

City Manager Briefings Agenda

1:30 PM, Monday, September 12, 2016 – Wapiti Meeting Room 2nd Floor City Hall

I. REPORTS

- I.1. Diversity Update (Tymmarah Sheculski)
1:30 p.m. - 2:30 p.m.



**City Manager's Briefing
Notes**

**Monday, September 12, 2016
Commencing at 1:30 p.m.**

Present: Mayor Tara Veer, Councillor Buck Buchanan, Councillor Tanya Handley, Councillor Paul Harris, Councillor Ken Johnston, Councillor Lawrence Lee, Councillor Lynne Mulder, Councillor Frank Wong, Councillor Dianne Wyntjes
CLT: Craig, Tara L, Kristy, Lisa, Sarah, Paul
Other: Frieda McDougall

Regular Briefing

1.1 Diversity Update

Kristy Svoboda provided an update on Diversity including a summary of the first year of accomplishments. Accomplishments include the development of an internal Diversity Committee, development of a number of training modules related to diversity and the establishment of an external Welcoming and Inclusive Committees Network.

Carlee Mulder

From: Frieda McDougall
Sent: September 12, 2016 1:29 PM
To: Carlee Mulder
Subject: CM Briefing

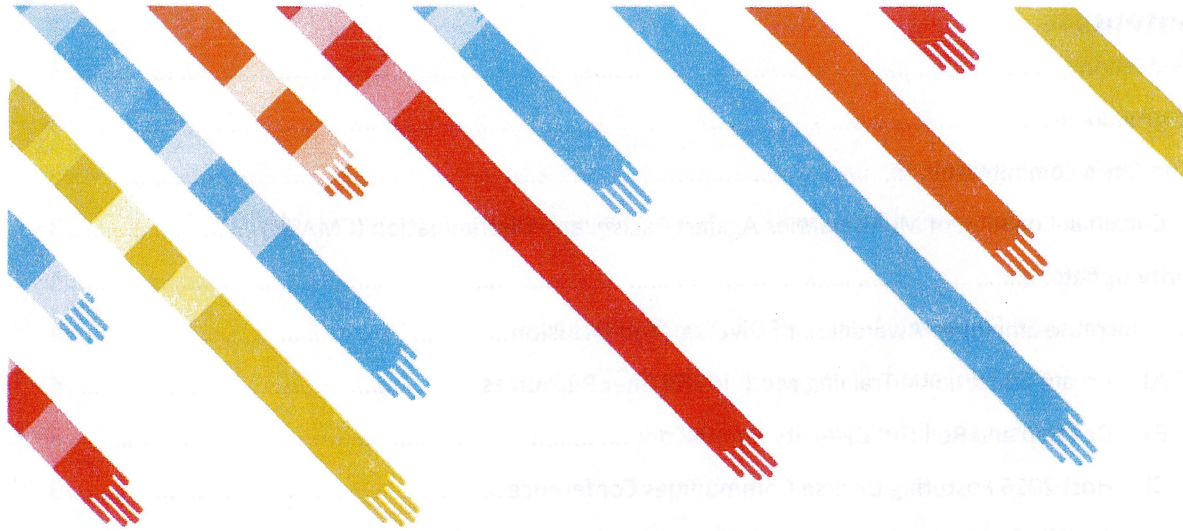
City Manager Briefing
September 12, 2016

Present: all of Council
CLT: all except Julia, Jim
Frieda

1.1 Diversity Update

Kristy Svoboda provided an update on Diversity including a summary of the first year of accomplishments. Accomplishments include the development of an internal Diversity committee, development of a number of training modules related to diversity, and the establishment of an external Welcoming and Inclusive Committees Network.

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The City of Red Deer
Diversity and Inclusion – The Year in Review
May, 2015 – June, 2016
Report to the Community



The City of Red Deer
A Welcoming & Inclusive Community
Together we shine

Prepared by Tymmarah Sheculski, MA
HR Specialist – Diversity and Inclusion

Introduction

Red Deer City Council, as an overarching principle of its strategic plan, has identified being a welcoming and inclusive community as a priority. The work being done by is driven by The People Charter; an internal document at The City of Red Deer with a focus on diversity and inclusion, as well as our commitment to the Canadian Coalition of Municipalities Against Racism and Discrimination. We are pleased to present our first Year in Review Report to share our achievements to date.

Background

The City's Commitment

The City of Red Deer has identified diversity as a human strength and is committed to an ongoing strategy of inclusion which will make the most of our diversity.

We will:

- ✓ Create a workforce broadly reflective of the community and citizens we serve;
- ✓ Be skilled at working in an inclusive and respectful manner with one another and the community; and
- ✓ Identify and address barriers to participation and service within The City and its organizational systems.

Diversity and inclusion are organizational priorities and are reflected in our internal drivers: Cornerstone Values, Strategic Direction, Culture Vision, Identity Charter, Dialogue Charter, Social Policy Framework, and especially in our People Charter.

Canadian Coalition of Municipalities Against Racism and Discrimination (CMARD)

On March 18, 2013, Red Deer City Council passed a motion to become a signatory of the Canadian Coalition of Municipalities Against Racism and Discrimination (CMARD). As a signatory municipality, we must actively work towards addressing CMARD's Ten Common Commitments:

the municipality as a guardian of the public interest:

1. Increase vigilance against systemic and individual racism and discrimination.
2. Monitor racism and discrimination in the community more broadly as well as municipal actions taken to address racism and discrimination.
3. Inform and support individuals who experience racism and discrimination.
4. Support policing services in their efforts to be exemplary institutions in combating racism and discrimination.

the municipality as an organization in the fulfillment of human rights:

5. Provide equal opportunities as a municipal employer, service provider and contractor.
6. Support measures to promote equity in the labour market.
7. Support measures to challenge racism and discrimination and promote diversity and equal opportunity in housing.

In addition to the internal training a number of other learning opportunities were offered.

Lunch 'n' Learns

- A newcomer panel session was held with four City of Red Deer employees who shared their lived experiences of coming to Canada/Red Deer and working at The City.
- The three local immigrant-serving agencies presented on the services they provide to newcomers. Attendees gained a better understanding of what each agency does and what is available in our community for newcomers.
- A cultural awareness session with the Central Alberta Hindu Cultural Association taught attendees about the history of Hinduism and how it is practiced. An Indian meal was provided and attendees had an opportunity to ask questions to help dispel myths and gain a better understanding of one of the other religious traditions practiced in Red Deer.

3rd Party Workshops

- '(Re)Doing Difference' workshops are offered where participants gain increased awareness and knowledge about differences and diversity in the workplace.
- A workshop on 'Accommodating Religious Practices in the Workplace' with Adrianna Tulissi from the University of Calgary taught participants about how to respond to workplace requests from those who practice religions other than Christianity. Human Rights legislation was covered and an overview of religious and spiritual traditions was shared.
- The 'Creating a Mentally Healthy Workplace' presented by Daniel Pisterzi and Jeremy Holland from Viable, A Prospect Company, provided participants with strategies to improve overall workplace mental health, recognize problems, and how to make it safer for everyone.

Over 48 courses have been offered and over 500 participants have been trained.

II. Other Resources – The City of Red Deer Diversity Team

In an effort to build capacity within the organization, employees were invited to submit their interest, along with their supervisor's support, in taking part in a new initiative – The City of Red Deer's Diversity Team. Consisting of 18 employees representing all divisions, the Diversity Team works together to improve internal practices, policies and procedures so they are in line with our Diversity and Inclusion Vision. As part of their mandate The Diversity Team will:

1. Be Diversity Champions;
2. Assess City practices, policies and procedures and prepare a report with recommendations for improvement to The City;
3. Pilot and provide feedback on the internal diversity and inclusion training; and
4. Assist with diversity-related events such as conferences, workshops, and lunch and learn sessions.

Diversity Team members lead by example acting as Diversity Champions. They are liaisons to the HR Specialist for their respective divisions and related departments, and bring diversity-related topics or issues to light. They encourage coworkers' participation in the training modules offered and will assist

department and share. The discussions the Diversity Team has had have been invaluable. They offer perspective and truly applicable ways to confront and overcome diversity challenges.

There is a quote which I think suits this work very well: “strive for progress not perfection”. This work may never be truly “done”, but having a strong, well-spoken person such as Tymm in the specialist role is invaluable for continued progress to that end.”

Member 5

“I’d like to share that, at a time when our relationship with the Indigenous community is strained, all efforts The City makes towards improved diversity and inclusion is most welcome. I was proud Corky made a point to comment at the Fostering Diverse Communities Conference that you (Tymm) had invited her to the conference in the culturally appropriate way, in a gentle manner and with cloth and tobacco. It’s important we treat others as they wish to be treated and to demonstrate our respect for them. Being on the Diversity team, I have a better understanding of equity and accommodation, and I bring these insights to my colleagues outside of the team. Conversations are now conducted with the spirit of welcoming and many of us are much more cognizant of the need for inclusion in all we do – both internally and externally. Having recent training in engagement, it has underscored the need to always strive for inclusive engagement. I feel that inclusion has become more of a factor in my thoughts around engagement and communications and our corporate priorities. It seeps into much of the work I do.”

Member 6

“Since joining the Diversity Team I have learned so much about people and the many facets of diversity that exist among us. And rather than being uncertain or afraid of these differences and what they could mean regarding social or professional interactions I find myself interested and curious about them. Along the way (during training sessions, related discussions and the Fostering Diverse Communities Conference) I’ve had moments of sadness, anger and frustration but ultimately feel educated, empowered and hopeful because of the people I’ve had the pleasure to meet as a result of my involvement with this group. I’ve been reassured there are good people in the world who genuinely want to make it a better place for all of us to live together. This has been incredibly valuable to me.

Since joining the Diversity Team I’ve been able to “own” my identity more than ever before. I’m more confident, less concerned about judgements from others, and have stepped out of my personal comfort zone in my attempt to be a diversity champion in our community. Without this group I don’t believe I would ever have had the courage to not only join the Central Alberta Pride Association but to allow my face and identity to represent this group in their promotional materials for 2016 events. I understand now, more than ever, the importance of acts like this. I know “it gets better” and I need to do what I can to ensure others who struggle with their identity can see the truth in that statement.

Being a member of the Diversity Team at The City of Red Deer has been one of the most valuable experiences of my life. I genuinely hope we can continue our momentum beyond December 2016, with Tymm as our guide. I don’t know that we can do it without her.”

- Commitment of Resources
 - Hiring of temporary, full-time Human Resource Specialist – Diversity and Inclusion
 - Support of Red Deer Welcoming and Inclusive Communities Network
 - Support of City of Red Deer Diversity Team
 - Support of the 2016 Fostering Diverse Communities Conference
- Employee Engagement & Effective Communication
 - City of Red Deer Diversity Team
 - Piloting of diversity training modules
 - Involvement in community (International Day for Persons with Disabilities, Fostering Diverse Communities Conference, and QSA/GSA discussions)
 - Monthly meetings
 - Involved in internal assessment
 - Newcomer panel presentation
 - Corporate-wide invitation to be involved in a language interpretation program
 - Diversity and Inclusion page on The Bridge and Welcoming and Inclusive Communities page on The City's website
- Employee Education and Awareness
 - Employee Training Sessions (internal and external presenters)
 - Diversity-related articles in Civic Spirit
 - 2016 Fostering Diverse Communities Conference
- Measurement/Evaluation
 - Diversity question included in Employee Engagement Survey
 - Diversity Team piloted the AUMA Municipal Evaluation Tool
 - A community needs assessment is being completed
- Reporting
 - Welcoming and Inclusive Communities Conversations Report
 - International Day for Persons with Disabilities Workshop Report
 - 2016 Fostering Diverse Communities Conference Report
 - Annual 'Year in Review' report

To complement the Framework, The City also now has a Diversity and Inclusion Vision:

"The City of Red Deer is a vibrant, healthy and diverse organization that supports a welcoming and inclusive community where everyone feels safe and can fully participate in community life."

C) Host 2016 Fostering Diverse Communities Conference

(CMARD Commitments 4, 8, 9 and 10)

On May 12 & 13, The City hosted 130 participants from nine communities at the Fostering Diverse Communities Conference. The Conference Planning Committee was a collaborative effort between The City's Diversity Team and Red Deer Welcoming and Inclusive Communities Network who worked together to identify Conference topics and speakers. They also supported the Conference in a number of volunteer roles. A conference report is available.

DIVERSITY RESPECT AND INCLUSION (KEY DRIVER #2)

29

Data is rounded to the nearest whole number

* Number indicates % Favourable score

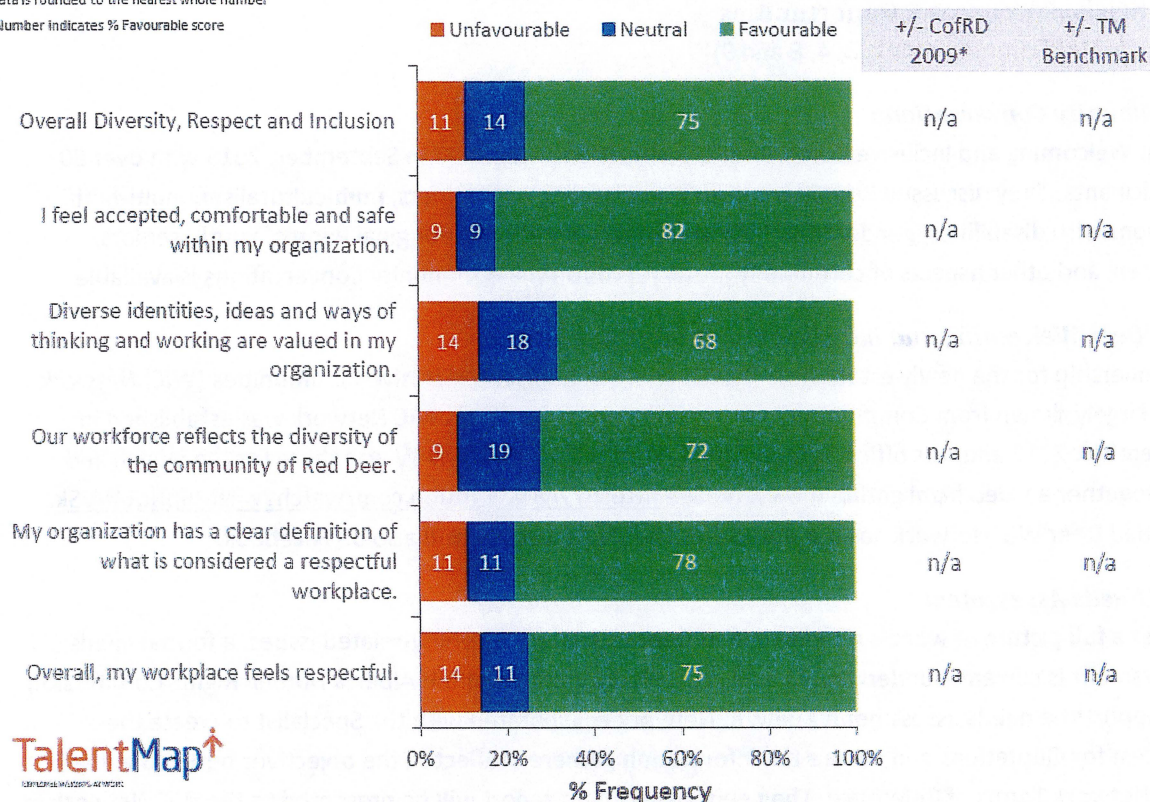


Figure 1. Diversity, Respect and Inclusion Key Driver #2, 2015 Employee Engagement Survey results

B) Review and Improve City Practices and Services from an Inclusion Perspective

(CMARD Commitments 1, 2, 3, 5, 6, 9, and 10)

Participants in the diversity training sessions regularly bring up related issues and concerns. They are advised that it is not necessary to wait for a formal assessment and report to begin making changes to make our organization more welcoming and inclusive. Employees are encouraged to use their critical thinking skills and put their training to good use as soon as they are able. We already have success stories to share:

- Culture Services is reconsidering program titles and descriptions to ensure they are inclusive
- Supervisors have connected with the Specialist to discuss accommodating employees' requests for time off for religious purposes and appropriate locations for daily prayers
- Numerous inquiries have been received asking how to respectfully recognize the Aboriginal Territories and involve First Nations people in community consultations

Member 2

"Even though I've been on the WIC Network for only a couple of months, I am amazed by the work it has been able to achieve to date. Most importantly, I have since discussed diversity with our CEO, and shared some of the ideas I have learned in the hopes of implementing them into a policy or framework for United Way Central Alberta employees and volunteers."

Member 3

"There is a lot of momentum in the area of diversity with the work of the Welcoming and Inclusive Communities Network. The process for discussion, and decision making in itself is inclusive because decision-making varies from culture to culture and we have picked the most inclusive in my opinion. There is a lot of buy-in from the people in the circle to ensure that our community is inclusive and I also sense that a foundation of trust is developing that we can speak freely without negative repercussion."

Member 5

"I really appreciated Tymmarah's involvement in the International Day of People with Disabilities Committee and the workshop she did for International Day of People with Disabilities event. It was great to have the support from The City both financially and with members from the Diversity Team participating. People were able to share their issues directly with The City."

I think the things that I appreciate most about the Network is the knowledge about upcoming events in the community, the things I have learnt about Aboriginal people, Islam and ideas shared (during the conference and our Network meetings). I also appreciate Tymmarah's expertise and knowledge about inclusion and diversity and the way she connects people."

B) Host 2016 Fostering Diverse Communities Conference

(CMARD Commitments 4, 8, 9, and 10)

- Please refer to Priority 1C.

C) Report on the Work The City of Red Deer is doing to become a Welcoming and Inclusive Community

This is the first annual "Year in Review" report on our achievements to date. In addition to this Year in Review, reports are available on the 2015 WIC Community Conversations, International Day for Persons with Disabilities Workshop, and the Fostering Diverse Communities Conference. The Terms of Reference documents for the Diversity Team and WIC Network are also available.

D) Receive External Recognition for Work on Diversity and Inclusion

The City has already received two awards in 2016 in recognition for our work on diversity and inclusion. The first was from Alberta Global Talent when they launched their new program earlier this year. We also received the Cultural Diversity Award from Diversity Magazine (Edmonton) in the Public Sectors.

4.10 Reduced Parking Requirements for Private

The current parking requirements of the Land Use Bylaw should be evaluated with the view to reducing the requirements given the new form of compact urban development to be achieved in Riverlands (see Policy 7.7). A combination of at-grade and underground parking will be provided by private sector developments to handle their individual requirements.



sensitively into the public realm

4.5 UTILITY IMPROVEMENTS

Policies

5.1 Investment in Utilities Infrastructure

Ensure the utilities systems (water, gas, power sanitary sewer and storm sewer) serving the Riverlands area are maintained, upgraded and relocated where necessary to accommodate growth envisioned for the area. Conduct a study on overall utility upgrading needs for Riverlands. Upgrade these systems in an environmentally sensitive manner, while supporting compact, efficient development.

5.2 Relocation of High Voltage Power Lines

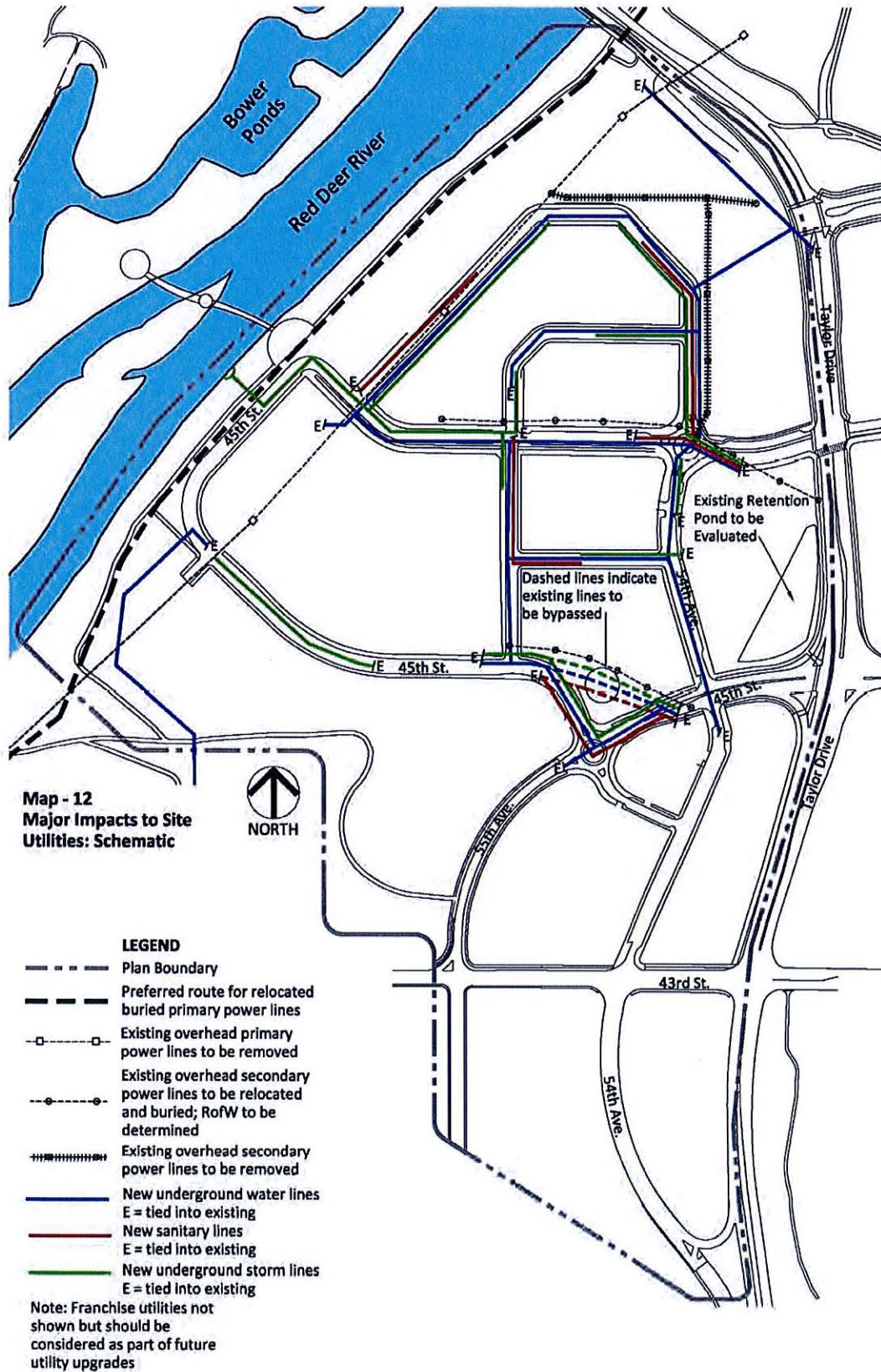
Invest in relocating or burying the high voltage overhead power line either outside the area or underground through Riverlands. If the decision is to bury the power line underground through Riverlands, the preferred alignment is as shown on *Map 11: Proposed Transportation Concept*.



Some changes to the utility systems serving Riverlands will be required as the redevelopment process advances

5.3 Sequential Phasing of Utility Improvements

Establish a phasing strategy whereby utility improvements are phased sequentially to support the build-out of the Riverlands area, avoiding the need to construct all upgrades at the outset.



4.6 SUSTAINABLE DEVELOPMENT

Policies

6.1 Red Deer River Embankment Study

Prepare a slope elevation study of the riverbank along Riverlands' western edge to ensure appropriate development at the top of the bank. The study will need to take into account the Riverlands ARP proposals for: the possible relocation of the high-voltage power lines; construction of a bridge across the river at 47 Street; and, the redevelopment of sections of the riverside area as residential, commercial and civic open space uses.



A slope stabilization study will help determine how to accommodate appropriate development at the top of the bank

6.2 Green Energy Efficient Buildings

Develop and apply green energy efficient building standards for new development in Riverlands, especially for development on lands currently owned by the City of Red Deer.

6.3 Storm Water Management

Reduce the volume and rate of stormwater runoff from buildings using on-lot controlled storage and low impact development features such as permeable surfaces, green roofs and bioswales. Retain rainfall and storm water runoff on-site and provide for the infiltration of stormwater into absorbent landscapes where possible. Investigate the feasibility of reusing captured stormwater for irrigating landscaped areas.



Sustainable development to improve our environment for future generations

6.4 Integrate Stormwater Retention into Central Public Open Space Design

As part of the *Utilities Servicing Study*, consider integrating low impact stormwater features into the design of the central public open space in Riverlands. Features could include a district-wide retention facility with architectural elements such as channels and cascading fountains.

6.5 A District Heating System for Riverlands

Undertake research into a district heating system for new development in Riverlands; consider a variety of approaches, including the construction of one or more district heating plants/systems if economically feasible. The district heating system may be able to combine cooling needed for burying the electric power lines with heating of nearby buildings.



Creative integration of stormwater management into the urban environment

4.7 PROPOSED ZONING

The recommended zoning framework for Riverlands is intended to achieve the land use and design vision as articulated in other parts of this Plan. In order to understand the principles upon which the zoning recommendations are made, it is necessary to reference:

- Section 3.3 General Development Concept (including the area-by-area narrative of land use and development intent),
- Section 4.1 Residential Development and a Sense of Community (in particular, *Policy 1.2: Medium and High Density Housing*, and *Map 8 Proposed Land Use*),
- Section 4.2 Commercial Development, Arts, Culture, Entertainment and Recreation, and
- Section 6.2 Key Built Form Principles.



A well-designed, walkable streetscape environment can be the result of good planning, careful zoning and sensitive design guidelines

Policies

7.1 Zoning Changes to Follow ARP Completion

Zoning in the Riverlands area will be regulated under the *City of Red Deer Land Use Bylaw*, in accordance with the policies and principles of the Riverlands ARP. The Land Use Bylaw will be amended following adoption of this Plan and a new system of zoning will come into effect at that time. See *Map 12: Proposed Zoning* for the recommended zoning framework.

7.2 New, Unique Land Use Districts for Riverlands

New, unique Land Use Districts for residential, commercial, public and parks and open space uses should be established for Riverlands, given the objective of creating a new, compact, “Smart Growth” form of development in Downtown Red Deer. The Districts, as shown on *Map 13: Proposed Zoning*, are:

- Residential Mixed Use (residential as principle use)
- Commercial Mixed Use (commercial as principle use)
- Medium Density Residential
- Parks and Recreation
- Public and Quasi-public

It is recommended that the zoning regulations for Riverlands be set up in a similar manner to the DC(25) District, the Direct Control zoning adopted for the Southpointe Junction Neighbourhood Area Structure Plan. Under this approach, Riverlands would be divided up into a series of Areas so that specific regulations may be tailored to achieve the intended use and design requirements of each specific Area.



The Green project in Red Deer has won many awards for its excellence in comprehensive planning, architecture and sustainable design.

Regulations and design guidelines would be customized for each specific Area, with regard to:

- the general purpose of the Commercial Mixed Use, Residential Mixed Use, Medium Density Residential, Parks and Recreation and public/ open space uses
- permitted and discretionary uses
- general regulations, including floor area, building height maximum, landscaped area; minimum, parking, loading spaces minimum, and site area minimum
- signage regulations
- site development
- setbacks and
- regulations for the secondary use and relationship between uses in a mixed use development.

The intent of the new zoning will be to ensure development complies with the Vision, Development Concept, Policies and Development Design Criteria of the Riverlands ARP. The zoning will assist with the development of Riverlands as a sustainable, mixed use community, with a unique blend of commercial, cultural and residential uses and a significant system of trails, parks and open space.

7.3 Rezone Commercial Land to Commercial Mixed Use (CMU)

Commercial lands north of 45 Street are currently zoned DC(21) Direct Control District No. 21, while the two areas south of 45 Street are zoned C1A Commercial (City Centre West). It is recommended that the commercial lands in Riverlands be rezoned as Commercial Mixed Use.

The general intent of this zone will be to facilitate the development of a unique area of mixed land uses, providing for medium density commercial, institutional, cultural and light industrial uses, while providing for residential uses above grade. This district will be distinct from, and include higher standards of development than, the C1 District.

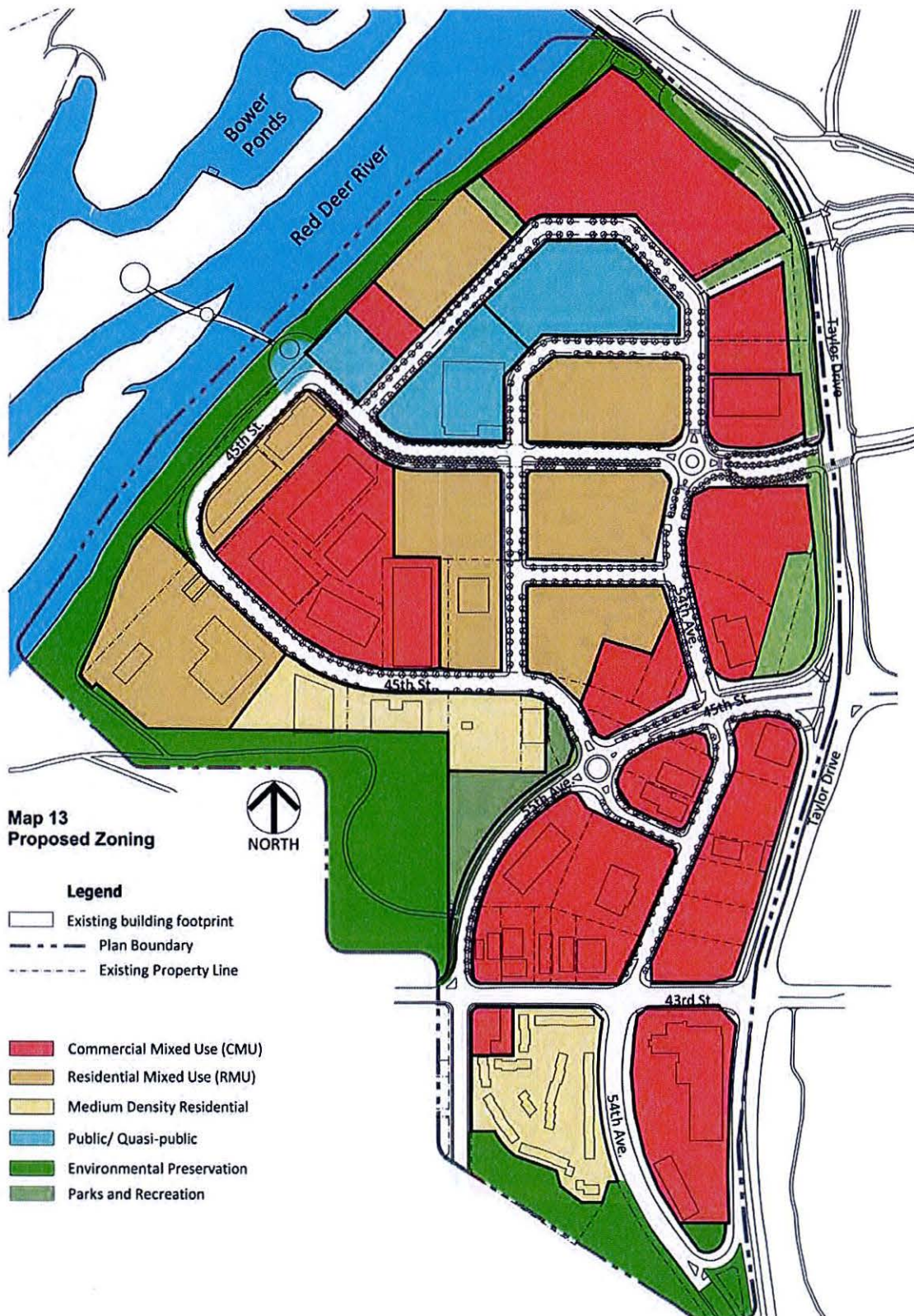
Commercial land use will be the principle use in this zone. There will be more commercial uses listed as permitted uses, and other uses, such as residential and institutional uses will be seen as being secondary or discretionary uses.



Artist's rendering of a lively, mixed-use pedestrian environment



A colourful commercial street



7.4 Rezone Residential Land to Residential Mixed Use (RMU) and Medium Density Residential

Residential lands north of 45 Street are currently zoned DC(21) Direct Control District No. 21, while there is one residential area south of 45 Street zoned R2 – Medium Density Residential. It is recommended that the residential lands in Riverlands be rezoned as Residential Mixed Use and Medium Density Residential.

RMU Zone

The general intent of the RMU zone will be to facilitate the development of a unique area of mixed land uses in a compact “Smart Growth” form of development. The zone will provide for medium to high density residential development and mixed use residential / commercial developments, with residential uses above grade.

Residential land use will be the principle use in this zone. There will be more residential uses listed as permitted uses, and other uses, such as commercial and institutional uses will be seen as being secondary or discretionary uses.

Where commercial uses are provided within a mixed-use development, these uses shall be designed and developed in a manner sensitive to the street environment and adjacent residential areas.

While parking requirements for development in this zone will be less than typical medium density residential zones, parking shall be provided primarily underground. (See Policy 7.7 below for explanation of reduced parking requirements.)

Medium Density Zone

The general intent of this zone will be to provide a medium density residential area with a mixture of housing types and residential accommodation compatible with the policies and principles of the Riverlands ARP. The zone will be similar in many ways to the R2 District but with higher standards of development than that District. Parking requirements will be less than the R2 District and may be provided at grade or underground. (See Policy 7.7 below for explanation of reduced parking requirements.)



Residential use will be the principle use in the RMU Residential Mixed Use zone. Other uses may be combined with residential, but will be secondary, or discretionary uses.



Urban areas with a mix of land uses are generally more dynamic and livable than areas with segregated uses.



The Medium density zone will be similar to the existing R2 zone but will have higher standards of design guidelines

7.5 Rezone Parks, Recreation Public/ Quasi-public use lands

Rezone lands to be developed for parks, recreation and public/ quasi-public uses within the City owned property north of 47 Street currently zoned DC(21) Direct Control District No. 21 to appropriate districts.

The general intent of the zones will be to provide land for parks and recreation areas and public/ quasi-public facilities, with a variety of uses and functions (including the sale or lease to private operations) consistent with the Vision, Development Concept, Policies and Development Design Criteria of the Riverlands ARP.



The P1 Zone will accommodate a wide variety of parks and recreation spaces and facilities

7.6 Amenity Areas within Residential Developments

Provide for requirement for indoor and outdoor amenity areas within all residential developments, using Section 4.7 (1) (f). of the City of Red Deer Land Use Bylaw as a guide for developing these requirements when developing new zoning provisions.

7.7 Reduce Parking Requirements for Riverlands

The parking requirements for Riverlands should generally be less than the current parking requirements of the Land Use Bylaw, given the intent to develop the area as a compact, mixed-use area. The following points provide the justification to reduce Riverlands' parking requirements:

- the area's city centre location
- mixed uses in close proximity allowing for more pedestrian trips
- close proximity to bus stops
- the potential for live/work residential
- a connected and walkable pedestrian realm
- extensive on-street parking
- the provision of public parking lots and parkade spaces
- alternatives to individual car ownership (for example, car sharing programs where several users have access to the same car, stored within easy walking distance of their home or workplace); car share programs could be either contained to residential unit or business, or open to a wider public
- the potential for shared parking agreements, given the different parking use times associated with different land uses (e.g. commercial office and residential uses)
- extensive bicycle parking.



The Riverlands ARP provides for a number of possible parking opportunities for the public: parallel and angle on-street, surface lots and multi-purpose parkades



Public parking signs clearly mark where to park

Set Parking Requirements for Commercial Uses

It is recommended that the parking requirements for commercial uses within the CMU and RMU zones be the same as the C1 Commercial (City Centre) zone and subject to 3.1 and 3.2 of the Land Use Bylaw.

Allow Parking Requirements for Residential Uses

It is recommended that the parking requirements for residential uses within the CMU and RMU zones be less than the requirement for other residential uses in other zones in Red Deer due to the compact form of development. The recommendation is for the parking requirement to be one parking space per residential unit as per the New Urbanism SmartCode*.

7.8 Amend Land Use Bylaw to Incorporate New Design Guidelines for New Zones

It is recommended that the Land Use Bylaw be amended to incorporate new design guidelines for the Riverlands area, based on the development design criteria as presented in this Area Redevelopment Plan.

* The parking requirements as set out in the New Urbanism SmartCode are designed to encourage compact development and walkable neighbourhoods. The SmartCode, developed by Duany, Plater Zyberk & Company, has been used by cities across North America since 2003. The SmartCode calls for reductions in requirements for medium and high density residential developments where parking requirements are reduced to 1 parking space per unit, as opposed to tying the requirement to the number of bedrooms per housing unit.

5.0 IMPLEMENTATION PROGRAM

The implementation of the Riverlands ARP will require substantial co-operation between various civic departments, community and cultural groups and private sector landowners, individuals and organizations.

This chapter outlines a community-based implementation program in which the City of Red Deer would establish a special development group within the administration to manage the project, and to work with all stakeholders to realize this most important city-building project.

The chapter also provides an overview of a number of key actions and catalyst projects that should be considered as possible first steps in the implementation process. And finally, it outlines a suggested phasing concept for the redevelopment effort.

Objective

To establish an implementation program for the Riverlands redevelopment project that ensures the project is managed with a high standard of quality control, public input, design review, cost effectiveness and accountability. To strive for excellence in the quality of the built environment in Riverlands.

5.1 IMPLEMENTATION STRATEGY

Creating a Special Development Group

Implementation Action 1:

It is recommended that the City take a pro-active role in the redevelopment of Riverlands. This will involve establishing a special Development Group within the City Administration to provide the overall management of the redevelopment project. The City should begin by researching other successful public or quasi-public redevelopment models in Canada (e.g. Centre in the Park (Sherwood Park), Bow Valley Centre (Calgary), Village at Griesbach (Edmonton), Garrison Woods (Calgary) and UniverCity (Simon Fraser University).

Some of the responsibilities of the Development Group would be to:

1. prepare a Business Plan and Long Term (10-20 Year) Financial Plan
2. prepare, maintain and provide regular reports to Council on the project management schedule and budget

3. undertake public involvement activities
4. conduct and/or hire consultants to undertake strategic and detailed design, engineering, financial, marketing and communication studies
5. oversee all additional studies
6. acquire strategic properties
7. undertake environmental assessments of lands and environmental mitigation
8. manage the disposition of lands through partnership/sales/lease agreements, etc.
9. conduct tendering processes, design competitions, proposal calls
10. manage the land development process

A Comprehensive Development Strategy

Implementation Action 2:

It is recommended that the Development Group undertake the redevelopment project through a comprehensive strategy that builds upon the policies, development intent, design concepts, strategies and recommended actions contained in the Riverlands ARP.

Development Group Accountability

Implementation Action 3:

It is recommended that project team keep City Council apprised of progress on the project through regular reports, key milestones and through seeking ratification of private and public sector proposals for the development of land parcels.

Sequential Phasing of Infrastructure Improvements and Development

Implementation Action 4:

It is recommended that the Development Group establish a phasing strategy whereby infrastructure and utility improvements are implemented sequentially, to support the build-out of the area. This is to be based on a multi-year business plan that includes identification of funding sources and key and catalyst projects.

Community Involvement in the Redevelopment Process

Implementation Action 5:

It is recommended that the Development Group provide for the ongoing input of representatives from the design professions, the development industry, the arts and cultural community and the Red Deer community-at-large in the redevelopment process. In the early stages of the redevelopment process, the Development Group should establish the public participation process and have it ratified by City Council.

Provincial and Federal Funding Possibilities

Implementation Action 6:

It is recommended that the Development Group seek funding for the Riverlands redevelopment project from provincial and federal government programs which provide funds for infrastructure, cultural and environmental projects. (e.g. the province's Community Revitalization Levy program, and federal government programs such as the Infrastructure Canada – Alberta Program and the Municipal Sustainability Initiative) .

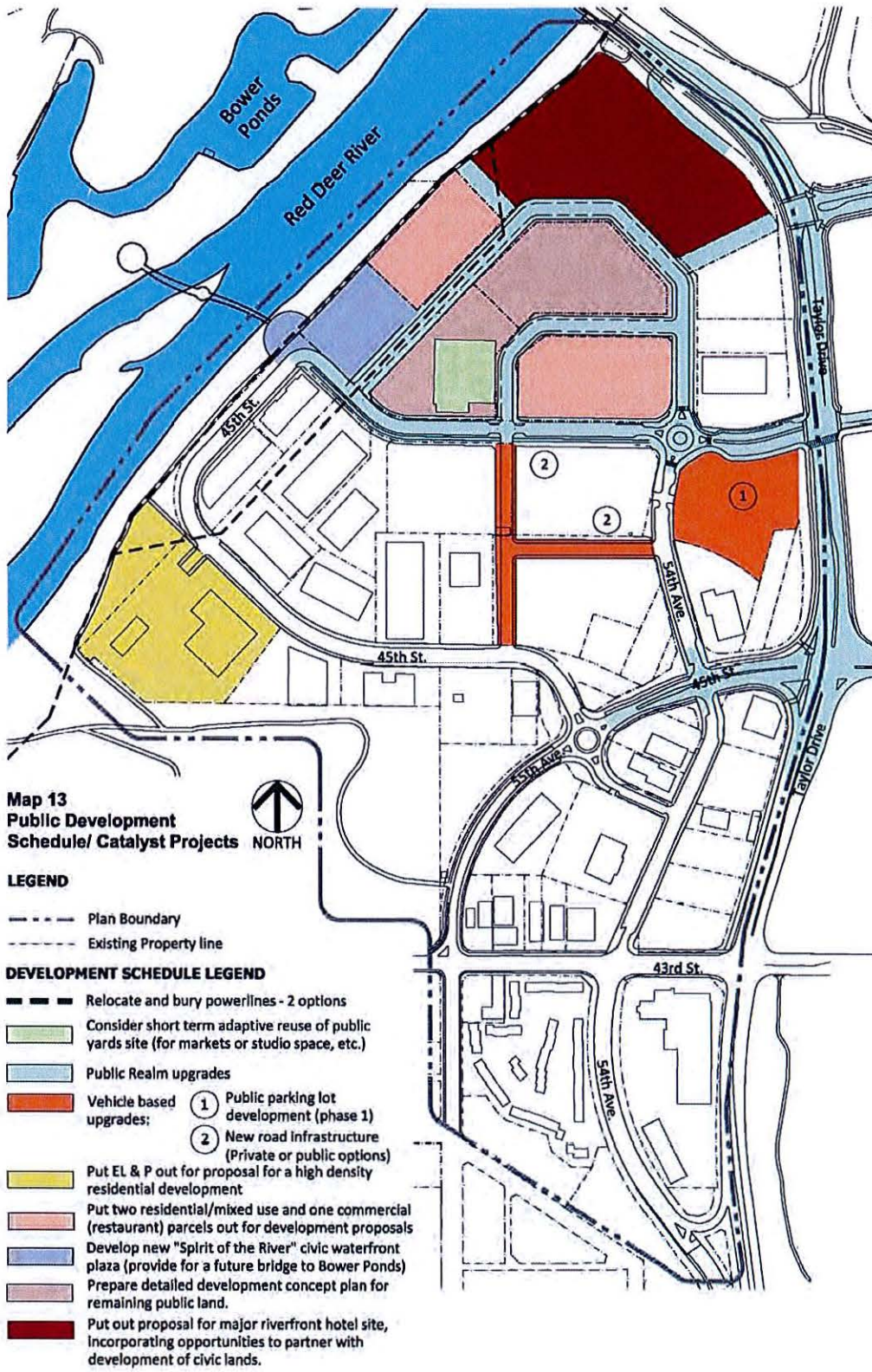
5.2 POTENTIAL CATALYST PROJECTS AND PHASING STRATEGY

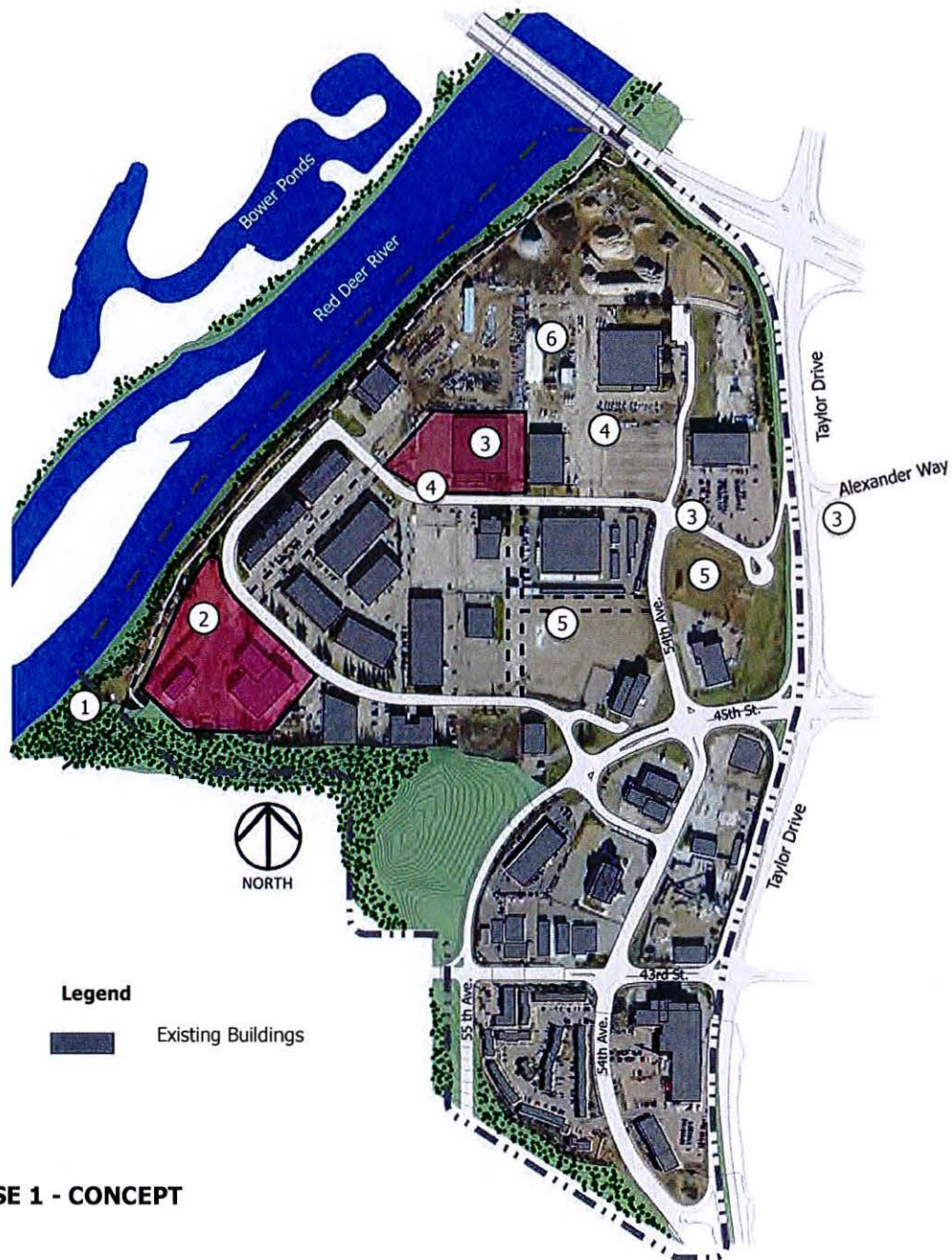
The redevelopment of Riverlands will require a strategic approach to the implementation of a number of public and private initiatives. The creation of this implementation program will be one of the first tasks of a Development Group in initiating the redevelopment process.

A number of key actions and catalyst projects required to implement the redevelopment project have been identified through the preparation of the Riverlands ARP. The following map – *Map 14: Public Development Schedule / Catalyst Projects* – provides an overview, a general summary of some of the most obvious first steps in initiating the public-private redevelopment process.

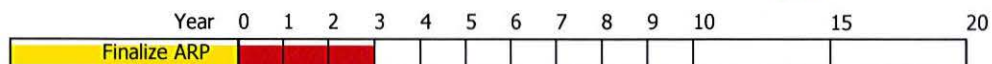
The catalyst projects identified on the map are suggestions only, but the map can be viewed as a point of departure for the redevelopment effort – it clearly illustrates the enormity of the challenges as well as the opportunity.

While it is premature to decide on a definitive phasing strategy, *Figures 12 through 15*, following *Map 14*, provide a general phasing concept for the redevelopment of the area.

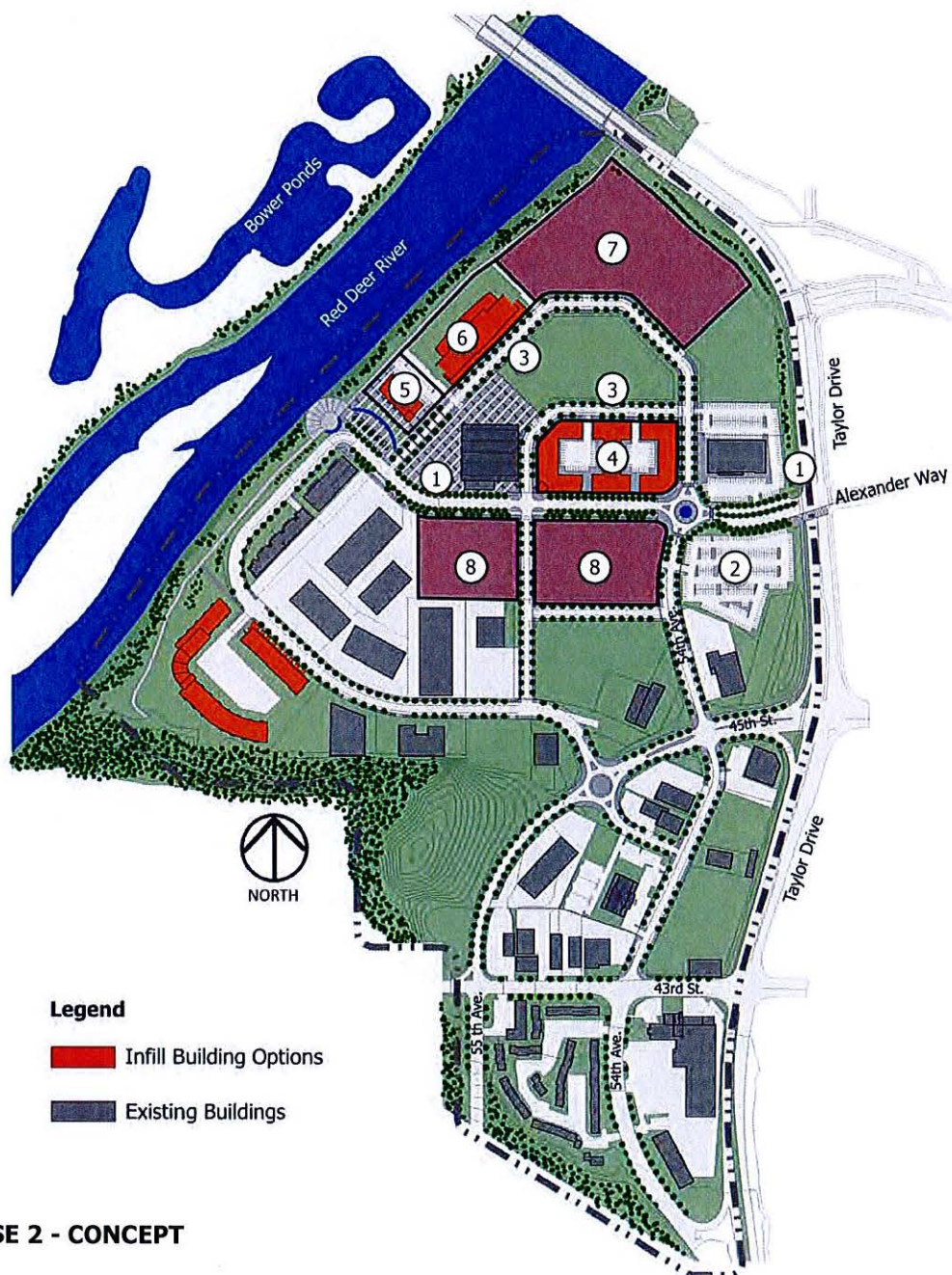




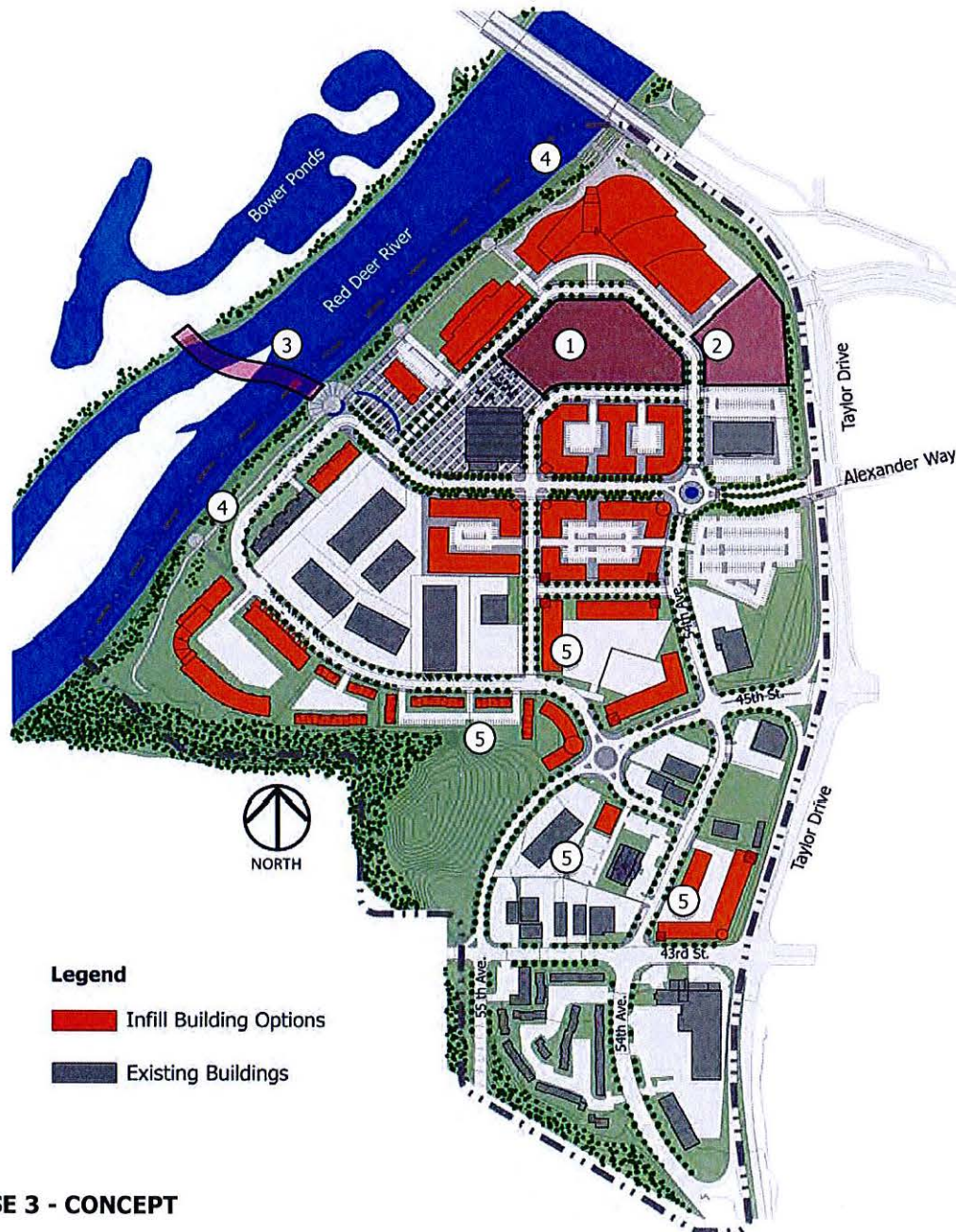
PHASE 1 - CONCEPT



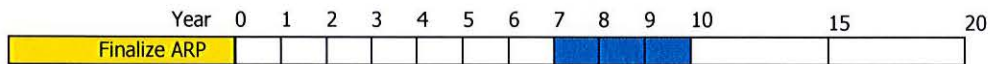
- ① Relocate/ bury overhead high voltage power line.
- ② Issue RFP for high density residential project on EL & P site.
- ③ Explore and develop public market or other uses for existing city owned buildings.
- ④ Plan for revisions to Taylor Drive intersections and related upgrades to internal Riverlands roads.
- ④ Plan and develop new and upgraded utilities and services required for future development.
- ⑤ Develop strategies for establishing new parking and road ways.
- ⑥ Clean up and develop short term uses for vacated yards and buildings (adventure playground, playing fields, etc.)



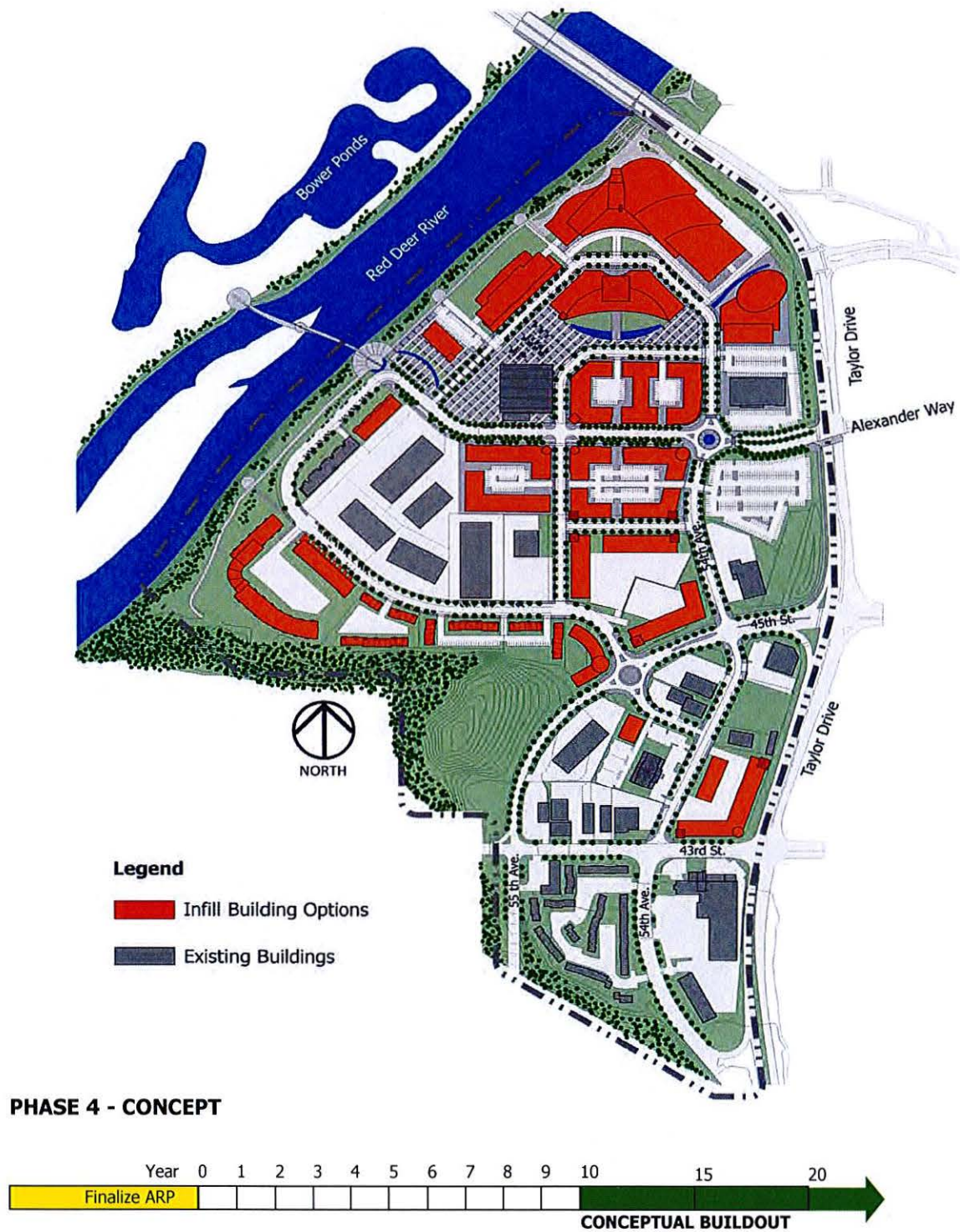
- ① Complete Alexander Way upgrades and Taylor Drive upgrades.
- ② Construct new parking area.
- ③ Construct new roadways (and services) north of Alexander Way.
- ④ Issue development RFP for Alexander Way signature property.
- ⑤ Issue development RFP for riverfront commercial / mixed use site.
- ⑥ Issue development RFP for new residential / mixed use river front property.
- ⑦ Issue development RFP for a new hotel and convention centre.
- ⑧ Review development options for private property south of Alexander Way.



PHASE 3 - CONCEPT



- ① Plan for development of: program for iconic civic facility, water features, public plaza and winter garden.
- ② Establish vision and development direction for remaining public property.
- ③ Plan for new bridge to Bower Ponds.
- ④ Complete all river's edge upgrades – bike trails, plazas, lookouts and access to water.
- ⑤ Monitor private sector densification to comply with Riverlands vision.



6.0 DEVELOPMENT DESIGN CRITERIA

The purpose of this section is to provide broad-brush architectural and urban design criteria for Riverlands- a new downtown mixed-use neighbourhood in Red Deer.

While this ARP's vision of Riverlands proposes an urban form which is new for Red Deer, it is based on successful, tested urban design principles. The result of commitment to design will be a vibrant, diverse, safe and sustainable neighbourhood in downtown Red Deer.

The guidelines below address building developments generally. Additional public realm guidelines and direction (streets, sidewalks, boulevards, trails, plazas etc) are addressed in the Transportation Framework (Section 4) of the ARP.



"... the synergy of a well designed public and private realm..."

6.1 GENERAL:

1.1 The Street Interface

The physical relationship of buildings with the street is critical in establishing the overall character of the neighbourhood.

In a mixed-use, dense urban environment, the building should have a strong presence along its property line and an inviting interface with the public realm's sidewalk and street.

Conversely, to help establish a walkable urban neighbourhood, the public realm is required to provide a well-designed pedestrian environment. Controlled traffic, tight intersections, on-street parking, landscaped boulevards, continuous sidewalks, street lighting, public signage and furniture- all will be required as part of the new Riverlands infrastructure.

1.2 Design Excellence

Development proposals shall require the involvement of a design professional, which may include one or more of an architect, urban planner or landscape architect.

These Design Criteria do not advocate for a themed approach to the look of the area. The principles of sound urban and architectural design are well established and create variety, character, comfortable scale and visual interest without being limited to one style.

1.3 Land Use Bylaw

Recent land use documents implemented by the City of Red Deer show detailed block-by-block site criteria. This is a good and recommended approach for Riverlands.

1.4 Safety

Principles of Crime Prevention through Environmental Design shall be applied to all development in Riverlands.



A strong retail street interface.



A classic, colourful mixed-use streetscape.

6.2 KEY BUILT-FORM PRINCIPLES:

6.2.1 Commercial/Mixed-use Development:

- 6.1.1 The front yard setback of the commercial/retail building face at grade from the property line adjacent to streets shall not exceed 1.2 metres. A deeper setback may be approved for a width not exceeding 5 metres if it can be shown that it is required (for such things as an eating patio, major private art display, water feature or other amenity). The rear yard setbacks shall be flexible and as required to allow for on-site parking and servicing. The side yards shall be 0m, unless it can be shown that a setback is required.

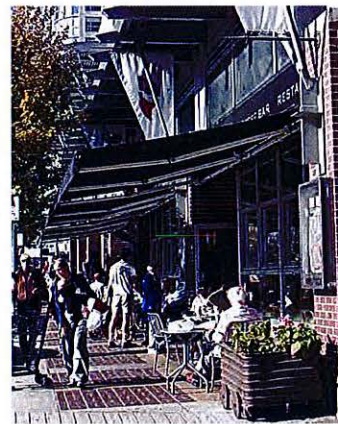


Medium density row housing

- 6.1.2 Developers shall consider planning opportunities to promote pedestrian linkages with adjacent properties.
- 6.1.3 Corner buildings, where possible, should extend their building face along each street, and provide special architectural treatment to the transitional corner itself.
- 6.1.4 The commercial building face adjacent to a public sidewalk shall be articulated within the front yard setback at approximately 6-8 metre intervals.
- 6.1.5 Residential floors included above the commercial street level may be set back from the commercial level face. As many residential units as possible shall view the street.
- 6.1.6 All businesses or stores shall have their own clearly identifiable street level entry.
- 6.1.7 Clear, untinted, glass windows shall face the sidewalk for at least 50% of the wall length.
- 6.1.8 Parking is to be located underground or on-surface as described in this ARP. On-surface parking will be paved and located behind the building in carefully designed, landscaped lots with defined, integrated pedestrian connections to adjacent sidewalks and trails. No on-surface parking will be permitted in front of the building.
- 6.1.9 For large properties in Riverlands, to assist in establishing a fine-grained urban character, internal private laneways are encouraged as part of the design to allow servicing, access to parking, as well as key pedestrian linkages.
- 6.1.10 Signage shall comply with the signage requirements of the land use bylaw for the C1 District.
- 6.1.11 Material selection and finishes of all building components, including fences, walkways, walls, roofs, windows, doors, railings, stairs and ramps shall be durable and of high standard.
- 6.1.12 The use of a wide range of exterior colours is encouraged.



Special architectural corner treatment



An architectural commercial street face



A street defined main floor commercial with stepped residential floors above

6.2.2 Residential Development:

- 6.2.1 Residential development shall be set back from the front property line no more than 6 metres and no less than 3.6

metres. Sideyards shall not exceed 1.5 metres. Rear yard setbacks shall be flexible and as required to allow for required on-site parking and servicing.

6.2.2 A requirement for underground parking will be included in the land use bylaw on some properties in Riverlands.

6.2.3 The main floor elevation of residential development shall not be more than 1.2 metres above the sidewalk level, as described in this ARP.

6.2.4 Each ground floor unit shall have its own access from the street through a private front yard or courtyard. Each street-facing unit on higher floors shall have its own balcony with glass or picket railing.

6.2.5 Each ground floor unit shall have a private, landscaped, front yard. Fencing may be used to provide security, but shall be visually solid for no more than 3 feet above the sidewalk level.

6.2.6 Garages for lower density residential developments must be accessed from the rear of the development. Ramps to underground parking may be accessed from the street although the preference would be from the rear or side of the building.

6.2.7 No on-site parking will be allowed in the front yard of a residential unit.

6.2.8 Material selection and finishes of all building components, including fences, walkways, walls, roofs, windows, doors, railings, stairs and ramps shall be durable and of high standard.

6.2.9 The use of a wide range of exterior colours is encouraged.

6.2.3 Special Developments:

6.3.1 Some properties within Riverlands, because of their size, location or other characteristic, have special development potential. These include the Hotel/Convention Centre site, the EL+P site, and the Civic Building sites on the old City Yards. These sites will support a wide range of architectural design, site planning, and massing. Proposals for these properties must be reviewed individually for overall conformance to the intent of the Riverlands vision.



A neighbourhood street



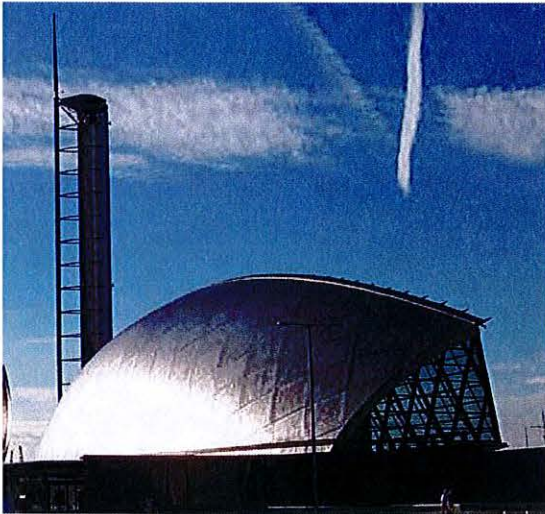
Medium density urban residential with private front yard



Point and podium development: a possibility for the EL+P site.

6.2.4 Design Review:

The design guidelines above may not address all the features of all submissions. In order to assist those charged with reviewing and commenting on proposals, it is important that the City have in place a design review process to work with the developer's design team in achieving the goals of the ARP.



"... an iconic civic building for Red Deer..."



APPENDICES

Appendix 1 – Studies and Research to Advance the Implementation Process

List of Studies and research identified in the ARP as being required to advance implementation of the Plan

1. Red Deer River Embankment Study
2. New Zoning for City Council adoption (including an assessment of parking requirements)
3. Primary Transmission Power Line Relocation Study
4. Analysis of future utility and service requirements
5. Detailed Internal Roadway System Design (Alexander Way, new neighbourhood streets, main civic loop, etc.)
6. Detailed Public Realm Design (river's edge, public open space, trails and connections, parks and recreation components, water features, etc.)
7. Housing Goals and Objectives Study (seniors, assisted, affordable, student housing, etc.)
8. Sustainable Development Objectives Study (District Heating Feasibility, incorporation of low impact development stormwater features, etc)