

RED DEER

2023-2026



STRATEGIC
PLAN





MAYOR

KEN JOHNSTON

Each of us on Red Deer City Council comes to the table with a vision for this community and a commitment to serve. One of the most important things we do as a Council is to come together and define that vision over our four year term. This Strategic Plan outlines City Council's priorities and direction for The City of Red Deer through to 2026. It is our blueprint and key document to help Council make decisions. It is aspirational in nature, and future focused to guide the organization and community towards the city we aspire to become.

The Strategic Plan sends a strong message, nation-wide, that Red Deer is growing. We are a place where investment and new business is welcome, and where opportunities abound. We are a community that takes care of everyone, where citizens feel a deep sense of connection with each other. We are a city with a world-class park system, where people can surround themselves in nature. Our downtown thrives, and people find opportunities for art, culture and entertainment.

This plan is the result of listening to Red Deerians and hearing their hopes and ideas for the future of their city. On behalf of City Council, I thank citizens for contributing to this vision.

Sincerely,

Mayor Ken Johnston



CITY MANAGER

TARA LODEWYK

Every four years, following the municipal election, Council begins work on a new Strategic Plan that sets out their priorities and goals. In essence, it is Council's direction to administration on work to be completed until 2026. It is this plan that drives our work planning, guides our investment decisions and our recommendations to City Council over their term.

The strategic planning process doesn't end once developed and adopted. Each division works to align their service delivery to this plan through strategic implementation. To continually maintain transparency, The City will regularly report on outcome progress in visible, easily accessible ways. The indicators listed in this plan are how we will monitor The City's impact as we work together with the community and partners in realizing this vision.

As administration, we look forward to working with our community to implement Council's vision, to meet the needs of the community today and into the future. We encourage you to check our implementation progress along the way at www.reddeer.ca/strategicplan.

Sincerely,

City Manager Tara Lodewyk

VISION STATEMENT

INNOVATIVE THINKING

STRATEGIC RESULTS

VIBRANT COMMUNITY

STRATEGIC PLAN PRINCIPLES

The following key principles guide the work The City of Red Deer does to implement the 2023-2026 Strategic Plan, and City Council's approach to governing the community.

RESPECT

Council is committed to creating a working environment where respect is shown to one another, and the citizens served. Building relationships that are grounded in respect, mutual trust and shared goals is needed to work towards a common vision.

NEW WAYS OF DOING

A continued culture of innovation underscores The City's work. Finding new, creative, and efficient ways to serve the public is paramount, which includes exploring new technologies and, in some cases, adapting delivery of programs and services. It means creativity, flexibility, and efficiency.

FUTURE-FOCUSED

Council embraces opportunities and challenges while maintaining resilience in the face of potential difficulties. The organization learns from citizens and the community. Constructive criticism is welcomed to spark inspiration and solutions for today and the future.

CITIZEN-CENTRIC SERVICE

Citizens are at the heart of local government. Citizens are confident they receive value for City services. The City is committed to service excellence and ensures efficiency, effectiveness and alignment of services with citizens' needs.

FINANCIAL SUSTAINABILITY

The City takes good care of public dollars. Sound fiscal management is demonstrated in all areas of the organization. The City shows the value the community receives when public dollars are spent. Financial results are continuously measured and shared publicly. Council considers the economic realities of our community in all its financial decision-making.



2023-2026
STRATEGIC PLAN



STRATEGIC FOCUS AREAS

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

Thriving City

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

WHY DOES IT MATTER?

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

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

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

OUTCOMES

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

Community Health and Wellbeing

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

WHY DOES IT MATTER?

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

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

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

OUTCOMES

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

Engaged and connected City

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

WHY DOES IT MATTER?

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

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

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

OUTCOMES

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

INDICATOR SUMMARY

Listed below are the top indicators identified by City Council. The City will use these and others to measure progress towards the outcomes identified under each focus area. These indicators will be reported on regularly through a variety of mechanisms which will be shared publicly at reddeer.ca/strategicplan.

**Community level indicator*



VIBRANT AND ENJOYABLE DOWNTOWN

- Increased events downtown
- Citizen satisfaction with recreation opportunities and artistic pursuits
- Number of infrastructure projects in GDA, including Capstone

STRONG AND DIVERSE LOCAL ECONOMY

- Net gain of businesses in Red Deer
- Business developer and local contractor satisfaction

ENVIRONMENTALLY COMMITTED COMMUNITY

- Increased compliance to Environmental Master Plan goals
- Improved local participation in environmental mitigation projects
- Hectares of park land environmentally maintained

PROACTIVELY-MANAGED PUBLIC INFRASTRUCTURE

- Percentage of capital budget invested in maintenance as a percentage of total asset base
- Completion of electric utility review and choice of governance / ownership model
- Change in pavement quality index
- Percentage of compliance to inspection timelines
- Increased active modes of transportation

FINANCIALLY RESPONSIBLE

- Council adopts proposed long term financial plan and implementation plan in place
- Administration, Council and the community are appropriately engaged
- Increased public trust

DIGITALLY ADVANCING CITY

- Numbers of ideas successfully converted to transformative results
- Percentage of future digital initiatives are aligned with strategic plans and budgets
- Percentage of citizens engaging with online services
- Number of MyCity accounts

WORKFORCE IS HEALTHY, EQUIPPED AND COMPETITIVE

- Skilled workforce*
- High employment rates*
- Percentage of training budgets available and expended

COLLABORATIVE RESPONSES TO SOCIAL CHALLENGES THAT CONSIDER ALL

- Ongoing commitment to collaborative community partnerships
- Sense of safety on trails & downtown
- Number of people housed (monthly or quarterly) through Coordinated Access Process (CAP)
- Number of community reports to Report a Problem
- Number of warm hand-offs by Social Diversion Team

INCLUSIVE COMMUNITY

- Community services are viewed as equitable by public
- Ease of newcomer access
- Improved cultural presence in the community
- Mobilization of Community Diversity and Inclusion Plan
- Percentage of staff completing Indigenous Canada course

SAFE AND SECURE CITY

- Feelings of safety
- Number of calls for service (urban encampments)
- Reported crime statistics are within guidelines specified in the Annual Policing Plan

GREAT SPACES AND PLACES

- Facilities are viewed as safe, inclusive, and accessible
- Facilities are viewed as well maintained and cleaned
- Park and trail usage metric

CONNECTED PEOPLE AND COMMUNITIES

- Sense of belonging and community connection
- Population growth*
- Increased levels of volunteerism in the community*

STRONG RELATIONSHIPS AND PUBLIC TRUST

- Strong relationships with community partners
- Increased public participation
- Increased public trust
- Improved Indigenous Relations
- People want to participate on committees

COMMITTED TO POSITIVE CUSTOMER EXPERIENCE

- Customer satisfaction with all City services and amenities
- Calls are responded to within Customer Service Guidelines

DECISIONS ARE DATA INFORMED

- Increased access to data provided by The City
- Priority sequencing of pavement repairs and backlog reduction

CITY COUNCIL

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