

# Downtown Red Deer Activation Playbook







## Downtown Activation Playbook

City of Red Deer  
4914 48 Avenue  
Red Deer, Alberta

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Prepared by Intelligent Futures and  
Urban Strategies, 2021 - 2022.





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# Preamble

## Contributor Acknowledgement

**Thank you to the many dedicated individuals** behind the Downtown Activation Playbook. The work of finding hope and opportunity for downtown in the face of many pressing challenges demonstrates a real commitment to the future of this beloved place. To the members of the Downtown Identity Plan Community Working Collaborative thank you for your ongoing participation and critical eye on the project. To the many downtown stakeholders who participated in the engagement processes thank you for sharing your energy and ideas.

To the City of Red Deer staff, especially the Downtown Activation Committee who worked tirelessly to keep the project moving forward despite the constant distraction of changing COVID-19 public health regulations - thank you. Finally, we would like to acknowledge all Red Deerians who gave their time to this project. We thank you for your participation in the process, we hope you see your ideals and ideas reflected within the Playbook.

- Brett Bothwell
- Brock Hermus
- Edali Reyes
- Greg Smith
- Jawed Iqbal
- Judy Scott
- Kath Hoffman
- Mark Collings
- Rob Lewis
- Ryan Webb
- Tammy Rogers
- Tracy Chabot

## Land Acknowledgement

**The Downtown Activation Playbook (DAP)** recognizes its initiatives take place on Indigenous traditional territories represented by Treaty 6 and 7 as the land Red Deer is situated on. This land is also acknowledged as an historic Métis gathering place.

The goal of The City of Red Deer and the DAP is to work together with Indigenous and Métis peoples in building a welcoming and inclusive community.

# Executive Summary

**The Downtown Activation Playbook (DAP)** aims to position and maintain Downtown Red Deer as a vibrant hub at the heart of the city; it brings to life the community vision of Downtown with clear direction on how to make Downtown Red Deer a more active and visited place in the future. The Playbook looks to the future while authentically reflecting both its past and present.

The Playbook builds upon the continued effort to develop a unique, well-invested downtown where residents and visitors alike consistently participate in and promote unique, engaging, diverse, and positive activities and experiences. To this end, the Playbook is supported by several key conditions for success and distinct streams of action that provide a number of strategically-targeted activities to support downtown residents, business employers and employees, volunteers, and visitors. Communication and marketing initiatives are also provided to build a base of support for these actions and incentivize positive opinions of and investment in Downtown Red Deer.

The DAP is a five-year plan for the period 2022-2026, intended to guide the community and City in action implementation in a deliberate and timely manner. While the streams of action represent those moves deemed pivotal for the next five years, ideally the Playbook's vision and conditions for success will remain in place for an indefinite period, guiding future planning periods. While the actions may change over time, the overall direction towards downtown vibrancy will remain the same. Strong relationships and solid partnerships within the City and community of Red Deer will be imperative to ensuring successful implementation of the Playbook's first five years by 2026.

The Playbook planning process drew on the combined wisdom, experience, and direction from the community and The City of Red Deer, and from best practices in other jurisdictions. As a foundation for project work, the Playbook project team:

- conducted a review of the existing municipal planning framework
- provided frequent updates to and consultation with the Downtown Identity Plan Working Collaborative, a group of interested downtown residents, business owners, employees, and volunteers, and
- Hosted two tailored engagement processes to ensure community feedback was consistently provided at key moments throughout the planning process.



# 1.0



The Playbook’s vision, conditions for success, identity, streams of action and strategic moves are the result of input from over 1,500 dedicated stakeholders and community members. These individuals represent private enterprise, not-for-profit organizations, government and the public at large. They were instrumental to the DAP development, providing input and feedback all along.

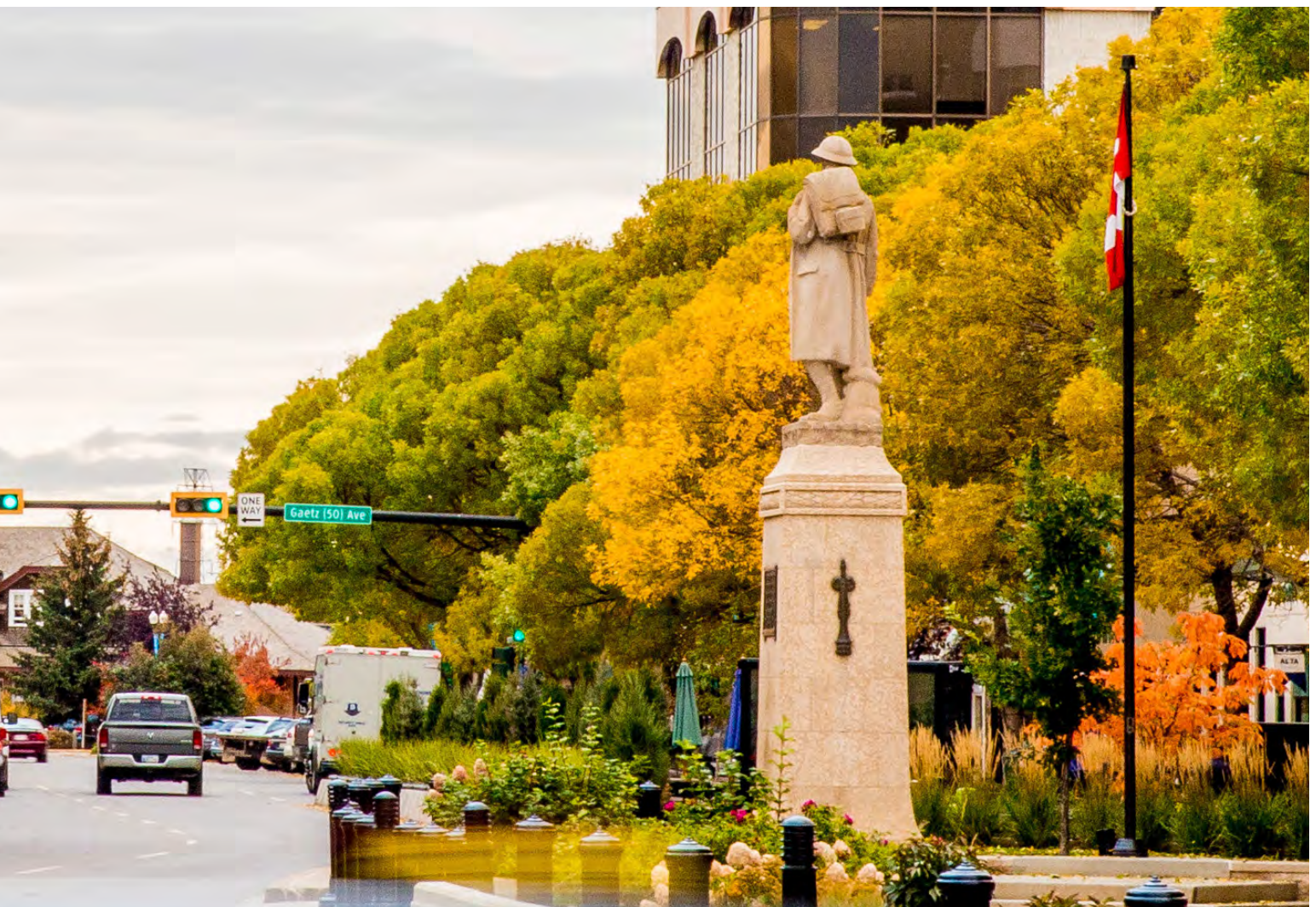
The vision for the Downtown Activation Playbook is **Downtown is the vibrant heart of Red Deer, animated by spaces to gather, connect, entertain, and reflect.** The conditions for success distill the vision into several complementary but distinct statements that outline what downtown will enhance with a renewed sense of place for all Red Deerians.

The Streams of Action provide clarity and organization for the Playbook’s actions; they unlock the potential or otherwise set the stage for additional actions to follow the first five-year period of the Playbook. The Playbook’s Strategic Moves detail the steps and activities that fall under each corresponding Streams of Action. The Moves provide guidance as to the groups who will assume a role in their respective implementation, and where geographically rooted, where the intervention should occur. There are eleven Moves total.

Important considerations for each Strategic Move are articulated in the tables starting on page 21. These tables include the related conditions for success, steps associated with the Move, an estimated timeframe the action should launch, key community partners, and the potential roles required. The strategic moves vary by funding, human resources and time; some already have some existing momentum behind them.

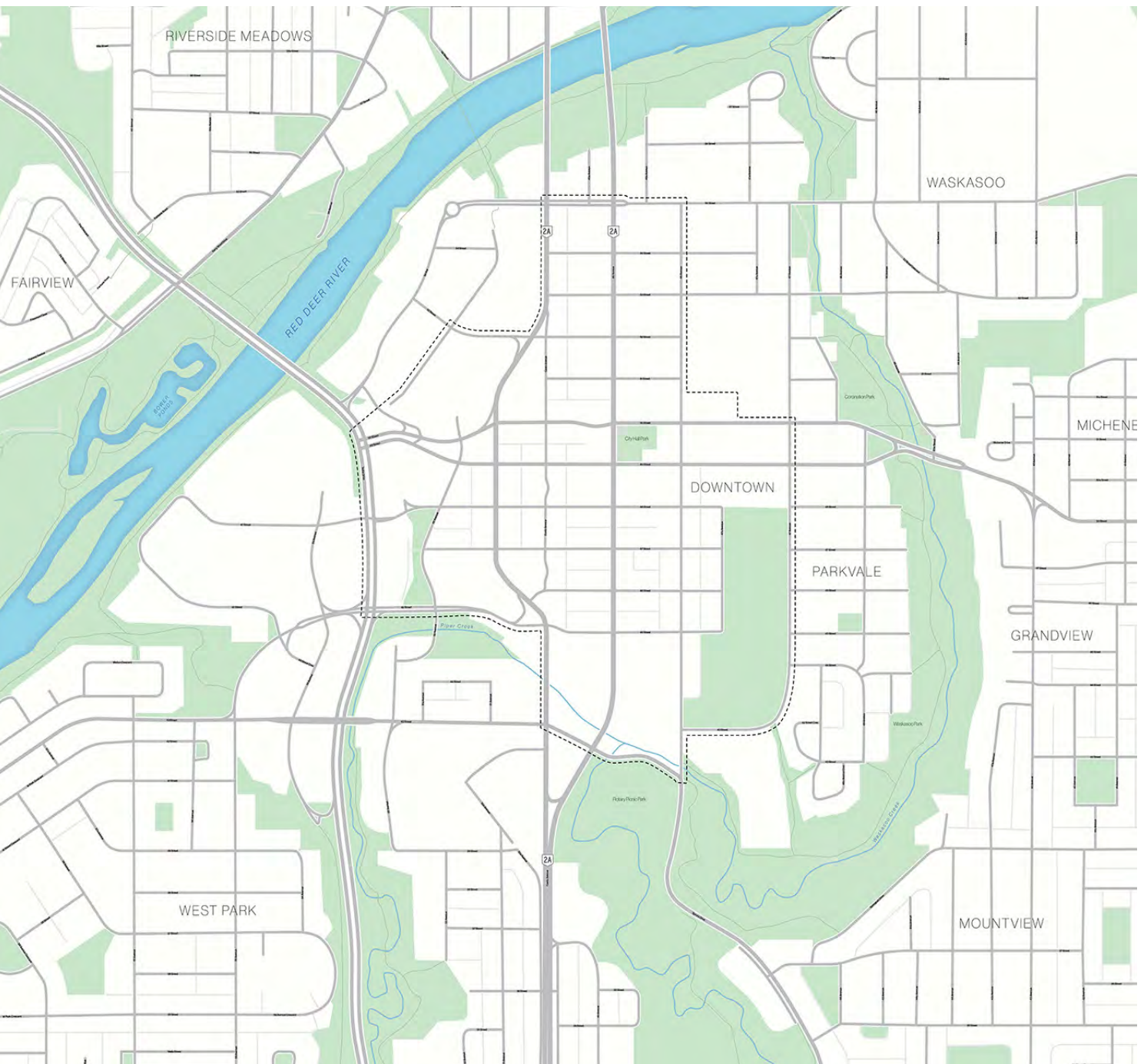
**From the Playbook development process, it is clear that the scope of the challenge is significant; no one individual or organization can change downtown alone. To reach the collective hopes and dreams of downtown in the future it will take strong and sustained relationships.**

**Developing and nurturing partnerships in new and innovative ways will build on the unique strengths of local government, business, community organizations and individuals to realize the Playbook’s vision.**





# Downtown Red Deer







# Introduction

# 2.0

## 2.1 Background

**On the banks of the Red Deer River,** Red Deer has grown in both size and stature to become one of the province's major municipalities. Situated at the halfway point between Alberta's two largest cities, Red Deer is ideally positioned for future economic growth and social and cultural development. At the literal and figurative centre of the city is Red Deer's downtown.

Home to over 3,200 of the city's 100,000 plus residents, Downtown Red Deer is an important part of the city's economic, social, cultural, and environmental health. As with other municipalities in Canada and beyond, the downtown has served as the traditional hub for activity, commerce, leisure, government and social services. With its stature challenged by suburban growth, regional development, changes in industry, and remote work, the question becomes: what becomes of this critical area in the future? What does Downtown Red Deer look like as it negotiates these and other challenges to retain its longstanding importance to the wider community?

The Downtown Activation Playbook (DAP) aims to position and maintain Downtown Red Deer as a vibrant hub at the heart of the city; it brings to life the community vision of Downtown with clear direction on how to make Downtown Red Deer a more active and visited place in the future. The Playbook looks to the future while authentically reflecting both its past and present.

The Playbook builds upon the continued effort to develop a unique, well-invested downtown where residents and visitors alike consistently participate in and promote unique, engaging, diverse, and positive activities and experiences. To this end, the Playbook is supported by several key conditions for success and distinct streams of action that provide a number of strategically-targeted activities to support downtown residents, business employers and employees, volunteers, and visitors. Communication and marketing initiatives are also provided to build a base of support for these actions and incentivize positive opinions of and investment in Downtown Red Deer.

The Playbook aligns the current state of Downtown Red Deer with the long-term strategic goals established in municipal policy, including but not limited to those established in the City's Downtown Investment Attraction Plan (DIAP, 2016), Economic Development Strategy (EDS, 2013, updated 2020), and Social Policy Framework (SPF, 2015). Direction from the Playbook will also help inform the forthcoming update of the City's guiding Municipal Development Plan, anticipated in 2023.

Though the Playbook is a strategic initiative of the City of Red Deer, the community of Red Deer - both in downtown and beyond - is a key player in establishing its direction and determining its success. From the Downtown Business Association and Chamber of Commerce to the Red Deer Arts Council to the city's youth networks, the work of realizing the Playbook and activating Downtown Red Deer will ultimately draw on the energy, passion, and efforts of many.



## 2.2 Strategic Timeline

The DAP is a five-year plan for the period 2022-2026, intended to guide the community and City in action implementation in a deliberate and timely manner. While the streams of action represent those moves deemed pivotal for the next five years, ideally the Playbook's vision and conditions for success will remain in place for an indefinite period, guiding future planning periods. While the actions may change over time, the overall direction towards downtown vibrancy will remain the same. Strong relationships and solid partnerships within the City and community of Red Deer will be imperative to ensuring successful implementation of the Playbook's first five years by 2026.

## 2.3 Content Overview

The Playbook defines what a vibrant downtown looks like for Red Deer and provides guidance for both The City and community towards its realization. Developed between August 2021 and April 2022, this plan is meant to guide future placemaking and promotional efforts that will enhance the appeal of downtown. To do so, the document is broken down into five main components:

- 1 **Vision and Conditions for Success:** The long-term aim for the Playbook
- 2 **Streams of Action:** The categories for a variety of impactful actions
- 3 **Strategic Moves:** The detailed steps to build momentum towards change
- 4 **Additional Recommendations:** The important factors to support change in downtown Red Deer that fall outside of the scope of the Playbook, but nevertheless will influence its success
- 5 **Implementation:** The details – the roles, relationships, responsibilities and schedule – that will shape the next five years of action.

The following graphic articulates the relationship between these discrete pieces.





## Vision & Conditions for Success

The vision and conditions for success set the stage for what a desirable and active downtown is; they act as the north star that will help guide downtown Red Deer's continued development and growth. The vision and conditions for success describe what we want to be and reinforce why the work of activating downtown will remain relevant. As the Playbook's first five years wind down in 2026, the vision and conditions for success can also serve as a set of overarching criteria; a way to evaluate if a future-defined action is worth pursuing.

## Streams of Action

The Streams of Action establish categories of work that both the first five years of action and future strategic moves will respond to. The Streams help move the City and community toward the overarching Playbook vision and conditions for success. While the Streams provide a means to organize the actions that comprise the Playbook, the following Strategic Moves ultimately provide the necessary detail to achieve implementation success.

## Strategic Moves

Strategic Moves are the detailed steps that inform each Stream of Action. The Moves provide specific and implementable events, spaces, programs, and initiatives that can be created or otherwise supported by the community and City of Red Deer. The Strategic Moves suggest the partners who can help support implementation, and where action is best geographically placed. Each Move is organized within an individual Stream of Action and can relate to multiple conditions.

## Additional Recommendations

With an area as large and as diverse in its opportunities and challenges as downtown Red Deer is within the larger municipality, there are several opportunities to achieve the Playbook vision outside of the Playbook itself. Several recommendations are provided in addition to those above; these will help support the overall Playbook implementation or can serve as the basis for future Strategic Moves following the Playbook's first five years. These recommendations emerged from engagement conversations, but were not deemed top priority for the first iteration of the DAP for a number of reasons. In most cases it was timing that created a barrier, as many of these additional recommendations require a level of ambition or momentum that extends beyond the DAP.

## Implementation

Implementation guides the practical realities and considerations that will influence progress towards the Playbook's vision and conditions for success. Guidance is provided towards collaboration, relationships, and key roles. The options available to the City and community of Red Deer to both activate and attract investment into the downtown area will have the greatest reach if the process is done collaboratively. Although there will be dedicated City staff to see through some of the strategic moves, community relationships and partnerships will be instrumental to scaling and promoting the hard work going into activating the downtown behind the scenes.





**The Playbook  
defines what a  
vibrant downtown  
looks like for  
Red Deer and  
provides  
guidance for  
both The City  
and community  
towards its  
realization.**



# Process Overview

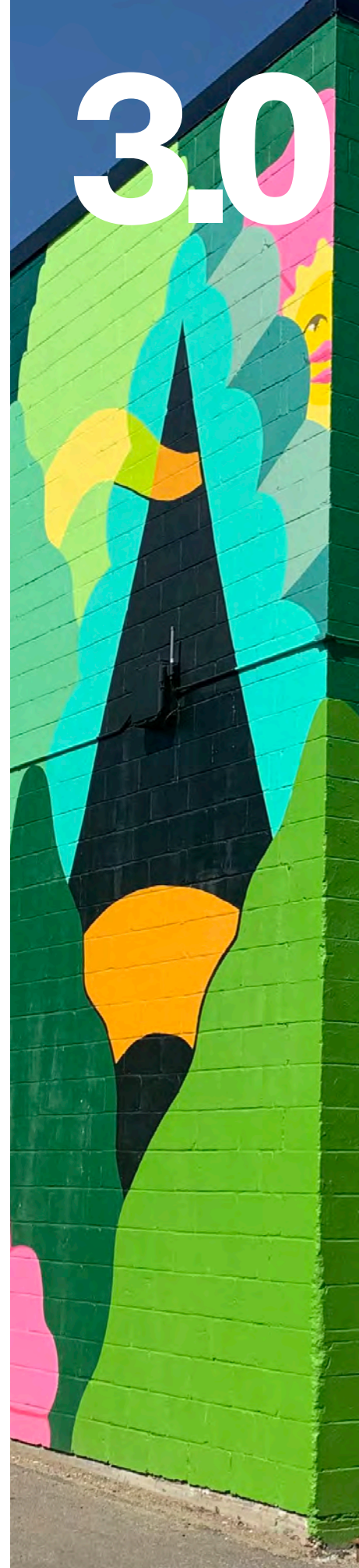
**This section provides an overview** of process activities that guided the creation of this document. The Playbook planning process drew on the combined wisdom, experience, and direction from the community of Red Deer and The City, as well as from leading practices in other jurisdictions. As a foundation for project work, the Playbook project team:

- conducted an in-depth review of the existing municipal planning framework
- provided frequent updates to and consultation with the Downtown Identity Plan Working Collaborative, a group of interested downtown residents, business owners, employees, and volunteers, and
- Hosted two tailored engagement processes to ensure community feedback was consistently provided at key moments throughout the planning process.

Participants in the first engagement process provided feedback through a number of different methods, including completion of an online questionnaire hosted on the City's website; a series of one-on-one interviews and presentations; a series of workshops to introduce the data context for the planning process and to generate potential ideas for the future of downtown Red Deer; and interactions with the City's online platforms.

Participants in the second engagement process provided feedback on the emerging Playbook direction (vision, conditions for success and streams of action) through a series of one-on-one interviews and presentations. These sessions were available to the public by sign-up or through direct invite from the Downtown Identity Plan Working Collaborative.

# 3.0







## 3.1 Feedback Summary

**The following summary highlights what residents, social agencies, property owners, business employers and employees, as well as City staff members have had to say in response to the first round of questions regarding their experiences and hopes for downtown Red Deer. Using a variety of engagement approaches, we gathered insights on what folks appreciate about and what challenges they have with downtown. The phase one conversations also sought input on what locals think makes a vibrant downtown. This feedback directly informed the content of the Playbook.**

The most frequently mentioned assets in downtown are Ross Street Patio, local shopping, as well as heritage and key landmarks. Other strengths of downtown that were highlighted throughout the engagement process were City Hall Park, restaurants, walkability, trails, parks and green spaces, arts and culture, the overall character and charm, markets, affordable housing and new developments. These conversations clearly demonstrated the vast number of inputs that impact downtown and how intersectional those inputs can be.

Entertainment, arts and culture were also recurrent messages heard throughout the engagement. Event spaces such as the Ross Street Patio were discussed in terms of the ability to draw crowds to the downtown as well as being a pedestrian-friendly space for all to enjoy. Building off that energy and vibrancy of a bustling entertainment district, the downtown could support more restaurants and venues to serve residents and visitors alike.

Overall, the most recurrent topics to surface, in order of frequency they were raised in the engagement process, are Safety and Crime; Arts and Culture; Transportation.





## Safety and Crime

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Interview, workshop and questionnaire participants placed emphasis on safety as a significant priority for realizing the vision of Downtown. Participants suggested that an improvement of real and perceived safety can be achieved by considering the following:

- Mitigating drug use and addictions
- Addressing aggressive panhandling
- Increase of security or police patrols

## Arts & Culture

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Entertainment, arts and culture were recurrent messages throughout engagement. Spaces like the Ross Street Patio were mentioned in terms of their ability to draw crowds to the downtown as well as provide a pedestrian friendly space for all to enjoy. Participants suggested that an improvement in arts and culture opportunities can be achieved by considering the following:

- Provision and promotion of pedestrian friendly streets and public space
- Year-round activity including heated patios
- A hub of commerce and culture, with focused districts for art and entertainment

## Transportation

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The impact of the cost to drive, park or cycle downtown was a consistent theme throughout the interview and questionnaire responses. This ranged from various references to vehicle break-ins, high parking costs, stolen bikes and limited cycling infrastructure. Results from the engagement process suggested that the following initiatives would promote more trips to Downtown Red Deer.

- Improved cycling infrastructure
- Free and/or affordable parking
- Increased security measures for parked bikes and vehicles

# The identity of downtown Red Deer.

## 4.1 Vision

**The Playbook's vision statement** is the result of input from over 1,500 dedicated stakeholders and community members. These individuals represent private enterprise, not-for-profit organizations, government and the public at large. Each were instrumental to the vision development, providing input and feedback throughout the process. The vision statement aims to be concise and compelling in describing the ideal future for downtown.

The vision, found on the facing page, will act as the Playbook's "north star"; it has informed the formation of conditions for success and actions and will inform key decisions necessary to realize its implementation. The vision is purposefully kept brief; it is intended as a concise and clear statement to describe where the collective Red Deer community would like downtown to be in 20 years.

**Like the vision**, the Playbook's conditions for success are also the result of much research and community engagement. The conditions for success distill the vision into several complementary but distinct statements that have and will continue to shape the development of the Streams of Action and Strategic Moves. These statements outline conditions for downtown Red Deer to be successful in establishing a renewed sense of place for all Red Deerians. The aim for each Strategic Move is to realize multiple conditions. These conditions are:

- **Activity (An active place to be):** People make use of the downtown's trails and open spaces for health and leisure.
- **Economy (A prosperous place to be):** People and businesses thrive in downtown's supportive economy.
- **Identity (A unique place to be):** People connect with the past, present, and future in a downtown unique to Red Deer.
- **Inclusivity (An equal and empowering place to be):** People from all walks of life are empowered to access and meet their needs downtown.
- **Mobility (An accessible place to be):** People of all ages and abilities can access the downtown year-round.
- **Resiliency (A resilient place to be):** People who live and work downtown are prepared for both unexpected shocks and expected challenges.
- **Safety (A safe place to be):** People feel safe and secure downtown.
- **Social (A social place to be):** People gather and meet in a downtown designed for gatherings both big and small.
- **Vibrancy (A vibrant place to be):** People visit the downtown to access the area's high quality public spaces and appealing local businesses.

# 4.0



**Downtown is  
the vibrant  
heart of  
Red Deer,  
animated by  
spaces to  
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and reflect.**



## 4.3 Downtown Identity

**The Downtown Activation Playbook** process started the conversation about Downtown Identity in Red Deer. Although the Playbook does not act as a Brand Strategy, it has captured much of the story of who downtown is and what value it brings. The intention of the following Identity inputs is to articulate the position of downtown in a way that seamlessly translates into the next step of brand design and implementation work.

In addition to the vision and conditions for success, we introduce the brand's position, its value proposition, and aspects of its personality. These initial articulations of downtown's brand will feed into the later developed visual identity package. While the visual brand package will guide an impactful communication and marketing effort to support the future of the downtown. The core brand elements here will support the immediate messaging of the DAP, absent a visual component.

### 4.3.1 The Unique Value Proposition

**Our value proposition distills our position in the world into a message for potential residents and investors.**

**Downtown Red Deer provides** livelihood and community. Whether in business or in leisure, Downtown Red Deer is where personal relationships and professional aspirations flourish, and where community and creativity thrive. Downtown Red Deer is the city's living room; it is a space authentically its own not found anywhere else.

### 4.3.2 Downtown's Personality

**Our personality reflects who we are and where we live.**

**While our vision depicts how we want downtown to be,** our personality is who we are now. It's the nod to past and present. When the brand comes into play for downtown, the personality should be what most shines through. It should be at the heart of every stakeholder communication and engagement opportunity. Every message to your audience should express that Downtown Red Deer is a place where you come not just to work, but to attend to every part of your life. It's where friends meet on a patio, neighbours spot each other at a market, and residents from every corner of the city come to experience the urban side of life. Downtown is everything you need in one place.





### 4.3.3 Target Audiences

The brand's target audience reflects the diversity and ambition of the Downtown.

**Given the historical importance** of Downtown Red Deer to all facets of life in the city, it can be difficult to narrow the potential audience of your message. The vision, conditions for success, and streams of action provide guidance for the audiences for which any communications process should start with. These are:

- Potential downtown businesses. Whether they currently operate in Red Deer or not, the investors, founders, and business operators should be the primary target.
- Residents in suburban Red Deer. With over 100,000 residents to draw from, an enhanced effort should be made to get locals downtown for arts, culture, and experiential events.
- Regional tourists. Downtown Red Deer provides an experience not offered elsewhere in Central Alberta. For visitors from across the region who might be looking for an urban experience or access to shops, services, and events not present in their own communities, Downtown Red Deer should be presented as a destination of choice.

Although these aren't the only audience for downtown, these are the groups that most effort should be geared toward when thinking about promoting downtown.

**Downtown  
Red Deer is  
where personal  
relationships  
and professional  
aspirations  
flourish.**

# Streams of Action

**The Streams of Action** provide clarity and organization for the Playbook’s actions; they unlock the potential and set the stage for additional actions to follow the first five-year period of the Playbook. The Streams of Action were created with three key criteria in mind; the Streams must:

- Align with the Playbook’s high-level vision and conditions
- Build on actions that enjoy existing interest or momentum from The City and community of Red Deer
- Be within the ability of the community and/or City to achieve.

Although the Activation Playbook is focused on what can be achieved in the next five years, the ultimate intention for the Streams of Action is that they persist in each five-year cycle with a new set of Initial Moves. This allows the strategic direction – Vision, Conditions, and Streams of Action – to stay stable with an eye to the future, while the Playbook’s supporting Moves and Additional Recommendations are given greater latitude to change and adapt to new challenges, opportunities, and successes.

The following Streams of Action are recommended to help move Downtown Red Deer from its current reality to its future desired state. The Playbook’s Streams of Action frame what the desired change is and why that is important to achieving the overall vision for downtown.

## The Streams of Action are:

- 1 Create district branding
- 2 Support crime prevention through environmental design
- 3 Promote new ways to coordinate event planning
- 4 Collect data to guide Downtown decisions
- 5 Activate vacant spaces and places through temporary and pop-up uses
- 6 Make human movement easy
- 7 Promote diversification and incentivize growth
- 8 Support a Downtown Community Association



# 5.0





For the community and The City to understand whether they are making progress towards the streams of action, a set of key indicators has been identified to measure change over time. These measures are meant to tell us whether the Playbook is moving downtown toward the desired state. The indicators aren't specific to any Stream of Action, but rather represent change that would tell evaluators whether progress overall is being made.

Despite there being many indicators to measures success in activating the downtown, each suggested measure was vetted by its ease of gathering data and whether it is understandable to all audiences. The intention of the indicators is not to take on a life of their own, hence why simple, often existing measures are best for gauging progress on a regular basis.

**The Key Indicators are:**

- Pedestrian traffic in downtown (pedestrian counters)
- Self-reported sense of safety in downtown (community satisfaction survey)
- Number of downtown events promoted / posted each year
- Event attendance downtown
- Commercial building and land vacancy rates
- Number of special events permits for downtown
- Total distance (km) of bike lanes in downtown
- Number of business licenses downtown
- Number of development permits downtown
- Downtown community association participation rate
- Number of downtown residents
- Downtown crime (major and minor) rates

It is suggested that these indicators be measured annually, including a baseline assessment in 2022 for future comparison.





## 5.1 Create District Branding

**A place brand articulates** the unique characteristics of a city, district, or neighbourhood and provides a clear story of what a place is and what it would like to be. It is an important tool available to economic development agencies, municipalities and their partners for the attraction of new residents, visitors, and investment to support vitality and growth in a defined area, such as downtown.

The creation of a community-informed brand will support different businesses and organizations in presenting a uniformed look and message when promoting Downtown Red Deer. It will be important to consider how this community-informed brand might be used for the promotion of the different areas of downtown Red Deer as well, and to what end.

## 5.2 Support crime prevention through environmental design

**Crime prevention through environmental design (CPTED)** is an observational approach to street safety. Pairing the careful identification of issues occurring in a particular streetscape or outdoor space with principles and techniques in the CPTED body of knowledge can help counter crimes of opportunity by removing the opportunity. For instance, a common safety issue concerns darkness and the ability to hide activity; this is doubly so in Canadian winters. By drawing on CPTED principles and techniques like lighting and landscaping, a public space can be transformed from welcoming criminality to deterring it.

A common theme from the engagement process was Red Deerians noting they want to be able to enjoy Downtown Red Deer day and night on a year-round basis. The City and its partners cannot eliminate all unsafe and undesirable behaviours, but they can draw upon CPTED principles and techniques to facilitate safer spaces in Downtown Red Deer. This will support greater inclusivity and perceptions of safety in the downtown area.







## 5.3 Promote new ways to coordinate event planning

**A common problem in Red Deer** is the tendency for events to “stack up” and occur at the same time, necessarily forcing people to choose where and how to spend their limited leisure time and resources. A new centralized platform for the operation, communication, and promotion of events will help minimize this tendency and provide a visible and predictable space to communicate event offerings in the downtown community. Furthermore, this platform will support local agencies and organizations hosting events to focus more on their programming and logistics and less on their coordination and promotion.

## 5.4 Collect data to guide downtown decisions

**Regularly maintained datasets** focused on downtown usage should be captured and shared to promote development, guide new initiatives, and support decision making. Additionally, demographic data for the populations who work, live in, and visit downtown – how they move, access services and amenities, and live – will help support effective service delivery within Downtown Red Deer; right now, we don’t know as much as we’d like about those accessing the downtown. With a clear collection and governance framework, such an open data system could be easily incorporated into decision-making for both policy and business development purposes. Making evidence-based and data informed choices that reflect how life is on the ground.





## 5.5 Activate vacant spaces and places through temporary and pop-up uses

**Bringing new life** to underused land and buildings in Downtown Red Deer is a key part of the Playbook; it will require the identification of available spaces, the required upkeep and regulatory tools to bring these spaces online for new purposes, and the development of new connections between landowners and property managers with potential leaseholders. The reactivation of downtown's vacant lots and buildings supports the provision of affordable spaces for entrepreneurs and artists to start new ventures downtown, while also providing temporary homes to new leisure and entertainment opportunities for downtown residents, Red Deerians outside of the core, and tourists to enjoy.

Community members should be brought together in safe and accessible ways. A great place offers comfort through diverse activities, reduced social barriers and allows individuals to connect to one another. It also allows those who want to shop and opportunity to keep their dollars in the community.

Through the engagement process, Red Deerians told the project team they want reasons to go, to stay, and to enjoy what Downtown Red Deer has to offer. Entertainment and retail can play an active and important role in this, and so removing barriers to the establishment and ongoing maintenance of new spaces will be key.

## 5.6 Make movement easy

**Safe and accessible streets** accommodate all modes of transportation. To enhance the experience of getting to and around downtown safely, pedestrian and active transportation infrastructure should be enhanced along key routes in the core. The redesign and redevelopment of downtown's public realm and pedestrian infrastructure allows for ease of movement. Providing more ways to move freely from location to location and encourages knock-on effects in improving the desirability of downtown and increasing use of its amenities.

Whether walking around with friends for a coffee, or making your way to a live music performance, Red Deerians told us that downtown should be a place where people can come, easily park their car or bike and casually stroll around. They want to experience diverse cultures, attend major festivals and events, and discover intimate spaces for gathering with family and friends. Designing for easy access to and active modes around downtown, makes it safe and easy to get around. Building on the much adored people-powered experience that Ross Street and Gaetz Avenue provide today.





## 5.7 Promote diversification and incentivize growth

**Diversification is an important tool** for economic sustainability at every level of government and geography. The process of shifting a local economy from one or few dominant economic sectors to a broader mix of industries is a challenging but vital process, supported by a receptive private sector, favourable regulation, and appealing incentives programs.

The post-industrial turn towards the knowledge economy, the volatility of natural resource markets, and the expanding ability for individuals to work from anywhere (with a healthy internet connection) has made diversification all the more important to the health of the local economy.

Diversification and incentivization can take many forms and won't be achieved by a single Playbook. Ideas raised through conversations with both the City and community of Red Deer noted the importance of:

- redeveloping existing commercial building stock to reflect new and flexible ways of working,
- providing financial incentives to support new business incubation, and
- improving and maintaining a strong telecommunications network

as different potential approaches to supporting economic development and diversification within Downtown Red Deer. Such moves will ensure Downtown Red Deer has the necessary infrastructure, floor space, talent, and affordability to ensure both new and longstanding businesses looking to establish themselves downtown will remain competitive.

## 5.8 Support a Downtown Community Association

**The wellspring of interest** that greeted the development of this Playbook is apparent, and it is not attributable only to this planning process. Red Deerians – whether downtown residents, visitors, business owners, workers, or volunteers – want ways to continue the momentum begun by this and other planning processes. An important way forward is the formation of a new, collaboratively minded Downtown Community Association (DCA) that joins together these disparate perspectives and works alongside existing agencies and organizations, such as the Downtown Business Association, to support the vision and conditions for success established in the Playbook.

The creation of a DCA would also support the delivery of other Streams of Action listed here. As an example, the DCA could play a role in the activation of vacant spaces within Downtown Red Deer by commissioning temporary art and urban design installations, hosting events, or staging community clean-ups.



# Initial Moves

## 6.1 Preamble

**The Playbook's Initial Moves** outline the specific actions that will support the overall vision and conditions for success for Downtown Red Deer. These are detailed descriptions of activities that are categorized by their corresponding Streams of Action. The Moves provide guidance as to the groups who will assume a role in their respective implementation, and where geographically rooted, where the intervention should occur.

While the vision is intended to be realized across an approximate 20 year timeframe, the Playbook's Initial Moves will be realized over the next five years, a period spanning 2022-2027. The creation of a defined project team and allocation of funding are necessary first steps towards realizing the Initial Moves; suggested moves should be initiated by 2026 at the latest, and done so with prioritization in mind. Although a suggested timeline for implementation has been shared based on the estimated level of resourcing at time of writing, the community, The City and partners in downtown will need to consistently reflect on the current realities of downtown implementation – the political will, the capacity and priorities of downtown partners, costs and resources, and yet-unanticipated events.

Important considerations for each Initial Move is articulated in the tables below. This includes the related conditions for success, steps associated with the move, an estimated timeframe the action should launch, key community partners, and the potential roles for the municipality to play. The strategic moves vary by funding, human resources and time; some already have some existing momentum behind them.







## 6.1.2 Roles

**To successfully implement the Playbook**, the scope of both City and community effort should be first understood, with participating roles clearly defined. In collaborative development of this Playbook, the Downtown Identity Plan Working Collaborative and City staff identified a set of roles that the City will assume in the delivery of the listed Strategic Moves. The City's varied roles are:

**Capacity Builder:** The City will improve the ability of other organizations to deliver and partner on shared goals.

**Convener:** The City will draw people and organizations together to explore, strategize and work through opportunities and challenges.

**Coordinator:** The City will support various individuals and organizations to align and coordinate initiatives, programs, funding, etc.

**Funder:** The City will provide funding to other organizations to do their work.

**Planner/Regulator:** The City will develop plans, policies and regulations that affect City actions and the actions of others.

**Service Delivery:** The City will provide services directly to our citizens or customers.

The City will be expected to play a part in all Initial Moves but will assume different roles as it does so. This ranges from advocate influencing policy through organized effort to service delivery, whereby The City directly provides a service to residents and visitors.

The initial moves each fall under a distinct Stream of Action and are categorized as such here.



## 6.2 Create district branding

The first and foundational step to realizing a collaborative approach to downtown is the establishment of a concise and compelling brand that can be then adapted to reflect distinct sub-districts within downtown. The initial move for this Stream of Action is:

**A1: Work with DBA and other downtown stakeholders to establish a visual identity for downtown and develop a strategy for its use across new and existing districts of downtown (i.e. ACE District, Capstone, Greater Downtown, etc.).**



---

### Related Conditions

- Activity
- Economy
- Identity
- Social
- Inclusivity
- Vibrancy

---

### Time Frame

Q3 2022

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### Steps to Achieve Strategic Move

**Step 1:** Gather representatives from within the City and from various organizations through a collaborative brand and identity development process. Share feedback gathered from the DAP engagement process to inform the process

**Step 2:** Adopt the brand across municipal, business and community partner organizations, using it in all downtown communications. Apply the brand to all applicable downtown communications and marketing material.

---

### Potential Community Partners

Downtown Business Association, downtown businesses, Tourism Red Deer, Red Deer & District Chamber of Commerce, Red Deer Arts Council

---

### Municipal Role

**Convener.** The City will draw people and organizations together to explore, strategize and work through opportunities and challenges.

**Capacity Builder.** The City will improve the ability of other organizations to deliver and partner on shared goals.

---

### Note

See Appendix A for identity statements crafted as part of the Playbook development process.



## 6.3 Support crime prevention through environmental design

### Action



Increase the feeling of safety and cleanliness by following CPTED principles towards a bright and inviting downtown. Deploy CPTED tools and techniques to inform street design and landscaping that deter criminal or other undesirable behaviours.

**B1: Expand the Alley Flood Light Program. Establish a Plan with downtown businesses and partners to increase alley lighting.**

---

#### Related Conditions

- Safety
- Activity
- Economy
- Identity
- Inclusivity
- Mobility
- Vibrancy

---

#### Time Frame

Q3 2022

---

#### Steps to Achieve Strategic Move

**Step 1:** Building on current Alley program successes, establish an agreement with all program partners (i.e. City, business owner, property owners) to increase the reach of the alley lighting program. Create a Program Agreement that outlines when and how the program gets deployed among partners.

**Step 2:** Identify routes among the alleys that make sense to enhance connectivity (i.e what route makes it safer to walk from point A to point B). Focusing on popular destinations (districts) and modes of transportation (parking, transit, regional pathways).

**Step 3:** Prioritize the alleys for lighting and sequence the upgrades so resources are focused on a contiguous stretch of alley.

**Step 4:** Resource the program appropriately to deploy at scale.

---

#### Potential Community Partners

Downtown Business Association, downtown businesses, downtown property owners

---

#### Municipal Role

**Funder.** The City will provide funding to other organizations to do their work.

**Planner/Regulator.** The City will develop plans, policies and regulations that affect City actions and the actions of others.

**Service Delivery.** The City will provide services directly to our citizens or customers.

**Coordinator.** The City will support various individuals and organizations to align and coordinate initiatives, programs, funding, etc.

---

#### Note

Currently, the City grants new LED flood lights to groups of businesses and landlords along one full section of alley. The lights are provided by the City but installation and maintenance are the responsibility of the operating business or landowner.

## 6.4 Promote new ways to coordinate event planning

## Action



Improve downtown event coordination by creating a system for consistent communication and marketing. Centralize the platform where individuals or organizations in the process of planning events go to let one another know their intentions. Use the platform as a clear forum for reaching the wider community seeking things to do downtown. Establish an event steering committee or individual position to ensure a dedicated resource is available to manage the platform and coordination efforts.

### C1: Enhance existing community events calendar for downtown

#### Related Conditions

- Activity
- Economy
- Social
- Inclusivity
- Vibrancy

#### Time Frame

2023

#### Steps to Achieve Strategic Move

**Step 1:** Reach out to downtown event organizers and host a discussion on how to best centralize the promotion of events in downtown Red Deer.

**Step 2:** Identify what the key needs are from various organizations to contribute to a centralized system.

**Step 3:** Create a web-based platform and communication process that allows organizations to work collaboratively on event scheduling and programming.

**Step 4:** Adoption of roles and processes from across municipal, business and community partners to further marketing resources.

#### Potential Community Partners

Any individual or organization with an event downtown, traditional news outlets (i.e the Advocate), social media companies (i.e. Joe Social), Downtown Business Association contacts to cross-promote.

#### Municipal Role

**Coordinator.** The City will support various individuals and organizations to align and coordinate initiatives, programs, funding, etc.

#### Note

The DBA has a downtown events calendar, providing a good starting point. Whether it's a good fit for all organizers will have to be determined by stakeholder groups involved.





## C2: Establish an event steering committee or coordinator position

### Related Conditions

- Social
- Economy
- Inclusivity
- Vibrancy
- Resiliency

### Time Frame

2023

### Steps to Achieve Strategic Move

**Step 1:** Create a Terms of Reference for a Downtown Events Steering Committee.

**Step 2:** Promote the opportunity and recruit committee members who represent a variety of events and interests.

**Step 3:** Direct committee with initiative to increase the number and diversity of events to enhance downtown experience by managing the centralized events calendar and promoting downtown's happenings.

### Potential Community Partners

Downtown Business Association, downtown businesses, Tourism Red Deer, Red Deer & District Chamber of Commerce, Red Deer Arts Council, any organization that runs an event downtown

### Municipal Role

**Convener.** The City will draw people and organizations together to explore, strategize and work through opportunities and challenges.

**Coordinator.** The City will support various individuals and organizations to align and coordinate initiatives, programs, funding, etc.

### Note

This group could potentially take on the logistics of the centralized calendar.

Action



## 6.5 Collect data from the source

## Action

Implement a framework that uses community data in policy development and decision-making. When data about downtown (i.e. vacancy rates, business revenues, traffic, pedestrian activity, etc.) is easily accessible and understandable, more informed decision-making can take place by both local business and government.



### D1: Develop a downtown data dashboard

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#### Related Conditions

- Economy
- Vibrancy
- Resiliency

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#### Time Frame

Q1 2023

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#### Steps to Achieve Strategic Move

**Step 1:** Conduct an environmental scan to understand where key downtown growth and development data exists and where the gaps are.

**Step 2:** Work with data analysts to design a data dashboard platform that is regularly updated as new data is captured and shared.

**Step 3:** Explore the feasibility of capturing new data with some frequency.

**Step 4:** Make the data dashboard platform accessible to all downtown stakeholders.

**Step 5:** Create a maintenance schedule for regular information updates.

---

#### Potential Community Partners

DBA, downtown businesses, real estate agencies, commercial real estate brokers

---

#### Municipal Role

**Service Delivery.** The City will provide services directly to our citizens or customers.



## 6.6 Activate vacant places and spaces through pop-up methods

Support the reactivation of vacant lots and buildings downtown and make use of these underused spaces so they may become an attraction to the community. Create formal and informal ways to welcome people to the downtown and make it a more inviting place for people to come. Expand the number and variety of gathering places to increase opportunities for the community to celebrate together.



### E1: Enliven the streets with short-term (temporary) attractions

---

#### Related Conditions

- Safety
- Activity
- Social
- Economy
- Inclusivity
- Vibrancy

---

#### Time Frame

Q3 2022

---

#### Steps to Achieve Strategic Move

**Step 1:** Establish and prioritize a list of programming and temporary infrastructure that offer a mix of opportunities for pedestrians to access downtown. Select the right combination of public art, seating, flexible space (e.g. dog park in summer months, but used for skating in winter months), plantings and more to deploy in a variety of public and semi-public spaces.

**Step 2:** Establish roles for key partners and property owners to schedule the deployment and maintain infrastructure and programming.

**Step 3:** Test and adjust the approach. Keeping the interventions to a low cost ensures it is easy to accept failure and pivot. Once the right formula or initiative is successful, replicate in more areas of downtown.

---

#### Potential Community Partners

DBA, Red Deer Arts Council, businesses from across the City – food vendors, entertainers, youth serving organizations (to support pop up activities).

---

#### Municipal Role

**Service Delivery.** The City will provide services directly to our citizens or customers.

**Capacity Builder.** The City will improve the ability of other organizations to deliver and partner on shared goals.

---

#### Note

Build on the relationships from existing Meet the Street Transformation Challenges to expand opportunities for pop-up placemaking.



## E2: Secure funding to offset rent costs in vacant buildings (incentivize pop ups and events)

### Related Conditions

- Economy
- Social
- Inclusivity
- Vibrancy
- Resiliency

### Time Frame

Q2 2023

### Steps to Achieve Strategic Move

**Step 1:** Seek grants from other levels of government and/or corporate sponsorship opportunities in the community to fund a program that subsidizes rent in vacant buildings. Aim to offset rent costs for entrepreneurs and artists seeking office and retail space for working, pop-ups and events.

**Step 2:** Engage potential vendors and businesses to gauge the demand for downtown office and retail space.

**Step 3:** Resource the research and engagement, fund and launch a pilot subsidy program

### Potential Community Partners

DBA, downtown businesses, Chamber of Commerce (to broker deals with tenants and property owners), local artists, Red Deer Arts Council, corporate partners, membership groups, regional businesses.

### Municipal Role

**Funder.** The City will provide funding to other organizations to do their work.

**Planner/Regulator.** The City will develop plans, policies and regulations that affect City actions and the actions of others.

**Coordinator.** The City will support various individuals and organizations to align and coordinate initiatives, programs, funding, etc.

Action





## 6.7 Make Human Movement Easy

Provide greater walking, biking and scooting connectivity to and around Downtown Red Deer. Improve sidewalks and establish contiguous routes that link to Red Deer’s broader trail system. Areas primed for upgrade can be designed and ready to be initialized by other infrastructure upgrades in the vicinity (i.e. water and sewer main changes, road work, development-related improvements, etc.).

## Action



### F1: Provide a safer and more integrated sidewalk system in downtown

---

#### Related Conditions

- Safety
- Activity
- Mobility
- Resiliency

---

#### Time Frame

Ongoing

---

#### Steps to Achieve Strategic Move

**Step 1:** Building on knowledge from the Multi-modal Transportation Plan, Identify the streets and avenues that could best accommodate pedestrian, cycling and scooting infrastructure upgrades (i.e separated lanes), while also better connecting these routes to the broader trail network.

**Step 2:** Create a Plan or update existing Land Use and Transportation Plans that connects with overall transportation plan. Redesign key rights-of-way identified as best accommodating active modes of transportation to be ready to enhance the comfort and safety as opportunities present themselves.

**Step 3:** Prioritize and fund key upgrades to build better infrastructure for active modes.

---

#### Potential Community Partners

PCN, Groups that promote health and wellness, Disability groups (e.g. Rick Hansen Association), Biking Associations (e.g. fat bike and commuter bike clubs), Red Deer Association for Bicycle Commuting (Bill Franz), Group behind closing down roads, DBA, E-Scooter companies.

---

#### Municipal Role

**Funder.** The City will provide funding to other organizations to do their work.

**Planner/Regulator.** The City will develop plans, policies and regulations that affect City actions and the actions of others.

**Service Delivery.** The City will provide services directly to our citizens or customers.

## 6.8 Promote Diversification and Incentivize Growth

## Action



Assist business growth by providing flexible workspaces that attract a breadth of knowledge and technology workers. Develop financial incentives for businesses to move to and grow downtown. Consider and implement the infrastructure necessary to attract and retain talent in the core.

### G1: Financial incentives to attract and retain businesses in the core

---

#### Related Conditions

- Economy
- Social
- Inclusivity
- Vibrancy

---

#### Time Frame

Q4 2023

---

#### Steps to Achieve Strategic Move

**Step 1:** Building on information from DIAP and existing downtown incentive grant programs identify the type of sectors that would fill/close key gaps in the downtown (office and retail) market.

**Step 2:** Continue to fund existing and new downtown grant programs, providing capital for establishing a target business in downtown. Make grants available by business type i.e. food, entertainment, recreation, technology, etc.

**Step 3:** Promote opportunities for organizations to tap into the downtown business grants.

---

#### Potential Community Partners

Downtown banking institutions (community giving programs), Stantec (downtown anchor business), Chamber of Commerce, Community Foundation

---

#### Municipal Role

**Funder.** The City will provide funding to other organizations to do their work.

**Service Delivery.** The City will provide services directly to our citizens or customers.

**Convener.** The City will draw people and organizations together to explore, strategize and work through opportunities and challenges.

**Coordinator.** The City will support various individuals and organizations to align and coordinate initiatives, programs, funding, etc.

**Capacity Builder.** The City will improve the ability of other organizations to deliver and partner on shared goals.



# Action G2



**G2: Technology-ready downtown (e.g. fiber optic telecommunication infrastructure)**

---

### Related Conditions

- Economy
- Inclusivity
- Vibrancy
- Resiliency

---

### Time Frame

TBD

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### Steps to Achieve Strategic Move

**Step 1:** Identify pilot area and terms of reference. Begin with a smaller area (district) with identified demand for strong internet service.

**Step 2:** Seek funding from grants and programs in higher orders of government to support this upgrade.

**Step 3:** Evaluate project implementation following five-year term to determine program uptake, cost-benefit assessment, business attraction and retention within pilot area.

---

### Potential Community Partners

Downtown banking institutions (community giving programs), Chamber of Commerce, Community Foundation, Telecommunications companies, DBA

---

### Municipal Role

**Service Delivery.** The City will provide services directly to our citizens or customers.

**Coordinator.** The City will support various individuals and organizations to align and coordinate initiatives, programs, funding, etc.

**Capacity Builder.** The City will improve the ability of other organizations to deliver and partner on shared goals.

## 6.9 Support a Downtown Community Association

# Action



Implement a collaborative Downtown Community Association that includes membership from residents, businesses, volunteers, non-governmental organizations, and the City.

**H1: Create and implement a collaborative Downtown Community Association (that includes business, residents, agencies, and City staff)**

---

### Related Conditions

- Safety
- Social
- Inclusivity
- Vibrancy

---

### Steps to Achieve Strategic Move

**Step 1:** Create a Terms of Reference for a DCA and identify requirements of its members. Use Downtown Working Collaborative Terms of Reference as basis.

**Step 2:** Establish an inaugural DCA group, representing a mix of interests and perspectives.

---

### Time Frame

Q3 2023

---

### Potential Community Partners

DBA, Red Deer Polytechnic, Chamber of Commerce, downtown businesses, property owners, downtown residents, downtown agencies and community groups.

---

### Municipal Role

**Funder.** The City will provide funding to other organizations to do their work.

**Capacity Builder.** The City will improve the ability of other organizations to deliver and partner on shared goals.



# Additional Recommendations

Throughout the creation of the Playbook, many ideas surfaced with respect to downtown activation. Given the scope and anticipated timeframe of the project, not all ideas could be included as a Strategic Move. These ideas have been reserved as prospective Strategic Moves for the subsequent iteration of the Playbook (anticipated 2028 - 2032). These are:

## 7.1 Create District Branding

- Formalize an Arts, Culture and Entertainment District
- Major Events Strategy – addendum for Downtown
- Broader tourism efforts

## 7.2 Activate vacant spaces and places through pop-up methods

- Introduce regular alley party or festival
- Introduce Land Use and/or other related Bylaw amendments to support favourable regulatory environment

## 7.3 Promote diversification and incentivize growth

- Commission a commercial and retail study to understand the post-pandemic needs of businesses

## 7.4 Plans to reflect The Playbook

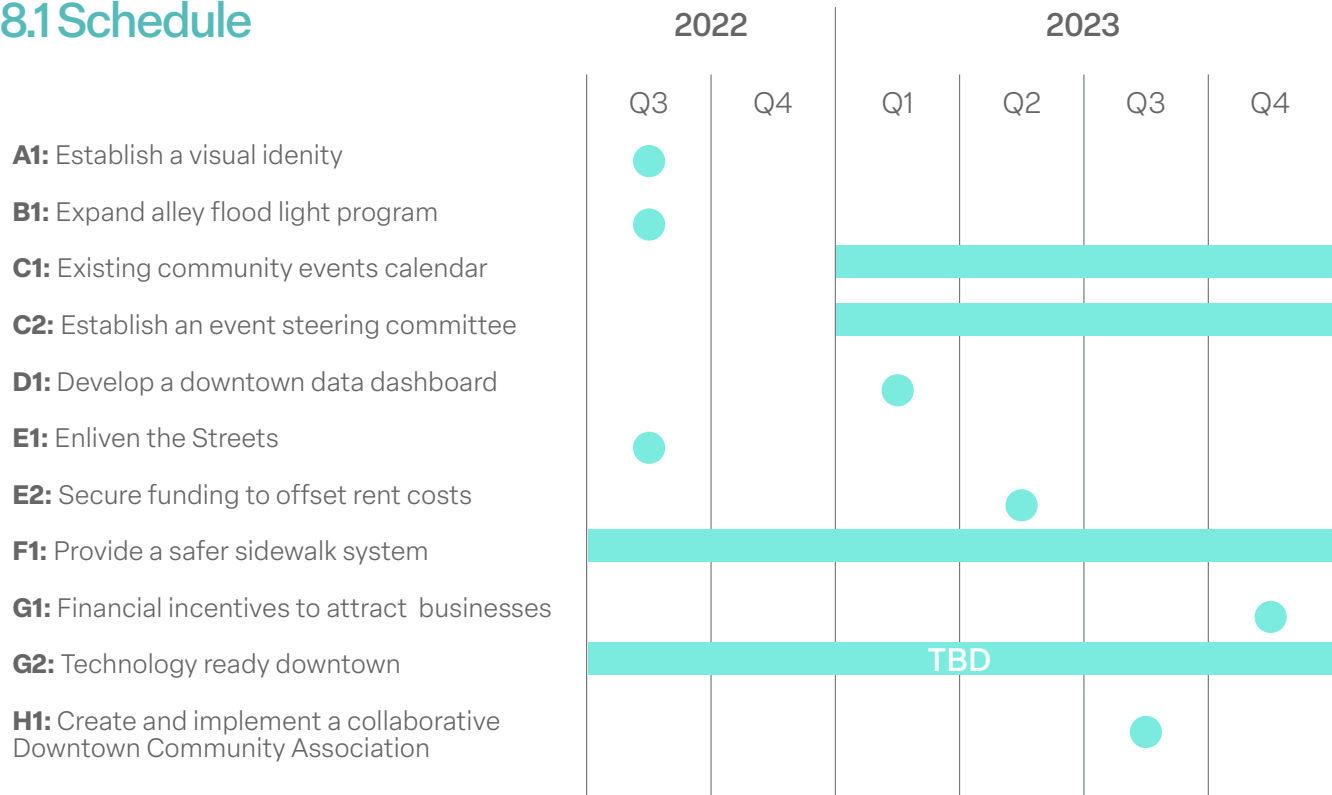
There are several municipal documents that manage and direct growth in ways that the Playbook cannot. These documents should be reviewed and updates to reflect the considerations of the Playbook. City frameworks that would benefit from this review include:

- The 2023 Municipal Development Plan (Housing – role of downtown, growth management – role of downtown)
- Urban Design Guidelines (any related to downtown)
- Greater Downtown Action Plan
- Riverlands Area Redevelopment Plan
- Residential Attraction Study
- Downtown Parking Strategy

# 7.0

# Implementation

## 8.1 Schedule



## 8.2 Collaboration, Relationships and Key Roles

**To achieve the positive impact** that the Playbook sets out to attain, it is important that human and financial resources be dedicated to the work laid out above. These resources can be further leveraged with effective partnerships and intentional collaboration. Bringing the right mix of partners to the delivery of each Move elevates the work by distributing the load across a breadth of individuals, each bringing diverse perspective and experience to the work.

Other added benefits of the partnership approach to downtown activation include a greater level of energy and passion that keeps momentum alive; clear accountability and the corresponding clarity allowing each contributor to stay focused on the areas they add the most value; and access to more avenues of funding.

# 8.0



## 8.3 Community Partners

### **The simple truth of complex challenges**

is they require the cooperation of many disparate groups to make real change happen. This “cohesion-over-competition” approach directs efforts to spread resources further and do more good across the community. Through the Playbook’s development process, the following groups, agencies and organizations have been identified as having a role in one or more of the strategic moves. However, the opportunity should extend to include anyone interested in supporting the direction of the Playbook. Key players identified in the Playbook development process were:

- Downtown Business Association
- Chamber of Commerce
- Red Deer Tourism
- Red Deer Arts Council
- Red Deer Polytechnic
- Red Deer businesses and/or landowners
- Realtors
- Turning Point
- John Howard Society of Red Deer
- Safe Harbour
- Other social agencies operating downtown
- Public at large
- Students/ youth
- The Red Deer Advocate
- Red Deer News Now
- Other local media outlets (traditional and social)
- BILD Central Alberta
- Other local builders and developers (not associated w/ BILD)
- Community Foundation
- Other community organizations and societies (arts, culture, sport, recreation, etc)

## 8.4 Mechanisms for Collaboration

**From the Playbook development process**, it is clear that the scope of the challenge is significant; no one individual or organization can change downtown alone. To reach the collective hopes and dreams of downtown in the future it will take strong and sustained relationships. Developing and nurturing partnerships in new and innovative ways will build on the unique strengths of local government, business, community organizations and individuals to realize the Playbook's vision.

Ultimately, The Playbook will rely on human power to succeed. Some of the included Strategic Moves provide direction to gather key players at time of implementation. However, there are relationships that need to be nurtured across the life of the plan to effectively influence change. Some of these relationship management mechanisms include:

### 8.4.1 Committees and Roundtables

**Rather than many parties** putting effort into downtown informally with work taking place in "silos", the Playbook encourages consistent communication and relationship-formation. With many of the same actors at play across the Playbook's Strategic Moves, consistent communication will be paramount. The establishment of a standing committee or roundtable ensures key implementers will meet, discuss opportunities, and share challenges on a regular basis.

### 8.4.2 Capacity Building

**In order to achieve the Playbook's** vision and conditions for success, effort from across the community will be needed. Existing skill sets of individual community members or groups shouldn't limit opportunities to get involved in implementing The Playbook. The City and its partners should provide the training and resources required to get more people involved in doing the work of activating downtown. By growing community knowledge about the social issues and opportunities for downtown, Red Deerians can better support each other with the right tools for building community. The capacity from addressing challenges collectively can accelerate change towards the future we want.

### 8.4.3 Municipal Partners

**The role of The City** will span across a variety of municipal departments and teams. Breaking out of silos and working in partnership across these teams will be paramount for success. Like community partnerships, working together can result in far greater impact. Groups that have been directly identified as playing a role in one or more of the Strategic Moves include:

- Planning and Growth
- Land and Economic Development
- Communications
- Engineering Services
- Inspections and Licensing
- Parks and Public Works
- Safe and Healthy Communities
- Business Excellence
- Information Technology
- Corporate Security
- Utilities
- Legal and Legislative Services
- Emergency Services
- Transit
- Revenue and Assessment
- Financial Services
- Municipal Policing & RCMP





# 9.0

**Let the Playbook be proof** that there is a strong community of dedicated Red Deerians devoted to realizing the potential of downtown. The Playbook is only the starting point for community action; it details the wants and needs of Red Deerians for a great downtown, and the steps to get there. Now the on-the-ground work begins, and all that is missing is your help. So how do you get involved? Identify the moves you can best support or identify with and reach out – whether to the City of Red Deer, the downtown community, or within your own networks – to begin contributing to downtown’s potential. It’s our downtown, and we will work together to move it forward >>

# The Way Forward

# Appendix A

## Identity Statement Feedback

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The following verbatim identity statements we generated during the projects Strategy Sprint. City Staff and members of the Downtown Identity Plan Community Working Collaborative came together to craft identity statements based on research and public engagement findings. These statements were integral to the development of the Downtown Red Deer Activation Playbook.

- Authentically its own
- Something for everyone
- Gaetz & Ross, the community's intersection
- Gaetz & Ross, intersecting the community
- Historic core
- Gaetz & Ross, something unique
- Gaetz & Ross where anyones path can cross
- Easily accessible
- A place to be adventurous and creative
- Family a place to be together
- Gaetz & Ross a place to cross paths
- Come home
- Gaetz and Ross where history is made
- Gaetz & Ross where everyone is home
- Unique, adventures, opportunities
- Accountable
- Protection through connection
- Accountability
- Home is where the heart is
- Red Deer's living room, authentically its own
- Gaetz & Ross a community crossing paths
- Authentically connected, community protected
- Red Deer River City
- Downtown Red Deer, bring the energy
- A sweet place to meet, eat and drum our own beat
- Meeting Place
- Vibrant; energetic; active; lively
- Hometown
- A place to be together, a place to meet together
- Crossing paths
- Diverse languages
- HMW incorporate indigenous knowledge/ acknowledgment into the identity?
- Foot steps, marking the land
- How can we differentiate DT RD from other places and DT's?
- What will attract people to DT?
- Meet
- Stay
- Play
- Its all happening downtown
- Find it all - Downtown
- Everything - general or specific
- Geatz Ave as a focal point currently - move away from this
- Investing in the Core is and investment all of us
- Downtown's fun for everyone!
- Downtown is where it's at!
- Show your heart in the city heart
- As unique and diverse as YOU!
- Downtown meet me there
- Come paint downtown Red
- Events , Dining, Shopping
- Needs more focus
- Bringing our local talent into focus
- Have fun, shop, eat, celebrate and enjoy our downtown
- Hip
- Happy
- Hungry
- Hooray!



- 4H Downtown
- Be where its all happening  
- downtown
- Why not Red Deer
- Red Deer, It's Happening
- DT RD, its Different, its Urban
- Move over big box DT is here
- Move over costco there is  
a better place to shop
- 5 minutes to everything
- Dig in
- Downtown
- Where you want to be
- Walkable
- Downtown - where historic  
charm meets todays people
- See what Downtown has to offer.  
You won't be disappointed
- More than just a place to gas up
- So much to do within a 5 minute walk
- We Welcome You
- Centre of the City...the  
Centre of the Fun
- Chow Down Red Deer
- Come Downtown and be amazed
- Bright lights and more
- You an do everything in DT -  
something for everyone
- Work, live, play and more  
- it's all Downtown
- A mix of activities "unique"
- Everything you want in one  
place - and its walkable
- Explore downtown, you'll be  
pleasantly surprised
- Livability
- Let your wallet leek
- Downtown- it's the place to bean
- See yourself, find yourself downtown
- Lettuce take your money
- You can't beet local
- Downtown- it's a big dill
- Let our streets guide your eats
- Where Creativity & Curiosity Collide
- Your reflection is downtown
- Let us take your money  
in a positive way
- THE place to connect
- Get lost in wonder
- The heart of our hometown
- Downtown. It's Ross-ome.
- Our Downtown: Your  
Canvas for Connection
- Discover the wonder
- Get connected: Unplug Downtown :)
- Retail therapy approved!
- Eat. Stay. Love
- Get Connected: Plug-In Downtown
- Sip, savour, shop
- Centre yourself in the  
heart of downtown
- Sip, stroll, shop
- Culture creating Connection
- Walkin' & Talkin' Welcome
- Everything a block away
- Come and discover
- The heart of our town
- something about dynamic,  
vibrant... lively.
- Four seasons 4 u
- Eats, streets and beats
- Don't be square... come downtown
- Where small town meets big city
- It's great to get out
- Spaces for all faces
- Become a Ross regular
- Places, spaces and faces
- The historic heart of Red Deer
- Where History guides our future
- Delicious, dynamic, downtown
- Where commerce &  
connection collide
- Where markets & eat are  
alive on our streets
- Ross and roll
- Places and Spaces for  
People & Purpose
- Our curiosity community

