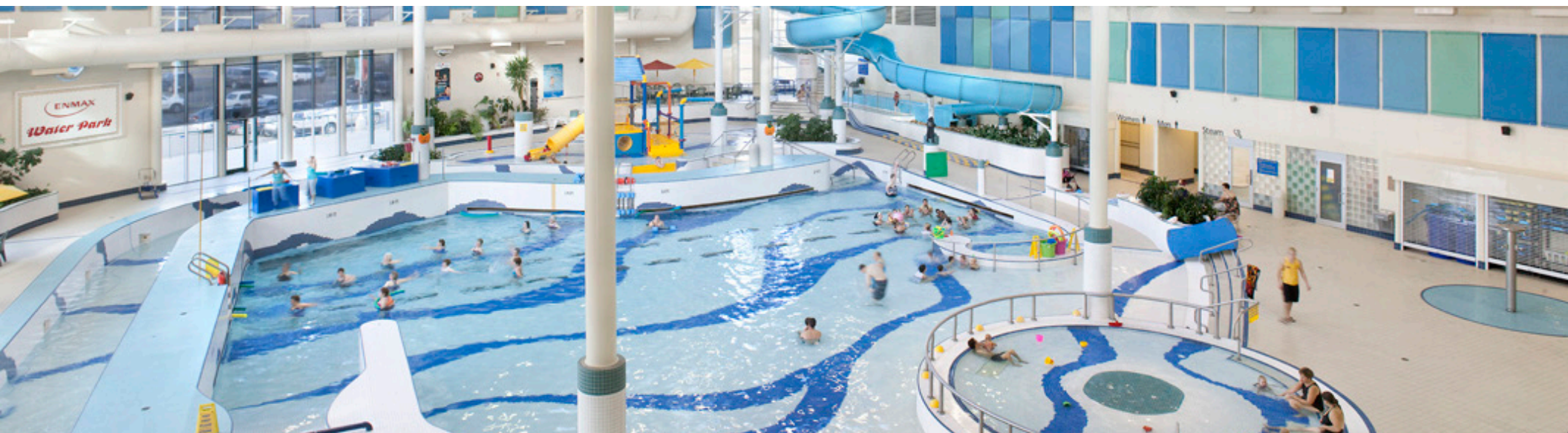


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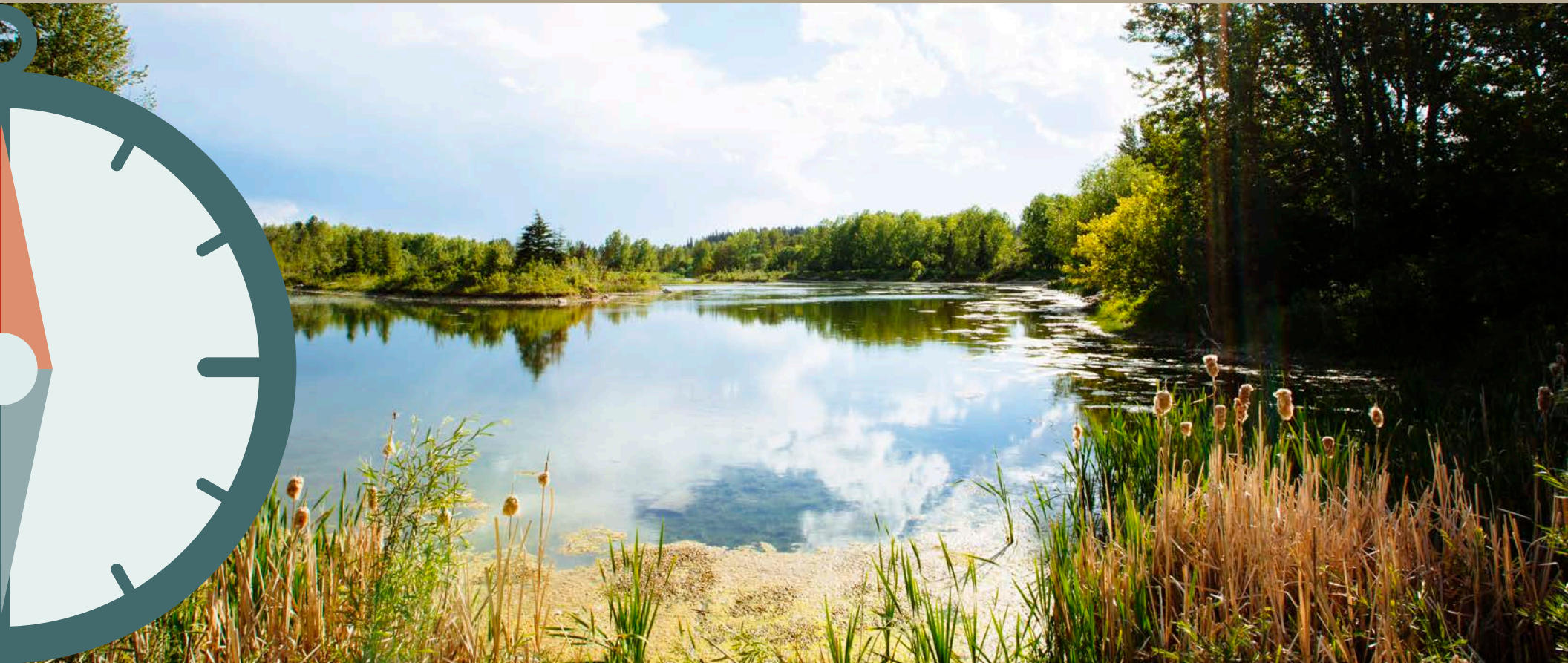
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## Overview of the Document Structure

						
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# Section 1: About Community Compass



# 1.1 Purpose and Scope

The City of Red Deer’s Community Compass: Our Master Plan for Service Delivery (Community Compass) is a long-term plan that will guide how The City will plan, deliver, and improve public-facing services over the next 12 years. Services to the community include, but is not limited to, recreation, parks, transit, arts and culture, social supports, permitting and licensing, emergency response, planning and development.

The Plan will help The City deliver these services more consistently, transparently, and in alignment with what matters most to the community of Red Deer.

The Community Compass:

- Defines guiding principles and values for delivering services to the community
- Sets clear criteria to prioritize investment and planning
- Supports evidence-based decision-making through transparent frameworks
- Reflects community feedback, values, and needs



## Defining Key Terms: Public Good and Community Benefits

**Public good:** A good or service that is shared by everyone and cannot be easily withheld from anyone, often benefiting society as a whole rather than a specific individual or group.

**Direct benefits:** The immediate, intended advantages experienced directly by individuals or groups who are the primary recipients of a program, action, or investment.

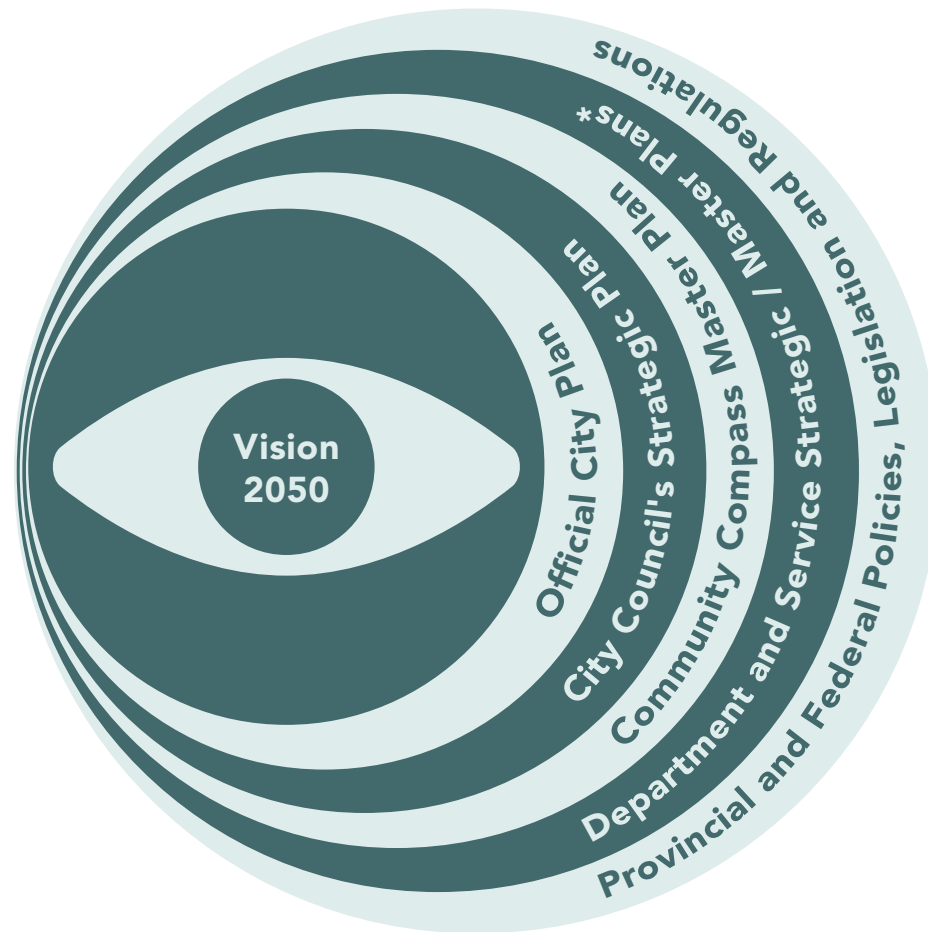
**Indirect benefits:** The secondary or unintended advantages that occur as a result of a program or action, affecting individuals or groups beyond the original recipients.



## 1.2 Connecting to Other City Plans and Policy

An extensive review of The City of Red Deer’s relevant documents and policies was conducted to understand the strategic framework guiding the delivery of services to the community. The Community Compass aligns with higher level plans to set the direction for the delivery of services to the community in Red Deer. The Community Compass is a high-level strategic document to support consistent and transparent decision-making. The Community Compass is in alignment with Vision 2050 and other existing City of Red Deer strategic planning documents; along with relevant legislation and plans, including the Municipal Government Act (MGA) and any associated regulations thereunder and federal and provincial policy direction.

**Graphic 2: Planning and Policy Hierarchy**



\* i.e., Red Deer Major Event Strategy & Destination Development Framework, Financial Road Map, Environmental Master Plan

All strategic plans, operational decisions, and service delivery activities must align with and advance Vision 2050. Vision 2050 sits at the center of The City's Integrated Planning Framework (IPF), which shows how all municipal work aligns from the community's vision for the future. The Integrated Planning Framework ensures that the community's long-term aspirations guide day-to-day decisions about how The City allocates resources, delivers services, and responds to emerging needs.

The Community Compass is a strategic plan that translates Vision 2050 into operational guidance for the delivery of services to the community. It answers the question: How does The City deliver services in ways that advance the community's vision?

While Vision 2050 establishes where Red Deer is going, the Community Compass establishes how The City will get there through the services it provides, funds, enables, and supports.



The Community Compass advances Vision 2050 by:

- **Translating Vision 2050 into Service Delivery Principles:** The five Community Compass guiding principles operationalize the aspirations in Vision 2050's Guiding Stars and Desired State(ments).
- **Establishing Decision-Making Tools and Framework:** The three tools (Core Service Determination, Roles and Responsibilities, Service Prioritization) that make up the Community Compass Decision-Making Framework ensure that service decisions systematically consider how they advance Vision 2050 themes of connection, diversity, and vibrancy.
- **Focusing Resources on Community Priorities:** By clarifying what constitutes a core service, which role The City should play, and how to prioritize investments, the Community Compass ensures municipal resources are directed toward services that deliver on Vision 2050's desired outcomes for people, culture, places, prosperity, and environment.
- **Enabling Collective Impact:** Vision 2050 was designed for collective community action, not just municipal government action. The Community Compass clarifies when The City leads, enables, or supports and creates space for community organizations, businesses, and residents to contribute to the shared vision alongside City efforts.



## 1.3 Planning Process

The Community Compass development process took place from February 2025 to April 2026 and included a comprehensive engagement and research program to understand the current state of services to the community in Red Deer.

**Graphic 1: Planning Process**



## 1.4 How to Use the Community Compass

The Community Compass is designed primarily for **City staff and Council** who make decisions about municipal service delivery. It provides practical frameworks, criteria, and guidance to support consistent, transparent decision-making about what services The City delivers, how they are delivered, and how resources are prioritized. Staff will find actionable tools in Section 6 (Service Delivery Framework) that can be applied to budget development, service planning, partnership evaluation, and strategic decision-making. Council will find clear rationale for service investments, defensible criteria for resource allocation, and language to communicate decisions to the community.

The document also serves **community partners and organizations** who deliver services alongside The City. For partners, the Community Compass clarifies when to expect City leadership versus partnership or support, explains how The City determines its role in service delivery, and provides insight into how municipal decisions are made. Understanding these frameworks enables more effective collaboration, realistic partnership expectations, and alignment of community efforts toward shared Vision 2050 goals. Section 6.3 (Roles and Responsibilities) is particularly relevant for organizations seeking to understand The City's approach to partnership and collaboration.

Finally, **residents** of Red Deer can use this document to understand how The City makes decisions about services that affect their daily lives. The Community Compass explains why The City provides some services directly, partners on others, and supports community-led efforts in other areas. It demonstrates how public resources are directed toward services that deliver broad community benefit, how competing priorities are evaluated transparently, and how service decisions advance the community's Vision 2050. This is a living document that will evolve based on experience, changing community needs, and feedback from all who use it, ensuring that service delivery decisions remain responsive, accountable, and aligned with what matters most to Red Deer's community.

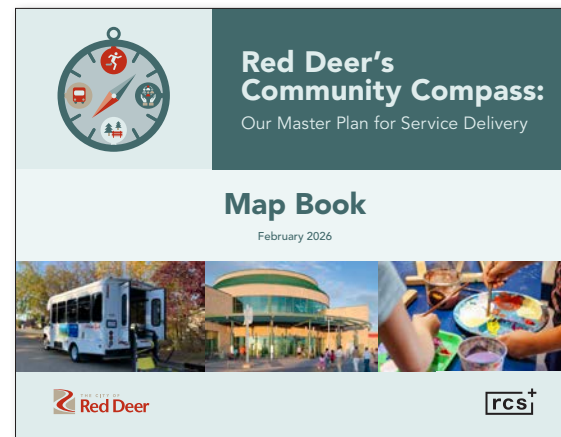
The Community Compass was developed based upon extensive research and community engagement. The findings of the research and engagement can be found in three companion documents.



**What We Heard Report** presents the findings of community and staff engagement activities.



**What We Learned Report** presents the findings of the research to inform the development of the Community Compass including community demographics, service delivery practices, planning and policy review and leading practices.



**Map Book Report** presents the geospatial analysis of community demographics and access to community services.

# Section 2: About Our Community



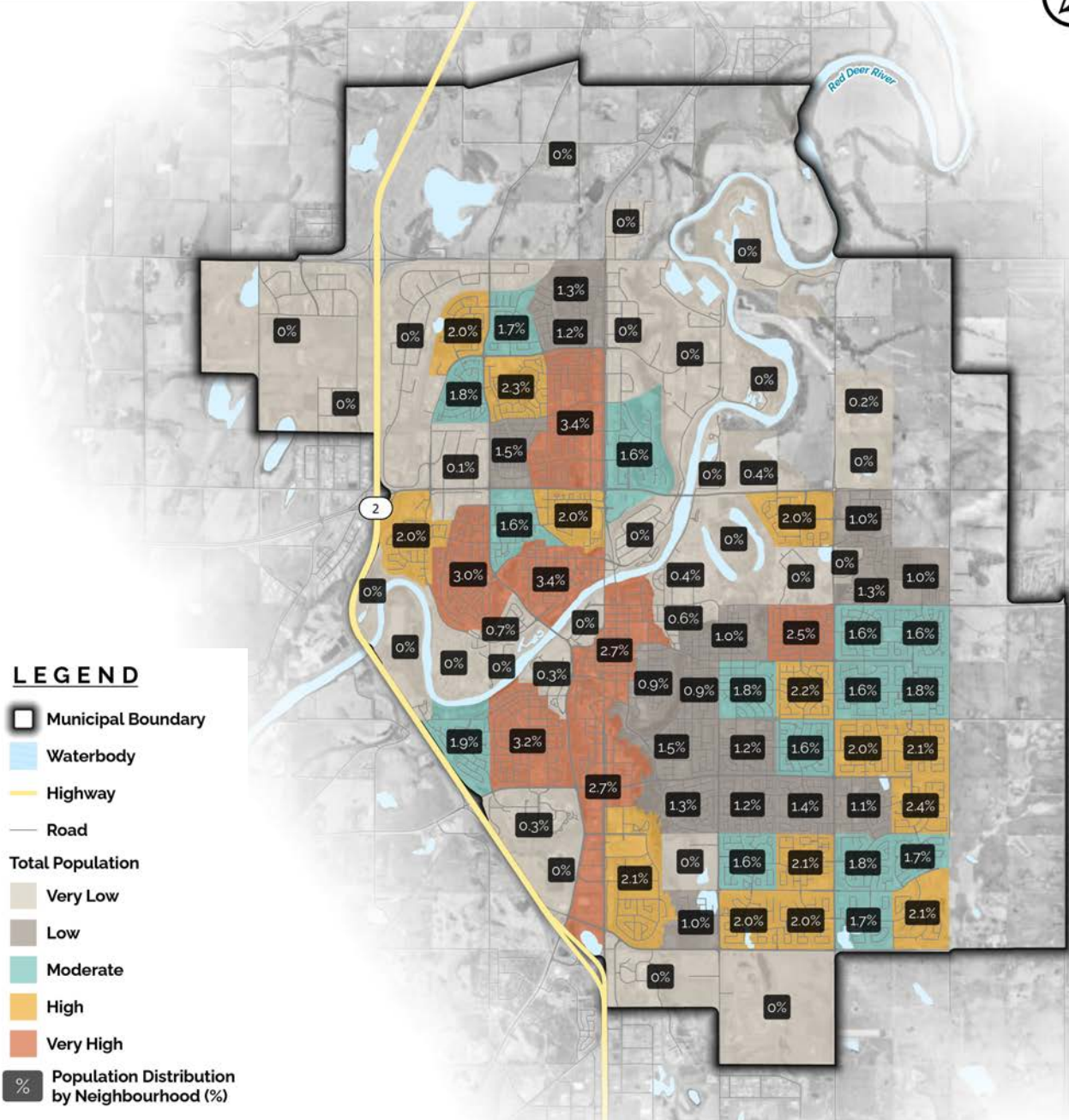
## Map 1: Neighbourhood Population Distribution



### 2.1 Who are we planning for?

Red Deer’s projected population was 100,844 as per the last Canadian Census in 2021 and is positioned for steady growth, with population projected to increase 15% to 133,035 residents by 2035 (Alberta Government, Alberta Population Projections, 2025). Over the last 20 years, the population of Red Deer has increased by 32.7%. The community’s median age has increased in step with overall population growth, and it is closely aligned with the provincial median and average age. The population density in Red Deer varies across the neighbourhoods, with Johnstone Park, Clearview Meadows, Eastview Estates, Devonshire, Lonsdale, Laredo, and Aspen Ridge having the highest population density.

	Alberta	Red Deer
Median Age	38.8	38.4
Average Age	39.4	39.0



## Section 2: About Our Community

In Red Deer, the average annual household income is \$108,672, and the median household income is \$87,165. The 2024 unemployment rate was 9.5%, which has increased from an unemployment rate of 8.0% in 2019. The top three industries that employ the labour force in Red Deer are health care and social assistance (19.34%), retail trade (13.97%), and construction (9.01%). In Red Deer, 3% of the population makes below \$20,000, and 12.9% of the population makes below \$40,000 annually.

Community demographics reveal who Red Deer serves, how many children need recreation programs, how many people need accessible transit, how many newcomers need culturally responsive services, how many families need affordable housing. Age, income, cultural background, and household composition shape service needs. A community of young families requires different investments than an aging population. Growing cultural diversity demands language access and cultural safety. Rising income inequality requires affordability strategies. Demographics inform core service determination (is this a public need?), roles and responsibilities (who is best positioned to serve this population?), and prioritization (which investments serve the greatest community benefit?). Effective service delivery requires understanding the community being served.



### Graphic 3: Red Deer Key Demographic Facts (2025)



**Population**  
**107,700**

With growth of 5,133, the population is expected to reach 112,833 by 2025.



**Median Age**  
**39.1**

25,011 are under 19, 65,392 are 20 to 64, 17,297 are 65 and older.



**Labour Force**  
**58,209**

there are 6,832 self-employed individuals, and 8,583 working from home.



**University Degree or Higher**  
**16,469**

13,391 have no High School Diploma, 28,373 are High School Graduates, and 17,732 have College.



**Households**  
**43,319**

An estimated 6,914 of households live below the poverty line, while 5,945 households have an income over \$200,000.



**Visible Minority**  
**21,213**

There are 2,692 first generation immigrant population, and immigrating to Canada since 2022.



**Median Household Income**  
**CA\$91,079**

With an average of 2.4 people per household, the average household income is CA\$125,877.50.

## 2.2 Planning for Growth

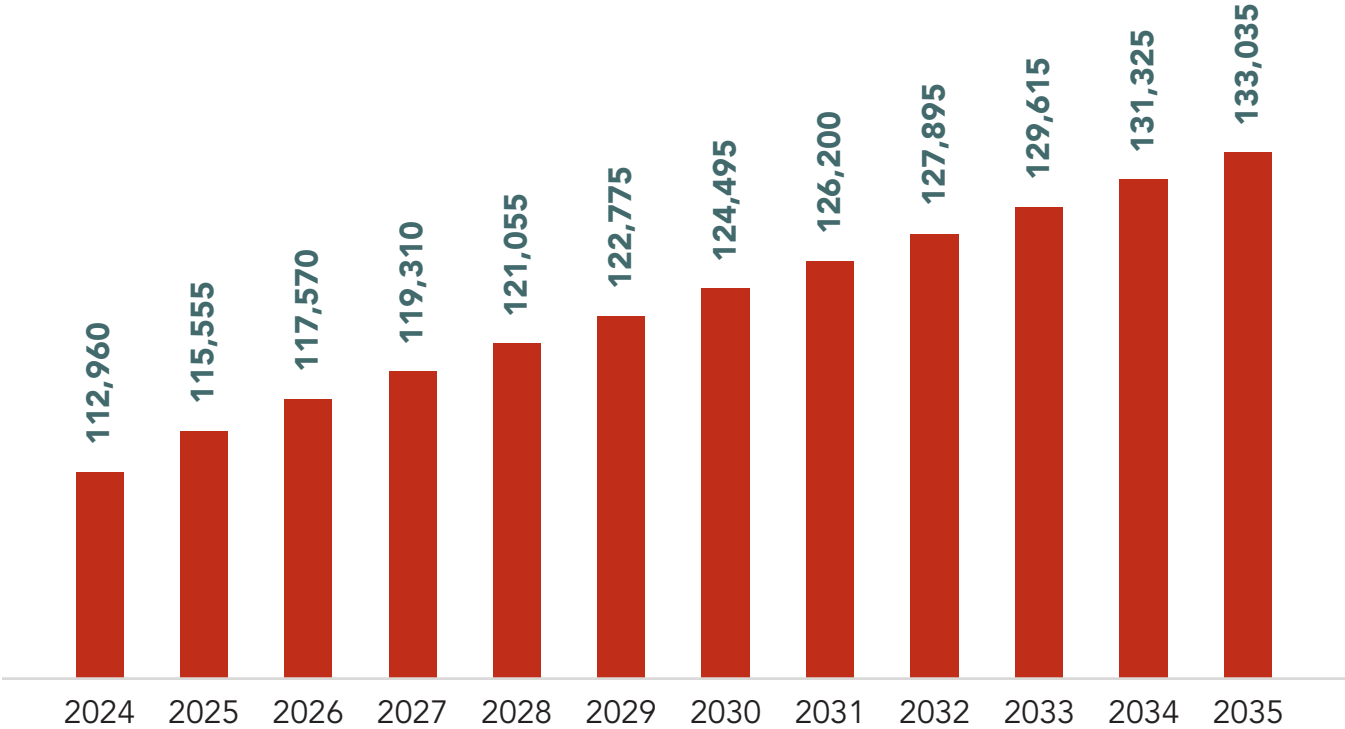
Red Deer is projected to experience steady population growth over the next 10 years. In 2025, the total population was estimated to be 107,700 residents, with projections suggesting an increase in the population to 133,035 residents in 2035 (Alberta Government, Alberta Population Projections, 2025). This represents a population growth rate of 15% over the next 10 years. Within Red Deer's projections, the age brackets shown in Chart 1 reflect stable growth for each segment of the population.

Population growth is not a distant forecast; it is a present reality shaping every service decision The City makes today. The Community Compass provides the tools to plan proactively, invest strategically, and ensure Red Deer's services scale to meet the needs of a growing, vibrant community in 2035 and beyond.



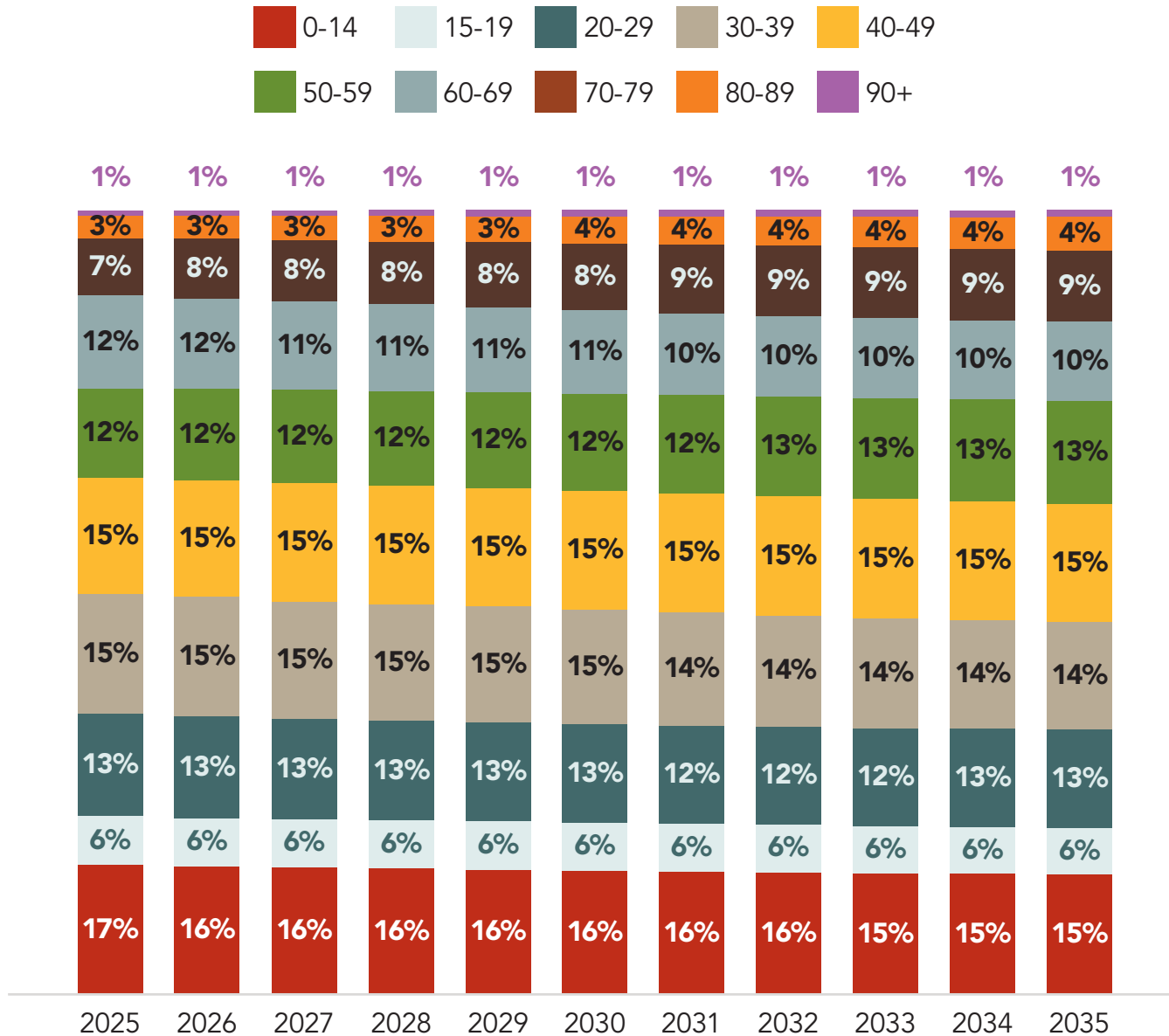


**Chart 1: Projected Population (2024 – 2035)**



Source: Alberta Government, Alberta Population Projections, 2025. (tbf-alberta-population-projections-2024-2051-cma.xlsx)

**Chart 2: Projected Population by Age Group (2024 – 2035)**



# Section 3: What We Heard From Our Community



The engagement program for Red Deer's Community Compass captured diverse perspectives across 1,170 touchpoints from residents, staff and community organizations. The Community Compass What We Heard Report summarizes engagement. The findings reveal a community that values its people, green spaces, and collaborative spirit, while identifying clear priorities for the future: **community safety, affordable housing, dependable utility services, well maintained infrastructure, financial responsibility, and improved communication.**

### 3.1 Engagement Approach

The Community Compass engagement process was designed to gather diverse perspectives from residents, staff, community organizations, and key community contributors. Developed following the International Association for Public Participation (IAP2) framework at the 'Consult' level, the multi-method approach ensured broad participation across various community segments.



## Participation Summary

The engagement program included seven distinct methods, totaling approximately 1,170 touchpoints.

### Graphic 4: Engagement Touchpoints



**Resident Survey:** 575 responses (online and paper)



**Staff Survey:** 299 responses (online and paper)



**Community Organization Survey:** 85 responses (online)



**Public Open Houses:** 20 participants (interactive panels and activities)



**Contributor Interviews:** 10 participants (semi-structured discussions)



**Focus Groups:** 30 participants (facilitated discussions)



**Community Pop-Ups:** 150 participants (activities at high-traffic locations)

Input was collected through digital platforms, paper-based tools, and facilitated in-person discussions. All qualitative and quantitative data was analyzed using inductive coding, thematic analysis, and synthesis of common themes to identify recurring perspectives, priorities, and concerns across all groups.

## 3.2 Community Needs and Priorities

Surveyed residents, staff, and organizations consistently identified the following as top priorities for municipal investment, not listed in order of priority:

- **Community safety:** including emergency services readiness, public safety, and addressing downtown safety concerns
- **Affordable housing:** identified as the top trend impacting service planning by both staff and organizations
- **Maintaining existing infrastructure:** rather than building new facilities
- **Financial responsibility:** with concerns about rising taxes alongside perceived service reductions

When asked about desired community outcomes, residents prioritized enhanced safety and security, improved physical health and wellness, and strengthened social connections.

The values that should guide decision-making include informed decision-making, transparency, financial responsibility, and active community involvement.



When asked about changes needed in the next 10-20 years, participants identified, not listed in order of priority:

- Continued support for mental health and social services
- Protection of green spaces and natural areas from development
- Recreation facility expansion based on population growth (additional pools, indoor field complex, multisport spaces)
- Enhanced transportation options, including public transit, bike lanes, and alternative mobility
- Vibrant arts and culture scene with venues and programming
- Healthcare service improvements to attract doctors and specialists
- Housing development that accommodates growth while maintaining affordability

When asked about Red Deer's greatest strengths, residents identified, not listed in order of priority:

- People and community spirit – residents, volunteers, families, neighbors
- Parks, green spaces, and natural areas – trails, river valley, walkability
- Location and size – central corridor location, manageable mid-size city
- Recreation facilities and amenities
- Community identity – inclusive, resilient, beautiful, connected
- Community engagement and collaboration – strong network of organizations and partnerships

## 3.3 What We Heard Key Themes

Several themes emerged consistently across all engagement methods and groups:

### Balance Between Growth and Essential Services

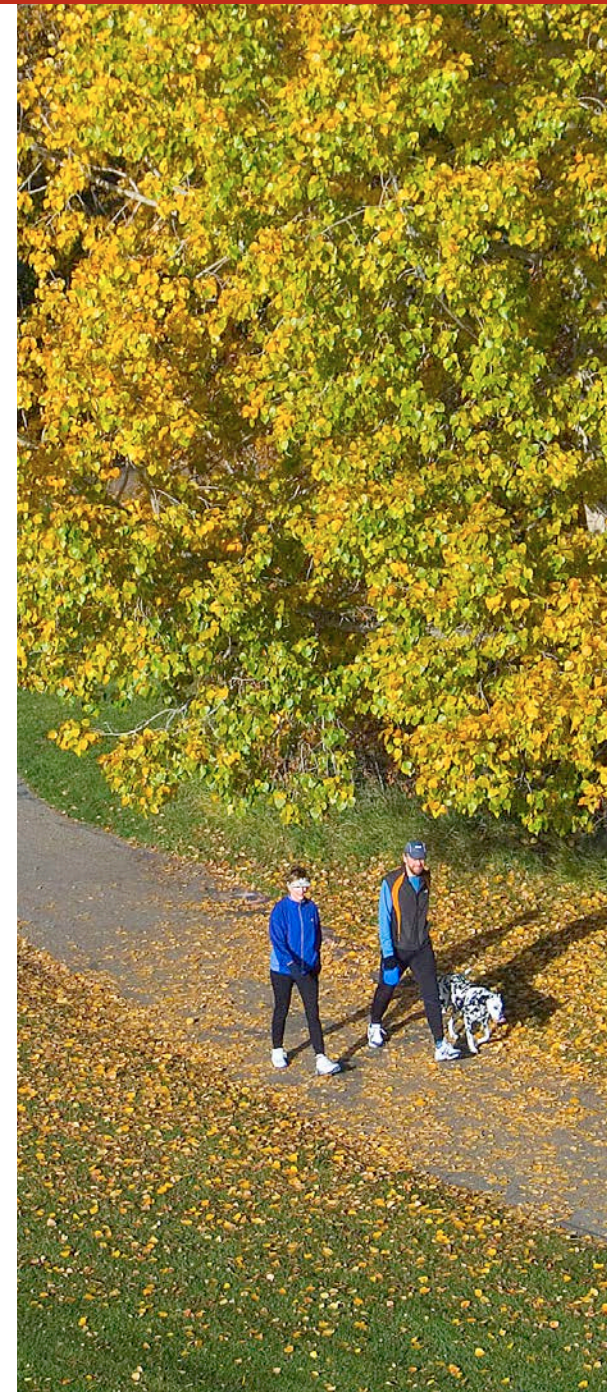
Strong sentiment exists for prioritizing maintenance of existing infrastructure and essential services over new facility development. Residents and staff emphasized the importance of sustainable growth that doesn't outpace The City's capacity to maintain service quality and infrastructure.

### Equity and Inclusion

All groups highlighted the need for equitable access to services across all demographics and neighborhoods. This includes affordable programming, accessibility improvements for persons with disabilities, culturally safe services, support for newcomers, and ensuring equity-deserving communities receive adequate resources.

### Transparency and Accountability

Residents, organizations, and staff signaled the importance of transparency in decision-making, clear communication about budget allocations and spending priorities, and visible follow-through on commitments. There is a desire for more opportunities to provide input earlier in planning processes, with clear demonstrations of how community feedback influences decisions.



## Collaboration and Partnership

Recognition of the vital role community organizations play in service delivery was widespread. There is interest in enhanced partnership opportunities, including co-delivering services, sharing resources, reducing duplication, and building on the substantial volunteer base and organizational expertise already present in the community.

## Long-Term Strategic Planning

Residents, organizations and staff emphasized the need for proactive, strategic planning. This includes clear long-term vision, evidence-based decisions supported by appropriate data utilization, and sustainable approaches that balance immediate community needs with future growth and demographic changes.



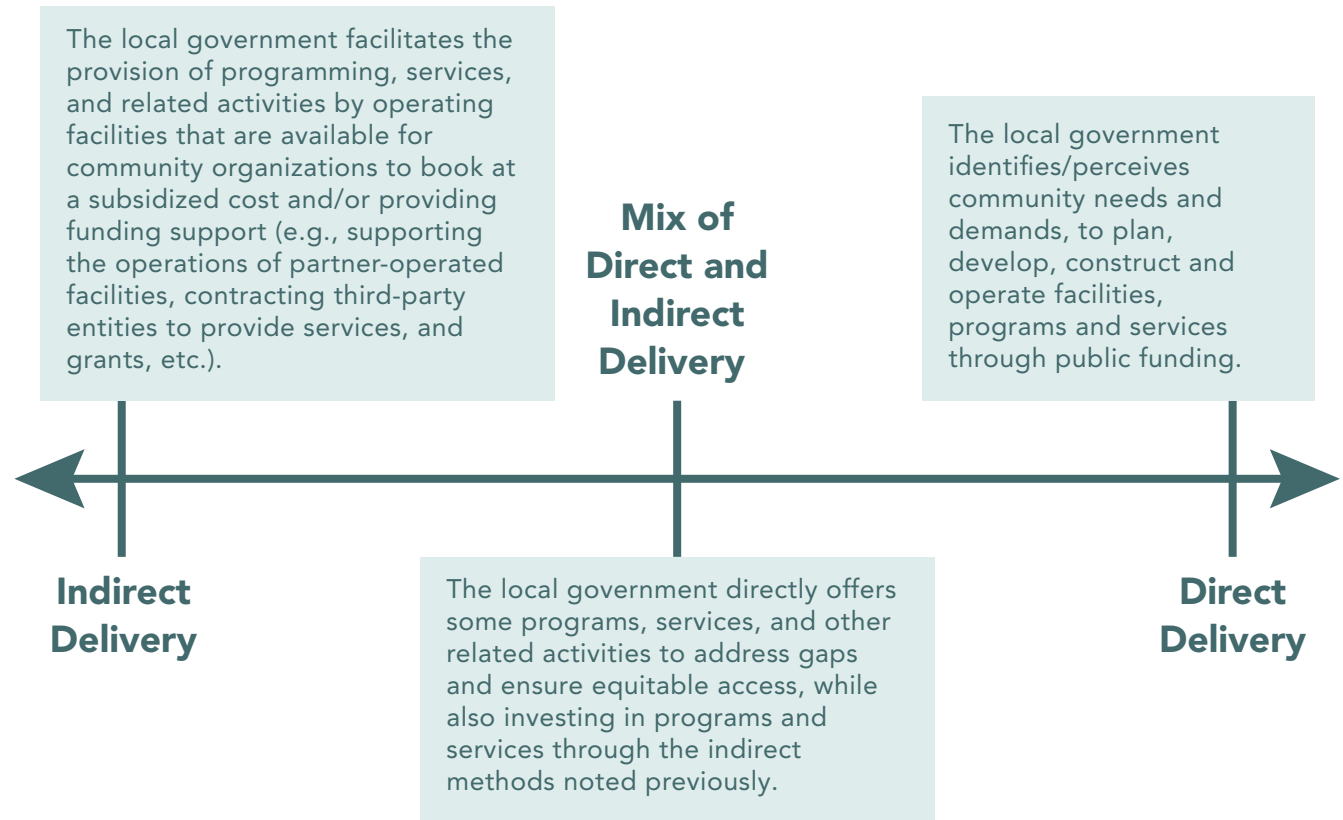
# Section 4: Services to the Community in Red Deer



Municipal governments play a key role in building community through service delivery. However, the role of municipal governments is supported and complemented by other contributors, including other levels of government, service organizations, the private sector, institutions (schools, hospitals), and community organizations.

Depending on the service area, The City is typically involved in the delivery of services to the community in one of three ways.

**Chart 3: Service Delivery Roles**



It is important to note that municipal governments also play a role in the legislation and regulation of their communities through the creation and implementation of relevant bylaws and policies. Additionally, in Alberta, the MGA outlines required services to be delivered by municipalities. As the role of The City in the delivery of services to the community is diverse, all three approaches to service delivery are utilized to ensure proper service delivery and efficient use of resources is achieved.



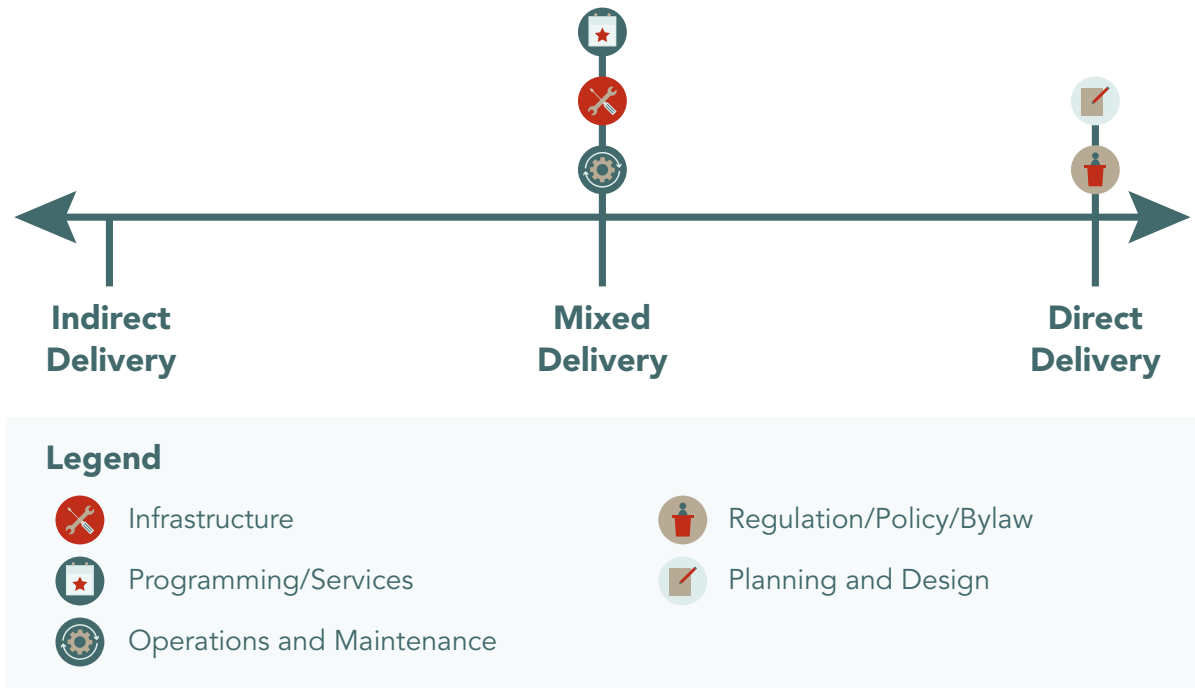
## 4.1 City Provision of Services to the Community

The City of Red Deer is accountable for providing a variety of services that respond to resident needs and demands, and for ensuring municipal policies, programs, and operations comply with applicable Provincial and Federal legislation, while implementing and enforcing these requirements at the local level. The following overview provides a description and demonstrates the current state of service delivery (as of Q1 2026) across the different functions of The City which is responsible for delivering a variety of services to the community.

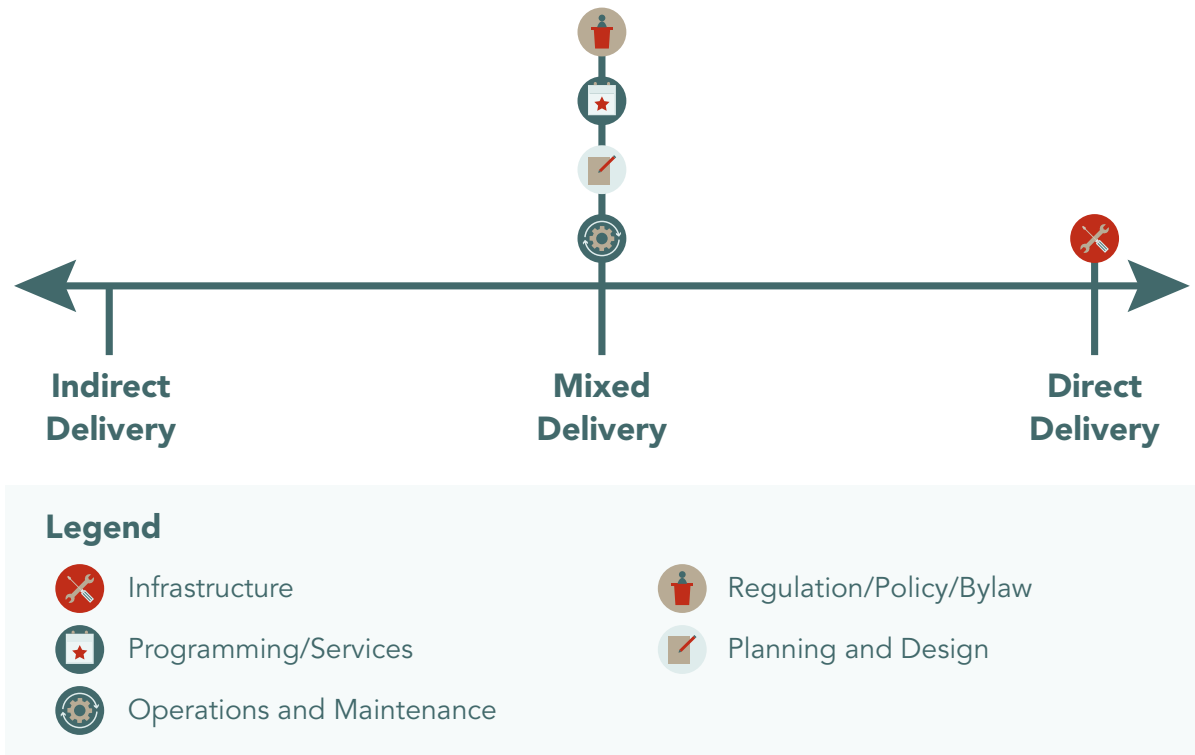


**Safe & Healthy Communities.**

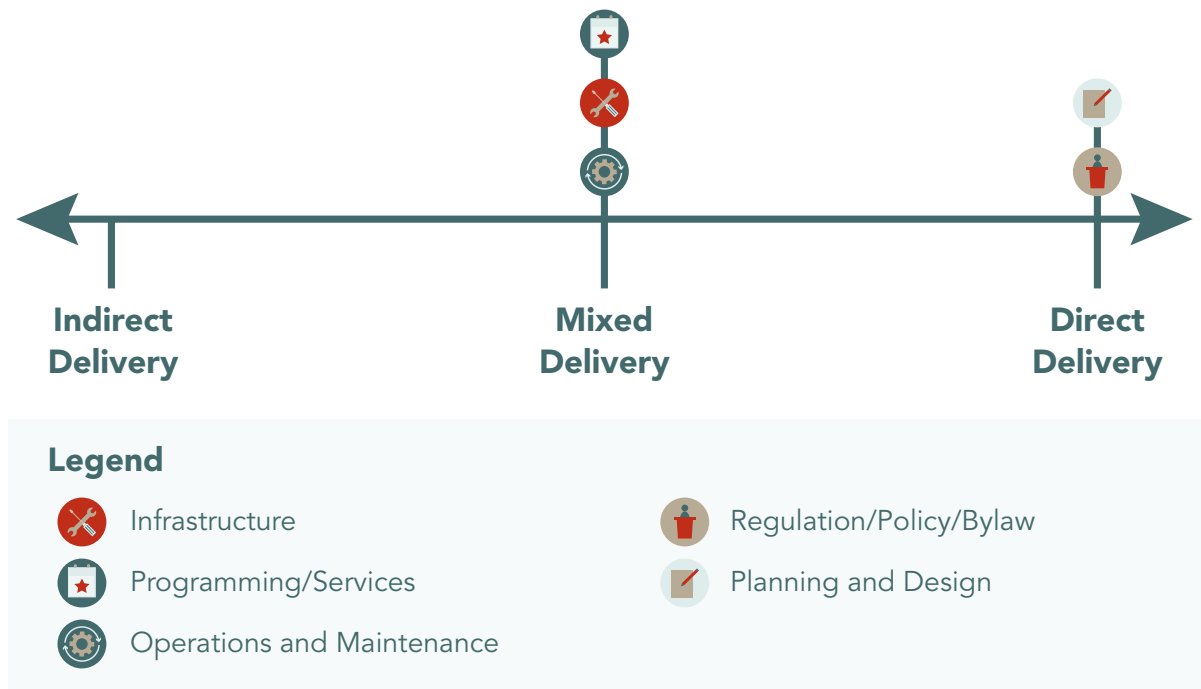
Supports the overall well-being, safety, and resilience of the community by creating opportunities for people to connect, be active, and feel supported. They provide safe and welcoming spaces, maintain community assets, and deliver arts, culture, recreation and sports programs that strengthen neighbourhoods, families, and individuals across all life stages. The area facilitates Municipal, Provincial and Federal Grants to support community outcomes. The services also help address complex social needs such as housing stability, homelessness and community safety. Together, they contribute to a healthy, inclusive, and vibrant city where people can thrive.



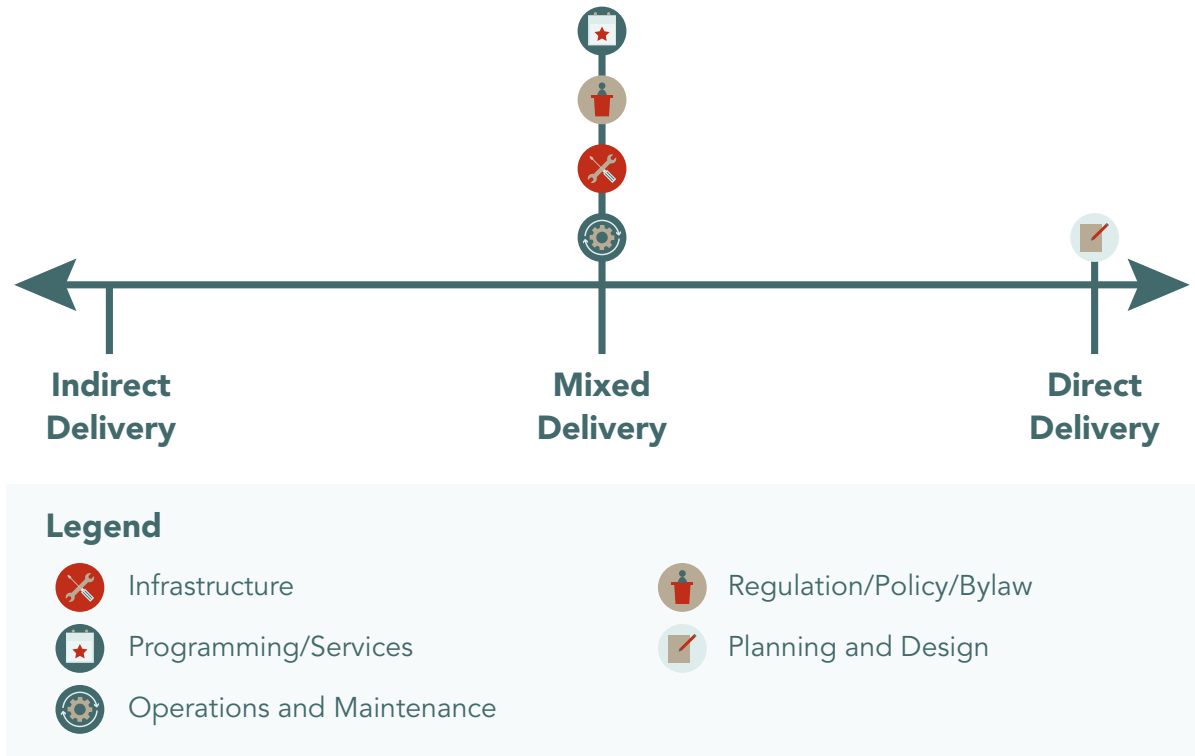
**Municipal Policing.** Delivers policing and community safety for The City of Red Deer through the Community Peace Officer program and a contractual partnership with the RCMP. Municipal policing staff provides critical operational support to RCMP, including communications, records management, court liaison, victim services, detention, and administrative and analytical functions. Community Peace Officers enforce municipal bylaws and provincial statutes and respond to urban encampments.



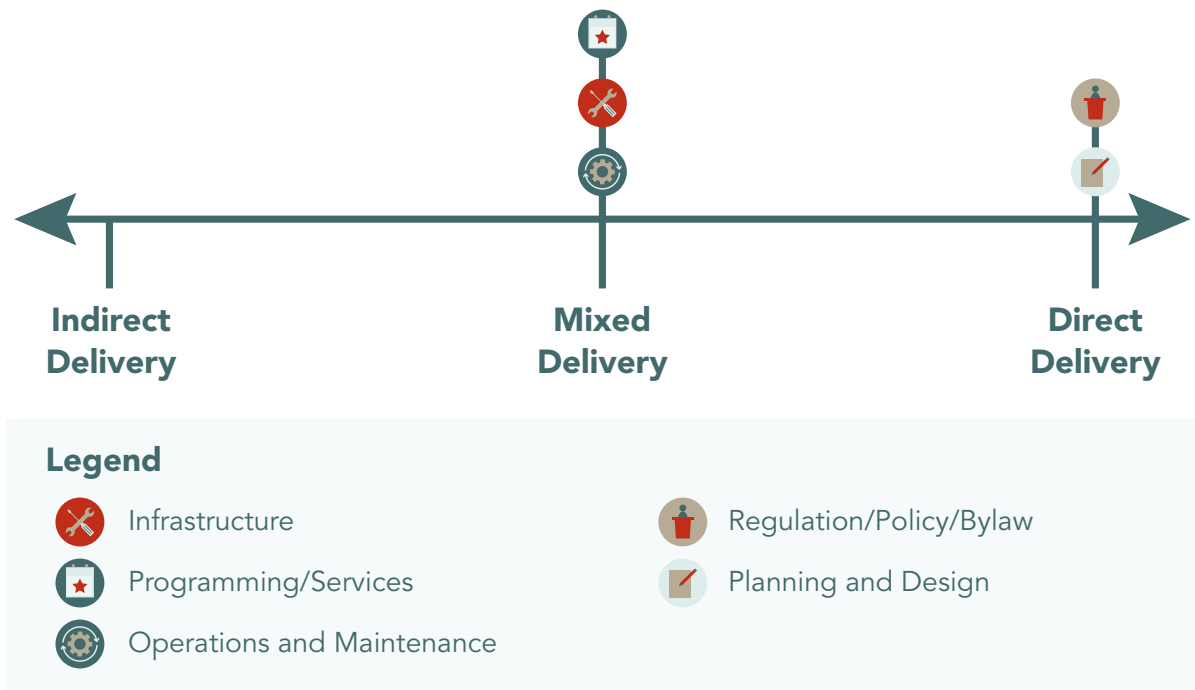
**Parks & Public Works.** Provides service for the use of roads, trails, sidewalks, plazas and parks. The Department coordinates snow and ice control services, concrete and asphalt maintenance, bridge and infrastructure services, downtown operations, ecological services, urban forestry, turf and horticultural services, planning and development coordination, and the construction and maintenance of playgrounds, sports fields, trails, courts, outdoor skating rinks and cemetery services.



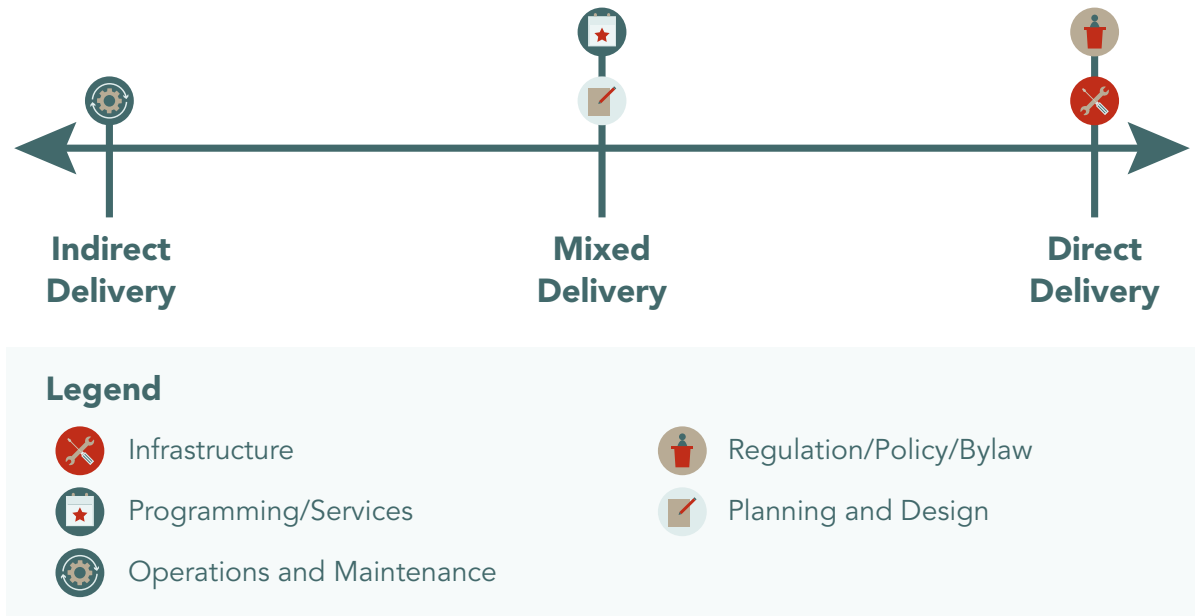
**Inspections & Licensing.** Ensures safe, livable, and vibrant communities by managing permits, inspections, licensing, enforcement, and public parking. It supports development, protects public safety and promotes business vitality through efficient service delivery and regulatory compliance.



**Transit & Fleet.** Transit provides safe, reliable and accessible transportation for residents through both conventional and action bus services. Fleet ensures City departments have the vehicles and equipment needed to deliver public services, through fleet management leadership, garage services and materiel management.

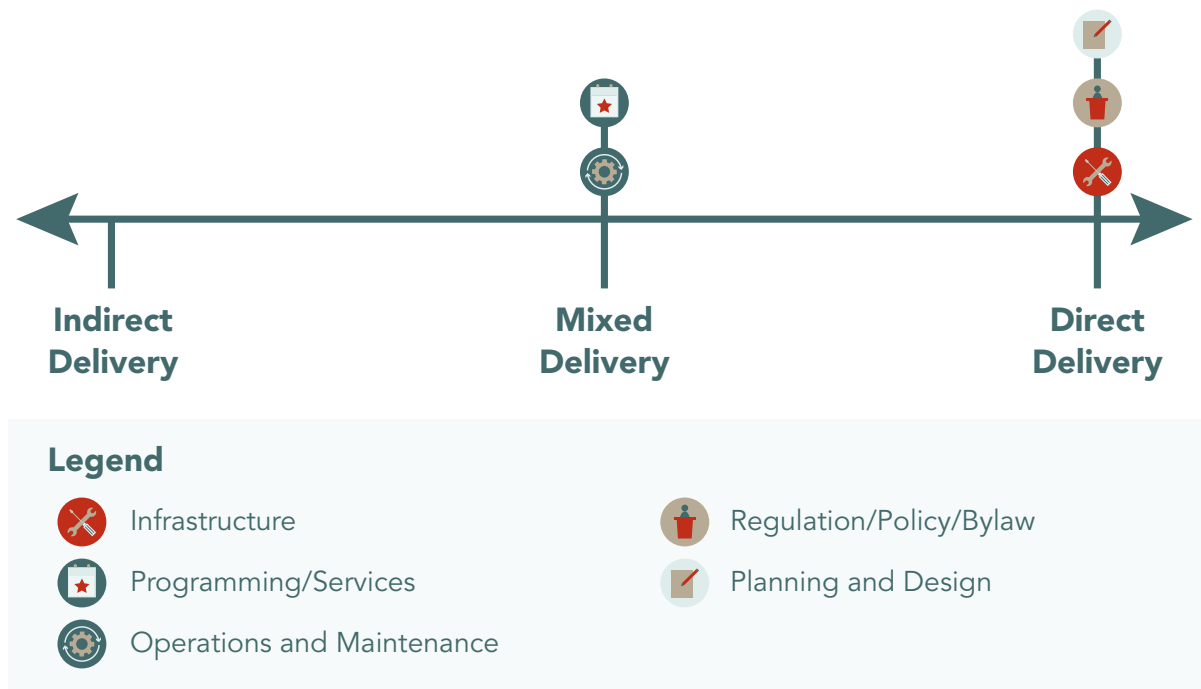


**Emergency Services.** The Emergency Services Department provides integrated fire, emergency medical, 911 dispatch, and emergency management services to ensure the safety and well-being of Red Deerians 24 hours a day, 365 days a year. The department protects lives, property, and the environment through prevention, preparedness, and response.

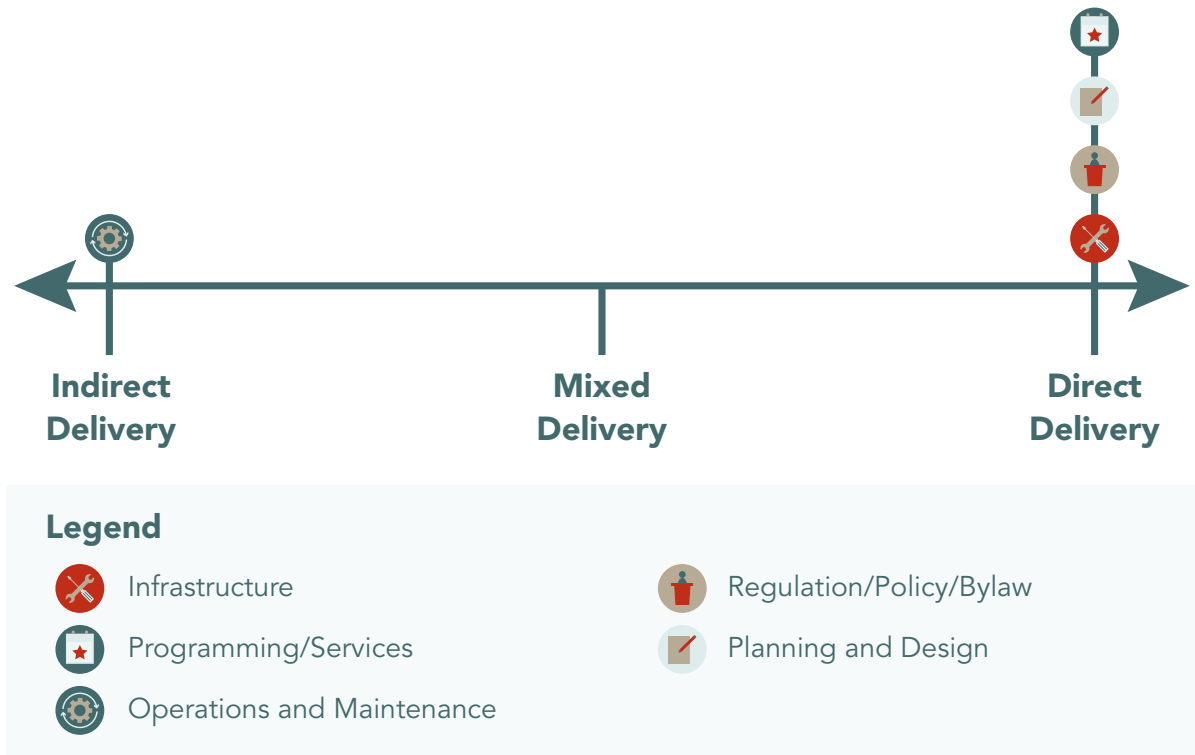


**Utilities.** The departments ensure safe drinking water, responsible wastewater treatment, effective stormwater control, reliable electric distribution and efficient waste collection and disposal. By managing these essential services, the departments protect public health, support growth, and safeguard the environment. It is important to note the breadth of this service category. The five utilities captured in this chart do not provide services in one specific way, rather, they differ across the category. The following provides examples of the service delivery of the different utility services:

- Waste management is almost entirely indirect delivery through contracted services.
- The electric utility is largely direct delivery.
- The water/wastewater/stormwater services are mixed.

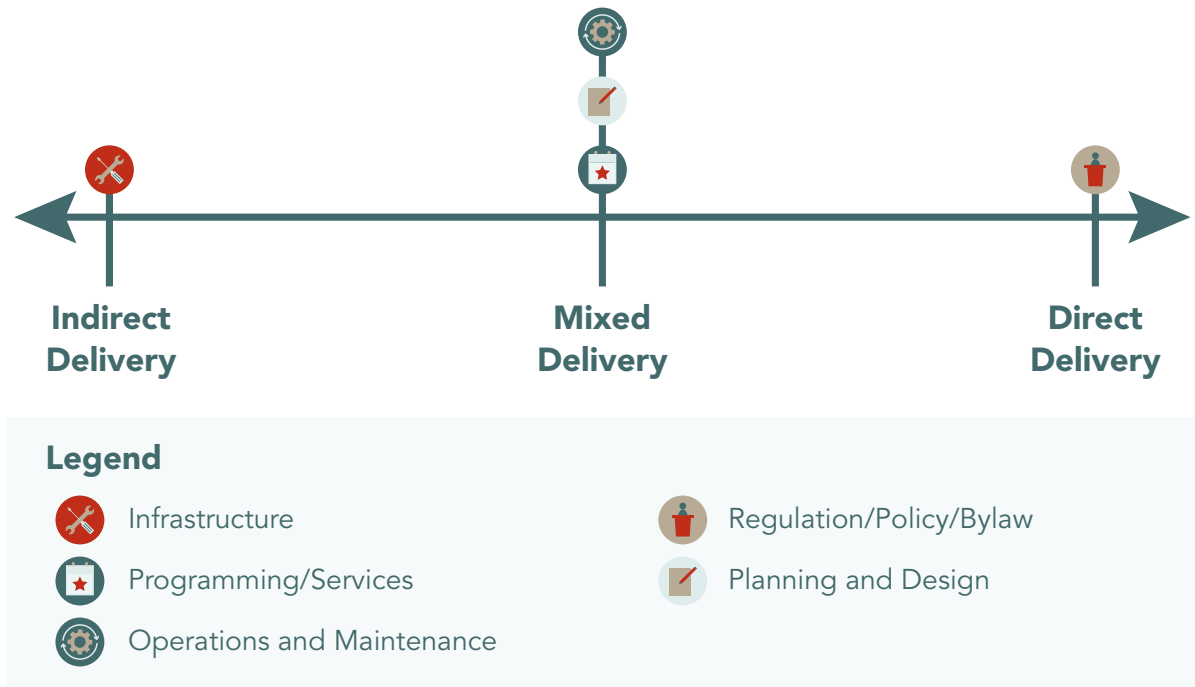


**Planning & Growth.** The department manages growth through current and long-range planning to create livable, inclusive communities. Utilizing tools such as area structure plans and the Zoning Bylaws, the department is responsible for leading strategic land use planning under the guidance of Council approved policies and provincial and federal regulations.

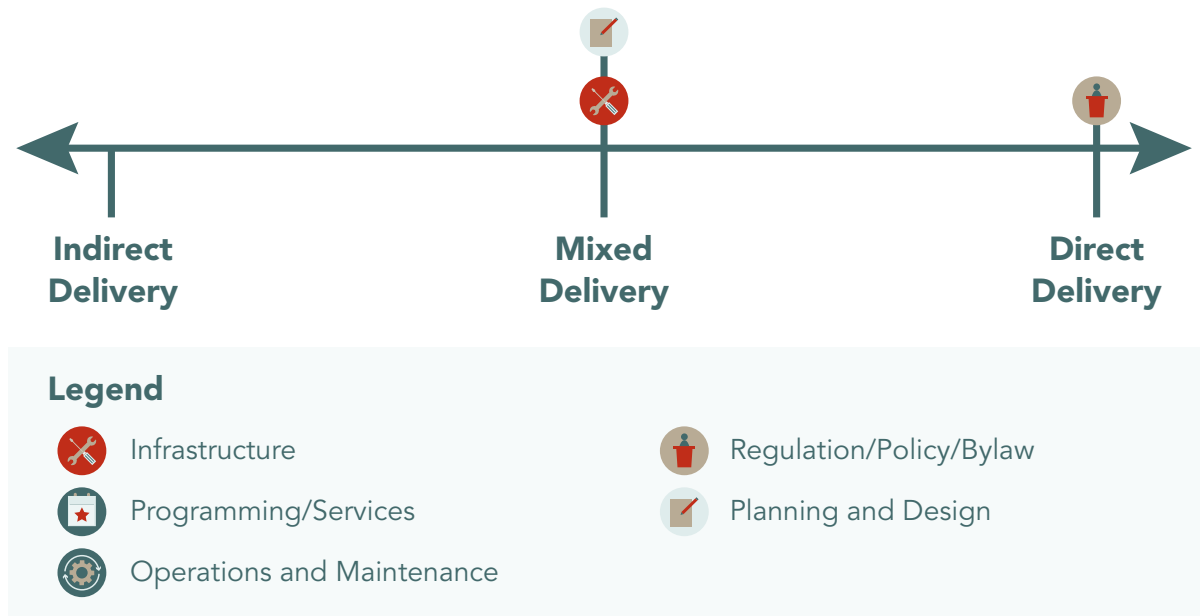


### Land & Economic Development.

Drives Red Deer's business growth and manages City-owned land. It supports business attraction, retention, and expansion, while planning, servicing and marketing residential, commercial, and industrial lands. The department aligns strategic plans to diversify the economy, grow the tax base, and create vibrant communities. It partners with contributors to deliver investment tools, incentive programs and land development that position Red Deer for long-term prosperity.



**Engineering Services.** Plans and manages Red Deer’s transportation, water, wastewater, and storm drainage systems to ensure they are safe, sustainable, and affordable. The department oversees traffic operations, road and bridge construction, utility infrastructure, and development coordination. It ensures infrastructure meets long-term community needs while protecting public safety and supporting growth. Delivers infrastructure that supports safe mobility, efficient development, and community growth, and acts as a technical resource for planning and development, manages capital projects, and ensures financial responsibility.



## 4.2 Collaboration to Deliver Services in Red Deer

When Red Deer residents need services, programs, or support, they turn to many different providers. The City of Red Deer is one contributor to community well-being. Publicly provided services are part of an overall system that includes community organizations, service groups, along with other levels of government and the private sector.

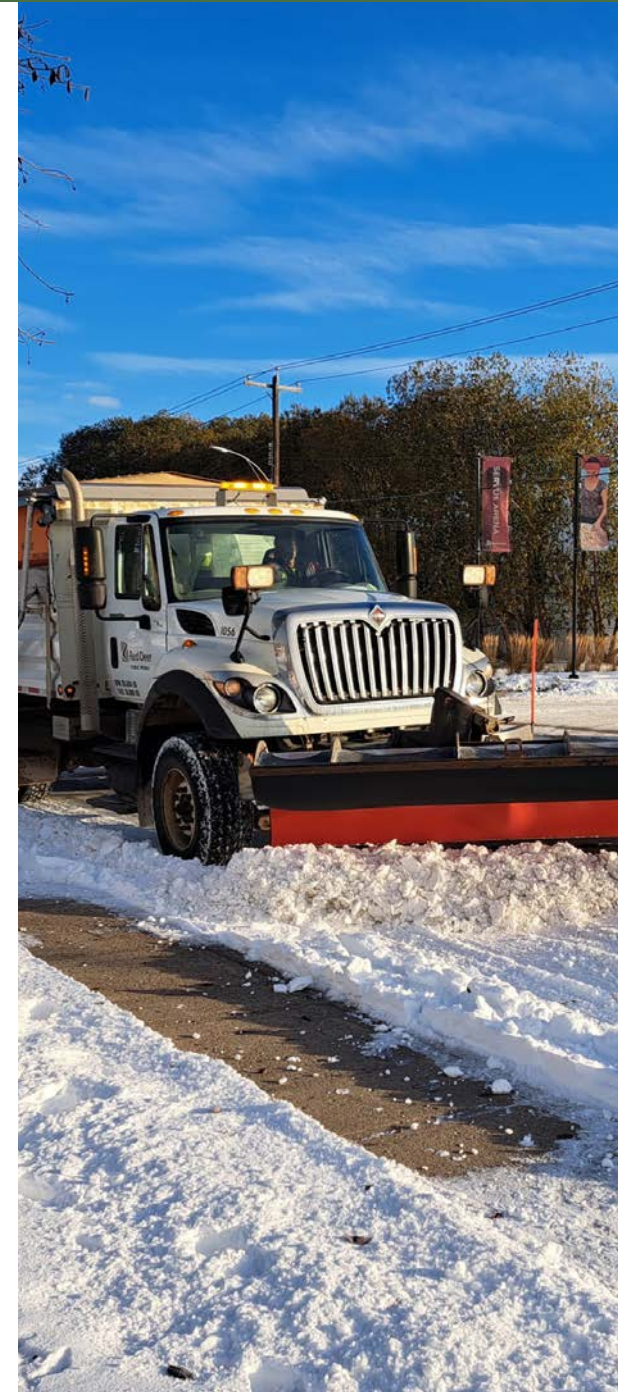
The following highlights the typical roles and structures for the delivery of services to the community by these key contributors:

### The City of Red Deer

- Municipal programs, facilities, infrastructure, and services
- Funded by property taxes, user fees, and grants
- Accountable to Council and residents

### Community Organizations

- Non-profit organizations, sport clubs, cultural groups, faith communities
- Funded by donations, grants, memberships, and fees
- Governed by volunteer boards and driven by community passion



### Other Levels of Government

- Provincial services: healthcare, education, social services, highways
- Federal services: employment insurance, RCMP, old age security, national parks

### Private Sector Businesses

- Gyms, daycares, entertainment venues, restaurants, retail
- Funded by customer fees and driven by profit motive
- Responsive to market demand

### Indigenous Elders and Knowledge Keepers

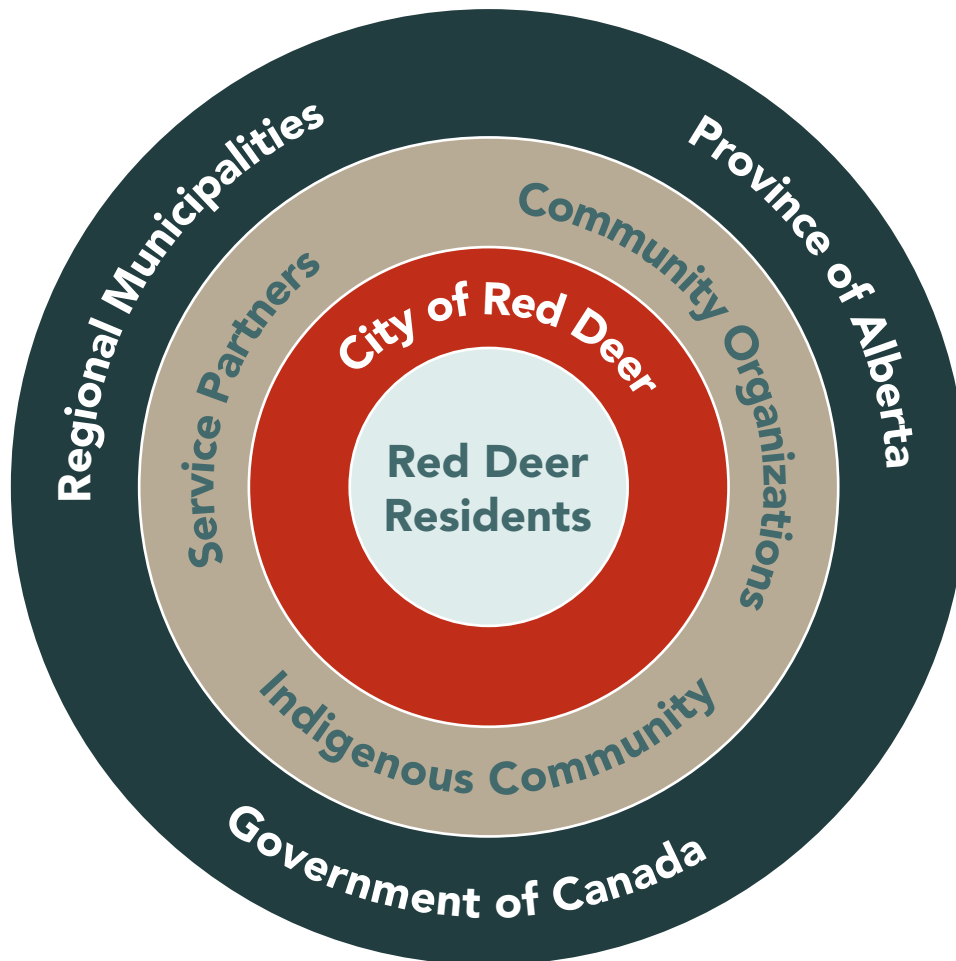
- Cultural guidance, traditional knowledge, ceremony, healing practices
- Grounded in Indigenous ways of knowing and relationship to the natural world

### Residents Themselves

- Volunteers, neighbours helping neighbours, informal support networks
- The foundation of community resilience



### Graphic 5: Contributors and Collaborators in Service Delivery



The City’s role in the delivery continuum is to focus on services where municipal involvement delivers unique public benefit that would not otherwise exist.

When considering The City’s role it is important to recognize that the public sector (The City) should be focused on contributing to broad public benefit and community needs when making investment decisions, not driven by resident demand. Understanding the difference between demand and need is essential to responsible municipal service delivery.

## What is Demand?

Demand reflects individual preferences, desires, and consumer choices. It is aligned to what people are willing to pay for or use if it's available.

For businesses in Red Deer demand drives decisions. If enough people want something and are willing to pay for it, businesses will provide the service. This is appropriate as businesses exist to meet customer demand and generate profit. If there is sufficient demand, the market will respond.

Examples of demand:

- Residents want a premium gym with specialized equipment → Private gym opens
- Families want specialized childcare with extended hours → Private daycare responds
- Consumers want gourmet coffee shops → Private cafes open

## What is Need?

Need exists when there is demand for a service and public benefit that extends beyond the direct users of a service and improves the entire community, regardless of whether individual residents use the service.

For a service to be a public need, three conditions must exist:

- There must be some level of demand (people want or require it)
- There must be broad public benefit that extends beyond direct users
- The private sector will not provide it adequately or equitably

Characteristics of public need:

- Indirect benefit to all residents: The service creates value for the entire community, even for those who never use it
- Non-excludable benefit: You cannot prevent people from benefiting (e.g., everyone benefits from clean air, public safety, parks)
- Community-wide impact: The service supports health, safety, and quality of life for all

By focusing on public benefit and need rather than simply responding to demand, The City ensures that limited public resources deliver maximum value for the entire community. This includes advancing Vision 2050's commitment to a vibrant, connected, diverse Red Deer where everyone belongs.

# Section 5: Future Directions



The Community Compass is guided by two interconnected strategic foundations: Guiding Principles and Service Delivery Values.

Guiding Principles describe what The City will prioritize. The strategic directions that shape major decisions about service planning, resource allocation, and investment. They answer the question:

*“What should guide our choices?”*

Service Delivery Values describe how The City will operate. The behaviours, actions, and culture that guide daily work and interactions with residents, staff, and partners. They answer the question:

*“How should we conduct ourselves?”*

Together, principles and values translate what we heard from the community and what we learned about the delivery of services in Red Deer into action. The principles emerged directly from what residents, staff, and organizations identified as most important for Red Deer’s future. The values reflect how The City works with the community: transparently, collaboratively, and with respect for all residents.

These foundations should not be viewed as separate, but instead that they work as one system. The principles set the direction. The values guide the journey. Both are grounded in the community’s voice and existing practices, to shape how Red Deer plans, delivers, and invests in services to the community for years to come.



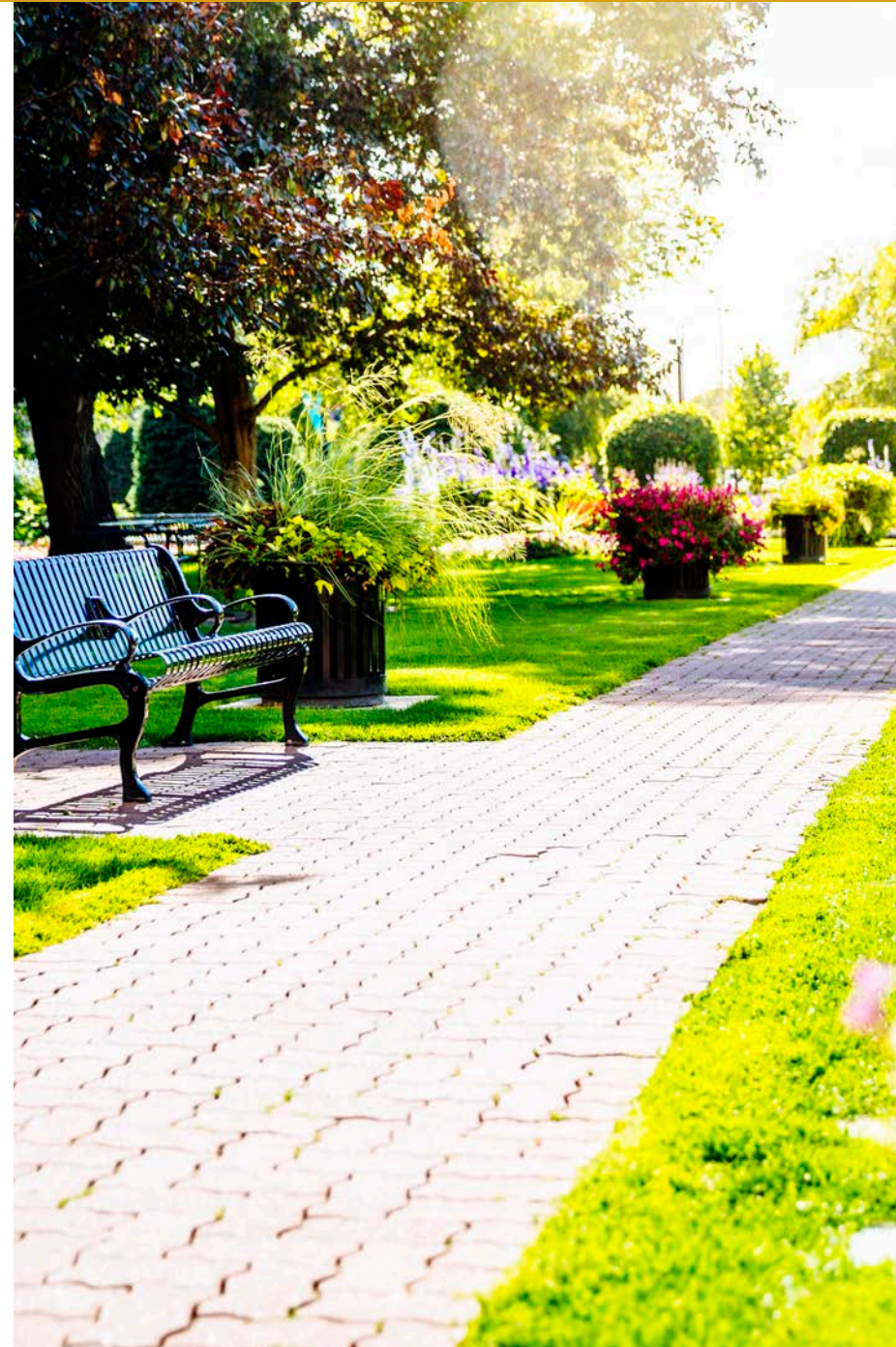
## 5.1 Guiding Principles for Service Delivery

The following five guiding principles will shape how The City of Red Deer plans, delivers, and evaluates services to the community:

- Community-Centred
- Fiscally Responsible
- Equitable and Inclusive
- Collaborative and Integrated
- Evidence-Informed and Strategic

These principles emerged from community engagement to reflect the values, priorities, and aspirations shared by residents, staff, and community organizations; as well as validated through alignment with the existing planning and policy fabric of The City.

Together, these five principles create a structure for the delivery of services that is responsive to community needs, fiscally responsible, equitable, collaborative, and strategically focused on long-term community well-being. The five principles are explained on the pages that follow.





### Community-Centred

The City listens to community voices in decision-making and maintains transparency and accountability in service delivery.

### The Why & Future Considerations

Red Deer residents, staff, and organizations highlighted the need for greater community involvement in planning processes, clear communication about decisions, and desire for continued accountability on commitments.

This principle aligns with Vision 2050 Guiding Star CONNECTED.

This principle means:

- Engaging community members early and meaningfully in planning processes, not just at the end
- Communicating clearly about service decisions, budget allocations, and trade-offs
- Demonstrating accountability through performance measurement and public reporting
- Being responsive to changing community needs while maintaining strategic focus
- Ensuring diverse voices are heard, including those who face barriers to participation

Community engagement identified transparency (84% of residents) and active community involvement (72% of residents) as essential for decision-making. Staff and organizations echoed the need for two-way communication where input helps shapes outcomes.



## Fiscally Responsible

The City demonstrates stewardship of public resources through prudent financial management, prioritizing maintenance of existing infrastructure, and planning for long-term sustainability.

## The Why & Future Considerations

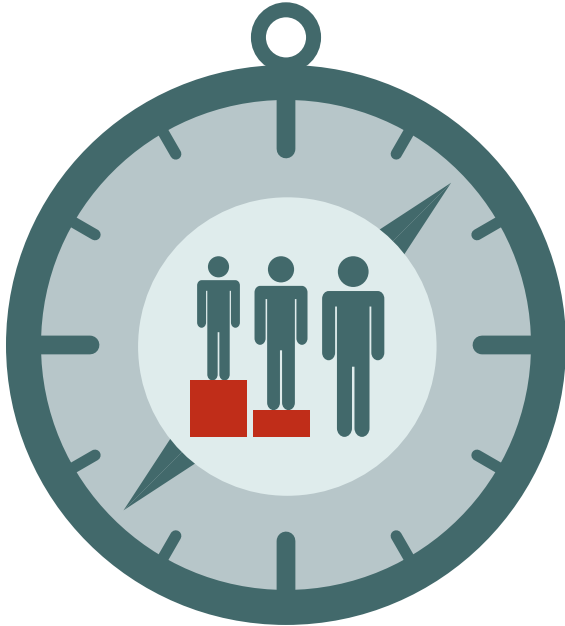
Financial responsibility emerged as the top value across all engagement groups. Residents expressed concern about rising taxes, while organizations identified funding and budget constraints as a critical challenge for their sustainability.

This principle aligns with Vision 2050 Guiding Star VIBRANT & VISIONARY.

This principle means:

- Maintaining existing infrastructure and assets before building new facilities
- Making evidence-based investment decisions that consider full lifecycle costs
- Prioritizing services that support community well-being
- Seeking efficiencies through innovation, technology, and process improvement
- Planning strategically to ensure services remain sustainable as the community grows

When asked about funding priorities, 47% of residents and 52% of organizations identified maintaining existing infrastructure as a top priority, while 78% of residents said financial responsibility should guide decision-making.



### Equitable and Inclusive

The City strives to ensure all residents have fair access services regardless of income, ability, age, cultural background, or neighbourhood.

### The Why & Future Considerations

Equity and inclusion surfaced as key themes across all engagement methods. Residents, staff, and organizations identified barriers related to cost, accessibility, awareness, transportation, and cultural wellbeing.

This principle aligns with Vision 2050 Guiding Star DIVERSE.

This principle means:

- Designing services and facilities that are physically, financially, and culturally accessible
- Addressing geographic equity to ensure all neighbourhoods have access to quality services
- Providing affordable options, subsidies, and alternative delivery models
- Engaging with equity-deserving communities to understand and address their specific needs
- Ensuring communication reaches all residents through diverse channels and languages

Research revealed that 12.9% of Red Deer residents earn below \$40,000 annually, and engagement identified barriers to access included lack of information (44% of residents), cost concerns, transportation challenges, and safety perceptions. Organizations serving newcomers, persons with disabilities, and low-income populations emphasized the need for intentional barrier removal in the delivery of services to the community.



## Collaborative and Integrated

The City works in partnership with community organizations, other levels of government, and across departments to maximize community impact and avoid duplication.

## The Why & Future Considerations

Collaboration emerged as both a strength and an opportunity. While 77% of organizations rated their collaboration with The City positively, many identified enhancements in communication, coordination, and partnership opportunities to support meeting community needs and service level expectations.

This principle aligns with Vision 2050 Guiding Star CONNECTED.

This principle means:

- Recognizing community organizations as valued partners in service delivery, not competitors
- Supporting co-design and co-delivery models that leverage organizational expertise
- Coordinating across City departments to provide seamless, integrated services
- Sharing information, data, and resources to support effective collaboration
- Building relationships with provincial and federal partners to advocate for community needs

Organizations identified joint service delivery (66%), improved communication (62%), and shared funding opportunities (58%) as top priorities for enhanced collaboration. Staff emphasized the need for greater collaboration and improving interdepartmental coordination.



### Evidence-Informed and Strategic

The City uses data, research, and community input to make informed decisions and takes a proactive, long-term approach to planning and service delivery.

### The Why & Future Considerations

Residents, staff, and organizations called for strategic, forward-thinking planning grounded in evidence to guide growth and provision of services in Red Deer. Informed decision-making was identified as very important by 85% of residents and 59% of staff.

This principle aligns with Vision 2050 Guiding Star VIBRANT & VISIONARY.

This principle means:

- Gathering and analyzing data to understand community needs and service performance
- Using evidence to guide resource allocation and service prioritization
- Planning proactively for demographic changes, growth, and emerging trends
- Learning from best practices in other communities and adapting innovations to Red Deer
- Balancing data with lived experience and community expertise

Organizations identified the need for clear long-term vision and strategic alignment. The engagement process itself demonstrated The City’s commitment to evidence-informed planning, with 1,170 touchpoints informing this Master Plan.

## Graphic 6: Connecting the Principles with Vision 2050 Desired State(ments)

### Vision 2050 Desired States

<b>PEOPLE</b> <i>(volunteers, relationships, welcoming, diverse perspectives)</i>	<b>CULTURE</b> <i>(welcoming, gathering places, inclusion)</i>	<b>PLACES</b> <i>(vibrancy, downtown, neighbourhoods, parks, affordable housing, safety)</i>	<b>PROSPERITY</b> <i>(diverse economy, innovation, competitive, regional connections)</i>	<b>ENVIRONMENT</b> <i>(volunteers, relationships, welcoming, diverse perspectives)</i>
<p> <b>Community Compass Principle</b></p> <ul style="list-style-type: none"> <li> Community-Centred</li> <li> Equitable and Inclusive</li> </ul>	<p> <b>Community Compass Principle</b></p> <ul style="list-style-type: none"> <li> Equitable and Inclusive</li> <li> Collaborative and Integrated</li> </ul>	<p> <b>Community Compass Principle</b></p> <ul style="list-style-type: none"> <li> Community-Centred</li> <li> Fiscally Responsible</li> <li> Equitable and Inclusive</li> <li> Collaborative and Integrated</li> <li> Evidence-Informed and Strategic</li> </ul>	<p> <b>Community Compass Principle</b></p> <ul style="list-style-type: none"> <li> Collaborative and Integrated</li> <li> Evidence-Informed and Strategic</li> </ul>	<p> <b>Community Compass Principle</b></p> <ul style="list-style-type: none"> <li> Fiscally Responsible</li> <li> Evidence-Informed and Strategic</li> </ul>
<p><b>How they Connect</b></p> <p>Services engage residents, celebrate diversity, and ensure every voice is heard.</p>	<p><b>How they Connect</b></p> <p>Services create culturally safe, welcoming spaces and strengthen partnerships with cultural organizations.</p>	<p><b>How they Connect</b></p> <p>Service decisions about infrastructure, recreation, transit, planning, and housing apply all principles to advance Place-making.</p>	<p><b>How they Connect</b></p> <p>Services support economic development through data-driven planning and regional partnerships.</p>	<p><b>How they Connect</b></p> <p>Services consider environmental impacts, future readiness, and sustainability in all decisions.</p>

# 5.2 Service Delivery Values

Values describe how The City of Red Deer will operate in delivering services to the community. These values translate the guiding principles into everyday actions and behaviors, guiding staff, Council, and partners in their work. The service delivery values are:

- Transparency and Accountability
- Respect and Dignity
- Innovation
- Partnership
- Stewardship
- Excellence

Together, they create a culture of service excellence rooted in community trust and shared responsibility. The values are described on the pages that follow.



## Transparency and Accountability

We are open about our decisions, clear about our processes, and accountable for our results.

## The Why & Future Considerations

Residents, staff, and organizations consistently highlighted the importance of transparency in decision-making and accountability of outcomes.

This value means:

- Communicating openly about budget decisions and service changes
- Providing clear rationale for decisions, supported by evidence and community input
- Measuring and publicly reporting on service performance and progress toward goals
- Following through on commitments and explaining when plans need to change
- Creating accessible channels for residents to provide feedback and ask questions

Transparency builds trust. Accountability demonstrates respect for the community's investment in public services.

## Respect and Dignity

We treat all residents, staff, partners, and contributors with respect, recognizing the inherent dignity and value of every person.

## The Why & Future Considerations

Community engagement emphasized the importance of inclusive, respectful engagement that honors diverse perspectives and lived experiences and values Indigenous traditional knowledge.

This value means:

- Listening actively and genuinely to all voices, especially those facing barriers
- Recognizing that residents are experts in their own experiences and communities
- Treating disagreement and critique as opportunities for learning and improvement
- Ensuring language, processes, and spaces are welcoming and culturally safe
- Valuing staff expertise and creating a supportive, respectful workplace culture

Respect creates the foundation for meaningful collaboration and equitable service delivery.

## Innovation

We seek better ways to serve our community through creativity, learning, and adaptation.

## The Why & Future Considerations

Residents and staff identified the need for both efficiency and responsiveness to changing needs in the community.

This value means:

- Encouraging creative problem-solving and new approaches to service delivery
- Learning from other communities and adapting best practices to Red Deer's context
- Using technology and process improvements to enhance service quality and efficiency
- Regularly evaluating services to identify opportunities for improvement
- Being willing to adjust approaches when evidence shows a better path forward

Innovation doesn't mean change for its own sake, it means continuously seeking ways to deliver better outcomes for the community.

## Partnership

We recognize that community impact is greatest when we work together across departments, with community organizations, and with other levels of government.

## The Why & Future Considerations

Engagement revealed both the value of existing partnerships and opportunity to strengthen collaboration.

This value means:

- Breaking down silos between City departments to provide coordinated services
- Recognizing community organizations as valued partners with unique expertise
- Sharing information, resources, and decision-making with partners
- Building relationships based on mutual respect, trust, and shared goals
- Engaging early and often with those who will be affected by decisions

No single organization can meet all community needs. Collaboration multiplies our collective impact.

## Stewardship

We are responsible stewards of public resources (financial, environmental, and social) ensuring they serve current and future generations.

## The Why & Future Considerations

Financial stewardship was the top concern across engagement groups, accompanied by calls for environmental responsibility and long-term thinking. As well as prevalent themes within the existing planning fabric.

This value means:

- Managing public funds prudently and prioritizing essential services
- Maintaining existing infrastructure before building new assets
- Considering lifecycle costs and long-term sustainability in all decisions
- Protecting and enhancing natural spaces that define Red Deer's character
- Planning today for the community's needs tomorrow

Stewardship recognizes that today's decisions shape the community future generations will inherit.

## Excellence

We strive for excellence in everything we do, delivering high-quality services that meet community needs and expectations.

## The Why & Future Considerations

While fiscal responsibility is paramount, residents and organizations emphasized that services must still meet quality standards and deliver real value for all.

This value means:

- Setting clear standards for service quality and working to meet them consistently
- Taking pride in our work and holding ourselves to high professional standards
- Seeking feedback on service quality and acting on what we learn
- Balancing efficiency with effectiveness—doing things right, not just quickly
- Recognizing and celebrating excellent service delivery across the organization

Excellence is not about perfection; it's about commitment to doing our best with the resources available.

## Connecting Principles and Values

The following examples illustrate how the principles and values are connected and aligned:

- The principle of **Equitable and Inclusive** service delivery is put into practice through the value of **Respect and Dignity** in every interaction.
- The principle of **Fiscally Responsible** planning is demonstrated through the value of **Stewardship** in resource management.
- The principle of **Community-Centred** decision-making comes to life through the value of **Transparency and Accountability** in communicating with residents.



# Section 6: Service Delivery Framework



The City of Red Deer makes hundreds of decisions each year about services to community. Each decision represents an investment of public resources and an opportunity to enhance community well-being.

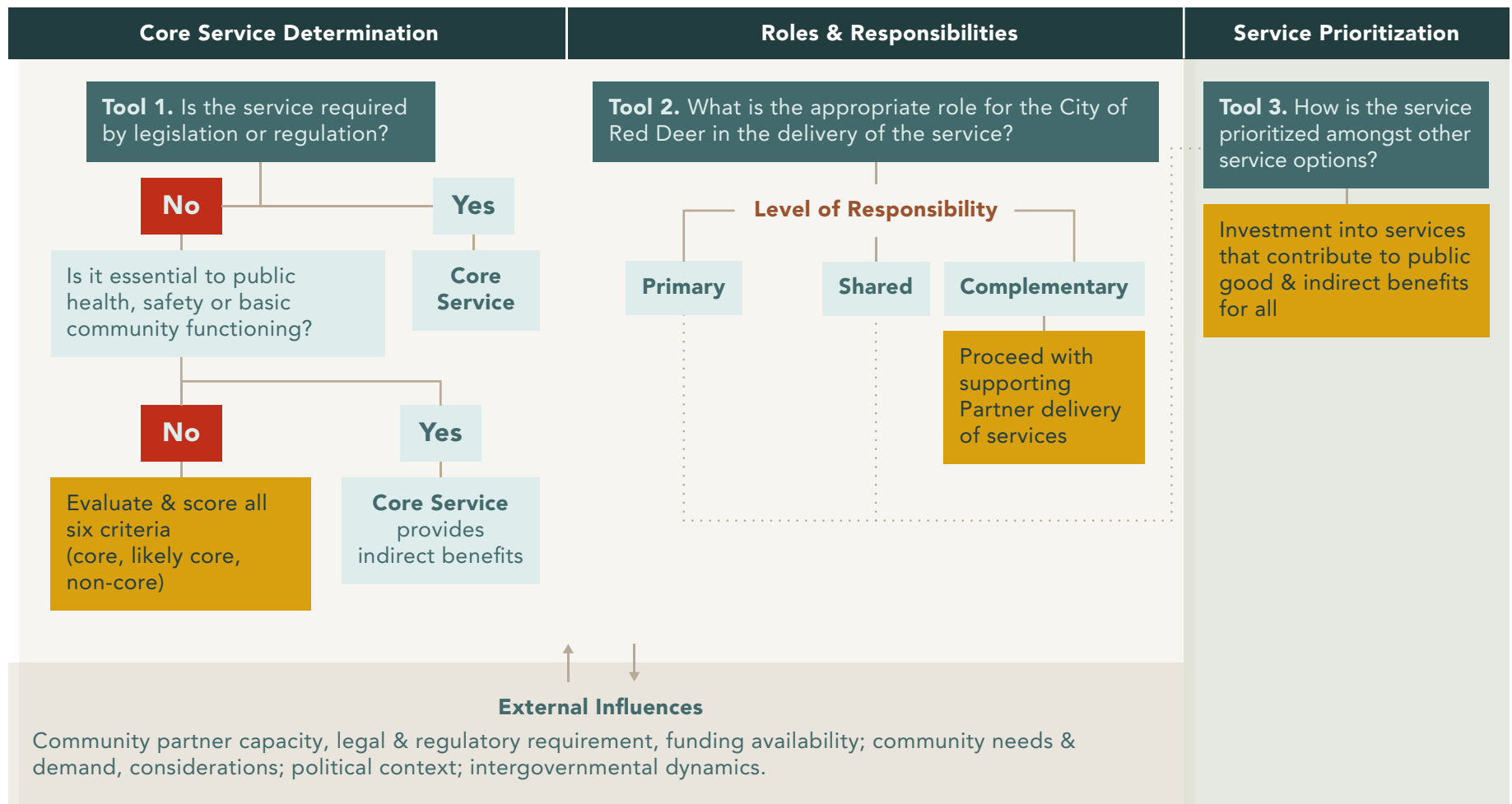
The Community Compass guiding principles and values (Section 5) establish what matters most and how The City should operate. This section translates those principles into practical frameworks that guide decisions about service planning, delivery, and investment.



# 6.1 The Framework System

The Community Compass Framework consists of three interconnected tools that work in sequence to answer fundamental questions about municipal service delivery.

**Graphic 7: Community Compass Framework**



### Tool 1: Core Service Determination (Section 6.2)

*The Foundational Question: Is this a core service for The City of Red Deer?*

Before The City can determine how to deliver a service or prioritize competing investments, it must first establish whether the service falls within its core responsibility to the community. Section 6.2 provides six criteria to evaluate whether a service area is:

- **Core** to The City's responsibility to residents (legislative requirement, public necessity, market capacity, broad public benefit, community expectation, or unique municipal capability).
- **Likely Core** with potential for sole or shared responsibility with other organizations or levels of government.
- **Non-core** responsibility, services which may be better delivered by others due to capacity or expertise.

The core service determination ensures that municipal resources are focused where The City has the greatest responsibility, capacity, and impact. It provides strategic clarity about which services are within The City's responsibility, and which are better delivered by community organizations, other levels of government, or the private sector. Community Compass sets out key criteria to define the level of service:

- Legislative or Regulatory Mandate
- Public Health, Safety, and Welfare Necessity
- Market Capacity
- Public Benefit
- Community Expectation and Historical Precedent
- Municipal Capacity and Unique Capability

#### Use this tool when:

- Evaluating a request for City involvement in a new service area
- Conducting strategic reviews of existing services
- Clarifying whether a service falls within The City's mandate
- Responding to community proposals or partnership requests
- Making decisions about service continuation, expansion, or discontinuation

## Tool 2: Roles and Responsibilities (Section 6.3)

*The Operational Question: What role should The City play in delivering this service?*

Once a service is determined to be core, shared responsibility or non-core, Section 6.3 clarifies the appropriate City role based on accountability, capacity, and relationships with community partners. The tool helps to distinguish between three levels of responsibility:

- **Primary Responsibility:** The City has a central role and strong capacity
- **Shared Responsibility:** The City is one of several contributors working together
- **Complementary Responsibility:** Others lead; The City plays a supporting role

Within these levels, The City can perform different roles (Advocate, Educator, Capacity Builder, Convener, Coordinator, Funder, Planner/Regulator, Service Provider). By clarifying roles, The City can focus resources where they deliver greatest impact while strengthening partnerships that increase community benefit.

### Use this tool when:

- Determining how to deliver a core or shared service
- Evaluating partnership opportunities
- Clarifying City role in collaborative service delivery
- Developing service plans or master plans
- Responding to questions about why The City does or doesn't directly operate a service

### Tool 3: Service Prioritization (Section 6.4)

*The Resource Allocation Question: How do we prioritize competing needs within core service areas when resources are limited?*

Even within core service areas, The City faces ongoing decisions about how to allocate limited resources among competing investments. Section 6.4 provides a systematic approach to evaluate and compare service investments using weighted criteria:

- Community need and service level assessment
- Public benefit and equity
- Financial impact and sustainability
- Adaptability and future readiness
- Partnership and external funding potential
- Economic and community development impact

By scoring investments opportunities against these criteria, The City can make transparent, consistent choices about where to direct resources for greatest community benefit. The framework helps answer: *Which decision will maximize The City's investment for public good?*

#### Use this tool when:

- Allocating limited resources among multiple core service needs
- Developing annual budgets or capital plans
- Comparing competing service investments
- Making trade-off decisions when resources are constrained
- Demonstrating transparent rationale for funding decisions

*See Appendix A for examples how the three tools work together to operationalize the Community Compass Decision-Making Framework.*

## How to Scale Implementation of the Community Compass Decision-Making Framework?

The decision-making framework can be applied at different levels depending on the scale of the decision:

### Major Strategic Decisions

- **Scope:** New facilities, significant capital investments, policy changes affecting service delivery across the organization
- **Application:** Full formal application of all three frameworks with documented scoring, rationale, and Council review
- **Examples:** Building a new cultural centre, expanding transit to new areas, establishing a new service area

### Moderate Decisions

- **Scope:** Service level adjustments, partnership agreements, program modifications, mid-sized capital investments
- **Application:** Targeted use of relevant frameworks with documentation
- **Examples:** Adjusting recreation program mix, renewing partnership agreements, replacing aging equipment

### Routine Operational Decisions

- **Scope:** Day-to-day service delivery decisions within approved plans and budgets
- **Application:** Frameworks inform professional judgment, but formal scoring is not required
- **Examples:** Scheduling programs, routine maintenance prioritization, minor service adjustments

The Community Compass principles and values (Section 5) guide all decisions, regardless of scale. The framework provides structure for transparency and accountability on decisions that affect resources, service levels, or strategic direction.

## Key Considerations when Implementing the Community Compass Decision-Making Framework

### Frameworks Guide Decisions: They Don't Make Them

The framework provides structure, transparency, and consistency; however it does not replace professional judgment, political accountability, or community context. Scores inform deliberation; they don't mandate outcomes.

### Context Matters

Legislative mandates change. Community expectations evolve. Partnership capacity shifts. Economic conditions fluctuate. The frameworks are designed to be applied with attention to current context and future trends.

### Integration with Existing Processes

The framework should integrate with The City's existing planning, budgeting, and decision-making processes rather than creating parallel systems. These are tools that should enhance current practices.

### Not Everything Requires a Score

For well-established core services (emergency services, water treatment, road maintenance), formal core service determination is unnecessary. The frameworks are most valuable for:

- New or emerging service requests
- Services where City role is unclear or contested
- Strategic reviews of existing services
- Situations where multiple departments or partners are involved
- Setting City Council mandate

The Community Compass Decision-Making Framework will be refined over time to ensure it remains relevant and effective. This refinement will be informed by practical experience applying the frameworks to real service decisions, which will reveal opportunities for improvement and clarification. As legislation, mandates, and community priorities evolve, the frameworks will be updated through regular review processes supported by corporate strategic planning, coordinated organizational change efforts, and cross-functional input, ensuring alignment with emerging requirements and expectations. Ongoing feedback from staff, Council, community partners, and residents will identify areas where the tools can be strengthened or simplified to better support decision-making. Additionally, periodic internal reviews of the frameworks will assess their effectiveness, usability, and alignment with organizational needs, ensuring the Community Compass continues to serve as a practical, responsive guide for service delivery decisions that advance Vision 2050 and meet community needs.

Most importantly, these tools and the framework will keep the focus on delivering services that enhance community well-being, advance equity, demonstrate fiscal responsibility, and position Red Deer for a vibrant future.

The following sections detail each framework and provide guidance on application.



## 6.2 Core Service Assessment Criteria

Before The City can determine how to deliver a service, prioritize competing investments, or allocate resources, it must first answer a foundational question: Is this a core service for the City of Red Deer to provide?

This framework establishes clear criteria to distinguish between services that fall within The City's core mandate and those that are better delivered by other organizations, levels of government, or the private sector. Understanding what constitutes a core service area ensures that municipal resources are focused where The City has the greatest responsibility, capacity, and impact.

Core services may be delivered directly by The City, enabled through partnerships, or supported through funding and coordination. The determination that something is a "core service" does not automatically mean The City operates it directly, that question is addressed in Section 6.3 (Roles and Responsibilities).

When evaluating whether a service area is core to The City's responsibility to residents, apply the following six criteria. A service area does not need to meet all criteria to be considered core, but it should meet at least one criterion strongly, with additional criteria providing supporting rationale.

### What is a core service?

A core service is one that The City has a responsibility to provide, fund, or enable because it meets one or more of the following conditions:

- **Legislative Mandate:** Required by federal or provincial law, regulation, or municipal bylaw
- **Public Necessity:** Essential to health, safety, welfare, or the functioning of the community
- **Market Capacity:** The private sector cannot or will not provide it adequately or equitably
- **Public Benefit:** Delivers broad community-wide benefits beyond direct users
- **Community Expectation:** Historically provided by The City and expected by residents
- **Municipal Capacity:** The City has unique authority, infrastructure, or resources to deliver it effectively

## Criteria: Legislative or Regulatory Mandate

*Does The City have an obligation (legal or through regulation) to provide this service?*

### Evaluation Considerations

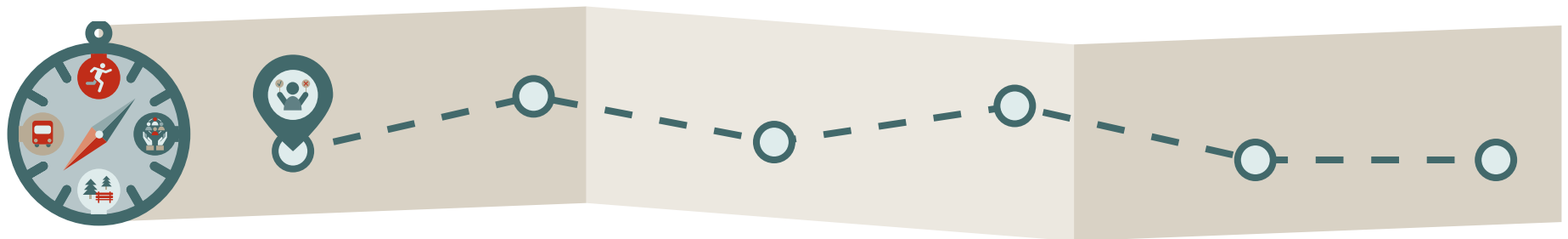
- Is this service required by the Municipal Government Act, provincial legislation, federal law, or municipal bylaw?
- Does The City have delegated authority or responsibility from another level of government?
- Are there regulatory standards that mandate City involvement?

### Assessment Outcomes

- **Core:** Service is explicitly required by legislation or regulation
- **Likely Core:** Service is strongly implied by legislative framework or regulatory expectations
- **Non-Core:** No legislative requirement; City involvement is a policy choice

### Service Examples

- Emergency services (legislated)
- Water and wastewater treatment (regulated)
- Planning and development approvals (legislated authority)
- Property assessment and taxation (legislated)
- Municipal enforcement of provincial statutes



## Criteria: Public Health, Safety, and Welfare Necessity

*Is this service essential to protect public health, safety, or the basic welfare of the community?*

### Evaluation Considerations

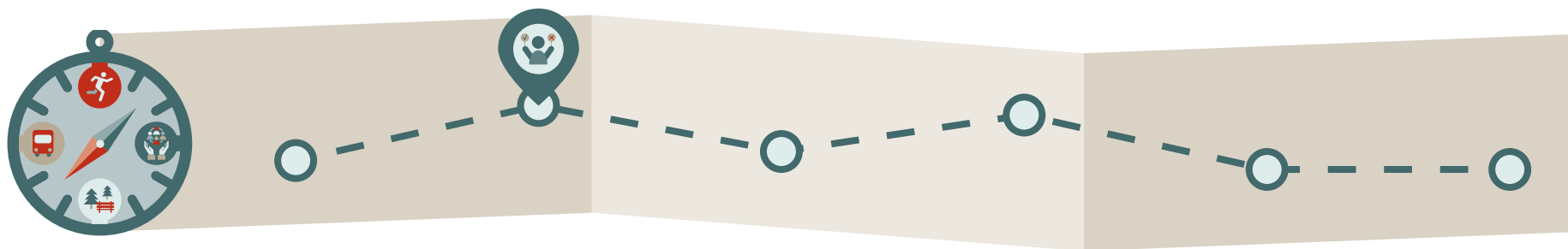
- Would the absence of this service create immediate or significant risks to public health or safety?
- Does this service protect vulnerable populations from harm or deprivation?
- Is this service necessary for the community to function (infrastructure, utilities, emergency response)?
- Are there significant consequences if this service is not provided or fails?

### Assessment Outcomes

- **Core:** Service is essential to basic health, safety, or functioning of the community
- **Likely Core:** Service significantly contributes to health, safety, or welfare, though alternatives may exist
- **Non-Core:** Service enhances quality of life but is not essential to basic health/safety

### Service Examples

- Fire and emergency medical services
- Police services and community safety
- Clean water supply and wastewater management
- Road maintenance and snow removal (safety)



## Criteria: Market Capacity

*Would the private sector or other organizations fail to provide this service adequately, affordably, or equitably?*

### Evaluation Considerations

- Is there sufficient community demand for private sector delivery?
- Would private delivery result in unaffordable pricing for residents or businesses?
- Would private or non-profit delivery result in geographic gaps or inequitable access?
- Are there economies of scale, natural monopolies, or public infrastructure requirements that favor municipal delivery?

### Assessment Outcomes

- **Core:** Clear market failure; private sector will not deliver adequately or equitably
- **Likely Core:** Private sector could deliver, but affordability or equity concerns are significant
- **Non-Core:** Private sector or non-profits can deliver effectively and equitably; City role is optional

### Service Examples

- Public transit (insufficient profit motive in most markets)
- Public recreation facilities (affordability and equity concerns)
- Waste collection (natural monopoly; equity)
- Affordable housing support (market failure)



## Criteria: Public Benefit and Need

*Does this service create broad community-wide benefits that extend beyond direct users?*

### Evaluation Considerations

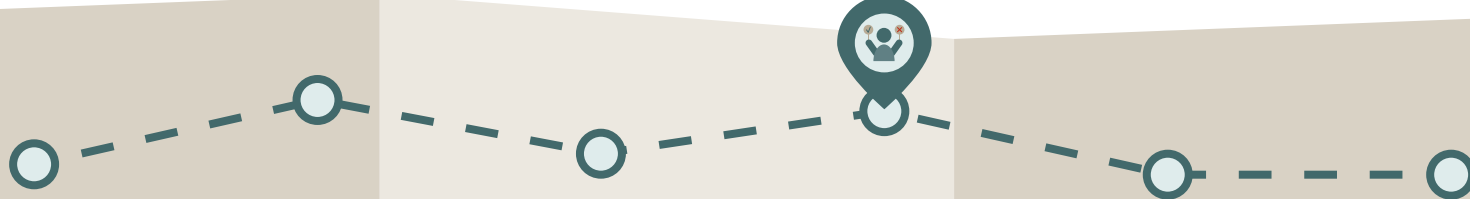
- Does this service generate positive outcomes (economic, social, environmental, health) for all residents, regardless of whether they use it?
- Is there a “public good” characteristic, benefits are non-excludable (everyone benefits) and non-rivalrous (one person’s use doesn’t reduce availability for others)?
- Does this service support community cohesion, economic development, or shared infrastructure that benefits the entire city?

### Assessment Outcomes

- **Core:** Service creates substantial public benefits that extend well beyond direct users
- **Likely Core:** Service creates moderate public benefits alongside direct user benefits
- **Non-Core:** Benefits accrue primarily to direct users; limited broader community impact

### Service Examples

- Parks and green spaces (environmental, health, social benefits for all)
- Public library (literacy, education, community access for all)
- Community and neighbourhood building (community identity, health, social benefits for all)
- Arts and culture programs (community identity, economic vitality)
- Active transportation infrastructure (health, environment, congestion reduction)
- Economic development initiatives (job creation, tax base)



## Criteria: Community Expectation

*Do residents expect The City to provide this service based on longstanding practice, community values, or comparable municipalities?*

### Evaluation Considerations

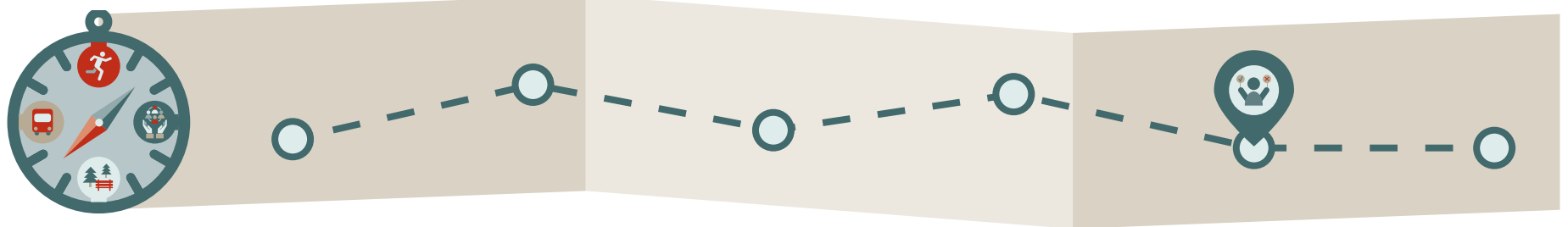
- Has The City historically provided this service, creating community reliance and expectation?
- Do residents and organizations expect The City to be involved in this service area?
- Do comparable municipalities in Alberta or Canada provide this service?
- Does this service align with community values articulated through Vision 2050, the Community Compass engagement, or Council strategic priorities?

### Assessment Outcomes

- **Core:** Strong historical precedent and community expectation for City involvement; commonly delivered by municipalities
- **Likely Core:** Service is commonly provided by municipalities and expected by residents
- **Non-Core:** Community expectation is mixed; not a traditional municipal service; practice varies significantly across municipalities

### Service Examples

- Public recreation programs and facilities (historical municipal role in Canada)
- Community events and festivals (community expectation; identity)
- Snow removal on residential streets (community expectation varies; Red Deer practice)



## Criteria: Municipal Capacity and Unique Capability

*Does The City have unique authority, infrastructure, or resources that make it the most effective provider?*

### Evaluation Considerations

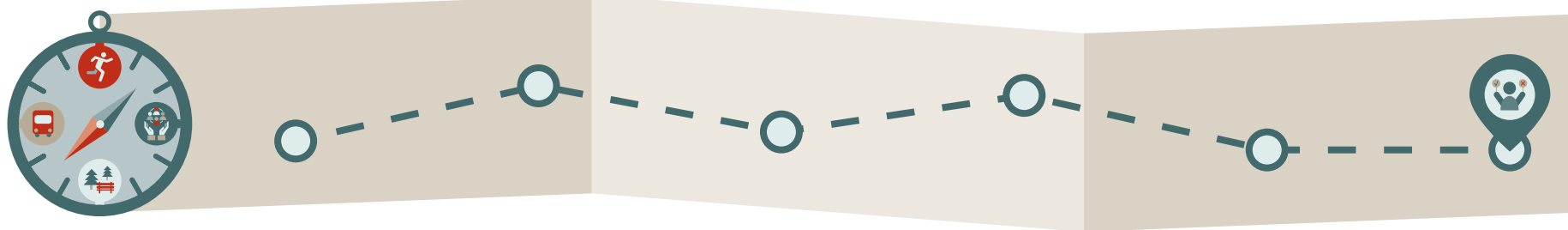
- Does The City have statutory powers, regulatory authority, or land/assets necessary for service delivery?
- Does The City have specialized expertise, infrastructure, or systems already in place?
- Can The City deliver this service more efficiently or effectively than other organizations due to scale, integration, or existing capacity?
- Are there significant barriers preventing other organizations from delivering this service?

### Assessment Outcomes

- **Core:** City has unique capability; no other organization can deliver effectively
- **Likely Core:** City has comparative advantage, though others could potentially deliver
- **Non-Core:** Other organizations have equal or better capacity to deliver

### Service Examples

- Land use planning and zoning (statutory authority)
- Infrastructure management (existing assets and expertise)
- Traffic management and signals (integration with roadway operations)
- Municipal bylaw enforcement (delegated authority)



Establishing clear criteria for determining what is a core service provides:

- **Strategic Clarity:** Focuses limited resources on services where The City has the greatest responsibility and respond to community need with indirect benefits.
- **Transparency:** Makes it clear to residents, Council, staff, and partners why The City is or is not involved in specific service areas.
- **Accountability:** Creates a defensible rationale for service decisions that can be communicated and evaluated.
- **Partnership Alignment:** Helps clarify when The City should lead vs. enable others, reducing duplication and improving coordination.
- **Fiscal Responsibility:** Prevents scope creep and ensures municipal resources are directed where most impactful.
- **Risk Management:** Identifies services where The City has legal, operational, or reputational risk if not adequately delivered.

By applying these criteria consistently, The City of Red Deer can ensure that service delivery decisions align with legislative requirements, community needs, and organizational capacity while maintaining the flexibility to adapt as circumstances, expectations, and mandates evolve.



## 6.3 Roles and Responsibilities

The Community Compass recognizes that services to the community are delivered through a complex network of organizations, sectors, and relationships. The City of Red Deer does not act alone in serving the community, rather, it works alongside community organizations, businesses, other levels of government, and residents themselves to meet community needs.

This section builds on the roles and responsibilities established in Red Deer's **Social Policy Framework** (2015), extending its application across the full scope of municipal services (from recreation and parks to transit, emergency services, planning, development, permitting, arts and culture, and social supports, and utilities. The framework helps The City determine:

- *When should The City lead service delivery versus enable others to lead?*
- *What role should The City play in addressing a particular community need?*
- *How can partnerships maximize community impact while respecting organizational mandates and capacity?*

By clarifying roles and responsibilities, this aligns with the guiding principles of Collaborative and Integrated service delivery, while ensuring fiscally responsible use of municipal resources.



The Roles and Responsibilities tool should be applied after a service has been evaluated using the Core Service Determination criteria (Section 6.2). The core service status determines the range of appropriate roles:

- **If the service is Core:** The City may consider any level of responsibility (Primary, Shared, or Complementary) and any of the eight roles (Advocate through Service Provider), depending on accountability, capacity, and relationships.
- **If the service is Likely Core:** The City typically takes on Shared Responsibility roles, with emphasis on Convener, Coordinator, Funder, and Capacity Builder. Direct Service Provider role is used selectively where The City fills critical gaps or co-delivers with partners.
- **If the service is Non-Core:** The City's role is limited to Complementary Responsibility only, typically as Advocate, Educator, Convener, or Capacity Builder.

This integration ensures that The City's involvement is scaled appropriately to its mandate and responsibility level for each service area.



## Determining City Responsibilities

The City's level of responsibility for any given service or community need is determined by considering three key factors:



### 1. Accountability

Does The City have a legislative mandate or formal responsibility through other agreements (such as service agreements, intergovernmental partnerships, or Council resolutions)?



### 2. Capacity

Does The City have the ability to act effectively in terms of financial resources, staffing, technical expertise, infrastructure, and systems?



### 3. Relationships

What roles are other organizations currently playing? What is the level of community support for The City to participate? Are there partnership opportunities that would achieve better outcomes?

## Three Levels of Responsibility

The City has three general levels of responsibility for services to the community:

### Level 1: Primary Responsibility

The City has a primary responsibility and, as a contributor as part of a larger service delivery ecosystem, has a central role.

#### Characteristics:



**High accountability:** Legislative mandate or clear formal responsibility



**Strong capacity:** Demonstrated ability and resources to deliver effectively



**Significant City role required:** Community expects or depends on The City for this service

#### Examples across service areas:

- Emergency response (fire, EMS)
- Core infrastructure (roads, water, utilities, wastewater, waste collection)
- Municipal enforcement and licensing
- Public transit services
- Municipal parks maintenance
- Planning and development approvals

## Level 2: Shared Responsibility

The City is one of several responsible contributors working together to meet community needs.

### Characteristics:



**Accountable for some aspects:** Formal responsibility for certain components but not the whole system



**Some capacity:** Can contribute meaningfully, but doesn't have all the necessary resources or expertise



**Moderate City role required:** The City is an important partner, which is often dependent on the capacity of partners to meet resident needs

### Examples across service areas:

- Recreation programming (City facilities + community sport organizations + business community)
- Community safety (municipal enforcement + RCMP + community programs)
- Affordable housing (City land/incentives + provincial programs + non-profit providers + business community)
- Arts and culture programming (City facilities + arts organizations + business community)
- Environmental stewardship (City initiatives + community groups + provincial regulations)
- Economic development (City investment + business community)

## Level 3: Complementary Responsibility

Other contributors share most responsibility; The City plays a supporting role.

### Characteristics:



**No formal mandate:** No legislative requirement or formal obligation



**Limited capacity:** May have interest but lacks primary resources or expertise



**Small City role required:** The City can enhance community efforts without leading

### Examples across service areas:

- Healthcare services (provincial responsibility, City can advocate)
- K-12 education (school board responsibility, City can support community use of facilities / land use)
- Employment training programs (provincial/ federal programs, City can convene partners)
- Mental health services (AHS responsibility, City can raise awareness and connect people)
- Food security programs (community organizations lead, City can support through grants)
- Volunteerism coordination (many organizations involved, City can recognize and convene)

## City Roles

Within these three levels of responsibility, The City can play different roles. A role is a general function The City fulfills to help achieve community goals. The City can act in one or more of these roles at a given time and can coordinate roles with others for increased impact.

There are eight typical roles The City may perform.

**Table 1: Roles in Service Delivery**

Role	Description	When This Role Is Appropriate	Examples
<b>Advocate</b>	The City uses its voice, relationships, and influence to advocate for community needs with other levels of government, agencies, or decision-makers.	<ul style="list-style-type: none"> <li>• Issues fall outside City jurisdiction but affect Red Deer residents</li> <li>• Other levels of government have primary responsibility</li> <li>• Community needs stronger representation or policy change</li> </ul>	Advocating for healthcare funding, highway improvements, and changes to provincial legislation affecting municipalities.
<b>Educator</b>	The City shares information, raises awareness, and helps residents understand issues, services, programs, or opportunities.	<ul style="list-style-type: none"> <li>• Information gaps exist in the community</li> <li>• Behaviour change requires education</li> <li>• Public understanding supports service effectiveness</li> </ul>	Public education on waste reduction, bylaw awareness, emergency preparedness information, and program availability.

Role	Description	When This Role Is Appropriate	Examples
<b>Capacity Builder</b>	The City strengthens community organizations through training, technical assistance, shared resources, or organizational development support.	<ul style="list-style-type: none"> <li>• Community organizations want to expand their impact</li> <li>• Partners need specific expertise or resources City can provide</li> <li>• Building sector capacity achieves better long-term outcomes</li> </ul>	Providing training to sport organizations, sharing facility management expertise, and supporting non-profit governance development.
<b>Convener</b>	The City brings diverse contributors together to identify issues, build relationships, align efforts, and develop collaborative solutions.	<ul style="list-style-type: none"> <li>• Multiple organizations are working on related issues</li> <li>• Coordination could improve collective impact</li> <li>• Neutral facilitation would help break through barriers</li> </ul>	Facilitating sector roundtables, hosting collaborative planning sessions, and bringing partners together to address community issues.
<b>Coordinator</b>	The City helps align efforts, reduce duplication, and ensure complementary rather than competing initiatives across organizations.	<ul style="list-style-type: none"> <li>• Service overlap or gaps exist</li> <li>• Better coordination would improve outcomes or efficiency</li> <li>• The City has relationships across sectors that enable coordination</li> </ul>	Coordinates emergency management by bringing together emergency services, community organizations, utilities, health authorities, and other partners to address local incidents requiring integrated response.

Role	Description	When This Role Is Appropriate	Examples
<b>Funder</b>	The City allocates grants, contracts, or other financial support to enable community organizations to deliver programs and services.	<ul style="list-style-type: none"> <li>Community organizations can deliver services more effectively</li> <li>Funding gap exists that The City can address</li> <li>Investing in community capacity serves municipal priorities</li> </ul>	Community grants, service agreements with non-profits, and sponsorship of community events.
<b>Planner/Regulator</b>	The City creates strategic direction, develops policies, establishes standards, and enforces regulations to shape community development and behaviour.	<ul style="list-style-type: none"> <li>The City has legislative authority to plan or regulate</li> <li>Planning or regulation is needed to achieve community goals</li> <li>Standards ensure safety, quality, or equity</li> </ul>	Municipal Development Plan, bylaws, facility allocation policies, development standards, and licensing requirements.
<b>Service Provider</b>	The City directly operates programs, facilities, or services for public use.	<ul style="list-style-type: none"> <li>City has primary responsibility and strong capacity</li> <li>Direct delivery is the most effective or efficient approach</li> <li>Community expects City-operated services</li> </ul>	Operating recreation facilities, providing transit services, maintaining parks, delivering emergency services, and processing permits.

*See Appendix C for guidelines on appropriate City roles by level of responsibility.*

## 6.4 Service Prioritization Assessment

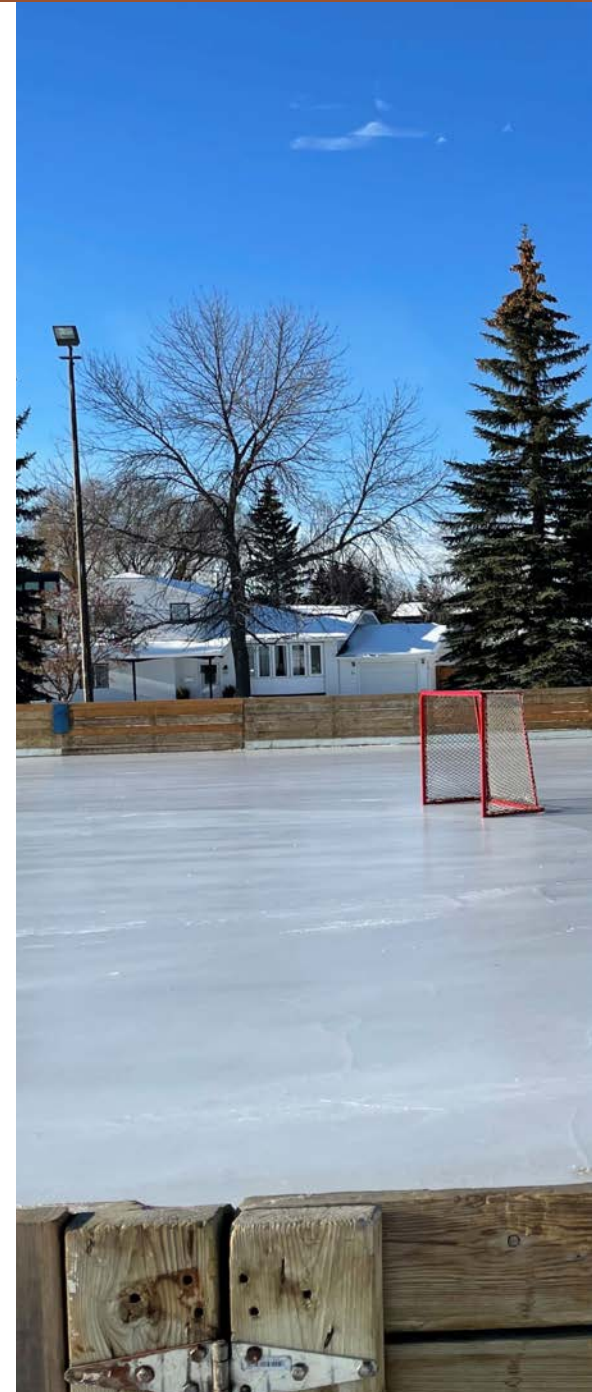
The City of Red Deer faces ongoing decisions about how to allocate limited resources among competing service needs within core service areas. Whether evaluating new facilities, expanding programs, adjusting service levels, or responding to emerging community needs, The City must prioritize investments that maximize public benefit while ensuring fiscal responsibility. This prioritization tool applies only to services that fall within The City's core responsibility, it does not evaluate investments in non-core services, which are outside the scope of significant municipal resource allocation.

This Service Prioritization Assessment provides a systematic approach to evaluate and compare service investment decisions. It is a quantitative tool to assess relative priority when resources are limited.

The assessment tool helps answer critical questions:

- *Which investments deliver the greatest public benefit?*
- *How should The City prioritize between competing service needs?*
- *What factors should guide resource allocation decisions?*
- *How can The City maximize the return on municipal investment for community well-being?*

This tool applies across all service areas (recreation, parks, transit, emergency services, planning, development, permitting, arts and culture, social supports and utilities), ensuring consistent, transparent prioritization aligned with Community Compass principles and values.



## When to Use This Tool

The Service Prioritization Assessment is designed for:

- Strategic Resource Allocation:
  - » Annual budget development and multi-year capital planning
  - » Comparing multiple proposed service investments
  - » Determining priority sequence for deferred projects
  - » Allocating limited funding across competing needs
- Service Level Decisions:
  - » Evaluating service enhancement proposals
  - » Assessing service reduction or elimination options
  - » Determining maintenance vs. expansion trade-offs
- New Initiative Evaluation:
  - » Prioritizing new program or facility proposals
  - » Comparing alternative approaches to addressing community needs
  - » Evaluating unsolicited proposals or partnership opportunities




This tool is **NOT** intended for:




- Prioritizing non-core responsibilities
- Emergency response decisions requiring immediate action
- Routine operational decisions within approved service levels
- Decisions where regulatory requirements dictate the action
- Situations where only one option exists

## Service Prioritization Criteria

The framework evaluates service investments against six criteria; each scored on a 0-3 point scale\* and weighted according to alignment with Community Compass principles and values.

**Table 2: Service Prioritization Criteria**

Criteria	Description	Principle Alignment	Potential Evidence / Data Sources
<b>Community Need and Service Level Assessment</b>	<i>To what extent does this investment address documented community need and align with appropriate service levels?</i>	 <p><b>Community-Centred</b> (responds to documented needs)</p>	Community engagement, service utilization data, needs assessments, satisfaction surveys, service level benchmarking
<b>Public Benefit and Equity</b>	<i>What is the breadth and nature of public benefit this investment will deliver?</i>	 <p><b>Equitable and Inclusive</b> (removes barriers, ensures broad benefit)</p>	Service accessibility analysis, equity impact assessment, demographic analysis, comparable municipality practices
<b>Financial Impact and Sustainability</b>	<i>What is the net financial impact (capital and operating) and long-term financial sustainability?</i>	 <p><b>Fiscally Responsible</b> (lifecycle thinking, sustainability)</p>	Lifecycle cost analysis, operating budget projections, revenue forecasts, tax impact analysis, comparable municipality operating costs

Criteria	Description	Principle Alignment	Potential Evidence / Data Sources
<b>Adaptability and Future Readiness</b>	<i>Does this investment have the potential to adapt to changing community needs and future trends?</i>	 <p><b>Evidence-Informed and Strategic</b> (proactive planning, future readiness)</p>	Demographic projections, trend analysis, comparative jurisdictions, expert consultation, adaptable design principles
<b>Partnership and External Funding Potential</b>	<i>Does this investment have the potential to attract external funding or partnership support?</i>	 <p><b>Collaborative and Integrated</b> (leverages partnerships, shared resources)</p>	Granting program criteria, partnership discussions, letters of support, funding history for similar projects, regional collaboration opportunities
<b>Economic and Community Development Impact</b>	<i>Does this investment support economic development or community vitality?</i>	 <p><b>All principles</b> (quality of life contributes to economic competitiveness)</p>	Economic impact analysis, tourism data, business attraction research, comparable municipality experience, quality of life research, citizen satisfaction surveys

\* See Appendix D for a scoring framework to guide formal evaluation processes.

# Section 7: Where Will Community Compass Lead Us?



The Community Compass provides the strategic foundation for how The City of Red Deer plans, delivers, and invests in services to the community. This section outlines how the Compass will be implemented, monitored, and kept current to ensure it remains a living framework that guides decisions and actions over time.

# 7.1 Implementation and Accountability

The Community Compass will be integrated into The City's existing planning, budgeting, and decision-making processes rather than creating parallel systems. Implementation focuses on embedding the guiding principles, decision-making criteria, roles framework, and prioritization tools into how The City already operates.



## Key Implementation Priorities

### Organizational Integration

- Integrate the Core Service Assessment Criteria (Section 6.2) into business case templates, Council reports, project charters and budget proposals to ensure consistent evaluation of proposed service decisions.
- Apply the Roles and Responsibilities Framework (Section 6.3) when developing service area plans, evaluating partnership opportunities, and determining appropriate City involvement.
- Use the Service Prioritization Framework (Section 6.4) in annual budget development and capital planning to systematically compare competing investments.
- Incorporate the guiding principles and values into future service area level planning.
- Incorporate the guiding principles and values into existing service area plans, and where appropriate the Community Compass decision making tools.
- Incorporate the guiding principles and values into staff training, leadership development, and organizational culture initiatives.



### Building Staff Capacity

- Provide training and support to help staff understand and apply the Community Compass frameworks.
- Develop tools, templates, and resources that make it easy for departments to use the Compass in their work.
- Foster cross-departmental collaboration to support integrated service delivery and break down silos.
- Recognize and celebrate examples of decisions and initiatives that exemplify the Community Compass principles.

### Engaging Partners and Contributors

- Communicate the Community Compass vision, principles, and framework to community organizations, businesses, and other partners who contribute to service delivery.
- Invite partners to consider how their own planning and decision-making can align with Community Compass principles where appropriate.
- Use the Roles and Responsibilities Framework to clarify expectations and strengthen collaborative relationships with community contributors and Indigenous Community.
- Explore opportunities to share resources, coordinate efforts, and co-design services that maximize community impact.
- Celebrate the contributions of partners that enhance community well-being.

## Accountability

Accountability for implementing the Community Compass rests at multiple levels:

- **Council** provides strategic direction, adopts the Community Compass framework, and makes investment decisions.
- **Administration** integrates the Community Compass into planning and operations within their areas of responsibility and reports on outcomes.
- **Community Partners** contribute to achieving Community Compass goals within their mandates and capacities.

Annual reporting on Community Compass implementation and outcomes ensures transparency and demonstrates progress to the community.



## Vision 2050 and Community Compass Working Together

### Vision 2050 establishes:

- The aspirational future Red Deer is working toward (vibrant, visionary, connected, diverse)
- The priorities that matter to the community (people, culture, places, prosperity, environment)
- The collective responsibility of the entire community to achieve the vision

### The Community Compass establishes:

- How The City of Red Deer will deliver services to the community to advance Vision 2050
- Guiding principles that are connected to and align with Vision 2050
- Decision-making framework that ensures service decisions align with the community's vision
- Clarity on what The City will lead, enable, or support and what falls outside its mandate
- Transparency and accountability in how public resources are directed toward Vision 2050 outcomes

### Together, they create:

- A clear planning hierarchy: Vision 2050 sets direction; Community Compass guides implementation.
- Alignment between community aspirations and delivery of services to the community.
- A framework to guide the implementation of existing planning documents and the creation of new service area plans.
- Tools that enable collective impact across City departments, community partners, and residents.
- Accountability for using public resources in ways that measurably advance the community's vision.

The Community Compass is a translation of Vision 2050 into practice. Every service decision guided by the Community Compass is an opportunity to move Red Deer closer to the vibrant, connected, diverse community envisioned in 2050.

## 7.2 Performance Measures and Monitoring

The City will monitor progress on the Community Compass through outcome measures tied to the five guiding principles. These high-level measures track whether The City's collective efforts are advancing the vision for service delivery established through community engagement.

### Proposed Outcome Measures by Guiding Principle



#### Principle 1: Community-Centred

**Measures:** Community satisfaction with City engagement processes; resident perception that community input influences decisions; accessibility of information about City services and decisions.

**Data Sources:** Living in Red Deer survey; engagement process evaluations; communication reach metrics.



#### Principle 2: Fiscally Responsible

**Measures:** Infrastructure condition index; ratio of lifecycle costs to initial capital costs for new investments; percentage of service investments aligned with prioritization framework; financial sustainability indicators (reserve levels, debt ratios).

**Data Sources:** Asset management systems; capital budget documentation.



### Principle 3: Equitable and Inclusive

**Measures:** Geographic distribution of service access across neighbourhoods; affordability of programs and services (subsidy uptake, fee structures); demographic diversity of service users compared to community demographics; identified barriers to access and removal progress.

**Data Sources:** Service utilization data; demographic analysis; program registration data.



### Principle 4: Collaborative and Integrated

**Measures:** Number and value of active partnerships; partner satisfaction with collaboration processes; examples of co-delivered or coordinated services; leveraging ratio (external funding secured relative to City investment).

**Data Sources:** Partnership agreements; partner surveys; grant tracking; collaborative initiatives.



### Principle 5: Evidence-Informed and Strategic

**Measures:** Percentage of major service decisions using Decision-Making Criteria; utilization of established data set in future planning processes; proactive planning initiatives; strategic plan alignment assessments.

**Data Sources:** Decision documentation; planning process reviews; Council report analysis; strategic alignment evaluations.

## Reporting and Learning

**Annual Reporting:** The City will report annually on Community Compass outcomes, highlighting progress, challenges, and adjustments. Reports will be accessible to the public and support Council oversight.

**Continuous Improvement:** Monitoring data will inform ongoing refinement of services, identify emerging needs, and support strategic adjustments to maximize community benefit.

**Integration with Existing Reporting:** Community Compass reporting will integrate with The City's existing annual service reporting, budget documents, key messages / communications and other accountability mechanisms to avoid duplication and support a comprehensive understanding.



## 7.3 Plan Review and Update Process

The Community Compass is designed to remain relevant over time through regular review and strategic updates that respond to changing community circumstances and priorities.

The Community Compass should undergo a review every five years. This review process should:

- Assess whether the guiding principles remain aligned with community values and priorities.
- Evaluate the effectiveness of the decision-making criteria, roles framework, and prioritization tools.
- Review outcome measures and monitoring approaches to ensure they provide meaningful insights.
- Update examples, evidence sources, and descriptors to reflect the current context.
- Engage the community to understand evolving needs and validate strategic direction.
- Recommend refinements to Council for consideration and adoption.

The review process should consider including community engagement to ensure the Community Compass continues to reflect community priorities and values. Engagement approaches will be designed to reach diverse voices and validate strategic direction.



## Moving Forward Together

The Community Compass provides The City of Red Deer with a clear, community-grounded framework for service delivery decisions. Through consistent application of the guiding principles, thoughtful use of the decision-making tools, and collaborative partnerships, The City can deliver services that meet community needs, demonstrate fiscal responsibility, advance equity, and position Red Deer for a vibrant future.

This is a shared journey. Success depends on The City, community organizations, businesses, residents, and partners working together, each contributing their strengths and expertise to enhance the well-being of the entire community. The Community Compass points the way forward, guiding decisions today that will shape the Red Deer of tomorrow and towards 2050.



# Appendices



# Appendix A: How the Tools Work Together

The three tools create a comprehensive system for decision-making framework that maximizes the public benefit of municipal investment.

## Decision Pathway Example #1: Community Request for a New Service

### Step 1: Core Service Determination (Section 6.2)

A community organization requests that The City establish and operate a job training program for unemployed youth.

#### Apply Core Service Criteria:

- Legislative Mandate? No — employment training is provincial/federal jurisdiction
- Public Necessity? Limited — contributes to welfare but not a municipal mandate
- Market Failure? Partial — gaps exist but not The City's responsibility gap
- Public Benefit? Yes — but not specific to municipal role
- Community Expectation? No — residents typically look to provincial programs
- Municipal Capacity? No — limited expertise compared to colleges and non-profits

**Determination:** Non-Core (Total score: 7.5/21.75)

### Step 2: Roles and Responsibilities (Section 6.3)

Decision: Because the service is determined to be non-core, The City's role is limited to Complementary Responsibility only.

Appropriate Roles:

- Convener: Bring together employers, training providers, and youth organizations to coordinate local efforts
- Advocate: Advocate to provincial/federal governments for youth employment funding
- Educator: Share information with youth about existing training programs

Not Appropriate:

- Service Provider (direct delivery)
- Funder (grants for program operations)
- Planner/Regulator (establishing training standards)

### Step 3: Service Prioritization (Section 6.4)

Not applicable as this service is non-core and The City is not funding or delivering it, there is no need to prioritize it against other investments. The Convener and Advocate roles require minimal resources and do not compete with core service investments.

## Decision Pathway Example #2: Multiple Core Service Investments

The City is evaluating three capital investments for the next budget cycle, all within typical core service areas:

- Option A: Replace aging water treatment infrastructure (legislated requirement)
- Option B: Build a new community recreation centre in an underserved neighbourhood
- Option C: Expand transit service to new residential areas

### Step 1: Core Service Determination (Section 6.2)

All three services have already been determined to be Core:

- Water treatment: Core (Criteria 1, 2, 3, 6 all met at highest level)
- Recreation centre: Core (Criteria 3, 4, 5 met; historical expectation and public benefit)
- Transit expansion: Core (Criteria 3, 4 met; market failure and equity considerations)

### Step 2: Roles and Responsibilities (Section 6.3)

For all three, The City has Primary Responsibility and will act as Service Provider. All require capital investment and ongoing operations. Partnership opportunities exist for recreation programs within the new centre, but The City will own and operate the facility.

**Step 3: Service Prioritization (Section 6.4)**

Because all three are core services requiring significant capital investment, and resources are limited, The City applies the Service Prioritization Framework to compare them systematically.

Criterion	Water Treatment	Recreation Centre	Transit Expansion
<b>Community Need</b>	High (regulatory compliance)	High (service gap)	Moderate (access gap)
<b>Public Benefit/Equity</b>	High (universal access)	High (equity focus)	High (equity focus)
<b>Financial Sustainability</b>	Required (no alternative)	Moderate (operating costs)	High (operating costs)
<b>Adaptability</b>	Low (infrastructure fixed)	Moderate	High (routes flexible)
<b>Partnership Potential</b>	Low	Moderate (programming)	Low
<b>Economic Impact</b>	Moderate	Moderate	High (enables growth)
<b>Weighted Score</b>	<b>58/66</b>	<b>50/66</b>	<b>52/66</b>

**Decision:** Water treatment infrastructure scores highest due to legislative requirement, public necessity, and lack of alternatives. It is prioritized for immediate funding. Recreation centre and transit expansion are deferred or phased, with consideration of external funding opportunities (grants, partnerships) to close the gap.

**Transparent Rationale:** The prioritization framework makes it clear why water treatment infrastructure was prioritized over recreation and transit, not because recreation and transit aren't core services (they are), but because regulatory compliance, public necessity, and fiscal constraints created a clear priority order. This transparency enables informed dialogue with Council, staff, and the community.

## Appendix B: Core Service Assessment Scoring

This scoring template provides a structured approach to evaluating whether a service area is core to The City of Red Deer's responsibilities to the community. Use this template when:

- Evaluating new service requests or proposals
- Reviewing existing services for strategic fit
- Responding to community requests for City involvement in new areas
- Making decisions about service continuation, expansion, or divestment
- Clarifying roles and responsibilities with community partners

### Scoring Rubric

Rating	Level	Description
3	Core	Strong evidence that this criterion is met. Service clearly falls within core mandate on this dimension.
2	Likely Core	Moderate evidence that this criterion is met. Service reasonably falls within core mandate on this dimension, though some factors may be ambiguous.
1	Non – Core	Weak or no evidence that this criterion is met. Service does not strongly align with core mandate on this dimension.
0	Not Applicable	This criterion does not apply to this service area.

Evaluation Template

Criteria	Evaluation Considerations	Evidence and Rational	Score (0/3)
<p><b>Legislative or Regulatory Mandate</b></p> <p><i>Does The City have an obligation (legal or through regulation) to provide this service?</i></p>	<ul style="list-style-type: none"> <li>• Is this service required by the Municipal Government Act, provincial legislation, federal law, or municipal bylaw?</li> <li>• Does The City have delegated authority or responsibility from another level of government?</li> <li>• Are there regulatory standards or compliance requirements that mandate City involvement?</li> </ul>		
<p><b>Public Health, Safety, and Welfare Necessity</b></p> <p><i>Is this service essential to protect public health, safety, or the basic welfare of the community?</i></p>	<ul style="list-style-type: none"> <li>• Would the absence of this service create immediate or significant risks to public health or safety?</li> <li>• Does this service protect vulnerable populations from harm or deprivation?</li> <li>• Is this service necessary for the community to function (infrastructure, utilities, emergency response)?</li> <li>• Are there significant consequences if this service is not provided or fails?</li> </ul>		

Criteria	Evaluation Considerations	Evidence and Rational	Score (0/3)
<p><b>Market Capacity</b></p> <p><i>Would the private sector or other organizations fail to provide this service adequately, affordably, or equitably?</i></p>	<ul style="list-style-type: none"> <li>• Is there sufficient resident demand for private sector delivery?</li> <li>• Would private delivery result in unaffordable pricing for residents or businesses?</li> <li>• Would private or non-profit delivery result in geographic gaps or inequitable access?</li> <li>• Are there economies of scale, natural monopolies, or public infrastructure requirements that favor municipal delivery?</li> </ul>		
<p><b>Public Benefit and Need</b></p> <p><i>Does this service create broad community-wide benefits that extend beyond direct users?</i></p>	<ul style="list-style-type: none"> <li>• Does this service generate positive outcomes (economic, social, environmental, health) for all residents, regardless of whether they use it?</li> <li>• Is there a “public good” characteristic, benefits are non-excludable (everyone benefits) and non-rivalrous (one person’s use doesn’t reduce availability for others)?</li> <li>• Does this service support community cohesion, economic development, or shared infrastructure that benefits the entire city?</li> </ul>		

Criteria	Evaluation Considerations	Evidence and Rational	Score (0/3)
<p><b>Community Expectation and Historical Precedent</b></p> <p><i>Do residents expect The City to provide this service based on longstanding practice, community values, or comparable municipalities?</i></p>	<ul style="list-style-type: none"> <li>• Has The City historically provided this service, creating community reliance and expectation?</li> <li>• Do residents and organizations expect The City to be involved in this service area?</li> <li>• Do comparable municipalities in Alberta or Canada provide this service?</li> <li>• Does this service align with community values articulated through Vision 2050, the Community Compass engagement, or Council strategic priorities?</li> </ul>		
<p><b>Municipal Capacity and Unique Capability</b></p> <p><i>Does The City have unique authority, expertise, infrastructure, or resources that make it the most effective provider?</i></p>	<ul style="list-style-type: none"> <li>• Does The City have statutory powers, regulatory authority, or land/assets necessary for service delivery?</li> <li>• Does The City have specialized expertise, infrastructure, or systems already in place?</li> <li>• Can The City deliver this service more efficiently or effectively than other organizations due to scale, integration, or existing capacity?</li> <li>• Are there significant barriers preventing other organizations from delivering this service?</li> </ul>		

### Scoring Summary

The following scoring template can be used to apply weighting to scored criteria.

Criteria	Rating (0-3)	Weight	Weighted Score
<b>Legislative or Regulatory Mandate</b>	_____	× 1.5	_____
<b>Public Health, Safety, Welfare Necessity</b>	_____	× 1.5	_____
<b>Market Capacity</b>	_____	× 1.0	_____
<b>Public Benefit</b>	_____	× 1.0	_____
<b>Community Expectation and Historical Precedent</b>	_____	× 0.75	_____
<b>Municipal Capacity and Unique Capability</b>	_____	× 1.0	_____
<b>Total Weighted Score</b>			_____ / 21.75

*Note: Criteria 1 and 2 are weighted more heavily because legislative mandates and public necessity are the strongest indicators of core services.*

Based on the total weighted score and the pattern of ratings across criteria, determine the core service status:

- Core Service
  - » Criteria 1 or 2 rated at 3 (Definitive Core), OR Total Score  $\geq 16$
- Likely Core Service
  - » Total Score 12–15.99, with at least three criteria rated 2 or higher
- Shared Responsibility Service
  - » Total Score 8–11.99, indicating City has a role but shares responsibility with other organizations or levels of government
- Non-Core Service
  - » Total Score  $< 8$ , indicating limited or no core mandate for City involvement

### Important Considerations

The determination that something is “core” does not automatically mean The City operates it directly. Core services may be delivered through:

- Direct City operations
- Partnership with community organizations
- Funding or enabling others to deliver

**Scores provide guidance, not mandates.** Use professional judgment alongside the scoring framework. A service with a low score on most criteria but a high score on Criterion 1 (Legislative Mandate) is still a core service.

**Context matters.** The same service may be core in one municipality and non-core in another based on local circumstances, capacity, and community expectations.

**Determinations can change over time.** Legislative mandates may be added or removed. Community expectations evolve. Partnership capacity changes.

# Appendix C: Guidelines for City Roles by Level of Responsibility

The following guidelines describe which roles are typically appropriate for each level of responsibility:

## When The City has PRIMARY Responsibility

The City may perform ANY of the eight roles.

The City role typically emphasizes:

- Service Provider (operating services directly)
- Planner/Regulator (establishing standards and policies)
- Funder (investing in infrastructure and programs)

But may also act as Advocate, Educator, Capacity Builder, Convener, or Coordinator as needed.

## When The City has SHARED Responsibility

The City may perform any of the roles, but RARELY offers direct service delivery.

The City role typically emphasizes:

- Convener (bringing partners together)
- Coordinator (aligning efforts)
- Funder (supporting partner delivery)
- Planner/Regulator (setting direction)
- Capacity Builder (strengthening partners)

The City provides service delivery only when:

- No other organization can deliver effectively
- City delivery fills a critical gap
- Shared delivery model is most effective (e.g., co-location)

### When The City has **COMPLEMENTARY** Responsibility

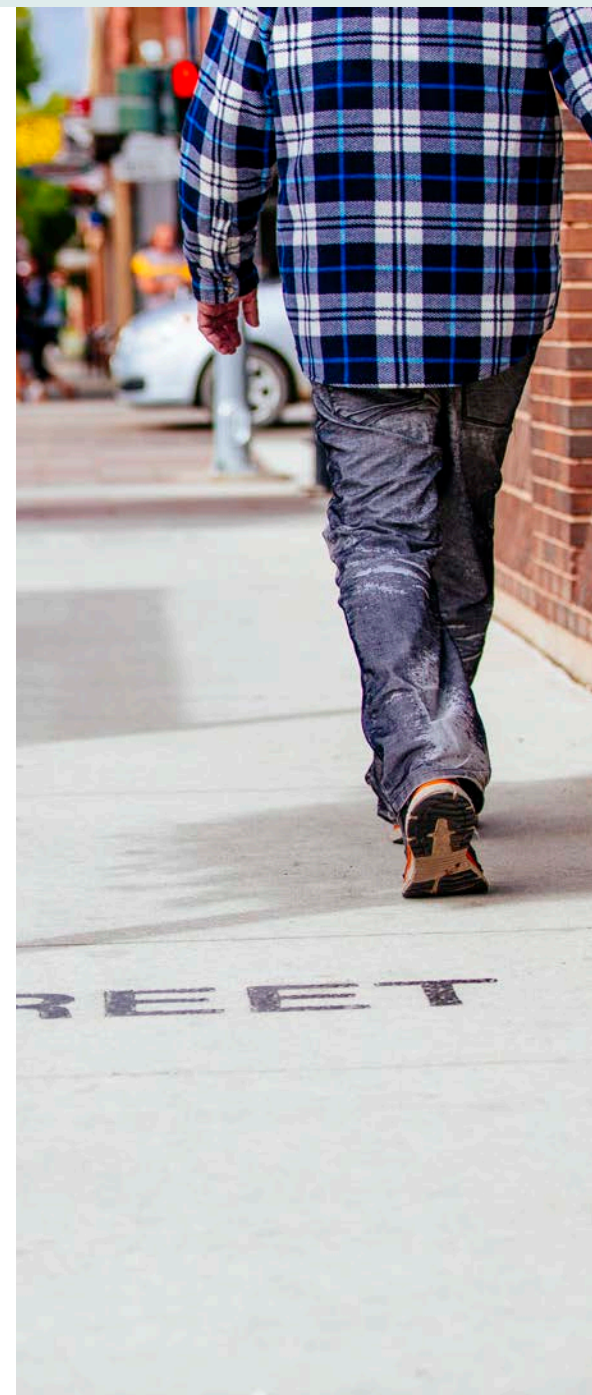
The City selects from a limited set of roles to support community efforts led by others. Complementary roles are the only appropriate roles for services determined to be non-core.

The City role typically limited to:

- Advocate (raising issues with responsible authorities)
- Educator (raising awareness and sharing information)
- Capacity Builder (supporting organizations through training and resources)
- Convener (facilitating connections)

The City typically does not act as Funder, Planner/Regulator, Coordinator, or Service Provider for non-core services. These roles require significant municipal resources and are reserved for services within The City's core responsibility.

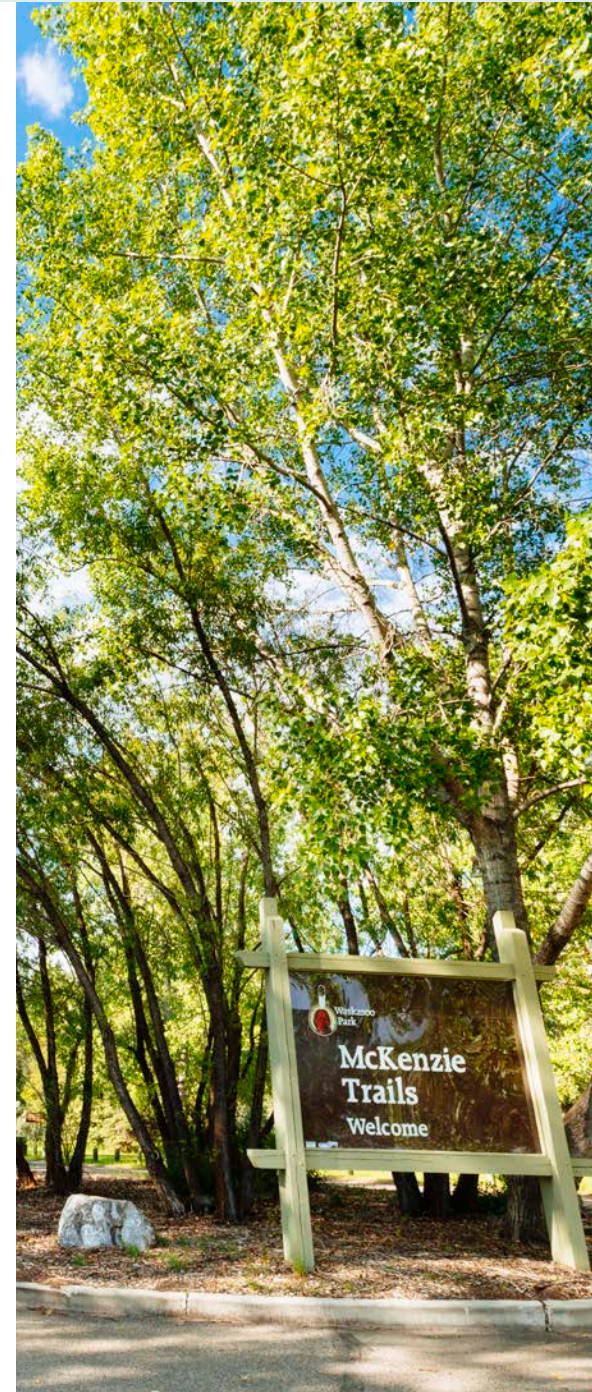
For services that are core or shared responsibility, The City may still choose a Complementary role if other organizations are better positioned to lead and The City's support role maximizes community benefit.



## Applying the Framework

This roles and responsibilities framework should be applied:

- In Strategic Planning
  - » When developing service plans, master plans, or strategies, clarify The City's level of responsibility and appropriate roles for each service area or community goal.
- In Decision-Making
  - » When evaluating new programs, service changes, or partnership opportunities, use this framework alongside the Decision-Making Criteria (Section 6.1) to determine appropriate City involvement.
- In Budget Development
  - » When allocating resources, consider whether The City's proposed role aligns with its level of responsibility and whether partnership could achieve better outcomes.
- In Partnership Discussions
  - » When working with community organizations and other partners, use this framework to clarify expectations, identify complementary roles, and coordinate efforts.
- In Service Reviews
  - » When evaluating existing services, assess whether The City's current role remains appropriate given changing circumstances, capacity, or community needs.



### Key Principles for Application

When applying this framework, remember:

- Levels of responsibility can change over time as mandates, capacity, community needs, or the roles of other organizations evolve.
- The City can play multiple roles simultaneously for the same service or issue, for example, acting as both Funder and Convener.
- Partnership often achieves better outcomes than acting alone, even when The City has primary responsibility.
- Clear communication of roles reduces confusion and helps manage community expectations about what The City can and cannot do.
- Just because The City can act doesn't mean it should; capacity and relationships matter as much as authority.
- The framework guides decisions: it doesn't replace judgment, context, history, and community circumstances, all of which matter.



## Connection to Guiding Principles

This roles and responsibilities framework directly supports the Community Compass guiding principles:

- Collaborative and Integrated: By clarifying when to partner and which roles to play, the framework enables effective collaboration.
- Fiscally Responsible: By focusing City resources where accountability and capacity are strongest, the framework supports prudent stewardship.
- Evidence-Informed and Strategic: By basing decisions on clear criteria (accountability, capacity, relationships), the framework promotes strategic thinking.
- Equitable and Inclusive: By considering the roles of diverse organizations and sectors, the framework recognizes that many contribute to community well-being.
- Community-Centred: By emphasizing relationships and community expectations, the framework keeps decisions grounded in community needs.

Through consistent application of this framework, The City can work effectively with partners to deliver services that meet community needs while respecting the mandates, capacities, and contributions of all involved.



# Appendix D: Service Prioritization Scoring Framework

The framework evaluates service investments against six criteria; each scored on a 0–3-point scale and weighted according to alignment with Community Compass principles. The maximum possible score is 66 points (sum of all weighted scores).

Criteria	Description	3 points	2 points	1 point	0 point
Community Need and Service Level Assessment	To what extent does this investment address documented community need and align with appropriate service levels?	Enhances existing service to better meet documented high-priority community needs. Increases service quality, access, or capacity where current provision falls short of community expectations and comparable municipalities.	Protects existing service level by maintaining current quality, access, or capacity. Prevents service decline or addresses deferred maintenance that would compromise service delivery.	Limits or reduces service level in areas of lower community priority or where demand has declined. May involve service redesign to focus resources on higher priorities.	Service does not address documented community needs or duplicate services provided by others. Discontinuation would not negatively impact community well-being.

Criteria	Description	3 points	2 points	1 point	0 point
Public Benefit and Equity	What is the breadth and nature of public benefit this investment will deliver?	<p>Delivers broad community-wide benefits that extend beyond direct users. Creates positive externalities (economic, social, environmental, or health benefits) for all residents. Removes barriers and increases access for equity-deserving populations.</p>	<p>Delivers benefits to a substantial portion of the community (direct users and some indirect benefits). Supports access for diverse populations but may not fully remove all barriers.</p>	<p>Delivers benefits primarily to direct users with minimal community-wide impact. Serves a specific segment of the population with limited equity implications.</p>	<p>Delivers benefits only to direct users with no broader community impact. May disproportionately benefit those already well-served or create inequitable access.</p>

Criteria	Description	3 points	2 points	1 point	0 point
Financial Impact and Sustainability	What is the net financial impact (capital and operating) and long-term financial sustainability?	<p>Low net financial impact relative to community benefit. Operating costs are sustainable within existing budgets or offset by revenues. Capital costs are modest or fully funded by grants/partnerships. Lifecycle costs are manageable.</p>	<p>Moderate net financial impact that can be accommodated through reallocation or modest revenue increases. Operating costs are sustainable with adjustments to other service priorities. Capital costs are significant but justifiable.</p>	<p>High net financial impact requiring substantial budget reallocation or revenue increases. Operating costs create ongoing budget pressure. Capital costs are very significant. Lifecycle costs present long-term challenges.</p>	<p>Financial impact is not sustainable within The City's fiscal capacity. Would require unacceptable service reductions elsewhere or tax increases beyond community willingness to pay.</p>

Criteria	Description	3 points	2 points	1 point	0 point
Adaptability and Future Readiness	Does this investment have the potential to adapt to changing community needs and future trends?	Highly flexible design or approach that can adapt to changing demographics, technology, user preferences, or community needs. Supports multiple uses or can be repurposed. Aligns with anticipated future trends (population growth, aging, climate change).	Some flexibility to adapt to changing needs. Can accommodate moderate shifts in use patterns or user groups. Reasonably aligned with future trends but may require modifications.	Designed for specific use with limited flexibility. Difficult to repurpose or adapt if needs change. May not align well with anticipated future trends.	Inflexible design that cannot adapt to changing needs. High risk of obsolescence or underutilization if community needs shift. Misaligned with future trends.

Criteria	Description	3 points	2 points	1 point	0 point
Partnership and External Funding Potential	Does this investment have the potential to attract external funding or partnership support?	Strong potential for significant external funding (grants, donations, sponsorships). Partnership opportunities exist with organizations willing to contribute resources, expertise, or co-delivery. Aligns well with provincial/federal funding priorities.	Moderate potential for external funding or partnership contributions. Some alignment with granting program priorities. Partners interested, but contribution may be limited to in-kind support or modest funding.	Limited potential for external funding. Few partnership opportunities. Weak alignment with current granting priorities. Partners may be interested but have limited capacity to contribute.	No realistic potential for external funding or partnership support. Does not align with granting priorities. No partners identified or interested. Requires full municipal investment.

Criteria	Description	3 points	2 points	1 point	0 point
Economic and Community Development Impact	Does this investment support economic development or community vitality?	Significant economic development benefit through visitor attraction, event hosting, business support, employment creation, or downtown vitalization. Enhances Red Deer's competitive position and community identity.	Moderate contribution to economic development or community vitality. Supports local business activity, contributes to quality of life factors that attract residents or investment, or enhances neighbourhood vitality.	Limited direct contribution to economic development. May have indirect quality of life benefits, but not a primary economic driver. Supports existing economic activity but doesn't attract new activity.	No measurable economic development benefit. Focused solely on service delivery to existing residents without broader economic implications.

## Scoring Summary

The following scoring template can be used to apply weighting to scored criteria.

Criteria	Rating (0-3)	Weight	Weighted Score
<b>Community Need and Service Level Assessment</b>	_____	× 5	_____
<b>Public Benefit and Equity</b>	_____	× 5	_____
<b>Financial Impact and Sustainability</b>	_____	× 5	_____
<b>Adaptability and Future Readiness</b>	_____	× 3	_____
<b>Partnership and External Funding Potential</b>	_____	× 3	_____
<b>Economic and Community Development Impact</b>	_____	× 1	_____
<b>Total Weighted Score</b>			_____ / 66

## Priority Ranking Categories

Scores can be interpreted using the following categories to support decision-making:

Score Range	Priority Category	Description
53-66 points	Very High Priority	Investment strongly aligns with Community Compass principles. Delivers substantial public benefit with manageable financial impact. Strong candidate for immediate or near-term funding.
40-52 points	High Priority	Investment aligns well with Community Compass principles and delivers meaningful public benefit. Should be considered for funding within the current planning horizon if resources are available.
30-39 points	Moderate Priority	Investment has merit but faces trade-offs (e.g., high benefit but high cost, or moderate benefit with good financial profile). Consider funding if higher priorities are addressed or if circumstances improve (external funding, partnership, cost reduction).
20-29 points	Low Priority	Investment has limited alignment with Community Compass principles or faces significant challenges. Unlikely to be funded in the near term unless circumstances change substantially. Consider alternatives or partnerships.
0-19 points	Very Low Priority	Investment does not align with Community Compass priorities or faces insurmountable challenges. Not recommended for funding. Consider discontinuing the pursuit or fundamental redesign.

## Applying the Framework: Guidelines and Considerations

### Implementation Guidelines

- Compare similar types of investments (e.g., facility projects with facility projects, program enhancements with program enhancements) to ensure fair comparison
- Consider cumulative impact across service areas to ensure balanced investment
- Document the rationale for scores with supporting evidence
- Involve diverse perspectives in scoring to reduce individual bias
- Use ranges when uncertainty exists (e.g., score 2-3 depending on assumptions) and test sensitivity

### Important Considerations

- The tool provides guidance, not absolute answers.
- Scores support deliberation and transparency and don't replace judgment and experience.
- Context matters, including timing, political commitments, regulatory requirements, or unique circumstances that may override scoring.
- Very close scores (e.g., 42 vs. 44) should not be considered meaningfully different.

### Documentation and Transparency

For major investment decisions, document:

- Scores and rationale for each criterion
- Evidence sources used to inform scoring
- Assumptions about costs, usage, partnerships, etc.
- Alternative approaches considered and their scores

This documentation supports:

- Transparent communication with Council, staff, contributors and public
- Consistent application of the framework over time
- Learning and refinement of the framework
- Accountability for investment decisions

## Tool Review and Refinement

This Service Prioritization Assessment Tool should be reviewed periodically (recommended every 3-5 years or following major Council priority changes) to ensure:

- Criteria remain relevant to community priorities and circumstances
- Weights reflect current priorities identified through engagement or strategic planning
- Scoring descriptors are clear and consistently interpreted
- Priority categories appropriately distinguish between investment options

Refinements should be informed by:

- Experience applying the tool
- Changes in community priorities or circumstances
- Council strategic direction
- Contributor / partner and staff feedback





