



City Council Meeting Agenda

Monday, July 24, 2023 – Council Chambers, City Hall

Call to Order:	10:30 AM
Recess:	12:30 PM to 1:00 PM
Public Hearing:	5:00 PM

1. Points of Interest

2. Consent Agenda

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- 2.1. Confirmation of the July 10, 2023 Regular Council Meeting Minutes
(Pages 4 – 14)
- 2.2. Confirmation of the July 18, 2023 Special Council Meeting Minutes
(Pages 15 – 18)
- 2.3. Change of Date Request for November 17, 2023 Combative Sports Event
(Pages 19 – 25)

3. Reports

- 3.1. Red Deer Recovery Summit
(Pages 26 – 31)
- 3.2. Sponsorship Policy Update
(Pages 32 – 50)
- 3.3. Community Informed: Diversity & Inclusion Plan
(Pages 51 – 103)

4. Motion to Add to the Agenda

- 4.1. Land Matter - FOIP Sections 16 Disclosure harmful to business interests of a Third party, 23(1) Local public body confidences 24(1)(a) Advice from Official 25 Disclosure harmful to economic and other interests of a public body

4.2. Code of Conduct Matter - FOIP Sections 17 Disclosure harmful to personal privacy, 23 Local public body confidences and 24 Advice from Officials

5. Closed Meeting (to last approximately 1.5 hours)

5.1. Motion to go into Closed Meeting

5.1.a. Permanent Shelter Verbal Report - FOIP Sections 21(1) Disclosure harmful to intergovernmental relations, 23(1) Local public body confidences and 24(1)(a) Advice from officials

5.1.b. Land Matter - FOIP Sections 16 Disclosure harmful to business interests of a Third party, 23(1) Local public body confidences 24(1)(a) Advice from Officials, 25 Disclosure harmful to economic and other interests of a public body

5.1.c. Code of Conduct Matter - FOIP Sections 17 Disclosure harmful to personal privacy, 23 Local public body confidences and 24 Advice from Officials

5.2. Motion to Revert to Open Meeting

6. Business Arising from a Closed Meeting

7. Public Hearings

7.1. Land Use Bylaw Amendment 3357/I-2023. Site Exception at 6970 Taylor Drive
(Pages 104 - 125)

7.1.a. Consideration of Second Reading of Bylaw 3357/I-2023

7.1.b. Consideration of Third Reading of Bylaw 3357/I-2023

8. Adjournment



July 24, 2023

July 24, 2023 Consent Agenda

Prepared by: Jennifer Hankey, Corporate Meeting Administrator
Department: Legal and Legislative Services

Proposed Resolutions

Resolved that Council of The City of Red Deer having considered the Consent Agenda from Legal & Legislative Services hereby approves the following Minutes and Report:

- Confirmation of the Minutes of the July 10, 2023 Regular Council Meeting
- Confirmation of the Minutes of the July 18, 2023 Special Council Meeting
- Change of Date Request for November 17, 2023 Combative Sports Event



UNAPPROVED - MINUTES

**of the Red Deer City Council Regular Meeting,
held on, Monday, July 10, 2023
commenced at 9:31 AM**

Present:

Mayor Ken Johnston
Councillor Kraymer Barnstable
Councillor Bruce Buruma
Councillor Michael Dawe
Councillor Victor Doerksen
Councillor Vesna Higham (via videoconference)
Councillor Cindy Jefferies
Councillor Lawrence Lee

Acting City Manager, Ken McMullen
General Manager, Mike Olesen
General Manager Development Services, Erin Stuart
Acting General Manager Community Services, Tricia Hercina
Acting General Manager Corporate & Employee Services, Karen Smilar
Chief of Staff, Sean McIntyre
City Planning & Growth Manager, Emily Damberger
Senior Planner, Dayna Facca

Acting City Clerk, Jennifer Hankey
Legislative Assistant, Valeriia Svitla

Absent: Councillor Dianne Wyntjes



1. CLOSED MEETING

1.1. Motion to go into a Closed Meeting

Moved by Councillor Bruce Buruma, seconded by Councillor Cindy Jefferies

Resolved that Council of The City of Red Deer hereby agrees to enter into a Closed Meeting of Council on Monday, July 10, 2023 at 9:33 a.m. and hereby agrees to exclude the following:

- All members of the media;
- All members of the public;
- And all non-related staff members

to discuss the following:

- Utilities Governance - FOIP Sections 23(1) Local public body confidences 24(1) Advice from Officials and 25 Disclosure harmful to economic and other interests of a public body

IN FAVOUR: Mayor Ken Johnston, Councillor Kraymer Barnstable, Councillor Bruce Buruma, Councillor Michael Dawe, Councillor Victor Doerksen, Councillor Vesna Higham, Councillor Cindy Jefferies, Councillor Lawrence Lee

ABSENT: Councillor Dianne Wyntjes

MOTION CARRIED

1.1.a. Utilities Governance - FOIP Sections 23(1) Local public body confidences 24(1)(a) Advice from Officials and 25 Disclosure harmful to economic and other interests of a public body

The following people were in attendance:

Mayor Ken Johnston, Councillor Kraymer Barnstable, Councillor Bruce Buruma, Councillor Michael Dawe, Councillor Victor Doerksen, Councillor Vesna Higham, Councillor Cindy Jefferies, Councillor Lawrence Lee

Acting City Manager Ken McMullen, General Manager Mike Olesen, General Manager Development Services Erin Stuart, Acting General Manager Community Services Tricia He, Acting General Manager Corporate & Employee Services Karen Smilar, Chief of Staff Sean McIntyre, Chief Financial Officer Ray MacIntosh, Utilities Manager Jim Jorgensen, Innovation Partner Support Supervisor Jesse Smith, Research & Evaluation Coordinator Kate Mcbride-Staples



Acting City Clerk Jennifer Hankey, Legislative Assistant Valeriia Svitla

Paul Goranson, PG Consulting presented on this item.

Councillor Kraymer Barnstable left the meeting at 10:34 a.m. and returned at 10:35 a.m.

Council recessed at 10:52 a.m. and reconvened at 11:01 a.m.

Councillor Vesna Higham left the meeting at 12:11 p.m.

1.2. Motion to Revert to Open Meeting

Moved by Councillor Lawrence Lee, seconded by Councillor Victor Doerksen

Resolved that Council of The City of Red Deer hereby agrees to enter into an open meeting of Council on July 10, 2023 at 12:32 p.m.

IN FAVOUR: Mayor Ken Johnston, Councillor Kraymer Barnstable, Councillor Bruce Buruma, Councillor Michael Dawe, Councillor Victor Doerksen, Councillor Cindy Jefferies, Councillor Lawrence Lee

ABSENT: Councillor Vesna Higham, Councillor Dianne Wyntjes

MOTION CARRIED

Council recessed at 12:32 p.m. and reconvened at 1:05 p.m.

Councillor Vesna Higham returned to the meeting at 1:00 p.m.

2. CONSENT AGENDA

2.1. July 10, 2023 Consent Agenda

Moved by Councillor Michael Dawe, seconded by Councillor Lawrence Lee

Resolved that Council of The City of Red Deer having considered the Consent Agenda from Legal & Legislative Services hereby approves the following Minutes:

- Confirmation of the Minutes of the June 26, 2023 Regular Council Meeting

IN FAVOUR: Mayor Ken Johnston, Councillor Kraymer Barnstable, Councillor Bruce Buruma, Councillor Michael Dawe, Councillor Victor Doerksen, Councillor Vesna Higham, Councillor Cindy Jefferies, Councillor Lawrence Lee



ABSENT: Councillor Dianne Wyntjes

MOTION CARRIED

3. REPORTS

3.1. Community Informed: Diversity & Inclusion Plan

(Report will be placed on the July 24, 2023 Council Meeting)

3.2. Community Development Grant Policy Update

Moved by Councillor Bruce Buruma, seconded by Councillor Kraymer Barnstable

Resolved that Council of The City of Red Deer having considered the report from Community Services Business Excellence dated July 10, 2023 re: Community Development Grant Policy Update hereby directs Administration to add Indigenous Priorities as an additional theme to the Community Development Grants Policy G.P. F.2.6

Prior to consideration of the motion, the following amendment was introduced:

Moved by Councillor Vesna Higham, seconded by Councillor Kraymer Barnstable

Resolved that Council of The City of Red Deer hereby amends the resolution to add Option #3:
Add Indigenous Initiatives and Change the Social Development theme to be named Community Safety and Wellness theme to the existing policy

IN FAVOUR: Councillor Bruce Buruma, Councillor Vesna Higham

OPPOSED: Mayor Ken Johnston, Councillor Kraymer Barnstable, Councillor Michael Dawe, Councillor Victor Doerksen, Councillor Cindy Jefferies, Councillor Lawrence Lee

ABSENT: Councillor Dianne Wyntjes

MOTION TO AMEND DEFEATED

The original motion was then back on the floor:

Moved by Councillor Bruce Buruma, seconded by Councillor Kraymer Barnstable

Resolved that Council of The City of Red Deer having considered the report from Community Services Business Excellence dated July 10, 2023 re: Community



Development Grant Policy Update hereby directs Administration to add Indigenous Priorities as an additional theme to the Community Development Grants Policy G.P. F.2.6

IN FAVOUR: Mayor Ken Johnston, Councillor Kraymer Barnstable, Councillor Bruce Buruma, Councillor Michael Dawe, Councillor Vesna Higham, Councillor Cindy Jefferies, Councillor Lawrence Lee

OPPOSED: Councillor Victor Doerksen

ABSENT: Councillor Dianne Wyntjes

MOTION CARRIED

4. MOTION TO ADD TO THE AGENDA

Moved by Councillor Michael Dawe, seconded by Councillor Bruce Buruma

Resolved that Council of The City of Red Deer hereby agrees to add consideration of Closed Agenda Item Code of Conduct Matter - FOIP Sections 17 Disclosure harmful to personal privacy, 23 Local public body confidences and 24 Advice from Officials to the July 10, 2023 Council Agenda.

IN FAVOUR: Mayor Ken Johnston, Councillor Kraymer Barnstable, Councillor Bruce Buruma, Councillor Michael Dawe, Councillor Victor Doerksen, Councillor Vesna Higham, Councillor Cindy Jefferies, Councillor Lawrence Lee

ABSENT: Councillor Dianne Wyntjes

MOTION CARRIED

Council recessed at 1:44 p.m. and reconvened at 1:54 p.m.

5. CLOSED MEETING

5.1. Motion to go into a Closed Meeting

Moved by Councillor Bruce Buruma, seconded by Councillor Victor Doerksen

Resolved that Council of The City of Red Deer hereby agrees to enter into a Closed Meeting of Council on Monday, July 10, 2023 at 1:57 p.m. and hereby agrees to exclude the following:



- All members of the media;
- All members of the public;
- And all non-related staff members

to discuss the following:

- Permanent Shelter Verbal Report - FOIP Sections 21(1) Disclosure harmful to intergovernmental relations, 24(1)(a) Advice from officials
- Code of Conduct Matter - FOIP Sections 17 Disclosure harmful to personal privacy, 23 Local public body confidences and 24 Advice from Officials

IN FAVOUR: Mayor Ken Johnston, Councillor Kraymer Barnstable, Councillor Bruce Buruma, Councillor Michael Dawe, Councillor Victor Doerksen, Councillor Vesna Higham, Councillor Cindy Jefferies, Councillor Lawrence Lee

ABSENT: Councillor Dianne Wyntjes

MOTION CARRIED

5.1.a. Permanent Shelter Verbal Report - FOIP Sections 21(1) Disclosure harmful to intergovernmental relations, 24(1)(a) Advice from officials

The following people were in attendance:

Mayor Ken Johnston, Councillor Kraymer Barnstable, Councillor Bruce Buruma, Councillor Michael Dawe, Councillor Victor Doerksen, Councillor Vesna Higham, Councillor Cindy Jefferies, Councillor Lawrence Lee

Acting City Manager Ken McMullen, General Manager Mike Olesen, General Manager Development Services Erin Stuart, Acting General Manager Community Services Tricia He, Acting General Manager Corporate & Employee Services Karen Smilar, Chief of Staff Sean McIntyre, Legal & Legislative Services Manager Michelle Baer, Corporate Communications Manager Tara Shand, Safe & Healthy Communities Manager Kristin Walsh, Safe & Healthy Communities Supervisor Ryan Veldkamp

Acting City Clerk Jennifer Hankey, Legislative Assistant Valeriia Svitla

Councillor Cindy Jefferies declared a conflict of interest and recused herself from Item 5.1. 2:19 p.m.



5.1.b. Code of Conduct Matter - FOIP Sections 17 Disclosure harmful to personal privacy, 23 Local public body confidences and 24 Advice from Officials

The following people were in attendance:

Mayor Ken Johnston, Councillor Kraymer Barnstable, Councillor Bruce Buruma, Councillor Michael Dawe, Councillor Victor Doerksen, Councillor Vesna Higham, Councillor Lawrence Lee

Acting City Manager Ken McMullen, Acting General Manager Corporate & Employee Services Karen Smilar, Legal & Legislative Services Manager Michelle Baer

Acting City Clerk Jennifer Hankey

5.2. Motion to Revert to Open Meeting

Moved by Councillor Kraymer Barnstable, seconded by Councillor Lawrence Lee

Resolved that Council of The City of Red Deer hereby agrees to enter into an open meeting of Council on July 10, 2023 at 3:04 p.m.

IN FAVOUR: Mayor Ken Johnston, Councillor Kraymer Barnstable, Councillor Bruce Buruma, Councillor Michael Dawe, Councillor Victor Doerksen, Councillor Vesna Higham, Councillor Lawrence Lee

ABSENT: Councillor Cindy Jefferies, Councillor Dianne Wyntjes

MOTION CARRIED

6. BUSINESS ARISING FROM CLOSED MEETING

Moved by Councillor Kraymer Barnstable, seconded by Councillor Bruce Buruma

Resolved that Council of The City of Red Deer having considered the closed meeting report pursuant to FOIP Sections 17 Disclosure harmful to personal privacy, 23 Local public body confidences and 24 Advice from Officials re: Code of Conduct Matter hereby accepts the presentation into the corporate record

IN FAVOUR: Mayor Ken Johnston, Councillor Kraymer Barnstable, Councillor Bruce Buruma, Councillor Michael Dawe, Councillor Victor Doerksen, Councillor Vesna Higham, Councillor Lawrence Lee

ABSENT: Councillor Cindy Jefferies, Councillor Dianne Wyntjes

MOTION CARRIED



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Unapproved - Monday, July 10, 2023

Moved by Councillor Bruce Buruma, seconded by Councillor Vesna Higham

Resolved that Council of The City of Red Deer having considered the closed meeting report pursuant to FOIP Sections 17 Disclosure harmful to personal privacy, 23 Local public body confidences and 24 Advice from Officials re: Code of Conduct Matter hereby receives the recommendation from the Reviewer dated June 30, 2023

IN FAVOUR: Mayor Ken Johnston, Councillor Kraymer Barnstable, Councillor Bruce Buruma, Councillor Michael Dawe, Councillor Victor Doerksen, Councillor Vesna Higham, Councillor Lawrence Lee

ABSENT: Councillor Cindy Jefferies, Councillor Dianne Wyntjes

MOTION CARRIED

Moved by Councillor Kraymer Barnstable, seconded by Councillor Lawrence Lee

Resolved that Council of The City of Red Deer having considered the closed meeting report pursuant to FOIP Sections 17 Disclosure harmful to personal privacy, 23 Local public body confidences and 24 Advice from Officials re: Code of Conduct Matter hereby appoints Red Deer City Council as the Investigator in this matter

IN FAVOUR: Mayor Ken Johnston, Councillor Kraymer Barnstable, Councillor Bruce Buruma, Councillor Michael Dawe, Councillor Victor Doerksen, Councillor Vesna Higham, Councillor Lawrence Lee

ABSENT: Councillor Cindy Jefferies, Councillor Dianne Wyntjes

MOTION CARRIED

Moved by Councillor Lawrence Lee, seconded by Councillor Michael Dawe

Resolved that Council of The City of Red Deer agrees to add a Special Closed Council Meeting on Tuesday July 18, 2023 12:30 p.m. to 5:00 p.m. to discuss a Code of Conduct Matter - FOIP Sections 17 Disclosure harmful to personal privacy, 23 Local public body confidences and 24 Advice from Officials

IN FAVOUR: Mayor Ken Johnston, Councillor Kraymer Barnstable, Councillor Bruce Buruma, Councillor Michael Dawe, Councillor Victor Doerksen, Councillor Vesna Higham, Councillor Lawrence Lee

ABSENT: Councillor Cindy Jefferies, Councillor Dianne Wyntjes

MOTION CARRIED



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Moved by Councillor Lawrence Lee, seconded by Councillor Kraymer Barnstable

Resolved that Council of The City of Red Deer having considered the closed meeting report pursuant to FOIP Sections 17 Disclosure harmful to personal privacy, 23 Local public body confidences and 24 Advice from Officials re: Code of Conduct Matter hereby directs the Mayor to:

- Collect a written response from the Respondent Councillor, together with supporting documentation;
- Ask the Respondent Councillor to confirm whether they wish to address the Investigator in person, or solely through the written statement;
- Advise the Complainant and the Respondent to be available by phone/video call on July 18, 2023 should the Investigator require further information from either of them.

IN FAVOUR: Mayor Ken Johnston, Councillor Kraymer Barnstable, Councillor Bruce Buruma, Councillor Michael Dawe, Councillor Victor Doerksen, Councillor Vesna Higham, Councillor Lawrence Lee

ABSENT: Councillor Cindy Jefferies, Councillor Dianne Wyntjes

MOTION CARRIED

Council recessed at 3:11 p.m. and reconvened at 3:15 p.m.

Councillor Cindy Jefferies returned to the meeting at 3:15 p.m.

Moved by Councillor Victor Doerksen, seconded by Councillor Cindy Jefferies

Resolved that Council of The City of Red Deer having considered the closed meeting report pursuant to FOIP Sections 23(1) Local public body confidences, 24(1)(a) Advice from officials and 25 Disclosure harmful to economic and other interests of a public body re: Utilities Governance hereby accepts the presentation into the corporate record

IN FAVOUR: Mayor Ken Johnston, Councillor Kraymer Barnstable, Councillor Bruce Buruma, Councillor Michael Dawe, Councillor Victor Doerksen, Councillor Vesna Higham, Councillor Cindy Jefferies, Councillor Lawrence Lee

ABSENT: Councillor Dianne Wyntjes

MOTION CARRIED



Moved by Councillor Lawrence Lee, seconded by Councillor Victor Doerksen

Resolved that Council of The City of Red Deer having considered the closed meeting report pursuant to FOIP Sections 23(1) Local public body confidences, 24(1)(a) Adv from officials and 25 Disclosure harmful to economic and other interests of a public re: Utilities Governance hereby agrees to the direction as presented in Closed

IN FAVOUR: Mayor Ken Johnston, Councillor Kraymer Barnstable, Councillor Bruce Buruma, Councillor Michael Dawe, Councillor Victor Doerksen, Councillor Vesna Higham, Councillor Cindy Jefferies, Councillor Lawrence Lee

ABSENT: Councillor Dianne Wyntjes

MOTION CARRIED

Council recessed at 3:17 p.m. and reconvened at 5:02 p.m.

7. PUBLIC HEARINGS

7.1. Land Use Bylaw Amendment 3357/H-2023 - Rezone 3937 50 St. from RIA to C5

Mayor Ken Johnston declared open the Public Hearing for Land Use Bylaw Amendment 3357/H-2023 - Rezone 3937 50 St. from RIA to C5 at 5:03 p.m.

Council recessed at 5:09 p.m. and reconvened at 5:12 p.m.

Brett Salomons, B.Sc. Partner Salomons Commercial spoke to the Item

Mayor Ken Johnston declared the Public Hearing closed at 5:45 p.m.

7.1.a. Consideration of Second Reading of Bylaw 3357/H-2023

Moved by Councillor Bruce Buruma, seconded by Councillor Cindy Jefferies

SECOND READING: That Bylaw 3357/H-2023 (an amendment to the Land Use Bylaw to rezone 3937 50 St from R1A to C5) be read a second time.

IN FAVOUR: Mayor Ken Johnston, Councillor Kraymer Barnstable, Councillor Bruce Buruma, Councillor Michael Dawe,



Councillor Victor Doerksen, Councillor Vesna Higham,
Councillor Cindy Jefferies, Councillor Lawrence Lee

ABSENT: Councillor Dianne Wyntjes

MOTION CARRIED

7.1.b. Consideration of Third Reading of Bylaw 3357/H-2023

Moved by Councillor Bruce Buruma, seconded by Councillor Cindy Jefferies

THIRD READING: That Bylaw 3357/H-2023 be read a third time.

IN FAVOUR: Mayor Ken Johnston, Councillor Kraymer Barnstable,
Councillor Bruce Buruma, Councillor Michael Dawe,
Councillor Victor Doerksen, Councillor Vesna Higham,
Councillor Cindy Jefferies, Councillor Lawrence Lee

ABSENT: Councillor Dianne Wyntjes

MOTION CARRIED

8. ADJOURNMENT

Moved by Councillor Kraymer Barnstable, seconded by Councillor Michael Dawe

Resolved that Council of The City of Red Deer hereby agrees to adjourn the Monday
July 10, 2023 Regular Council Meeting of Red Deer City Council at 5:49 p.m.

IN FAVOUR: Mayor Ken Johnston, Councillor Kraymer Barnstable, Councillor
Bruce Buruma, Councillor Michael Dawe, Councillor Victor
Doerksen, Councillor Vesna Higham, Councillor Cindy Jefferies,
Councillor Lawrence Lee

ABSENT: Councillor Dianne Wyntjes

MOTION CARRIED

MAYOR

CITY CLERK



MINUTES

of the Red Deer City Council Special Meeting, held on, Tuesday, July 18, 2023 commenced at 12:33 PM

Present:

Mayor Ken Johnston
Councillor Bruce Buruma
Councillor Michael Dawe
Councillor Victor Doerksen
Councillor Vesna Higham (via videoconference)
Councillor Cindy Jefferies
Councillor Lawrence Lee
Councillor Dianne Wyntjes

Acting City Manager, Ken McMullen
Acting General Manager Corporate & Employee Services, Karen Smilar
Legal & Legislative Services Manager, Michelle Baer

Acting City Clerk, Jennifer Hankey

Absent:

Councillor Kraymer Barnstable



1. CLOSED MEETING

1.1. Motion to go into a Closed Meeting

Moved by Councillor Lawrence Lee, seconded by Councillor Dianne Wyntjes

Resolved that Council of The City of Red Deer hereby agrees to enter into a Closed Meeting of Council on Tuesday, July 18, 2023 at 12:33 p.m. and hereby agrees to discuss the following:

- All members of the media;
- All members of the public;
- And all non-related staff members

to discuss the following:

- Code of Conduct Matter - FOIP Sections 17 Disclosure harmful to personal privacy, 23 Local public body confidences and 24 Advice from Officials

IN FAVOUR: Mayor Ken Johnston, Councillor Bruce Buruma, Councillor Michael Dawe, Councillor Victor Doerksen, Councillor Vesna Higham, Councillor Cindy Jefferies, Councillor Lawrence Lee, Councillor Dianne Wyntjes

ABSENT: Councillor Kraymer Barnstable

MOTION CARRIED

Councillor Cindy Jefferies declared a conflict of interest and recused herself from item 1.1. at 1:34 p.m.

1.1.a.Code of Conduct Matter - FOIP Sections 17 Disclosure harmful to personal privacy, 23 Local public body confidences and 24 Advice from Officials

The following people were in attendance:

Mayor Ken Johnston, Councillor Bruce Buruma, Councillor Michael Dawe, Councillor Victor Doerksen, Councillor Vesna Higham, Councillor Cindy Jefferies, Councillor Lawrence Lee, Councillor Dianne Wyntjes



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Acting City Manager Ken McMullen, Acting General Manager Corporate & Employee Services Karen Smilar, Legal & Legislative Services Manager Michelle Baer

Acting City Clerk Jennifer Hankey

Councillor Victor Doerksen left the meeting at 1:18 p.m. and returned at 1:20 p.m.

Councillor Cindy Jefferies returned to the meeting at 1:22 p.m.

Councillor Cindy Jefferies left the meeting at 2:16 p.m. and did not return.

Council recessed at 2:16 p.m. and reconvened at 2:28 p.m.

Councillor Victor Doerksen left the meeting at 3:37 p.m. and returned to the meeting at 3 p.m.

Council recessed at 4:00 p.m. and reconvened at 4:09 p.m.

1.2. Motion to revert to Open Meeting

Moved by Councillor Victor Doerksen, seconded by Councillor Dianne Wyntjes

Resolved that Council of The City of Red Deer hereby agrees to enter into an open meeting of Council on July 18, 2023 at 4:11 p.m.

IN FAVOUR: Mayor Ken Johnston, Councillor Bruce Buruma, Councillor Michael Dawe, Councillor Victor Doerksen, Councillor Vesna Higham, Councillor Lawrence Lee, Councillor Dianne Wyntjes

ABSENT: Councillor Kraymer Barnstable, Councillor Cindy Jefferies

MOTION CARRIED

2. ADJOURNMENT

Moved by Councillor Lawrence Lee, seconded by Councillor Michael Dawe

Resolved that Council of The City of Red Deer hereby agrees to adjourn the Tuesday July 18, 2023 Special Council Meeting of Red Deer City Council at 4:13 p.m.

IN FAVOUR: Mayor Ken Johnston, Councillor Bruce Buruma, Councillor Michael Dawe, Councillor Victor Doerksen, Councillor Vesna Higham, Councillor Lawrence Lee, Councillor Dianne Wyntjes



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ABSENT: Councillor Kraymer Barnstable, Councillor Cindy Jefferies

MOTION CARRIED

MAYOR

CITY CLERK



July 24, 2023

Central Alberta Combative Sports Commission (CCSC): Change of Date Request for November 17, 2023 Combative Sports Event

Prepared by Jennifer Hankey, Corporate Meeting Administrator
Department Legal & Legislative Services

Report Summary and Recommendations

The Central Alberta Combative Sports Commission (CCSC) is requesting a change of date for the November 17, 2023 event that was previously approved by City Council at the February 21, 2023 Regular Council Meeting.

The event will change from November 17, 2023 at the Westerner to December 16, 2023 at the Garry Harris Center at Red Deer Polytechnic.

The City of Red Deer does not have its own Combative Sports Commission. Any promoter wishing to host an event in the city must obtain the notify Council and have an approved Commission oversee the event.

Proposed Resolution

Resolved that Council of The City of Red Deer having considered the report from Legal & Legislative Services dated July 24, 2023 re: Central Alberta Combative Sports Commission (CCSC): Change of Date Request for November 17, 2023 Combative Sports Event hereby provides no objection to the change of date request from November 17, 2023 to December 16, 2023.

Rationale for Recommendation

1. Council supports sports tourism in Red Deer.
2. Recommendation falls within Councils authority.
3. Request is consistent with prior requests and there have been no major issues raised at the events to the City.

Background

On January 27, 2023 The City of Red Deer received a letter from the Central Alberta Combative Sports Commission stating that Havoc Fighting Championship and the Commission is seeking permission from The City of Red Deer to host martial arts events on April 21, 2023 and November 17, 2023 at Westerner Park.

On February 21, 2023, City Council passed the following resolution:

Resolved that Council of The City of Red Deer, having considered the report from Legal & Services, dated February 21, 2023 re: Central Alberta Combative Sports Commission (CCS) for Combative Sports Events - April 21, 2023 and November 17, 2023 hereby provides no objection to the Central Combative Sports Commission oversight of the Havoc Fighting Championship City of Red Deer on April 21, 2023 and November 17, 2023.

On June 27, 2023 The City of Red Deer received a request to change the date of the November 13, 2023 Havoc Fighting Championship to December 16, 2023.

Alberta is the only Canadian province without a single regulator, resulting in municipal governments to oversee fights within their own jurisdiction.

Operational Impacts

Financial:

The financial benefits and risks for the event are assumed by the promoter and associated with the Central Alberta Combative Sports Commission.

Analysis

Combative Sports in Red Deer has a long and complex history however, the consistent message has been that Council supports sport tourism within the city and advocate to the provincial government for a provincial sanctioning body. As such, Administration believes the request from the Central Alberta Combative Sports Commission should be considered by Council and that Council should offer no objection to the event.

Appendix A: Letter from Central Alberta Combative Sports Commission.

Appendix B: Background and Historical Context



Central Alberta Combative Sports Commission



July 17, 2023

Re: Havoc Fighting Championship November 17th, 2023

Havoc Fighting Championships has had to move the pre-approved event for November 17th, 2023 to December 16th, 2023. As such, the Central Combative Sport Commission is once again seeking approval to oversee this event within the City of Red Deer limits. This event is to be held at the Gary W. Harris Canada Games Center at Red Deer Polytechnic.

We look forward to hearing from Council and working together to bring great events to the City of Red Deer. If there are any further questions, I look forward to answering them.

Sincerely,

Dr. Todd Liebig
C.C.S.C. Chair

Appendix B

Background and Historical Context:

The Criminal Code states the following:

Engaging in prize fight

83(1) Every one who

- (a) engages as a principal in a prize fight,
- (b) advises, encourages or promotes a prize fight, or
- (c) is present at a prize fight as an aid, second, surgeon, umpire backer or reporter is guilty of an offence punishable on summary conviction

Definition of prize fight

(2) In this section, prize fight means an encounter or fight with fists, hands or feet between two persons who have met for that purpose by previous arrangement made for them but does not include

- (a) a contest between amateur athletes in a combative sport with fists, hands or feet held in a province if the sport is on the programme of the International Olympic Committee or the International Paralympic Committee and, in the case where the province's lieutenant governor in council or any other person or body specified by him or her requires it, the contest is held with their permission;
- (b) a contest between amateur athletes in a combative sport with fists, hands or feet held in a province if the sport has been designated by the provinces lieutenant governor in council or by any other person or body specified by him or her and, in the case where the lieutenant governor in council or other specified person or body requires the contest is held with their permission;
- (c) a contest between amateur athletes in a combative sport with fists, hands or feet held in a province with the permission of the province's lieutenant governor in council or any other person or body specified by him or her, and
- (d) a boxing context or mixed martial arts contest held in a province with the permission or under the authority of an athletic board, commission or similar body established by or under the authority of an athletic board, commission or similar body established by or under the authority of the province's legislature for the control of sport within the province.

The *Municipal Government Act* states:

Protection of sporting commissions

535.1(1) In this section “commission” means a commission established by bylaw for controlling and regulating any of the following:

(a) boxing;

(b) wrestling;

(c) full contact karate;

(d) kickboxing;

(e) any other sport that holds contests where opponents strike each other with a hand, foot, knee, elbow or other part of the body.

(2) A commission and its members, officers, employees and any volunteers and officials performing duties under the direction of any of them are not liable for anything said or done or omitted to be done in good faith in the performance or intended performance of their functions, duties or powers under this Act or any other enactment.

(3) Subsection (2) is not a defence if the cause of action is defamation.

About twenty years ago, Red Deer started to experience a rise in combative sporting events. Wrestling, Boxing and Combative Sports are similar type sporting events and they had previously been uncommon in our community. Our organization began to look at how we support this sporting community in alignment with provincial requirements.

On August 15, 2011 GPC passed the following resolution:

Resolved that the Governance & Policy Committee, having considered the report of the Legislative & Governance Services Manager, dated July 4, 2011 re Establishment of a Combative Sports Commission for Red Deer, hereby agrees, that the matter to establish a Provincial Combative Sports Commission by pursued with the Province, a report identifying the risks, benefits and resources required for a Combative Sports Commission be prepared and brought back to Council.

In Administration’s exploration of this matter the following historical resolution from April 1998 was found:

Resolved that Council of The City of Red Deer hereby authorizes The City of Edmonton Boxing and Wrestling Commission to supervise boxing, wrestling and similar matches within the city of Red Deer provided that such events meet all legislative and legal requirements.

As well as a subsequent resolution requesting that the Province of Alberta be requested to appoint a sanctioning body.

As a result of the 1998 resolution a number of combative sports events were held in Red Deer over the years.

There were some perceptions that Council's 1998 resolutions enabled any Commission to oversee events within the city of Red Deer, Council passed the following resolution on November 14, 2011:

Resolved that Council of The City of Red Deer having considered the report from Legistatives & Governance Services Manager dated October 27, 2011 re: Combative Sport Event approvals hereby retracts any actual or inferred approval of Boxing/ Combative Sport Commissions operating within the City of Red Deer and directs administration to advise promoters/ commissions that any event must be brought to Council for consideration and approval.

In October 2012 Council received a report regarding the feasibility of establishing a commission. Council referred the matter to GPC. At that time, the report estimated the cost of initiating a commission to be in the neighbourhood of \$35,000 with an estimated ongoing cost of \$25,000 per year.

In November of 2012, Council requested that Administration explore potential partnerships. Administration began to pursue partnerships with large combative sports commissions in municipalities to see if they would be interested in acting in our community. Negotiations entered into but could not be successfully concluded.

In 2013 the Regional Municipality of Wood Buffalo introduced a resolution at the Alberta Municipalities Convention seeking the province to establish a provincial combative sports Commission. In 2014 Tourism, Parks and Recreation provided the following response:

It is more appropriate for municipalities to make this determination at a local level through knowing the community and available resources. The response also indicated that these combative sports events should be guided by rules and standards for each particular sport that are developed and monitored by various provincial, national and international oversight bodies.

Alberta Municipalities rejected the provincial response however, the resolution expired.

In 2017 there was a renewed focus on Alberta's combative sports structure following the death of a fighter in a combative sports event held in Alberta.

In 2017, The City of Red Deer proposed a resolution to the Alberta Municipalities Convention with the following operative clause:

It is therefore resolved that the [Alberta Municipalities] urge the provincial government to create a provincial commission to sanction combative sports events throughout the Province of Alberta.

The Government of Alberta responded to reiterate that municipalities continue to have the authority to regulate combative sports, but notes that the province is working with other organizations and levels of governments to “ensure Albertans feel protected and safe when participating in any sporting event.”. With the 2019 change in government, AUMA again supports the resolution to begin. Since that time, there has been a change in government.

Combative Sports Commissions exist in the following municipalities:

- Calgary
- Cold Lake
- Edmonton
- Grande Prairie
- Lethbridge
- Medicine Hat
- Penhold
- Wood Buffalo

The City of Red Deer has not established a Combative Sports Commission to oversee events held in our city. The Central the new Minister of Culture, Multiculturalism and Status of Women. The Minister responded that “while some Alberta municipalities are asking for provincial intervention in combative sports, others have expressed satisfaction with the current regulatory framework.”. The Minister stated that she wanted to “better understand the different municipal perspectives before moving towards regulatory intervention.”. This work was pending when the pandemic

Alberta Combative Commission is a combative sports commission operating out of the Town of Penhold. The Commission is established by a Town of Penhold Bylaw that does not have jurisdiction within the City of Red Deer unless, the City were to agree that the Town of Penhold’s bylaw could have effect within our boundaries, in compliance with Section 12 of the *Municipal Government Act*. As the Commission does not have full jurisdiction to operate within our municipality requests for events are submitted to Council and Administration has recommended that Council pass a resolution that The City has no objection to the event or being overseen by a commission from outside of our jurisdiction.



July 24, 2023

Red Deer Recovery Summit

Prepared by Kristin Walsh, Manager of Safe & Healthy Communities
Department Community Services

Report Summary and Recommendations

The City of Red Deer was notified by The Alberta Ministry of Mental Health and Addiction that it has been approved for a \$50,000 grant for the purposes of hosting a Recovery Summit over the next 12 months.

Administration is requesting that City Council approve a budget amendment to receive and spend the \$50,000 One Time grant dollars as outlined in the report. Allocated grant dollars will be spent on hosting the recovery summit in accordance with the grant outcome requirements.

The one-day Red Deer Recovery Summit will provide an opportunity to involve community members in a one-day forum that will include a combination of training and keynotes from experts in the field, opportunities to explore what a localized Recovery Oriented Systems of Care (ROSC) looks like, and to build a unified understanding of why this is important work that benefits the community broadly.

Proposed Resolution

Resolved that Council of The City of Red Deer having considered the report from Community Services dated July 24, 2023 re: Red Deer Recovery Summit hereby approves the receipt of \$50,000 as one-time operating revenue/expenses for the period of March 10, 2023 to July 2024.

Rationale for Recommendation

1. The desired outcomes of the Grant from the Ministry of Mental Health and Addictions are well aligned with Council's direction to Administration and the Community Health and Wellbeing Council Strategy.

In December 2022, Council directed Administration to work with key stakeholders to define what recovery means in a local context. Once defined, facilitate the development of a pathways to recovery document that outlines the new supports available in Red Deer and how to access them.

2. The \$50,000 grant will enable Safe and Healthy Communities with the support of The Office of Mayor and Council to be well positioned to support the hosting of the Recovery Summit within the next 12 months.

The Grant will enable the City to demonstrate leadership in Recovery-Oriented Systems of Care by host a one-day Recovery Summit to support participants from Central Alberta and beyond.

3. The delivery of the Summit will serve a broad range of invested parties.

Promoted throughout Central Alberta, the Recovery Summit would serve, but not be limited to, such populations as people with lived experience, health, mental health service providers, Indigenous Peoples, law enforcement, justice, education, and other community leaders.

Background

In recent years, the Alberta Government has been shifting to a Recovery Oriented System of Care (ROSC) model. This model has implications for how services are to be ideally implemented across several ministries.

In Red Deer, on October 11, 2022, City Council adopted the Government of Alberta report "Toward an Alberta Model of Wellness" as a foundational guideline toward a community focus on recovery. Additionally, Council requested mechanisms to achieve the following:

- Integration of a recovery-focused approach into City operations where applicable;
- partnerships with community agencies around a recovery-focused approach;
- working with the Government of Alberta to advance recovery-focused initiatives for our community; and
- working with our community to help Red Deerians embrace recovery across the health and wellness continuum of care, in the pursuit of individual and community health, safety, and well-being.

In December 2022, in response to Mayor Ken Johnston's Notice of Motion: Building Red Deer as a Recovery Community, Council directed Administration to work with key stakeholders to define what recovery means in a local context, and once defined, facilitate the development of a pathways to recovery document that outlines the new supports available in Red Deer and

to access them. Additionally, Council directed Administration to include a budget request in the 2025 operating budget to facilitate local dialogues regarding recovery-oriented systems of care.

The Mayor and Council's Office advocated to the Provincial Ministry of Mental Health and Addictions to financially support a local conference on the topic of recovery. This request was supported and \$50,000 has been approved to support Red Deer in taking a leadership role in building a regional approach to Recovery Oriented Systems of Care.

On March 9, 2023, the City of Red Deer was notified by Mental Health and Addictions that it was approved to receive grant funding for Red Deer Recovery Summit to support hosting a recovery conference in central Alberta, which has an approximate population of 400,000 people.

Prior Council/Committee Direction

Minutes of the Red Deer City Council Regular Meeting, held on, Monday, December 12, 2022

Resolved that Council of The City of Red Deer having considered the report from Safe & Healthy Communities dated December 12, 2022, re: Building Red Deer as a Recovery Community hereby approves the following:

- 1) Direct the Mayor & Councillor's Office to reach out to Minister Milliken (Addictions and Mental Health), and Minister Nixon (Seniors, Community and Social Services) to indicate that Red Deer is ready and willing to partner on the development of the Alberta Recovery Framework for Addiction and Mental Health and report back to Council.
- 2) Direct the Safe & Healthy Communities Department, in its existing capacity, to work with key stakeholders to define what recovery means in a local context. Once defined, facilitate the development of a pathways to recovery document that outlines the new supports available in Red Deer and how to access them.
- 3) Administration will make a request in the 2025 Operating Budget item to facilitate local dialogues regarding recovery-oriented systems of care, including funding for a revised Alcohol & Drug Strategy or similar document.

Strategic Alignment

The Summit is aligned with the following City of Red Deer Strategic Focus Areas:

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.

Individuals are supported in building their own recovery capital, including the ability to contribute to a thriving city.

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.

ROSC are all about building individual health and wellness, meeting people where they are at and supporting them in their wellness goals.

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.

The intention of this conference is to build a broad understanding of ROSC and why they are important to all citizens of Red Deer. Conference attendees should have a better understanding of the roles they play relative to ROSC.

The Summit is also aligned with the Social Policy Framework:

Community Cohesion and Engagement

An opportunity to engage with other service providers and citizens regarding the topic of recovery.

Educational Opportunity and Attainment

There will be opportunities to learn from experts in the field and hear about local changes that are occurring.

Equitable Services and Access

The intent is to increase the access to personalized wellness supports for all Red Deerians.

Health and Basic Needs

Building a strong understanding of how ROSC can build individual, self-directed, wellness.

Housing

Likely some sessions/dialogues on the Recovery Oriented Housing Model.

Jobs and Wages

Building an understanding of the role of jobs in the recovery process.

Resilience

The intent is to build an understanding of how ROSC can increase personal resilience.

Safety

Building a strong sense of community

Social and Cultural Diversity

Explore how ROSC applies broadly to minority populations.

Guiding documents include:

- Toward an Alberta Model of Wellness

<https://open.alberta.ca/dataset/bf379eb9-bd13-42b3-ac5c-2220e9e72a97/resource/7a0338fb-ab4c-4681-beea-27fdbcb20d56e/download/health-toward-an-alberta-model-of-wellness-2022.pdf>

- Recovery-Oriented Housing Model
[css-recovery-oriented-housing-model-report-of-ccrh-task-force.pdf](https://open.alberta.ca/dataset/bf379eb9-bd13-42b3-ac5c-2220e9e72a97/resource/7a0338fb-ab4c-4681-beea-27fdbcb20d56e/download/health-toward-an-alberta-model-of-wellness-2022.pdf) (alberta.ca)
- Red Deer Alcohol and Drug Strategy
<https://www.reddeer.ca/media/reddeerca/about-red-deer/social-well-being-and-community-initiatives/Alcohol-and-Drug-Strategy-Report.pdf>

Stakeholder Consultation

Promoted throughout Central Alberta, the Recovery Summit would serve, but not be limited to, such populations as people with lived experience, health, mental health, service providers, Indigenous Peoples, law enforcement, justice, education, and other community leaders.

Timelines and Impending Deadlines

The intended date for the Summit is to occur in proximity to Recovery Day. Recovery Day is an annual awareness day that has been observed in Canada on September 30. It is dedicated to people who have coped with drug, alcohol, and behavioral addictions, achieving long-term sobriety.

The main goals of Recovery Day are to raise public awareness about the addiction problem, to fight prejudice and stigma against addicts, and to demonstrate and celebrate the ability of people with addictions to achieve long-term sobriety and live productive and healthy lives.

With Truth and Reconciliation Day now occurring on September 30, Administration is planning to host the Recovery Summit in the first week of October 2023 to avoid any competition or mixed messaging. Administration requires a Council decision to accept and spend the \$50,000 funds which will enable the booking of a suitable venue and speakers. Once the event can be promoted, and registration can begin in August/September.

Analysis

The Recovery Summit was not a pre-planned or budgeted part of Safe & Healthy Communities operations. The Social Wellness & Integration Supports section (this is the new section comprised of the former Housing & Homelessness Supports and Community Safety & Resiliency sections) will be planning the Recovery Summit while also prioritizing other work such as ongoing housing and homelessness supports, applying for the unplanned but high-priority Housing Accelerator Fund, and continuing work on the Building Safer Communities Fund.

To achieve Council's direction of local dialogues to help define what recovery means in a local context, and further to help articulate what the various pathways to recovery look like in Red Deer, the Summit will need to attract a variety and quantity of people and engage their thoughts and intentions. In plain terms, this is an event which needs to be adequately resourced so that it can be executed with intent and purpose.

To host a high-quality event, in a suitable space with expert speakers, a budget of \$50,000 may not be sufficient. The cost of registration will be determined by the revenue needed to offset the costs. Higher registration fees may pose as a barrier to participation, which may impact the intended outcomes. Revenue via grants, City of Red Deer investment, and sponsorship will therefore be prioritized to keep registration fees to a minimum. Although the intent is to work with existing funds, Administration may need to request additional funds from Council to support the Recovery Summit.

Financial

The primary purpose of this report is for City Council to provide direction on additional \$50,000 grant revenue and related spending.

Grant revenue will be directed to the Office of Mayor and Council to support the Recovery Summit project development and administration, with project dollars. Funds will be primarily allocated for event facility, audio-visual supports, guest speakers, food, registration platform, and promotions, with a portion going towards evaluation.



July 24, 2023

Sponsorship Policy Update

Prepared by Jesse Smith, Innovation and Partner Supports Supervisor
Tricia Hercina, CSV Business Excellence Department Manager

Department Community Services, Business Excellence

Report Summary and Recommendations

This report is in front of Council to propose changes to Council Policy PS-A-2.6, Sponsorship Policy.

This updated policy will provide new and updated guiding principles and parameters that enable Administration to address sponsorship requests when they surface from the community. Feedback was received on the existing policy from Council during the March 2023 Council Workshop. This feedback was utilized to rewrite this policy to make it a more robust policy that aligns with Council's vision for the future for sponsorship opportunities at The City of Red Deer.

Administration is recommending that Council approve the updated version of Council Policy PS-A-2.6 Sponsorship Policy.

Proposed Resolution

Resolved that The City of Red Deer having considered the report from Community Services Business Excellence dated July 24, 2023 re: Sponsorship Policy Update hereby approves the updated version of Council Policy PS-A-2.6 (Sponsorship Policy)

Rationale for Recommendation

1. This revised policy will better align with Council's future vision for sponsors opportunities at The City of Red Deer

There are limitations within the existing policy that do not provide Administration adequate direction to respond to sponsorship requests that surface from the community.

2. Sponsorship can be a form of revenue generation for municipalities.

In recent years, many municipalities with a robust sponsorship program have benefitted from sponsorship as an additional revenue stream. A strong sponsorship policy provides impetus for program development in sponsorship to occur.

3. The policy is in alignment and supportive of other adjacent policies.

A policy review was completed to enable complementary language and mitigate duplication with other existing policies.

Background

Sponsorship has been occurring within municipalities for decades and has served as a revenue source and provides benefit to sponsors. Here in Red Deer, the first 'unofficial' sponsorship occurred in 1999 with the naming of a major new multipurpose recreational facility the Collicutt Centre.

In 2013, the existing Sponsorship policy was approved by Council. This policy identified the purpose of why The City of Red Deer might consider a sponsorship partnership and provided some high-level guiding principles for Administration to utilize when considering if they should pursue a potential sponsorship opportunity (or not).

Administration used the existing Council Policy to initiate their sponsorship program in 2014. Administration formerly worked with a third-party consultant to better understand the inventory of sponsorship assets available, valuation of these assets, and developed a strategy on how The City might develop a more robust sponsorship program. After it was announced that Red Deer was hosting the 2019 Canada Winter Games, Council approved a partial implementation of a sponsorship program. The City hired a consultant to seek sponsorship for five new municipal assets under construction; the consultant was able to sell three of the assets available as part of this partial sponsorship program implementation. To eliminate competition between The City and Host Society during the lead up to the 2019 Canada Winter Games, The City paused their sponsorship program in 2018 until the end of the Canada Winter Games. Since this time, The City has not had a pro-active sponsorship program.

Administration currently only manages the existing sponsor agreements and ensures terms of these agreements are fulfilled. Due to prior direction shifts and resource allocation decisions, dedicated staffing has not been assigned to this work and former contract allocations have expired, limiting administrative capacity to innovate and/or support new opportunities.

Administration is not currently seeking new sponsorship opportunities but responding in an ad hoc and responsive manner, as required.

Prior Council/Committee Direction

2023: Approval of Municipal Naming Features Policy GP-D-2.3

2016: Approval of Sponsorship Program (Partial Implementation)

2013: Approval of the existing Council Policy PS-A-2.6

Legislative Context

There is an existing policy, however there are identified updates and gaps identified by both Council and Administration requiring revisions to ensure thorough direction is established.

Strategic Alignment

This policy revision aligns with the 2023-2026 Strategic Plan, most notably the guiding principles within including: 'new ways of doing things', 'future focused' and 'financial sustainability'.

Because this policy will be utilized as the guiding document for the development of The City's future sponsorship program, if approved, this program would be linked to documents such as the future Long Term Financial Plan and could act as a revenue stream for The City moving forward.

Related Policies

The following policies are linked to this policy document:

- GP-D-2.3 Municipal Features Naming.
- PS-A-2.0 Civic Pride and Ownership
- EL-B-2.2 Public Image
- EL-B-2.3 Relationship with Other Entities

Stakeholder Consultation

A council workshop occurred in March 2023. Results from this workshop have informed the revisions.

Timelines and Impending Deadlines

Once established, the policy will inform the development of a proposed sponsorship program to be considered by Council prior to 2024 mid-cycle budget review. This moves The City from reactive to proactive.

Analysis

Sponsorship is often a desirable activity. The benefits to sponsors can be present from several different perspectives. The following benefits are often acknowledged from corporate sponsorship activities:

- Often contributes to a business's corporate social responsibility efforts;

- Can increase visibility for a company and its brand;
- Can enable targeted sales opportunities to a specific demographic;
- It can improve a company's reputation for success;
- Creates a sense of partnership for a business related to overall community success;
- Sponsorship may generate leads for new business;
- It often generates dynamic content for a social media marketing campaign.

Not only can municipalities financially benefit from sponsorship by gaining access to resources but sponsors can also demonstrate their social values through the sponsorships.

Both the existing sponsorship policy as well as the revised proposed sponsorship policy can be found in Appendix 2 and 3 of this report, respectively.

During the March 2023 workshop, Council provided Administration feedback on the existing Council policy, most specifically the guiding principles sections and what should be excluded from within this policy. Administration took this feedback and researched other similar municipal sponsorship policies to develop this revised policy for Council's consideration.

This revised policy will give Administration updated guiding principles for how to address sponsorship activities moving forward to ensure alignment with Council's vision in terms of sponsorship. Revising this policy is the first step in further developing a formal sponsorship program at The City of Red Deer. Once this revised policy is approved, the next steps for Administration will be to provide several options to Council for their consideration for the implementation of an internal sponsorship program, along with resource requirements that would be required for each program option.

Administration will return to Council with these program implementation options before the end of 2023. It should be noted that approval of the revised sponsorship policy today does not signal the approval of a formal sponsorship program.

Financial

Because this is just a policy revision, there are no direct financial or budget implications beyond those of these recommendations.

Administration will be back to Council in the coming months with sponsorship program implementation options and resourcing requirements. At that point, Council will get to determine how / if they want to proceed on program implementation.

Regulatory and Compliance (including Legal)

No regulatory or compliance risks have been identified.

Other Risks

The City may experience reputational damage if they were to turn down a sponsorship opportunity because they do not have necessary policy direction in place. Additionally, if

City were to approve a sponsorship opportunity that was not advertised publicly in an open and transparent way, it may not reflect positively on The City.

Establishing a policy that is under-resourced can present a multitude of challenges to Administration as well. An ability to execute the direction with appropriate capacity enables success. Current examples include the creation of inequities where a lack of direction or administrative capacity may exist, or inconsistent application of process through interpretation of directions where further clarity is required.

Alternate Options Considered (optional)

Option #1 Approval of Policy PS-A-2.6 Sponsorship

Benefits:

- Updated policy reflects Council's future vision of sponsorship opportunities at The City of Red Deer.
- Enables Administration to begin developing proposed sponsorship program options for Council's consideration, based on their updated policy direction.
- Clearly articulates Council's desired sponsorship principles to the community.

Considerations:

- An updated policy will provide clarity and direction to Administration. Administration will bring forward a proposal to Council for consideration to enable this policy. Options will be provided for Council to contemplate the program design, level of investment, and return Council is striving for going forward.

Option #2: Do Not Approve Policy PS-A-2.6 Sponsorship

Benefits:

- Existing directions and response levels will be maintained by Administration according to existing direction.

Considerations:

- Updated policy will not articulate Council's future vision of sponsorship opportunities at The City of Red Deer.
- Expectations of Council will not be met by existing policy direction.
- Proposed program options for Council's consideration will not be aligned with Council's future vision of sponsorship opportunities.

Appendices

Appendix 1: Current Council Sponsorship Policy (PS-A-2.6)

Appendix 2: Proposed Revised Sponsorship Policy (PS-A-2.6)

Appendix 3: Canadian Code of Advertising Standards

APPENDIX 1: CURRENT COUNCIL POLICY

	Council Policy	
	Sponsorship Policy	
Policy Type:	PURPOSE STATEMENT	PS-A-2.6

Purpose:

Council supports sponsorship as a recognized revenue/resource generating strategy for the development and operation of City owned facilities and services. Council considers facilities and services to be of value to the community and believes sponsorship is a means to provide them in a cost-effective manner.

Council wishes to provide opportunities for the community to connect to civic facilities and services as a means to cultivate a sense of ownership and belonging.

Policy Principles:

Sponsorship shall be guided by the following principles:

- 1 Balance
 - (1) Mutual Benefit is provided to the sponsor and The City.
 - (2) Not all City facilities or services are available for sponsorship.
 - (3) Commemorative/historical naming of facilities is a priority.
 - (4) Potential community impact(s) are considered; relationships are honoured.
 - (5) The City shall safeguard the corporate values, images, assets, and interest while developing opportunities for revenue/resource generation through sponsorship.
- 2 Transparency and Accountability
 - (1) The City offers all sponsorships opportunities in an open, equitable and fair manner.
 - (2) Public perception of sponsorships is considered; opportunities are scrutinized for potential community concern.
- 3 Identity
 - (1) City facilities and services will only be associated with sponsors that are compatible with, complementary to, and reflective of the City's values and its mandate.
 - (2) A sponsor may add their brand as a supplemental name to The City's permanent name; however
 - (a) Perpetuity in naming will not be permitted for corporate sponsors or private donors and will only be permitted for legacy naming; and
 - (b) Names to be considered may be those of persons living or deceased.
- 4 Sustainability
 - (1) The City develops alternative funding sources with revenues realized through

sponsorship.

- (2) The City will not be dependent on sponsorship; when sponsorship is not attained, facilities and services continue to be provided to the community.
- (3) Expenses related to sponsorship engagement and fulfillment are funded through revenues generated by sponsorships.
- (4) Long term sponsor relationships are established.
- (5) Sponsorship opportunities are flexible to allow for evolution over time as economic and social shifts occur.

5 Governance

- (1) Sponsorships are of benefit and/or interest to the majority of the citizens.
- (2) The City will establish outcomes to direct sponsorship results.
- (3) The City will evaluate sponsorship and report on outcomes.
- (4) This policy does not apply when:
 - (a) The City acts as the sponsor of a community group, organization, event or individual;
 - (b) The City is one of multiple partners involved in hosting an event; or
 - (c) The City considers the naming of municipal features for commemorative, historical or other purposes.

Reporting and Monitoring:

- 1 The outcomes from sponsorship will be reported to Council on an annual basis.

Approval:

- 1 The City Manager has authority to apply reasonable interpretation and responsibility to ensure Council's policies are implemented.
- 2 In the event a significant community impact occurs or may occur, the City Manager will present options and considerations to Council in seeking approval for the sponsorships.

Definitions:

- 1 Advertising: The selling of space on City's printed materials, properties, and equipment whereby the advertiser is not entitled to any additional benefits beyond access to space purchased. Advertising is a straightforward purchase of space based on pre-established rates.
- 2 Commemorative/Historical Naming: The act of naming municipal features by recognizing and commemorating individuals, groups of local, provincial, or national significance, local historical events and the flora, fauna and natural/geographic features of the community.
- 3 Donation: Similar to a gift in that it is essentially given as a gift and no reciprocal recognition is given or expected. If reciprocal benefits exist, the principles of this policy apply.

- 4 Facility: Any building, structure or area of land owned by or under the direction and control of The City, including among other things: leisure centers, sports and fitness facilities, arenas, parks, park amenities, natural features and bridges.
- 5 Gift: An unsolicited contribution to The City for which there is no reciprocal recognition expected or required from The City.
- 6 Gift In Kind: Contributions, other than cash, including corporate products, services and/or other assets without charge or purchase, usually in return for published acknowledgement.
- 7 Naming Rights: A form of sponsorship that provides a sponsor with the right to name a piece of property or parts of a property, granted in exchange for financial considerations.
- 8 Recognition: Refers to the acknowledgement and expression of thanks issued for a sponsorship; the previously agreed upon terms of publicity and/or promotion that suitably reflect the impact of the sponsorship.
- 9 Sponsor: A private or non-profit sector individual or organization providing a cash and/or in-kind fee to The City, typically with expectation for commercial return, acknowledgement, or promotion.
- 10 Sponsorship: A mutually beneficial arrangement or partnership between The City and an external company, organizations, or enterprise wherein the external party contributes funds, goods, equipment or services to a municipal project, service or initiative in return for recognition, acknowledgement or other promotional consideration.
- 11 Sponsorship Fulfillment: The agreement that was made between the sponsor and The City with respect to recognition and acknowledgement of the sponsor contribution.
- 12 Service: Any intangible good provided by The City to the residents, including but not limited to programs, festivals, activities and events.
- 13 The City: Means The City of Red Deer, its departments and staff.

Document History

Policy Adopted	February 4, 2013
Policy Revised and Approved	June 11, 2018

Appendix 2: PROPOSED REVISED COUNCIL POLICY

	Council Policy	
	Sponsorship (Incoming)	
	Policy Type:	GOVERNANCE PROCESS TBD

1

Purpose

- (1) The purpose of this Policy is to:
 - a. support Sponsors in achieving their business objectives, increasing their visibility in the community, and reaching customers in unique environments.
 - b. increase the opportunities for revenue generation on City Assets while safeguarding City’s corporate values, image, and interests;
 - c. safeguard against the commercialization of the public realm;
 - d. create a systematic approach to soliciting, responding to inquiries, managing, and reporting on Sponsorships; and

2 General Guiding Principles

- (1) Sponsorship must have benefit(s) to The City.
- (2) Sponsorship opportunities must be aligned with The City of Red Deer’s mission, vision, and values, and must not compromise The City’s reputation or public image.
- (3) Sponsorship opportunities must be shared openly and transparently, with information about Sponsorship opportunities posted publicly and available to all members of the public.
- (4) City Assets will not be dependent on Sponsorship. Pre-established City Assets will be provided to the community regardless of Sponsorship.
- (5) Term-based Sponsorship is considered a priority.
- (6) Sponsorships are not offered in perpetuity.
- (7) The City manages the volume of opportunities per year through administrative procedures to minimize competition with other community groups or not-for-profit groups who seek similar Sponsorship within the community.
- (8) Sponsorship funding must only be accepted to supplement Council-approved initiatives. Sponsorships must be for purposes consistent with the receiving division’s mandate and must be in the public interest of The City.
- (9) The City does not endorse or promote the organization, products, Services, or ideas of any Sponsor.
- (10) All Sponsorship relationships must be confirmed in a Sponsorship agreement.

3 Sponsor Benefits and Commitments Principles

- (1) Sponsorship benefits are limited to those expressly stated in a Sponsorship agreement.
- (2) Sponsorship must not result in, or be perceived to result in any competitive advantage, benefit, or preferential treatment for the Sponsor outside of the Sponsorship agreement.
- (3) Sponsors are prohibited from implying that their products, Services, or ideas are sanctioned or endorsed by The City.

4 Sponsorship Costs, Expenses and Revenues Principles

- (1) Sponsorships must not create ongoing financial obligations for The City.
- (2) Sponsorships must not result in any added costs or expenditures for The City outside of the terms of the Sponsorship agreement.

- (3) Activation or servicing costs of the Sponsorship must not exceed 30% of the total Sponsorships received without exception approval from Council.
- (4) Where The City is procuring the Activation and/or Fulfillment activities on a Sponsor's behalf at the Sponsor's expense, The City's procurement policy will be followed.
- (5) When the Fulfillment of Sponsorships results in a tangible asset, ownership of that product will default to The City, unless specifically stated otherwise in the Sponsorship agreement.
- (6) Sponsorship revenues will be allocated as part of The City's annual budget process in accordance with the following commitments:
 - a. To enhance Service delivery or capital requirements through one-time costs for the program area where the revenue was generated;
 - b. To fund the overall administrative costs and staffing to coordinate The City's Sponsorship program; and
 - c. For other purposes as directed by Council.
- (7) In evaluating potential Sponsorships, The City will consider all costs to be incurred when determining the viability of the revenue including, but not limited to, operating, maintenance, production/design fees, disposal value, and disposal costs.
- (8) Council approves any receipt of sponsorship and for related sponsorship expenses beyond \$200,000 per year of a Sponsorship agreement.

5 Scope of Policy

- (1) This policy applies to:
 - a. City Assets including, but not limited to, built and natural infrastructure, transportation, Facilities, events, communications, programs and Services, special projects, Municipal Features, and other relevant properties; and
 - b. a Municipal Feature with a Commemorative name that already exists on a municipal asset.
 - i. Sponsorship can still occur on a commemoratively named Municipal Feature, but the sponsored name will be in addition to Commemorative Name.
- (2) If Naming Rights are a part of the Sponsorship, the name of the City Asset must be in alignment with the Council's Municipal Feature Naming Policy GP-D-2.3.
- (3) Sponsorships must conform to the standards set out by the Canadian Advertising Standards Council.
- (4) Sponsorship within or on a City Asset must be mindful and respectful of the community associated with the City Asset so as not to disrupt or interfere with the experience of the City Asset. As such, The City will determine and manage an acceptable level of commercial presence (ACQ) with each City Asset.
- (5) Sponsorship will be considered for cash or Gift In-Kind goods or Services.
- (6) The City has the right to end a Sponsorship agreement if the Sponsors' values no longer align with The City's values or negatively impact The City's reputation or public image.

6 Policy Exclusions

- (1) This Policy is not applicable to:
 - a. City Hall, fire halls, and police stations;
 - b. streets and subdivisions;
 - c. Gifts and Donations;

- d. grants obtained from other orders of government, foundations, trusts, etc.
- e. internal Sponsorships amongst City Divisions, city-established boards, or municipally controlled corporations; and
- f. external projects where The City provides funds to an outside organization.

7 Policy Links

- (1) Council is guided by the following Policies when considering Sponsorship requests:
- a. Civic Pride & Ownership Policy PS-A-2.0;
 - b. Municipal Feature Naming Policy GP-D-2.3
 - c. Public Image Policy EL-B-2.2; and
 - d. Relationships with Other Entities Policy EL-B-2.3.

Definitions

8 “Advertising” means the selling of space on City’s printed materials, properties and equipment whereby the advertiser is not entitled to any additional benefits beyond access to the space purchased. Advertising is a straightforward purchase of space based on pre-established rates.

9 “City Asset” means a Service, program, event, activity, or property owned by The City.

10 “Commemorative/Historical Naming” means the act of naming Municipal Features by recognizing and commemorating individuals, groups of local, provincial, or national significance, historical events and the flora, fauna, and natural/geographic features of the community.

11 “Donation” means a Gift and occurs when a donor gives funds or Services to The City without valuable consideration or with partial consideration given or expected by the donor. If reciprocal benefits exist, the principles of this Policy apply.

12 “Facility” means any building, structure or area of land owned by or under the direction and control of The City, but not limited to, leisure centres, sports and fitness Facilities, arenas, parks, amenities, natural features, and bridges.

13 “Gift” means an unsolicited contribution to The City for which there is no reciprocal Recognition expected or required from The City.

14 “Gift In-Kind” means contributions, other than cash, including corporate products, Services, other assets without charge or purchase, usually in return for published acknowledgement.

15 “Municipal Features” as defined in Council Municipal Features Naming Policy GP-D-2.3.

16 “Naming Rights” means a form of Sponsorship that provides a Sponsor the right to name a part of property or parts of a property, granted in exchange for financial considerations.

17 “Recognition” refers to the acknowledgement and expression of thanks issued for a Sponsorship in accordance with the previously agreed upon terms of publicity or promotion that suitably reflect the impact of the Sponsorship.

18 “Sponsor” means an individual or organization providing a cash or Gift In-Kind to The City, typically with expectation for commercial return, acknowledgement, or promotion.

19 “Sponsorship” means mutually beneficial arrangement between The City and an external in company, organizations, or enterprise wherein the external party contributes funds, goods, equip or Services to a municipal project, Service, or initiative in return for Recognition, acknowledgement other promotional consideration.

20 “Sponsorship Fulfillment” refers to the agreement that was made between the Sponsor and City with respect to Recognition and acknowledgement of the Sponsor contribution.

21 “Service” means any intangible good provided by The City to the residents including, but not limited to, programs, festivals, activities, and events.

Document History:

Policy Adopted	
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Appendix 3: The Canadian Code of Advertising Standards

The *Canadian Code of Advertising Standards*

Self-regulation of Advertising in Canada

- Overview
- Definitions
- Application
- Exclusions
- Political and Election Advertising
- Excluded Media
- Scope of the *Code*
- Interpretation Guidelines
- *Code* Provisions
- The Consumer Complaint Procedure

Overview

The *Canadian Code of Advertising Standards* (“*Code*”) was developed to promote the professional standards of advertising and was first published in 1963. It is reviewed and revised periodically to keep it contemporary. The *Code* is administered by Advertising Standards Canada (Ad Standards). Ad Standards is the industry body committed to creating and maintaining community confidence in advertising.

The *Code* sets the criteria for acceptable advertising and forms the basis upon which advertising is evaluated in response to consumer complaints and complaints between advertisers. It is widely endorsed by advertisers, advertising agencies, media that exhibit advertising, and suppliers to the advertising process. The *Code* is not intended to replace the many laws and guidelines designed to regulate advertising in Canada. Nor are the *Code*’s provisions intended to override any other aspects of Canada’s preclearance and regulatory apparatus. For information about Ad Standards’ preclearance services, [click here](#).

Complaints to Ad Standards submitted by the public about advertising that allegedly does not conform with the *Code* are reviewed and adjudicated by one of two Councils: (1) the Standards Council, which includes representatives from Western Canada, Central Canada, and Atlantic Canada, or, (2) in Quebec, by le Conseil des normes. Councils are independent bodies of senior industry and public representatives that are supported and coordinated by, but altogether independent from, Ad Standards. Advertising complaints between advertisers, based on the *Code*, are administered under Ad Standards’ *Advertising Dispute Procedure*.

Note: Ad Standards discontinued the Special Interest Group Complaint Procedure in April 2019, in recognition of the sophistication of many public interest advocacy groups and marketing boards and advertisers in their own right. Where a complaint about an advertisement is submitted by, or on behalf of, an entity that represents one or more other individuals or entities, and that entity or its members are “advertisers” as defined under the *Code*, the complaint will be administered under Ad Standards’ *Advertising Dispute Procedure*.

Advertising Dispute Procedure. Complaints about an advertisement that are submitted by individual or a group of individuals, who are not “advertisers” will be administered under the *Consumer Complaint Procedure*.

Definitions

For the purposes of the *Code*:

“Advertiser” is defined as an “entity” that engages in “advertising” and has, or shares with one or more other entities, the final authority over the content of “advertising” or an “advertisement”.

“Advertising” and **“advertisement(s)”** are defined as any message (other than those excluded under the application of this *Code*), the content of which message is controlled directly or indirectly by the advertiser expressed in any language and communicated in any medium (except those listed under Exclusions) to Canadians with the intent to influence their choice, opinion or behaviour.

“Entity” is a term that includes, but is not limited to, one or more brands, persons, companies, and organizations.

“Government advertising” is defined as “advertising” by any part of local, provincial or federal governments, or concerning policies, practices or programs of such governments, as distinct from “political advertising” and “election advertising”.

“Political advertising” is defined as “advertising” appearing at any time regarding a political figure, political party, a government or political policy or issue publicly recognized to exist in Canada or elsewhere, or an electoral candidate.

“Election advertising” includes “advertising” about any matter before the electorate for a referendum, “government advertising” and “political advertising”, any of which advertising is communicated to the public within a time-frame that starts the day after a vote is called and ends the day after the vote is held. In this definition, a “vote” is deemed to have been called when the appropriate writ is issued.

“Material connection” is defined as any connection between an entity providing a product or service and an endorser, reviewer, influencer or person making a representation that may affect the weight or credibility of the representation, and includes: benefits and incentives, such as monetary or other compensation, free products with or without any conditions attached, discounts, gifts, contest and sweepstakes entries, and any employment relationship, but excludes nominal consideration for the right to identify publicly the person making the representation.

“Teaser Advertisement” is defined as an advertisement that generally reveals little about the product(s), service(s), event(s) or advertiser hinted at in the advertisement, the objective of which is to stimulate curiosity about and interest in the advertiser, product(s), service(s) or event(s).

Application

The *Code* applies to "advertising" by (or for):

- advertisers promoting the use of goods and services;
- entities seeking to improve their public image or advance a point of view, whether or not the advertising is for a commercial purpose; and
- governments, government departments and crown corporations.

Exclusions

Political and Election Advertising

Canadians are entitled to expect that "political advertising" and "election advertising" will respect standards articulated in the *Code*. However, it is not intended that the *Code* govern or restrict the expression of public opinion or ideas through "political advertising" or "election advertising", which are excluded from the application of this *Code*.

Excluded from Definition of "Advertising" and "Advertisement(s)"

Excluded from the terms "advertising" and "advertisement(s)" (as defined in this *Code*) are messages from an "entity" that/who has no "material connection" with the entity that makes, distributes, markets or advertises the product or service featured in the advertising or advertisement(s).

Excluded Media

The following media are excluded from the application of the *Code*:

1. foreign media (namely media that originate outside Canada and contain the advertising in question unless the advertiser is a Canadian person or entity; and
2. packaging, wrappers and labels.

Scope of the Code

The authority of the *Code* applies only to the content of advertisements and does not prohibit the promotion of legal products or services or their portrayal in circumstances of normal use. The content and content of the advertisement and the audience actually, or likely to be, or intended to be, reached by the advertisement, and the medium/media used to deliver the advertisement, are relevant factors in assessing its conformity with the *Code*. In the matter of consumer complaints, Council will be encouraged to refer, when in its judgment it would be helpful and appropriate to do so, to the principles expressed in the *Gender Portrayal Guidelines* respecting the representations of women and men in advertisements.

Interpretation Guidelines

The *Code* may be supplemented from time to time by Interpretation Guidelines that enhance industry and public understanding of the interpretation and application of the *Code's* 14 clauses. The Interpretation Guidelines can be found [here](#).

Code Provisions

The *Code* is broadly supported by industry and is designed to help set and maintain standards of truth, accuracy, fairness and propriety in advertising.

The provisions of the *Code* should be adhered to both in letter and in spirit. Advertisers and their representatives must substantiate their advertised claims promptly when requested to do so by C

1. Accuracy and Clarity

In assessing the truthfulness and accuracy of a message, advertising claim or representation under 1 of the *Code* the concern is not with the intent of the sender or precise legality of the presentation. Rather the focus is on the message, claim or representation as received or perceived, i.e. the general impression conveyed by the advertisement.

(a) Advertisements must not contain, or directly or by implication make, inaccurate, deceptive or otherwise misleading claims, statements, illustrations or representations.

(b) Advertisements must not omit relevant information if the omission results in an advertisement that is deceptive or misleading.

(c) All pertinent details of an advertisement must be clearly and understandably stated.

(d) Disclaimers and asterisked or footnoted information must not contradict more prominent aspects of the message and should be located and presented in such a manner as to be clearly legible and/or audible.

(e) All advertising claims and representations must be supported by competent and reliable evidence which the advertiser will disclose to Ad Standards upon its request. If the support on which an advertised claim or representation depends is test or survey data, such data must be reasonably competent and reliable, reflecting accepted principles of research design and execution that characterize the current state of the art. At the same time, however, such research should be economically and technically feasible, with regard to the various costs of doing business.

(f) The advertiser must be clearly identified in the advertisement, excepting the advertiser of a "testimonial advertisement" as that term is defined in the *Code*.

2. Disguised Advertising Techniques

No advertisement shall be presented in a format or style that conceals the fact that it is an advertisement.

3. Price Claims

(a) No advertisement shall include deceptive price claims or discounts, unrealistic price comparisons, exaggerated claims as to worth or value. "Regular Price", "Suggested Retail Price", "Manufacturer's Price" and "Fair Market Value" are deceptive terms when used by an advertiser to indicate a saving unless they represent prices at which, in the market place where the advertisement appears, the advertiser actually sold a substantial volume of the advertised product or service within a reasonable period of time (such as six months) immediately before or after making the representation in the advertisement; or offered the product or service for sale in good faith for a substantial period of time (such as six months) immediately before or after making the representation in the advertisement.

(b) Where price discounts are offered, qualifying statements such as "up to", "XX off", etc., must be in easily readable type, in close proximity to the prices quoted and, where practical, legitimate regular prices must be included.

(c) Prices quoted in advertisements in Canadian media, other than in Canadian funds, must be so identified.

4. Bait and Switch

Advertisements must not misrepresent the consumer's opportunity to purchase the goods and services at the terms presented. If supply of the sale item is limited, or the seller can fulfill only limited demand, this must be clearly stated in the advertisement.

5. Guarantees

No advertisement shall offer a guarantee or warranty, unless the guarantee or warranty is fully explained as to conditions and limits and the name of the guarantor or warrantor is provided, or it is indicated where such information may be obtained.

6. Comparative Advertising

Advertisements must not, unfairly, discredit, disparage or attack one or more products, services, advertisements, companies or entities, or exaggerate the nature or importance of competitive differences.

7. Testimonials

Testimonials, endorsements or other representations of opinion or preference, must reflect the genuine, reasonably current opinion of the individual(s), group or organization making such representations, and must be based upon adequate information about or experience with the identified product or service and must not otherwise be deceptive.

8. Professional or Scientific Claims

Advertisements must not distort the true meaning of statements made by professionals or scientific authorities. Advertising claims must not imply that they have a scientific basis that they do not truly possess. Any scientific, professional or authoritative claims or statements must be applicable to the Canadian context, unless otherwise clearly stated.

9. Imitation

No advertiser shall imitate the copy, slogans or illustrations of another advertiser in such a manner as to mislead the consumer.

10. Safety

Advertisements must not without reason, justifiable on educational or social grounds, display a disregard for safety by depicting situations that might reasonably be interpreted as encouraging unsafe or dangerous practices, or acts.

11. Superstitions and Fears

Advertisements must not exploit superstitions or play upon fears to mislead the consumer.

12. Advertising to Children

Advertising that is directed to children must not exploit their credulity, lack of experience or their sense of loyalty, and must not present information or illustrations that might result in their physical, emotional or moral harm.

Child-directed advertising in the broadcast media is separately regulated by the *Broadcast Code for Advertising to Children*, also administered by Ad Standards. Advertising to children in Quebec is prohibited by the *Quebec Consumer Protection Act*.

13. Advertising to Minors

Products prohibited from sale to minors must not be advertised in such a way as to appeal particularly to persons under legal age, and people featured in advertisements for such products must be, and appear to be, adults under the law.

14. Unacceptable Depictions and Portrayals

It is recognized that advertisements may be distasteful without necessarily conflicting with the provisions of this Clause 14; and the fact that a particular product or service may be offensive to some people is not sufficient grounds for objecting to an advertisement for that product or service.

Advertisements shall not:

(a) condone any form of personal discrimination, including discrimination based upon race, national origin, ethnic origin, religion, gender identity, sex or sexual orientation, age or disability;

(b) appear in a realistic manner to exploit, condone or incite violence; nor appear to condone, or directly encourage, bullying; nor directly encourage, or exhibit obvious indifference to, unlawful behaviour;

(c) demean, denigrate or disparage one or more identifiable persons, group of persons, firms, organizations, industrial or commercial activities, professions, entities, products or services, or attempt to bring it or them into public contempt or ridicule;

(d) undermine human dignity; or display obvious indifference to, or encourage, gratuitously and without merit, conduct or attitudes that offend the standards of public decency prevailing among a significant segment of the population.



July 24, 2023

Community Informed: Diversity & Inclusion Plan

Prepared by Bobby-Jo Stannard, Supervisor
Department Safe & Healthy Communities

Report Summary and Recommendations

A community-informed plan is an opportunity for administration to act as a convener to coordinate community work related to diversity and inclusion in Red Deer. A community-informed plan enables community voice to be collated to identify priorities, recommended actions, and measurements of success.

It is acknowledged that the broader community shares in the accountability to create and maintain a community that is free from racism and welcomes and embraces differences. A community-informed plan is representative of prioritized needs to which many share accountability for – not just The City. Together, our collective efforts will enhance community wellbeing and further the development of diversity and inclusion work in Red Deer.

Administration recommends Council receive this report as information, allowing Administration time to review the recommendations and bring forward a proposed implementation strategy for The City as an organization, in consideration of our roles and those of our partners in community, the timing, capacity of staff, and identification of any resources through future budget processes.

Proposed Resolution

Resolved that the Council of the City of Red Deer, having considered the report from Community Services, Safe and Healthy Communities dated July 24, 2023 re: Diversity and Inclusion Plan hereby:

1. Receives the Community Informed: Diversity & Inclusion Plan as information, and acknowledges the important role government plays in the leadership of this work, and
2. Administration will develop a proposed implementation strategy for our organization that honours the City's leadership role within the community

Rationale for Recommendation

1. **The Plan aligns with the Council's Strategic Focus Area of Community Health and Wellbeing.**

The 2023-2026 Strategic Plan states *Red Deer is a welcoming, inclusive city that celebrates diversity*. It also aligns with the Social Policy Framework community goal of Social and Cultural Diversity: *We respect and celebrate the diverse perspectives and backgrounds of all.*

2. **The Plan was developed with, by and for our community.**

The plan was developed collaboratively with community members to strengthen the outcome with local perspectives, lived experience, and recommendations. As a result, the plan includes actionable, measurable, and attainable recommendations for many to pull together to achieve.

3. **The City is a leader in the community.**

Municipalities need to be modeling desired behaviours and actions and demonstrating ongoing systemic change for our community as a whole.

4. **Administration will create a realistic and measurable implementation strategy.**

By receiving the Plan today, Council is not agreeing to action all recommendations in the plan. Administration will review the recommendations and create a workable implementation strategy. It recognizes resources might be required, and provides the opportunity to ensure these requests are managed through our established processes.

Background

Municipal commitments to diversity and inclusion frameworks are becoming standard practice for community engagement and internal training. The City of Red Deer has committed to be a vibrant, healthy, and diverse organization that supports a welcoming and inclusive community where everyone feels safe and can fully participate in community life.

Between 2017 and 2020 some significant events occurred in Red Deer that increased racial tension in Red Deer. Events such as a racialized fight between students at a local school, the "Yellow Vests Protests", and an anti-racism rally and a subsequent counter protest, and vandalism at a place of worship (to name a few) have caused increased division in Red Deer. The Local Immigrant Partnership (LIP) in Red Deer initiated a survey to create an understanding of local experiences of racism with the support of Coalition Creating Equity Funding through the City of Red Deer (Understanding Racism in Red Deer - Research Report, 2023).

Survey results indicate that racism exists in Red Deer, and overall, respondents felt it to be worse in Red Deer compared to other places.

- When asked to compare Red Deer to other cities in Canada, participants' most common answer was that Red Deer was a lot worse than other places (27.5% of responses). In addition to that, around 46% say that racism has gotten worse since the beginning of the COVID-19 pandemic, compared to about 4.6% who said it had gotten better.

- The most common ways that racism was experienced were group stereotypes, inappropriate jokes, racial slurs or comments; bullying and harassment (online and in person), missed job opportunities, and being followed or security checked.
- Eighty percent of survey respondents reported hearing racist or unfair comments about Indigenous people more than several times a year, with 7.4% of participants indicating that they heard such racist comments daily.

Recognizing a gap in community, The City of Red Deer initiated a process in collaboration with the community to create a plan to for diversity and inclusion efforts. The goal was to create an administratively convened, community-informed plan that works to enhance the wellbeing of our community through the adoption of inclusive practices, focusing on equitable access, and celebrating diversity.

Prior Council/Committee Direction

Legislative Context

Respect for cultural diversity is an aspect of Canadian society and is supported by the Multiculturalism Act of 1988.

On March 18, 2013, City Council passed a motion to become a signatory to Canadian Coalition of Municipalities Against Racism and Discrimination (CCMARD). This has since been renamed to the Coalition of Inclusive Municipalities (CIM). The Canadian Coalition of Inclusive Municipalities is a UNESCO-led initiative calling on municipalities from across Canada to be part of a larger international coalition of cities to combat racism. Municipal governments, as well as other orders of government in Canada, along with local, national organizations and individuals share responsibility and have an important role to play in combating racism and discrimination and fostering equality and respect for all citizens. The Coalition of Inclusive Municipalities broadens and strengthens our society's ability to protect and promote human rights through coordination and shared responsibility among local governments, civil society organizations and other democratic institutions.

As a signatory to CIM, The City of Red Deer agreed to the commitments associated with members which are:

- The municipality as a guardian that respects the public interest.
 - Increasing vigilance against systemic and individual discrimination.
 - Monitoring discrimination in the municipality and taking action to address it.
 - Supporting individuals who experience discrimination.
 - Providing police services that are exemplary institutions for fighting discrimination.
- The municipality as an organization that upholds human rights.
 - Providing equal opportunities as a municipal employer, service provider, and contractor.
 - Supporting measures that promote equity in the labour market.
 - Challenging discrimination and promoting diversity and equal opportunities in housing.
- The municipality as a community that promotes diversity.
 - Involving citizens by giving them a voice in anti-racism initiatives and decision-making.
 - Challenging discrimination and promoting diversity and equal opportunities in education and other forms of learning.

- Promoting the respect, knowledge, and appreciation of cultural diversity and the inclusion of Indigenous and racialized communities in the cultural fabric of the municipality.

The United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) is a document that describes both individual and collective rights of Indigenous peoples around the world. In November 2010, Canada issued a Statement of Support endorsing the principles of UNDRIP.

In 2015, the Truth and Reconciliation Commission issued 10 Principles of Reconciliation and 94 Calls to Action. In August 2015, Red Deer City Council adopted specific municipal portions of the TRC. In 2016, the Supreme Court of Canada's "Daniel's Decision" held that when used in s. 91(24) of the Constitution, 'Indians' was intended to include the Métis and non-status Indians.

Strategic Alignment

The Social Pillar is one of The City's Pillars of Sustainability and a foundational place to ground our Diversity and Inclusion work. The vision for social sustainability is:

"Red Deer is a strong, engaged community that embraces its diversity. Through leadership, support and partnerships, everyone can meet their needs and maintain a good quality of life. Equality, social well-being, and a sense of belonging are supported, and decisions are just."

The City's Social Policy Framework identifies 10 community goals in service to this vision and continues to lead the organization and community in clarifying roles, responsibilities, and priorities in our collaborative action. Specifically, the Social Policy Framework identifies the community goal of Social and Cultural Diversity: "We respect and celebrate the diverse perspectives and backgrounds of all."

The *Community Informed: Diversity & Inclusion Plan* aligns with the Strategic Focus Area of Community Health and Wellbeing within 2023-2026 Strategic Plan that states:

"Red Deer is a welcoming, inclusive city that celebrates diversity."

Stakeholder Consultation

The Stakeholder Consultation data was collected through a four-step process that incorporated methodologies of the Canadian IAP2 Public Participation Process which guides our public participation practices at the City of Red Deer.

- 1) Perspectives on Inclusion Presentations: 5 participants talked about experiences of inclusion in Red Deer at a public event in the Fall of 2022.
- 2) Key Informant Interviews: 12 interviews were held with 14 community stakeholders which informed the themes for the Design Lab consultations. Leaders in the Indigenous, People of Colour, 2SLGBTQ+, community members with disabilities, and newcomer communities were asked a series of questions about their experiences relating to diversity and inclusion in Red Deer.
- 3) Design Lab consultations: 5 Design Lab sessions were hosted throughout the months of February and March 2023 by staff. Sessions were publicly advertised for participation both in person and virtually. Translation services as well as childcare were offered to reduce barriers to attendance.
- 4) Best Practice Interviews: Administration met with staff from three municipalities (Edmonton, Saskatoon, Regional Municipality of Wood Buffalo) to create a deeper understanding of the process for developing a municipal diversity and inclusion framework.

Analysis

The vision, principles, priorities, and recommendations, expressed in the *Community Informed: Diversity & Inclusion Plan*, represent community responses collected during the public engagement process of this project. The strength of the priorities has been reinforced by findings from a literature review, and many of the recommendations are echoed in information gathered during interviews. This plan includes individual and community led recommendations to continue to meet the above commitments of CIM. The *Community Informed: Diversity & Inclusion Plan* is intended to help The City, stakeholders and the broader community shape planning and execution in service to the needs of community. There is an active role The City could play, but also the other organizations and partners that could lead, support or implement the initiatives.

City leadership will be meaningful to a successful implementation plan as part of the next steps. By approving Administration's recommendations, Council will receive the plan as a community planning tool, which acknowledges the important role local government plays in leadership of diversity and inclusion efforts, and how supportive Red Deer City Council is to this work. Receiving the plan is in alignment with many statutory and strategic documents already prioritized within our current workplans, and it will be used as a shared sense of enthusiasm and energy, creativity, and commitment by many in celebrating Red Deer's diversity.

By approving Administration's recommendations today, Council is not agreeing to action all recommendations in the plan as stated. Rather, Council is receiving the plan as information and a tool for Administration to review the recommendations in relation to current workplan, align our actions with community efforts, and create a realistic and workable plan for implementation and measurement for success. It recognizes resources might be required and provides the opportunity to ensure these requests are managed through our existing processes. Developing and actioning an implementation plan will move the City of Red Deer closer to meeting the expectations of our CIM commitment with measurement feedback loops built in for evaluating our successes and setbacks. Administration will work with community on roles we appropriately hold and those we can help support or add leadership to, creating an implementation strategy for our organization.

Alternate Option:

Council could decide to not receive this community plan, and not action an implementation plan in support of the same. In doing so, we may signal that we are not committed to supporting and holding a leadership role in this type of work in our community at this time. This would not support any of the previous legislation or decisions of Council. There is reputational risk and may negatively impact the success of the entire community's efforts for change.

Appendix A: The Community Informed: Diversity & Inclusion Plan



RED DEER'S DIVERSITY +

two treaty areas. Interview 3

ridges |

”



We... and
 Treaty... offering space,
 trading space... Métis peoples.

This land has carried us through reciprocity, and the beauty of building intercultural relationships. We... learning the truth of our history and coming to understand that reconciliation is not about returning to a previously good state, it is about walking forward with respect, relevance, reciprocity, and responsibility at the heart of forging new relationships.*

I am grateful to have the opportunity to walk amongst these footprints and learn from diverse cultures. We are all treaty people.

*See References for the work of two Indigenous scholars, Kirkness, V. J. and R. Barnhardt (2001). First Nations and Higher Education: The Four R's - Respect, Relevance, Reciprocity, Responsibility.



A N D



We invest in our community, creating opportunities for mutual benefit and growth, recognizing that our connections are the foundation of our success.

Together, they
by wellbeing

opportunities
, recognizing

Committed

We engage with vulnerability, a willingness to learn, knowing that creating an inclusive community includes challenging experiences and that we will remain determined, hopeful and persistent.

Fair

We respond to the needs of the most affected by discrimination and inequity - as indicated by the social determinants of health - by involving voices of lived experience and expert knowledge in solutions-development and decision-making towards equitable access to participation in all areas of civic life.

Informed

We engage with vulnerability, accountability and a willingness to learn, knowing that creating an inclusive community includes challenging experiences and that we will remain determined, hopeful and persistent.

Impactful

We lead with integrity, demonstrating visible and transparent communication and action that focuses on achievable efforts to increase wellbeing, create paths for equitable access and celebrate the diversity in Red Deer.





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vulnerab

Community Informed.

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risks the

It is humbling to be
courage, your time, and your

appreciative for your

Project Support

Thank you to Knowledge Keeper Raye St. Denys who opened and closed the Design Labs with a beautiful blessing. We would also like to express our gratitude for the students, scholars and staff from the City of Red Deer who made this document possible. To Shalini Sinha, Shantavia Roberts, and Adam Dawson who consulted with content, editing, and design, your wisdom, insight, and skills are deeply appreciated. To the staff from the municipalities of Edmonton, Wood Buffalo, and Saskatoon, your work in this field is inspiring and your willingness to share your stories was incredibly helpful.

From the initial conversations, the planning, the iterations, the facilitation, the writing, consolidating and designing, the Community Informed: Diversity and Inclusion Plan has been supported by a committed and enthusiastic group of people. Thank you for your dedication, and determination to build relationships and move us forward on this journey

“Conversations create bridges. Make your perspectives beliefs known. Secrets don’t help make change.” Interview





14 people participated in the Key Stakeholder Interviews.
5 people presented at the Perspectives on Inclusion sessions.
78 people participated in the 5 Design Labs.
Over 27 organizations contributed to the 5 Design Labs.

City of Red Deer Staff
University of Manitoba MSW Students
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Scholars | Verna J. Kirkness and Ray Barnhardt - *First Nations and Higher Education: The Four R's - Respect, Relevance, Reciprocity, Responsibility*





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In developing ... energy, creativity and
commitment towards celebrat... experiences and backgrounds
of all in our community. De...rmed diversity and inclusion plan will
increase awareness, demonstra... dismantling barriers, and develop a
path towards equitable access.

Intended Outcomes

The intended outcome is to enhance community wellbeing through the co-creation process and the further development of diversity and inclusion work in the City of Red Deer.

Meaningful community development, engagement, and participation.

- Develop the community informed direction for a measurable and sustainable Plan of Action to foster the accessibility, celebration and inclusion of diverse social and cultural backgrounds.

Strengthened social and cultural interactions

- Utilize co-creation strategies to provide community members with the opportunity to clarify roles and responsibilities for the municipality, public systems, the Welcoming and Inclusive Community Network (WIC), and the larger community.

Enhanced stakeholder relations and partnerships

- Through the process of inclusion and co-creation, work to increase trust, loyalty, and respect by building relationships, celebrating diversity, and promoting greater accessibility, equity and inclusion.





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Key Stakeholder Interviews

Stakeholder interviews were conducted to ensure a commitment to understanding the community's needs from the knowledge and experiences of the participants. The community informed the project from the onset. The participants represented diverse experiences, and intersectionalities. The stakeholder interviews provided a rich and detailed picture of the current experience of inclusion in Red Deer and identify themes around issues and desired outcomes. Information collected during the one-on-one interviews was used to develop the five themes for the design labs and to create a foundation for monitoring and evaluation. All quotes in this document were taken from the Key Stakeholder Interviews. Most interviews were completed in August-September 2022.

Environmental Scan

Environmental scans involve gathering and analysing information that shows trends, patterns, opportunities, and possible obstacles. They help improve decision making by increasing an awareness of industry standards, norms, and strategies. In this case the environmental scan was used to develop a deeper understanding and comparison of municipal diversity and inclusion programs, plans, and policies. In addition to the City of Red Deer five municipalities were used for this scan. The data gathered helped identify possible recommendations for the priorities set by the community in the Design Labs, and will help with any future development of this plan.



Municipal Interviews

A series of interviews were held with staff from three of the five municipalities used in the Environmental Scan. These interviews were an opportunity to create a deeper understanding of the process for developing a future municipal Reconciliation, Equity, Accessibility, Diversity and Inclusion (READI) Framework. The interviews provided insight into the inspiration behind committing to a READI Framework, the development process, options for maintaining transparent accountability, actioning, monitoring, and evaluating a READI program, celebratory, creative, and innovative program ideas, impact on economic sustainability, community reaction, changes in community culture, staffing structures, and how to create a systems-based approach to READI programming. This information was used to critically review possible recommendations and will be instrumental in the development of future programming.

Perspectives on Inclusion Presentations

Perspectives on Inclusion was a public event held on Wednesday, October 19th in partnership with the Welcoming and Inclusive Communities Network, Access 4 Disabilities, Care for Newcomers, and the City of Red Deer. This event was an opportunity to learn about the experience of discrimination through the voices of people with lived experience or their delegated representative. Five individuals shared their stories and experiences with ideas for what an ally could do to step out of the bystander role. A compilation video of the presentations was created to open all of the Design Labs.

Design Labs

Design Labs are a way to learn from the community, to gain an understanding of lived experience, perspectives, and ideas; they create an opportunity to design *with* the community rather than *for* the community. In February and March 2023, 5 Design Labs were held, each one focusing on themes developed from the information gathered in the Key Stakeholder Interviews. These public consultations were designed to accommodate as many people as possible with translation and childcare services available, in person and online options, afternoon and evening sessions, small roundtable discussions, trained facilitators, a recuperation room if needed, refreshments, gendered and gender-neutral washrooms, community resources provided, and multiple methods for contributing ideas.



Equity, diversity and inclusion is not political. it doesn't belong in the political arena. it's not a left or a right perspective. Diversity, inclusion and equity are about human rights. People can learn and change. The city will only get better if EDI changes. Interview 1





The sessions gathered information on how change will be identified, successes and challenges, and constructive solutions-based idea generation. All the information was compiled, analyzed, and used to create the community priorities. The community priorities informed the recommendations for action planning.

Literature Review

A literature review is a critical written account of the current research on a specific topic. The purpose is to deepen your understanding and knowledge of the subject, identify gaps in the research, avoid duplicating research that already exists, give credit to previous researchers, recognize methods for monitoring and evaluation, and create a list of resources. To get a deeper understanding of the 5 themes drawn from the one-on-one interviews, a literature review was done on each subject: Building Relationships Through Respect, Relevance, Reciprocity and Responsibility; Understanding Equity; Developing Accessibility; Recognizing the Impact of Diversity; and Connecting Safety and Inclusion.



If the City of Red Deer takes on diversity and inclusion as an external thing, it would reset the norm for community. The City has the opportunity to inspire!

Interview 2





Build Respect and Responsibility

People and relationships are an important aspect of a thriving community. Research ever conducted on happiness (beginning in 1938-ongoing) it has been found that good relationships are the single most important factor to what makes people flourish. It is one thing to say relationships are vital to human happiness; it is another to create a framework that incorporates intercultural relationship building in a way that demonstrates this fundamental importance. How do we create, maintain, grow and nourish those relationships?

Red Deer has to be prioritizing some areas of sustainability over other areas of sustainability. They're not recognizing that as a system, they're all equally as important and have to be respected and treated that way. Culture is a major sustainability pillar and it's not treated with respect in our community.

Interview 5

Early in the development of this project, two students from the University of Manitoba, Social Work - Indigenous Knowledges program assisted with the research. While focusing on how to build relationships, these students introduced us to the work of Verna J. Kirkness and Ray Barnhardt, two Indigenous scholars who wrote First Nations and Higher Education: The Four R's - Respect, Relevance, Reciprocity, Responsibility. This extraordinary piece of work was created to demonstrate the importance of approaching intercultural relationship building. The focus is on creating spaces that value indigenous cultures, thus creating a path that focuses on understanding, collaboration, and learning from the beauty of our differences.



We were given permission to use this work as the foundation of future relationship building, imbedding Indigenous knowledge at the core of the *Community Informed: Diversity and Inclusion Plan*. The hope is that building our community engagement practices around respect, relevance, reciprocity, and responsibility will shift the way we value and include diverse cultures, ways of knowing, experiences and perspectives.

Understanding Equity

Understanding the difference between equity and equality requires a deeper look at intersectionalities, historic oppression, perspective, experiences, disparity, and humility.

When equity is not understood, or established power structures are being maintained, you will hear phrases like - “equity is about handouts”, “equity creates different expectations for different people”, or that diversity and equity can’t both be valued at the same time. Equity does not mean that merit is not important, or that anyone is excused from abiding by the law, or that opportunities will be taken away.

From an equity perspective, people are not defined by singular categories. Rather, identity is a complicated combination of everything that makes us who we are. Some of the things that make us who we are create overlapping and interconnected systems of discrimination or disadvantage (our intersectionalities). Many of these are protected from

discrimination under the Canadian Charter of Rights and Freedoms, and the Alberta Human Rights Act. Shifting towards equitable engagement means addressing many layers of systemic discrimination that exist in our society. An equitable approach recognizes a broad range of personal, social, economic and environmental factors that impact an individual's opportunity to thrive; and responds to them. Equity responses are specific to the different needs of different individuals and groups, recognizing that our shared history has resulted in diverse experiences, challenges, barriers and access to inclusion. Equity also recognizes that people engage differently, and meaningful engagement has to be accessible and inclusive.

Equity is about eliminating the processes that maintain oppression.

Developing Accessibility

Accessibility is about increasing opportunities for participation by understanding, addressing and removing barriers. An individual with accessibility needs could be experiencing temporary or permanent conditions that limit cognitive, physical, auditory, visual, or verbal abilities. Accessibility needs can also result from limitations due to age, neurodivergence, financial status, language proficiency, education, or cultural differences. Accessibility challenges can also be the result of limited access to technology or transportation.

Accessibility impacts an individual's





ability to engage physically, emotionally, culturally, spiritually, and more. All of these can limit a person's ability to visit our parks, recreation facilities, entertainment options, and restaurants, as well as gain information, education, or have career choices. Accessibility impacts one's involvement in many social and cultural experiences.

Improving accessibility is not about looking at the people who are in public spaces or engaging online. It is about looking for those who are unable to engage, listening to their lived experiences and finding solutions to overcome the barriers. When we declare an opportunity is open to anyone who wants to participate, but do not genuinely address accessibility barriers, we create events that are not actually open to everyone.

Overcoming accessibility challenges means understanding the cultural and social experiences of those who are experiencing these challenges. While it is impossible to guarantee everything will always be completely accessible, it is important to constantly strive for higher standards, learn from people with lived experience, and address as many barriers as we can.

Recognizing the Impact of Diversity

Today, diversity is a word that is heard seemingly everywhere. But what does it actually mean and why is it important?

Simply put, diversity means variety. Diversity is not something we need to develop, but rather exists everywhere

What creates a challenge is the internalization of historic misinformation we have learned about each other as a result of systemic oppression. . Unlearning misinformation and learning to embrace diversity, celebrate it, and understand the valuable role it plays in creating healthy social, cultural, and economic environments brings innumerable benefits to individuals and communities.

As individuals we are all diverse - from the way we look and act, to our interests, quirks, personality, preferences, humour, the list is endless. Everyone is unique. As a community, diversity expands to broader categories: cultural, ethnic, gender identities, gender expression, sexual orientation, language, religion, age, abilities, etc. When individuals start to experience diversity at the community level, they begin to form groups with other people

“There is a theme where, it's like, organizations say, ‘Well, we do our diversity and inclusion work directly with different groups. And we need to keep that information between us, we don't need to advertise it.’ It's like it has to be a secret that you're doing the work. But, if you're not saying it out loud, what is the point? Are you even proud of what you're doing or is it embarrassing? Are you actually engaging properly, or do you not want accountability? Secrecy isn't working.

Interview 7



they see as similar. We are still unique individuals, but when we segregate into groups that share commonalities, we feel comfortable in the similarity.

When we disconnect from the natural spectrum of humanity, diversity becomes a challenge. Groups with structural power can create conditions and requirements for belonging. Conformity as a requirement to acceptance begins a drift towards practices of assimilation and pushes society towards stagnation. Moreso, our communities have been historically struggling with systems such as racism, sexism, ableism, oppressions against sexual and gender diverse peoples, and more, which create challenges to embracing diversity.

In reality, engagement between diverse people drives innovation, economic growth, social stability, and cultural vibrancy. Interacting with diverse people improves creativity, empathy, decision making, communication, performance, and our ability to collaborate. Working with a diverse team brings in multiple perspectives and reduces group-think, other forms of bias, and a dependency on assumption while leading to more informed decision making.

I see a lot of diversity in Red Deer but I don't see a lot of inclusion to match it. This causes loneliness and people never really feeling like they're accepted in the city. It always feels like people have one foot in the city but they never feel like they belong enough to put their other foot in and stay.

Interview 13

Learning to engage with diverse people improves our ability to form meaningful relationships, it reduces fear of the unknown and creates inclusion. Understanding cultural competency is an important way to begin creating spaces that respect diversity. Cultural competency training focuses on learning how to effectively interact with people from different backgrounds and how to adapt to different cultures. Living in a diverse environment requires understanding intercultural exchanges. People do not simply live adjacent to one another; we live together. We interact and we build relationships. Diversity has a positive impact on our lives, and it needs to be celebrated.

Connecting Safety and Inclusion

While many think safety and inclusion are unrelated, in reality, inclusion is a fundamental aspect of our wellbeing and safety. Experiences of inclusion impact our psychological, social, emotional, and physical health. Furthermore, we can plan for inclusion in an intentional and actionable way, without a requirement to conform.

Inclusion provides us with a feeling of acceptance and a belief that we matter. This experience builds confidence and gives us the space to exist as our true selves without fear of rejection. Feeling included is the foundation of our support systems. It allows us to be vulnerable, risk



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Interview 4

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a group, and
to be in a group
you feel like you
a gang and many
people in these in these groups are students.
Finding safety with other people that speak their language and understand
the challenges that they face with the racism, then to be called a gang they
find it funny because where they're coming from, you know, gangs, gang
involvement meant like bodies in ditches not, you know, a bunch of brown
kids standing on a street together talking. Interview 9





community...
progress...
will be done...
City has more...
resources needed to mobilize...
marginalized communities have...
actions will provide an effective...
recommended that a Diversity and Inclusion...
Framework will be developed to expand on and further...
plan to address these priorities and recommendations.

...the City's...
...it's also the...
...responsibility...
...by good...
...ns doing this...
...and ways to support...
**them rather than taking...
over what it is that they're...
doing.** Interview 4

Priority One: Address Mistreatment in Communities, Workplace and Education Systems

What We Heard:

The people of Red Deer are experiencing discriminatory and hate-based mistreatment in a variety of ways and places:

- Marginalized people are having difficult experiences in doctor's offices, sometimes as patients and sometimes as service providers.
- People of Colour are experiencing discrimination in the labour market, workplace and education system.



was hard to take. Interview 9

- The Red Deer community's mistreatment.
- Cultural diversities and different situations.
- Marginalized people are struggling to gain employment during recruitment, interviewing and hiring processes.
- Many community members are aware that Red Deer is a racist city and are organizing.
- People experiencing houselessness, homelessness and addictions are struggling in the community, including when in need of and trying to access services.

Mistreatment, especially long-term and systemic mistreatment, affect one's experience and can result in physical, emotional and social health impacts - including impacting the social and mental health - therefore affecting all aspects of life.



Just because you don't experience racism doesn't mean you don't feel it. If you listen to what people are saying they are being racist, you communicate with each other isolates individual from their community and makes it clear they wish you weren't here so you need to be more aware of their microaggressions. Interview 14



Priority Two: Address Inequity

What We Heard:

Members of the Red Deer community are experiencing inequity in a number of ways, including:

- Continuing lack of representation during engagement, decision-making, and event and program development.
 - While some marginalized identities are represented, others are still not, including members of Indigenous communities and the most marginalized members within marginalized communities (e.g. BIPOC people who are 2SLGBTQ+ and/or live with disabilities).
- Tokenization or misrepresentation.
- Systemic racism and oppression.
- Over-policing of some marginalized communities.
- Difficulties securing sustainable employment.
- Discrimination in housing and other aspects of life.

“Reading about racist comments made to people in public, the protests and other incidents made me scared. Now I feel scared walking around in downtown Red Deer, even going from work to City Hall Park because that’s where a lot of the problems were taking place.” Interview 1

The economic development of Red Deer requires diversity.

If we want Red Deer to thrive, we need to recognize that diversity is beneficial to the overall economy of the City and foster greater equity among this diversity.

Priority Three: Increase Accessibility and Community Participation

What We Heard:

Accessibility to infrastructure and support services is a significant priority for supporting diversity and inclusion. Accessibility includes and is not limited to physical accessibility for people with mobility issues. Accessibility also includes cultural and language needs and the reduction of barriers to accessing full opportunities and resources.

“Finding ways to help businesses get started so that you can have the variety and diversity within the businesses and restaurants that you’ve seen in other cities. People who aren’t coming to Canada as newcomers, they don’t have an idea. They don’t understand how much work it takes to actually succeed in a new place. The cost for families to succeed is a huge opportunity cost and takes generations to overcome.” Interview 7



Priority Four: Increase Baseline Levels of Essential Knowledge Needed to Support Diversity and Inclusion

What We Heard:

People from marginalized communities understand that accurate and in-depth knowledge and education of colonization, oppression and marginalization are needed to 'unlearn' misinformation and confusions that fuel mistreatments, exclusions and inequity. The City of Red Deer is asked to actively facilitate increasing the baseline level of knowledge needed to provide a foundation to building fairness and inclusion.

Priority Five: Create Opportunities to Nurture a Greater Sense of Connection

What We Heard:

All people want to feel connected and seen. This is particularly important for people who experience continuous exclusion and systemic discrimination. A sense of connection profoundly improves the social determinants of health, and is essential to creating a society that is fair and inclusive. Connection takes place at many levels, including between individuals, within communities, between communities and agencies, across agencies and between government and community.

Priority Six: Develop and Communicate a City Culture of Diversity and Inclusion

What We Heard:

In order to effectively support and facilitate diversity and inclusion in Red Deer, the City will need to consciously develop a culture of diversity and inclusion. Culture includes agreed and shared values, beliefs and behaviours. Intentional efforts to communicate and promote a City culture that understands the values and benefits of inclusion will form the foundational pathways for achieving inclusive behaviours and outcomes.

Priority Seven: Build Trust by Acting Visibly and with Accountability

What We Heard:

Marginalized community members need to see and experience the impacts of actions taken for diversity and inclusion. People would like to see community being cared for and responded to, and to not feel they are a lesser priority than business. Rather than hearing about an 'inclusive city' and the intentions and initiatives that may be taking place, the people of Red Deer would like to judge by their experiences, the levels of inclusive practices that exist. Community members want to see the City as a leader and role model in demonstrating diverse and inclusive practices and experiences.



Priority Eight: Address Inequities and Mistreatments Within and Between Marginalized Communities

What We Heard:

- Marginalized communities are themselves diverse, including in relation to gender, sexuality, ability, skin colour, culture, faith beliefs, and more. The internalization of historical oppressions and marginalization can result in complex relationships and behaviours within and between marginalized communities, including experiences of mistreatment. Furthermore, historically marginalized communities can be subjected to ‘divide and conquer’ principles and forces coming from the mainstream community. A few ways the Red Deer community experiences these include:
- Developing perceptions and having experiences that some marginalized people are treated with more empathy and access to supports and resources than others. Example of groups pitted against each other in this way are:
 - European heritage refugees and newcomers versus Asian and African heritage refugees and newcomers
 - All immigrant heritage people versus Indigenous people.
 - Cisgender and heterosexual communities versus 2SLGBTQ+ communities.
 - Able-bodied people versus people with disabilities.
- All historically marginalized communities also struggle with gender-based violence, heterosexism and cissexism, able-bodied oppression, class and financial divides, and more.
- Addressing mistreatment within and between marginalized communities requires insight, awareness, humility and the ability to listen to and collaborate with the most marginalized and impacted in any situation. The City of Red Deer is committed to supporting healthy relationships within and between marginalized communities.

Priority Nine: Be a Powerful Advocate

What We Heard:

Some issues raised by Red Deer community members are outside of municipal control and part of the provincial jurisdiction. A safe and equitable experience of Alberta Health Services for marginalized people in Red Deer stands out as a main example. The City of Red Deer organization has the resources and ability to act as an advocate for these community members to access increased resources and support from provincial partners, and therefore support the *Community Informed: Diversity and Inclusion Plan*.

It'd be great for the city to act as a leader and start encouraging other businesses to start looking at their accessibility issues. We could build our common spaces in a more positive way, so that they're more inviting and inclusive. If we could excel as a city in an area of accessibility, we'd be leading instead of just barely meeting the standard and always being subpar. Making a common goal would be a way to unite our community. Interview 3



RECOMMENDATION



marginalized communities have not been... which actions will provide an effective outcome. It is recommended that a Diversity and Inclusion Framework will be developed to expand on and further plan to address these priorities and recommendations.

other children. Their tone changes from pleasant to aggressive, and it discourages them [the children] from seeking help from their teachers.

Interview 8



Recommendations

Priority One: Address Mistreatment in Communities, Workplace and Education Systems

- Develop a hate and discrimination response model for the city, including bystander behaviours and responses.
- Work with school boards to track and respond to experiences of discrimination and mistreatment against marginalized people in education.
- Create more opportunities for English language training, as well as opportunities to learn to embrace and support speakers of English with diverse accents and for whom English is not a native or first language.



- Encourage the enforcement and enhancement of employment policies and standards that address mistreatment and inequity in the workplace.
- Reduce barriers to gaining employment for marginalized groups by increasing knowledge and education among recruiters and employers, and encouraging the adoption of best practices to end discriminatory in hiring processes.
- Lead with hiring diversity, valuing divergent perspectives and appropriately responding to cultural communication and work ethic differences in workplaces.
- Provide more opportunities for business training, education and support for historically marginalized people struggling to access the labour market.
- Review bylaws and develop and implement programs which reduce the mistreatment of people experiencing houselessness, homelessness and addictions in the community and when accessing services and healthcare.
- Work with policing and extremist prevention groups such as the Alberta Hate Crimes Committee and the Organization for the Prevention of Violence to understand the factors causing vulnerability to recruitment into hate-based organizations and develop an action plan to prevent this.
- Provide resources to the Welcoming and Inclusive Community Network to generate educational opportunities for programs such as Radicalization Leading to Violence.
- Recognize the value of addressing the unique context and needs of Indigenous communities and create pathways for interaction and collaboration between effective pathways for interaction and collaboration, and broad

important. Interview 1

Recommendations

Priority Two: Address Inequity

- Increase and grow relationships, connections and representation from members of Indigenous communities, and members with intersecting identities from historically marginalized communities in decision-making and program development that impact their wellbeing, access and participation.
- Encourage and incentivize marginalized communities to evaluate how they are responding to the needs of the even more marginalized people within their communities (e.g. 2LGBTQ+, disabled, women, etc.) by linking this value to funding and program development
- Facilitate increased representation of marginalized people on council committees, community boards, service club memberships, and other similar structures
- Challenge ‘tokenism’ by recruiting for multiple representatives from historically marginalized communities, encourage their relationship-building with each other, and plan to support their needs.
- Include a diversity of organizations represented in engagement and partnerships, and grow this network.
- Partner with marginalized communities and voices in the development and implementation of initiatives and programs.
- Increase diversity in hiring, beginning with employment with the City.
- When hiring, value Indigenous knowledge and lived experience, and lived experience of inequity, alongside or instead of educational experience; and create preferences for these experiences.
- Explore and promote ways to recognize value in qualifications from other countries that are not currently validated by the Canadian system.
- Address dominant culture advantage in interviews.



***Who will report if you believe
nothing will be done?***

Interview 8



- Support diverse cultural behaviours and responses, and challenge expectations for complete assimilation to the dominant culture.
- Facilitate and incentivize employers to create organizational cultures capable of properly supporting the needs of employees with lived experience of marginalization in every level of an organization, and ensuring access to opportunities.

Recommendations

Priority Three: Increase Accessibility and Community Participation

- Increase access to support for English language learning and understanding, including at shelters and drug court, and by providing translation tools for the City website and service materials.
- Hire people with lived experience of marginalization who can provide their lens in planning and development. For example, hire people with disabilities who can provide a disability lens on planning and programming.
- Provide clarity of the system for accessing services and create pathways to communicate this clarity to historically marginalized communities.
- Increase resources to support accessible participation of marginalized people in all aspects of life.
- Ensure full mobility access in the community, including sidewalks during the winter, washrooms, parking and transportation.
- Create places for practicing faith, culture and Indigenous ceremony – in City workplaces and other community areas.
- Ensure the City's support for Reconciliation, Equity, Accessibility, Diversity and Inclusion is visible and celebrated, for example the subsidized bus passes for newcomers and marginalized people.
- Create access to social agency support outside of work hours, to facilitate people who cannot call for support services during their work hours.
- Provide resources to the City supported Red Deer Welcoming and Inclusive Community Network.



COVID just gave us an example of what our future is going to be like - the isolation and inability to get out and about. [With a disability] that increase isolation comes from an inability to participate in your community life [which] going to lead to other issues. Interview 11



Recommendations

Priority Four: Increase Baseline Levels of Essential Knowledge Needed to Support Diversity and Inclusion

- Inform the mainstream community of the value of making an effort with language for newcomers.
- Inform Red Deer residents of inclusivity definitions and how to participate in creating inclusive environments.
- Provide the community with humanizing stories of marginalized people. Examples could be demonstrating the impact of intergenerational trauma on experiencing addiction or how any individual is 'a pay cheque away from being on the street'.
- Support staff and community members to be cognizant of the power of words, use clear and inclusive language and take effective actions.
- Support the people of Red Deer to know the true history of colonization in Canada and Red Deer, racism in Canada and Red Deer, what are Treaty 6 and 7 obligations, and what legislative and structural barriers to equity are currently affecting the lives of Indigenous people and other marginalized people.
- Increase awareness among staff and community of systemic oppression, and the roles of systemically privileged identities and positions in both enforcing and challenging that oppression.
- Educate City staff at all levels on issues of diversity, inclusion and equity.
- Create opportunities to learn from community members and experts with lived experiences of marginalization, including lived experience of disabilities.
- Support workplace learning events like 'diversity conversations'.
- Address the root causes of fear, ignorance and miseducation about 'others'.
- Increase community and staff skills in respecting and listening to diverse ideas, opinions, and cultural points of view.
- Understand that one's impact towards another is not limited to one's words but is also affected by tone and one's ability to connect with each other.



- Uphold standards for media reporting in relation to issues of diversity and inclusion and stand against reinforcing incorrect stereotypes and discriminatory ideas.
- Clearly understand and promote the difference between 'equality' and 'equity', favouring working towards equity.
- Facilitate community and staff understandings of the lived experiences, needs and issues of transgender people, HIV positive people, and people living with homelessness and/or addictions, in order to effectively respond to these needs.

Recommendations

Priority Five: Create Opportunities to Nurture a Greater Sense of Connection

- Take actions that increase empathy for people from diverse identities, in community and workplaces.
- Increase coordination between service agencies.
- Share resources, including being reciprocal about engagement and research, sharing information, and facilitating exchanges for the 'things' people need.
- Create opportunities and ways for all people to come together. For example, through the downtown market place, monthly community events at performing arts centre, open hub on Ross, community marketplace, a 'Culture fest' centring children and food, community gardens, potlucks. *
- Support workplace culture events. *
- Provide grants for community events.
- Provide a sense of belonging and connection through the lights at City Hall.
- Support increased connection and communication between neighbours
- Provide community dinners to all people, and including people living with homelessness.
- Support resource allocation and access to services for mental wellbeing and healing from trauma for people from marginalized communities.

Your staff are the people who are actually in the community. Your staff are the people who are interacting with your community. Listen to them to understand what the needs of your community are. You need to stop infantilizing your workforce.

Interview 3

* Note: These community suggestions are multicultural solutions; intentional equity-focused and intercultural event planning is also needed.





Recommendations

Priority Six: Develop and Communicate a city Culture of Diversity and Inclusion

- Consciously develop Red Deer’s culture of diversity and inclusivity, including shared values, principles, beliefs and expected behaviours.
- Promote this inclusive culture through a communication strategy and campaigns that increase awareness, encourage examples of positive behaviours and provide opportunities for the people of Red Deer to get involved and show their alignment.
- Encourage the buy-in of local businesses and organizations into Red Deer’s culture of inclusivity and the Diversity and Inc.



It'd be great to start doing cultural celebration and teaching diversity and inclusion in middle school, because that's where it seemed to be. That's where the hardship really started. Make it available, make spaces available, and to share available, so that it's not pushy. Not just to check a box, make the experience real. Knowledge and education are the keys. Interview 13

Recommendations

Priority Seven: Build Trust by Acting Visibly and with Accountability

Community Recommendations for City of Red Deer

- Visible participation of City Mayor, Councillors, leadership and managers in taking action for diversity and inclusion.
- Seek facilitated diversity and inclusion education for City Mayor, Councillors, leadership and managers so they can participate as informed champions and models of inclusive work.
- Work with communities in the development and implementation of proclamations and events.



- Coordinate planning for Pride Month, Pride Month Employment Activities

- Ask the community for input

Community

- Understand the needs of the community

and i
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” **Society is so often divided and breaking things apart into a hierarchy between racism or homophobia and misogyny, it keeps everyone focusing on differences. The conversation about diversity and inclusion encompasses all areas of marginalization.**”



If changes are made the city will be more inviting. It would be a place people actually want to come to. It would actually be welcoming. You know it's a beautiful place physically, but celebrating cultural diversity, inclusion, and equity would make it a beautiful cultural place to be. Why wouldn't you want Red Deer to be a beautiful cultural place? Interview 8

Recommendations

Priority Eight: Address Inequities and Mistreatments Within and Between Marginalized Communities

- Provide accurate education and information for newcomers on the colonial history of Canada, structural racism against Indigenous peoples, the legislations currently contributing to the oppression against Indigenous peoples, and Treaties 6 and 7 and the Metis Nation.
- Provide information and context for Land Acknowledgements, and in language easily understood by people for whom English is not a primary language.
- Support community-driven healing, relationship building and restorative justice practices within and between marginalized communities.

Addressing mistreatment within and between marginalized communities requires insight, awareness, humility and the ability to listen to and collaborate with the most marginalized and impacted in any situation. The City of Red Deer is committed to supporting healthy relationships within and between marginalized communities.

Recommendations

Priority Nine: Be a Powerful Advocate

- Advocate to reduce wait times for services.
- Advocate for the health services needs of marginalized people, especially Indigenous people, asylum seekers and refugees, transgender people, 2SLGBTQ+ people, HIV positive people, children, people with disabilities and people living with homelessness and/or addictions.
- Advocate for an increase in resources and impactful diversity and inclusion policies and programs from the province.
- Recommit to fulfilling the obligations of the *Coalition of Inclusive Municipalities*.



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Measurement and Evaluation Tool

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Community-Based Quantitative Data

Reporting on incidents of mistreatment and experiences of inequity also provide meaningful quantitative data to measure the success of diversity and inclusion activities over time. Furthermore, the opportunity to safely report one’s experiences provides marginalized people with a voice and a sense of being seen and heard. Given that reporting occurs where vulnerable people feel trust, and success in reporting depends on creating accessible structures where trusting relationships exist, it is recommended that the City support and resource community-based organizations to develop mechanisms and collect and evaluate data.

Close the gap between what is said and what is done.

Interview 13

Telling the Story: The Value of Qualitative Data

Qualitative data provides powerful insights and nuances that ‘tell the story’ behind the quantitative data. The Community Development team will continue to host community check-ins regarding progress with activating the *Community Informed: Diversity and Inclusion Plan*.

Updating the Community Informed: Diversity and Inclusion Plan

It is recommended that an overall update of the Community Informed: Diversity and Inclusion Plan take place in six years. This will maintain meaningful and appropriate recommendations as the culture of Red Deer becomes more inclusive and community needs change over time.

Where do I go to get involved? How do I start participating? The City’s role is creating a web of connections rather than just providing services. Making things better is building partnerships and creating inclusion between groups. More resources need to be put towards bringing people together in groups like Welcoming and Inclusive Communities Network or the Local Immigration Partnership

Interview 12



NEXT STEPS

Feedback loops will be included in the progress to ensure the process doesn't become stagnant and iterations can be made.

Create a system for monitoring and evaluation.

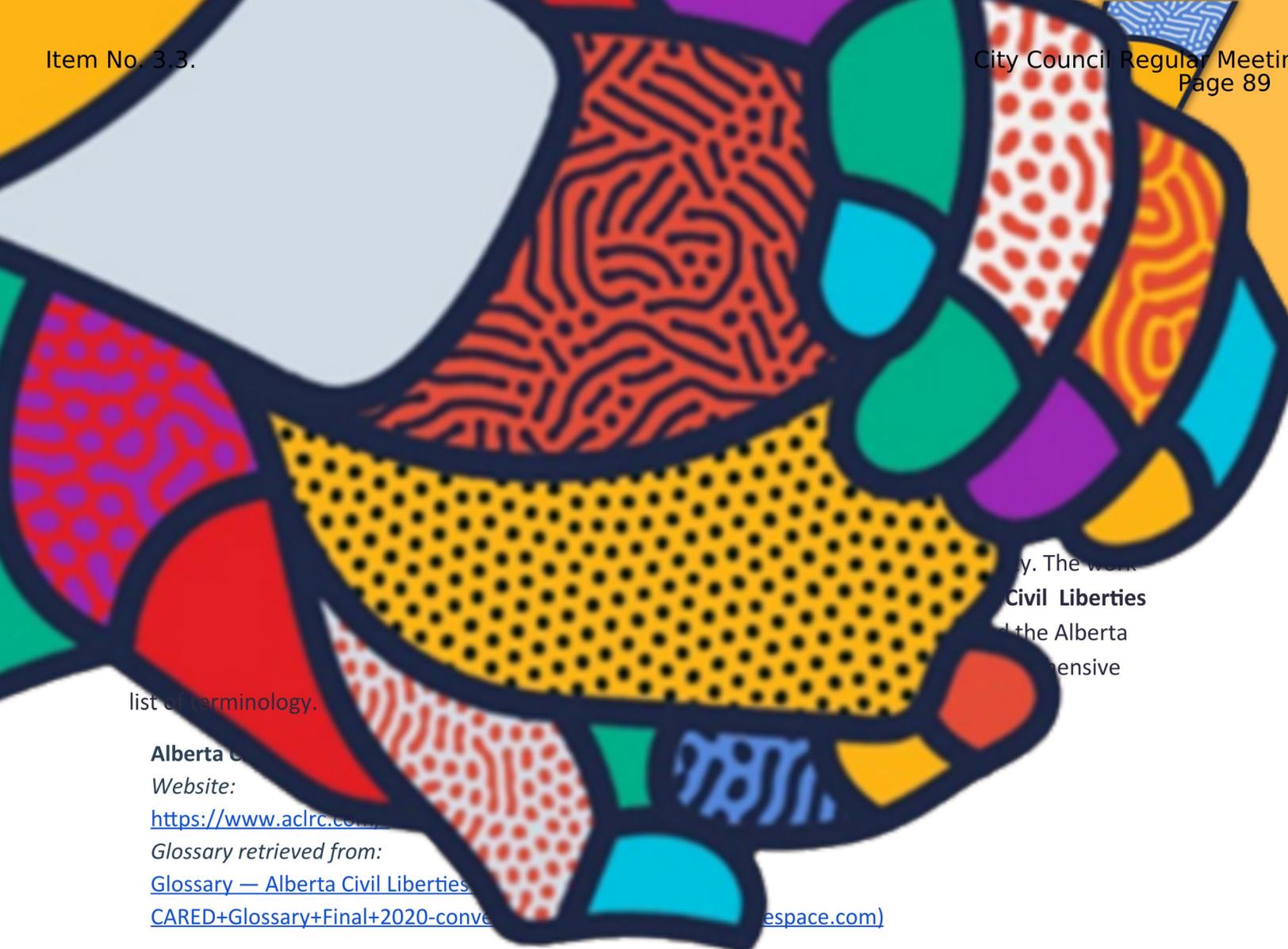
Ensure accountable and invested support.

Develop a system for continued community connections and consultation.

Focus on developing a framework for enacting recommendations and solutions

“ ***This administration has made it clear that inclusion and accountability is important in words, but we need to see it in action.*** Interview 4 ”





y. The work
Civil Liberties
of the Alberta
comprehensive

list of terminology.

Alberta Civil Liberties

Website:

<https://www.aclrc.com/>

Glossary retrieved from:

[Glossary – Alberta Civil Liberties](#)

[CARED+Glossary+Final+2020-conve...espace.com\)](#)

Alberta Municipalities

Website:

[Homepage | Alberta Municipalities \(abmunis.ca\)](http://abmunis.ca)

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[measuring_inclusion_tool_for_municipal_governments_2019.pdf \(abmunis.ca\)](#)

Canadian Race Relations Foundation

Website:

[Coalitions Creating Equity – Coalitions Creating Equity](#)

Glossary retrieved from:

[CRRF Glossary of Terms \(crrf-fcrr.ca\)](#)

Coalitions Creating Equity

Website:

[Coalitions Creating Equity – Coalitions Creating Equity](#)

Glossary retrieved from: http://coalitionscreatingequity.ca/wp-content/uploads/2020/07/Hate-Incident-BookJuly2020_LO.pdf



RESOURCES



ncill
a few resources

- <https://www.ualberta.ca/>
- <https://www.whose.land/en/>
- <https://native-land.ca/>
- <https://rcaanc-cirnac.gc.ca/eng/145>
- <https://rcaanc-cirnac.gc.ca/eng/1100>
- [index.html](#)

Advancing Equity and Inclusion: A Guide for Municipalities
[Advancing Equity and Inclusion: A Guide for Municipalities \(ottawa.ca\)](#)

Alberta Civil Liberties Research Centre
[Alberta Civil Liberties Research Centre \(aclrc.com\)](#)

Alberta Human Rights Commission
[Home \(albertahumanrights.ab.ca\)](#)

Canadian Centre for Diversity and Inclusion
[Canadian Centre for Diversity and Inclusion \(ccdi.ca\)](#)

Canadian Race Relations Foundation
[Front Page - Canadian Race Relations Foundation \(crrf-fcrr.ca\)](#)

Coalitions Creating Equity
[Coalitions Creating Equity – Coalitions Creating Equity](#)
http://coalitionscreatingequity.ca/wp-content/uploads/2022/10/Hate-Incident-BookJuly2020_LO.pdf

“When is the actual work going to start, you're not new to this. The City signed the Coalition of Inclusive Municipalities in 2013.”
 Interview 12



Coalition of Inclusive Municipalities

[Coalition of Inclusive Municipalities \(ccunesco.ca\)](https://www.ccunesco.ca/)

[Resources \(ccunesco.ca\)](https://www.ccunesco.ca/resources)

Gender-based Analysis Plus (GBA+)

[Gender-based Analysis Plus \(GBA Plus\) - Women and Gender Equality Canada](https://www24.international.gc.ca/gba/gba-plus/eng/00001.aspx)

[Scoping Review \(originally a PowerPoint presentation\)](#)

Municipal Anti-Racist Practices that Might Work

<https://www.calgary.ca/social-services/anti-racism/municipalities-sectors.html>

Navigating Race in Canadian Workplaces: A brief history of race relations in Canada

[20200804-toolkit-a-brief-history-of-race-relations-in-canada.pdf \(ccdi.ca\)](https://www24.international.gc.ca/gba/gba-plus/eng/00001.aspx)

Promising Practices And New Directions In Multiculturalism And Anti-Racism Programming

<https://www.betterup.com/>

Social Determinants of Health

[Key Health Inequalities in Canada](https://www24.international.gc.ca/gba/gba-plus/eng/00001.aspx)

[Social determinants of health and health inequalities - Canada.ca](https://www24.international.gc.ca/gba/gba-plus/eng/00001.aspx)

[Understanding the report on Key Health Inequalities in Canada - Canada.ca](https://www24.international.gc.ca/gba/gba-plus/eng/00001.aspx)

[Data Tools - Public Health Infobase | Public Health Agency of Canada](https://www24.international.gc.ca/gba/gba-plus/eng/00001.aspx)

[How to integrate Intersectionality Theory in Health Equity analysis - Canada.ca](https://www24.international.gc.ca/gba/gba-plus/eng/00001.aspx)

[Social determinants and inequities in health for Black Canadians: A Snapshot - Canada.ca](https://www24.international.gc.ca/gba/gba-plus/eng/00001.aspx)

Stop Hate AB

[Stop Hate AB – Documenting Hate Incidents in Alberta](https://www24.international.gc.ca/gba/gba-plus/eng/00001.aspx)

Diversity, Equity and Inclusion Lighthouses 2023 Report: Five Successful Factors of DEI Initiatives

[2023 DEI initiatives report: Inside the lighthouses | McKinsey](https://www24.international.gc.ca/gba/gba-plus/eng/00001.aspx)

Trauma Informed Care

<https://www.albertahealthservices.ca/info/page15526.aspx>

Understanding Racism in Red Deer

[Racism In Red Deer – Research Project | Red Deer Local Immigration Partnership \(rdlip.ca\)](https://www24.international.gc.ca/gba/gba-plus/eng/00001.aspx)

Workplace Inclusion Charter - Red Deer

[Workplace Inclusion Charter | Red Deer Local Immigration Partnership \(rdlip.ca\)](https://www24.international.gc.ca/gba/gba-plus/eng/00001.aspx)

Welcoming and Inclusive Communities

[Welcoming and Inclusive Communities | Alberta Municipalities \(abmunis.ca\)](https://www24.international.gc.ca/gba/gba-plus/eng/00001.aspx)

Welcoming & Inclusive Communities Action Partnership

[ABmunis Fact Sheet_WICAP WWL.pdf](https://www24.international.gc.ca/gba/gba-plus/eng/00001.aspx)



SOURCES



But

onsibility

Author: Verina J. Kirkness Ray

Website: <https://www.uaf.edu/>

Webpage: <https://www.uaf.edu/arts-and-communications/works-of-ray-b/Four-Rs-2nd-Ed.pdf>

Date Retrieved: September 24, 2022

Originally Published: This article first appeared in Journal of American Indian Education, Vol. 30, No. 3, May 1991, pp. 1-15.

Title: What the longest study on human happiness found is the key to a good life

Author: Robert Waldinger and Marc Schulz

Website: www.theatlantic.com

Webpage: [What the Longest Study on Human Happiness Found Is the Key to a Good Life - The Atlantic](https://www.theatlantic.com/health/archive/2023/05/happiness-study-2015-2022/672121/)

Date Retrieved: May 24, 2023

Title: What is relationship building all about?

Author: Marya Axner

Website: <https://ctb.ku.edu/>

Webpage: <https://ctb.ku.edu/en/table-of-contents/leadership/leadership-functions/build-sustain-relationships/main#:~:text=Building%20and%20sustaining%20relationships%20are,but%20it%20is%20worth%20it.>

Date Retrieved: March 15, 2023



Title: Truth and Reconciliation Commission of Canada: Calls to Action

Author: Indigenous People of Canada

Website: <https://nctr.ca/> or www.trc.ca

Webpage: https://ehprnh2mwo3.exactdn.com/wpcontent/uploads/2021/01/Calls_to_Action_English_2.pdf

Date Retrieved: September 16, 2023

Title: A Brief Definition of Decolonization and Indigenization

Author: Corporate

Website: www.ictinc.ca

Webpage: [A Brief Definition of Decolonization and Indigenization \(ictinc.ca\)](#)

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Understanding Equity

The definitions of equality and equity for this section were taken from a glossary created by the Alberta Civil Liberties Research Centre and Calgary Anti-Racism Education:

<https://static1.squarespace.com/static/511bd4e0e4b0cecdc77b114b/t/60c79621d2b7b530aa639143/1623692835250/CARED+Glossary+Final+2020-converted-compressed.pdf>

Title: 9 ways to promote equity in the workplace
(and how to lead by example)

Author: Madeline Miles

Website: <https://www.betterup.com/>

Webpage: <https://www.betterup.com/blog/equity-in-the-workplace>

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Title: Advancing Equity in Ontario: Understanding Key Concepts

Author: Canadian Mental Health Association

Website: www.porticonetwork.ca

Webpage: [General Resources - Portico \(porticonetwork.ca\)](#)

Date Retrieved: January 12, 2023

Title: An intersectional approach to discrimination:

Addressing multiple grounds in human rights claims

Author: Corporate

Website: www.ohrc.on.ca

Webpage: [An introduction to the intersectional approach | Ontario Human Rights Commission \(ohrc.on.ca\)](#)

Date Retrieved: January 29, 2023



If the City is doing any EDI [Equity Diversity Inclusion] work, there's nowhere on our city website that suggests this is happening, like it's a secret. So of course whatever you're doing it's going to fail because people don't know that it's actually a thing. But you can check a box and say that we tried this program but it didn't work. When really you didn't try because you actually didn't promote it. You didn't make it accessible. You didn't make a statement about it. You didn't, oh I don't know, communicate anything about it.

Interview 7



Title: Equity Explained: What It Is and How to Create It at Your Organization

Authors: Janet M. Stovall Cliff David

Website: <https://neuroleadership.com/>

Webpage: https://neuroleadership.com/your-brain-at-work/equity-explained/?utm_term=&utm_campaign=Education+-NA&utm_source=adwords&utm_medium=ppc&hsa_acc=6445333425&hsa_cam=15028076065&hsa_grp=130380740592&hsa_ad=573767825496&hsa_src=g&hsa_tgt=aud-1653846623188:dsa-52915544627&hsa_kw=&hsa_mt=&hsa_net=adwords&hsa_ver=3&gclid=Cj0KCQjww4-hBhCtARIsAC9gR3Y9bQi-Vnqskf7Prvq28JLhswjJpzn63hm_6waGXzOL28GCOlpeyZlaAvN-EALw_wcB

[+NA&utm_source=adwords&utm_medium=ppc&hsa_acc=6445333425&hsa_cam=15028076065&hsa_grp=130380740592&hsa_ad=573767825496&hsa_src=g&hsa_tgt=aud-1653846623188:dsa-52915544627&hsa_kw=&hsa_mt=&hsa_net=adwords&hsa_ver=3&gclid=Cj0KCQjww4-hBhCtARIsAC9gR3Y9bQi-Vnqskf7Prvq28JLhswjJpzn63hm_6waGXzOL28GCOlpeyZlaAvN-EALw_wcB](https://neuroleadership.com/your-brain-at-work/equity-explained/?utm_term=&utm_campaign=Education+-NA&utm_source=adwords&utm_medium=ppc&hsa_acc=6445333425&hsa_cam=15028076065&hsa_grp=130380740592&hsa_ad=573767825496&hsa_src=g&hsa_tgt=aud-1653846623188:dsa-52915544627&hsa_kw=&hsa_mt=&hsa_net=adwords&hsa_ver=3&gclid=Cj0KCQjww4-hBhCtARIsAC9gR3Y9bQi-Vnqskf7Prvq28JLhswjJpzn63hm_6waGXzOL28GCOlpeyZlaAvN-EALw_wcB)

[a_grp=130380740592&hsa_ad=573767825496&hsa_src=g&hsa_tgt=aud-1653846623188:dsa-52915544627&hsa_kw=&hsa_mt=&hsa_net=adwords&hsa_ver=3&gclid=Cj0KCQjww4-hBhCtARIsAC9gR3Y9bQi-Vnqskf7Prvq28JLhswjJpzn63hm_6waGXzOL28GCOlpeyZlaAvN-EALw_wcB](https://neuroleadership.com/your-brain-at-work/equity-explained/?utm_term=&utm_campaign=Education+-NA&utm_source=adwords&utm_medium=ppc&hsa_acc=6445333425&hsa_cam=15028076065&hsa_grp=130380740592&hsa_ad=573767825496&hsa_src=g&hsa_tgt=aud-1653846623188:dsa-52915544627&hsa_kw=&hsa_mt=&hsa_net=adwords&hsa_ver=3&gclid=Cj0KCQjww4-hBhCtARIsAC9gR3Y9bQi-Vnqskf7Prvq28JLhswjJpzn63hm_6waGXzOL28GCOlpeyZlaAvN-EALw_wcB)

[hBhCtARIsAC9gR3Y9bQi-Vnqskf7Prvq28JLhswjJpzn63hm_6waGXzOL28GCOlpeyZlaAvN-EALw_wcB](https://neuroleadership.com/your-brain-at-work/equity-explained/?utm_term=&utm_campaign=Education+-NA&utm_source=adwords&utm_medium=ppc&hsa_acc=6445333425&hsa_cam=15028076065&hsa_grp=130380740592&hsa_ad=573767825496&hsa_src=g&hsa_tgt=aud-1653846623188:dsa-52915544627&hsa_kw=&hsa_mt=&hsa_net=adwords&hsa_ver=3&gclid=Cj0KCQjww4-hBhCtARIsAC9gR3Y9bQi-Vnqskf7Prvq28JLhswjJpzn63hm_6waGXzOL28GCOlpeyZlaAvN-EALw_wcB)

[hBhCtARIsAC9gR3Y9bQi-Vnqskf7Prvq28JLhswjJpzn63hm_6waGXzOL28GCOlpeyZlaAvN-EALw_wcB](https://neuroleadership.com/your-brain-at-work/equity-explained/?utm_term=&utm_campaign=Education+-NA&utm_source=adwords&utm_medium=ppc&hsa_acc=6445333425&hsa_cam=15028076065&hsa_grp=130380740592&hsa_ad=573767825496&hsa_src=g&hsa_tgt=aud-1653846623188:dsa-52915544627&hsa_kw=&hsa_mt=&hsa_net=adwords&hsa_ver=3&gclid=Cj0KCQjww4-hBhCtARIsAC9gR3Y9bQi-Vnqskf7Prvq28JLhswjJpzn63hm_6waGXzOL28GCOlpeyZlaAvN-EALw_wcB)

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Title: The Advantages of Equity in the Workplace

Author: Chron Contributor

Website: <https://work.chron.com>

Webpage: <https://work.chron.com/advantages-equity-workplace-2635.html>

Date Retrieved: March 29, 2023

Title: Fighting Backlash to Racial Equity Efforts

Author: Rosalind M. Chow, L. Taylor Phillips, Brian S. Lowery, and Miguel M. Unzueta

Website: <https://sloanreview.mit.edu/>

Webpage: <https://sloanreview.mit.edu/article/fighting-backlash-to-racial-equity-efforts/>

Date Retrieved: May 17, 2023

Title: Why Diversity, Equity, and Inclusion Matter

Author: Marie LeBlanc.

Website: <https://independentsector.org/>

Webpage: <https://independentsector.org/resource/why-diversity-equity-and-inclusion-matter/>

Date Retrieved: February 18, 2023

Title: Why Understanding Equity vs Equality in Schools Can Help You Create an Inclusive Classroom

Author: Corporate

Website: <https://www.waterford.org/>

Webpage: <https://www.waterford.org/education/equity-vs-equality-in-education/>

Date Retrieved: March 29, 2023

Title Social Determinants of Health and Health Inequalities

Author: Corporate

Website: <https://www.canada.ca/en/services/health.html>

Webpage: <https://www.canada.ca/en/public-health/services/health-promotion/population-health/what-determines-health.html>

Date Retrieved: March 29, 2023



Title: Intersectionality 101: what is it and why is it important?

Author: Bridie Taylor

Website: <https://www.womankind.org.uk/>

Webpage: <https://www.womankind.org.uk/intersectionality-101-what-is-it-and-why-is-it-important/#:~:text=Intersectionality%20is%20the%20acknowledgement%20that,orientation%2C%20physical%20ability%2C%20etc.>

Date Retrieved: March 29, 2023

Title: Canadian Charter of Rights and Freedoms

Author: Corporate

Website: <https://laws-lois.justice.gc.ca/>

Webpage: <https://laws-lois.justice.gc.ca/eng/Const/page-12.html>

Date Retrieved: May 22, 2023

Title: Alberta Human Rights Act

Author: Corporate

Website: <https://www.alberta.ca/alberta-kings-printer.aspx>

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Date Retrieved: May 22, 2023

Developing Accessibility

Title: What is Accessibility?

Author: Corporate

Website: <https://carleton.ca/>

Webpage: <https://carleton.ca/webworkshops/accessibility-training/module-1-about-accessibility/>

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Title: What is Accessibility?

Author: Corporate

Website: <https://www.seewritehear.com/>

Webpage: <https://www.seewritehear.com/learn/what-is-accessibility/#:~:text=A%20General%20Definition,the%20context%20of%20architectural%20design.>

Date Retrieved:

Title: Cultural Competency and Accessibility

Author: Corporate

Website: <https://www.wcsap.org>

Webpage: <https://www.wcsap.org/advocacy/program-management/new-directors/standards/cultural-competency-accessibility>

Date Retrieved: May 28, 2023

For a lot of people in wheelchairs they just can't actually go out because if they get off the sidewalk, they can't get back on again. People are living with a real fear of having to get off sidewalks and not being able to get back on and being stuck on the roads.
Interview 10



Title: Improving Cultural Competence to Reduce Health Disparities
Author: Corporate
Website: <https://www.ncbi.nlm.nih.gov/>
Webpage: <https://www.ncbi.nlm.nih.gov/books/NBK361117/>
Date Retrieved: May 14, 2023

Recognizing the Impact of Diversity

Title: Cost of Racism: U.S. Economy Lost \$16 Trillion Because Of Discrimination, Bank Says
Author: Adedayo Akala
Website: <https://www.npr.org/>
Webpage: [U.S. Economy Lost \\$16 Trillion Because Of Racism, Citigroup Says : Updates: The Fight Against Racial Injustice : NPR](https://www.npr.org/2023/03/29/1168111117/cost-of-racism-u-s-economy-lost-16-trillion-bank-says)
Date Retrieved: March 29, 2023

Title: What is Cultural Competence and How to Develop It?
Author: Suzanna Windon, Ph.D. and Tanya Lamo
Website: <https://extension.psu.edu/>
Webpage: [What is Cultural Competence and How to Develop It? \(psu.edu\)](https://extension.psu.edu/what-is-cultural-competence-and-how-to-develop-it)
Date Retrieved: May 21, 2023

Title: The Impact of Diversity Courses on College Students’ Moral Development
Author: Eugene T. Parker III , Cassie L. Barnhardt , Ernest T. Pascarella , Jarvis A. McCowin
Websites: <https://muse.jhu.edu/>
Webpage: [Project MUSE - The Impact of Diversity Courses on College Students’ Moral Development \(jhu.edu\)](https://muse.jhu.edu/article/671111)
Date Retrieved: May 21, 2023
First Published: Journal of College Student Development, Johns Hopkins University Press, Volume 57, Number 4, May 2016

Title: Why is Diversity Important?
Author: Corporate
Website: <https://diversity.social/>
Webpage: [Top 13 Reasons Why is Diversity Important? \[2023\] | Diversity & Social Impact Made Easy](https://diversity.social/top-13-reasons-why-is-diversity-important-2023)
Date Retrieved: May 5, 2023

Title: What Are the Advantages of Diversity in Society?
Author: Staff Writer
Website: <https://www.reference.com/>
Webpage: [What Are the Advantages of Diversity in Society? \(reference.com\)](https://www.reference.com/what-are-the-advantages-of-diversity-in-society)
Date Retrieved: April 12, 2023



Title: Racism Has an Economic Cost, Atlanta Fed President Warns

Author: Emma Bowman

Website: <https://www.npr.org>

Webpage: [Racism Has An Economic Cost, Atlanta Fed President Warns : Updates: The Fight Against Racial Injustice : NPR](#)

Date Retrieved:: March 9, 2023

Title: Distinguishing Diversity, Inclusion, And Belonging in The Workplace

Author: Beth Kaplan

Website: <https://www.hrdconnect.com/>

Webpage: <https://www.hrdconnect.com/2022/04/29/distinguishing-diversity-inclusion-and-belonging-in-the-workplace/>

Date Retrieved: March 22, 2023

Title: 'Mystery Shoppers' Help U.S. Regulators Fight Racial Discrimination At Banks

Author: Chris Arnold

Website: <https://www.npr.org/>

Webpage: ['Mystery Shoppers' Help U.S. Regulators Fight Racial Discrimination At Banks : NPR](#)

Date Retrieved: March 9, 2023

Neurodiversity as a Competitive Advantage: Why you should embrace it in your workforce

Authors: Robert D. Austin and Gary P. Pisano

Website: <https://hbr.org>

Webpage: [Neurodiversity Is a Competitive Advantage \(hbr.org\)](#)

Date Retrieved: April 4, 2023

Title: Racism Impoverishes the Whole Economy

Author: Lisa D. Cook

Web Page: [Racism Impoverishes the Whole Economy - The New York Times \(nytimes.com\)](#)

Website: [The New York Times - Breaking News, US News, World News and Videos \(nytimes.com\)](#)

Date Retrieved: March 16, 2023

Title: The Benefits of An Inclusive Economy

Author: Tiff Macklem

Webpage: [The benefits of an inclusive economy - Bank of Canada](#)

Website: [Bank of Canada](#)

Date Retrieved: March 18, 2023

Title: The Business Case for Measuring Your Employee Demographics in DEI Strategies

Author: Corporate

Website: [CCDI Consulting Inc. | Home Page](#)

Webpage: [The Business Case for Measuring Your Employee Demographics in DEI Strategies \(ccdiconsulting.ca\)](#)

Date Retrieved: March 28, 2023



Title: How Diversity Makes Us Smarter
Author: Kathrine W. Phillips
Website: <https://greatergood.berkeley.edu/>
Webpage: [How Diversity Makes Us Smarter | Greater Good \(berkeley.edu\)](#)
Date Retrieved: April 17, 2023

Title: Improving Cultural Competence to Reduce Health Disparities
Author: Corporate
Website: <https://www.ncbi.nlm.nih.gov/>
Webpage: <https://www.ncbi.nlm.nih.gov/books/NBK361117/>
Date Retrieved: May 14, 2023

Connecting Safety and Inclusion

Title: Inclusion Safety
Website: <https://www.leaderfactor.com/>
Webpage: [Inclusion Safety | LeaderFactor](#)
Date Retrieved: 2023/02/22

Title: "Resilient" Isn't the Compliment You Think It Is
Author: Simran Jeet Singh
Website: <https://hbr.org/>
Webpage: <https://hbr.org/2023/03/resilient-isnt-the-compliment-you-think-it-is>
Date Retrieved: 2023/04/04

Title: An Intersectional Approach to Inclusion at Work
Author: [Ludmila N. Praslova](#)
Website: [Harvard Business Review - Ideas and Advice for Leaders \(hbr.org\)](#)
Webpage: [An Intersectional Approach to Inclusion at Work \(hbr.org\)](#)
Date Retrieved: 2023/03/16

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Webpage: [An Intersectional Approach to Inclusion at Work \(hbr.org\)](#)
Date Retrieved: 2023/03/16

Title: Calgary City Council Passes Safety Bylaws After Protests At Library Drag Events
Author: Corporate
Website: <https://www.cbc.ca/>
Webpage: <https://www.cbc.ca/news/canada/calgary/calgary-city-council-safety-bylaw-homophobic-protests-1.6779105#:~:text=Calgary%20city%20council%20has%20passed,library%20was%20disrupted%20in%20February.>
Date Retrieved: April 22, 2023

We need more communication around diversity and inclusion. All the events are great, but communication isn't good enough so people don't even know where they're supposed to go, it leaves people not knowing what you can and can't attend.
Interview 2



Title: How to Measure Inclusion in the Workplace
Author: Lauren Romansky, Mia Garrod, Katie Brown, and Kartik Deo
Website: [Harvard Business Review - Ideas and Advice for Leaders \(hbr.org\)](https://hbr.org/ideas-and-advice-for-leaders)
Webpage: [How to Measure Inclusion in the Workplace \(hbr.org\)](https://hbr.org/how-to-measure-inclusion-in-the-workplace)
Date Retrieved: 2023/02/26

Title: Making Real Progress on Equity and Inclusion
Author: Ella F. Washington
Website: [Harvard Business Review - Ideas and Advice for Leaders \(hbr.org\)](https://hbr.org/ideas-and-advice-for-leaders)
Webpage: [Making Real Progress on Equity and Inclusion \(hbr.org\)](https://hbr.org/making-real-progress-on-equity-and-inclusion)
Date Retrieved: 2023/03/29

Title: Psychological Safety: A Systematic Review of the Literature
Author: Alexander Newman, Ross Donohue, Nathan Eva
Website: [Human Resource Management Review | ScienceDirect.com by Elsevier](https://www.sciencedirect.com/journal/human-resource-management-review)
Webpage: Psychological Safety - A systemic review of the literature.pdf
Date Retrieved: March 29, 2023

Title: The Importance of Distinguishing Racism from Racial Discrimination
Author: Linda McKay-Panos
Website: [LawNow Magazine - relating law to life](https://www.lawnowmagazine.com)
Webpage: [The Importance of Distinguishing Racism from Racial Discrimination - LawNow Magazine](https://www.lawnowmagazine.com/the-importance-of-distinguishing-racism-from-racial-discrimination)
Date Retrieved: June 2, 2023

Title: The Role of Psychological Safety in Diversity and Inclusion
Author: Amy C. Edmondson, Ph.D
Website: <https://www.psychologytoday.com/ca>
Webpage: <https://www.psychologytoday.com/ca/blog/the-fearless-organization/202006/the-role-of-psychological-safety-in-diversity-and-inclusion>
Date Retrieved: 2023/03/02

Title: Making the case for psychological health and safety in the workplace
Author: Corporate
Website: <https://www.alberta.ca/index.aspx>
Webpage: <https://open.alberta.ca/dataset/7647d9be-d004-49f6-ac8a-28f5c7513bc1/resource/321ccf58-0b0a-48d3-a693-d8fec31028e6/download/lbr-ohsorp-pis023-making-the-case-for-psychological-health-and-safety-in-the-workplace-2022-09-2.pdf>
Date Retrieved: November 16, 2022



Title: Psychological Health and Safety in the Workplace 2: Barriers

Author: Corporate

Website: <https://www.alberta.ca/index.aspx>

Webpage: <https://open.alberta.ca/dataset/dd6fee3b-f445-44e3-b07f-82d89eba7d58/resource/d34bf108-3618-4b82-b585-cba165d0427a/download/lbr-ohsorp-pis024-psychological-health-and-safety-in-the-workplace-barriers-2022-09-29.pdf.pdf>

Date Retrieved: November 16, 2022

Title: Protected Areas and Grounds under the Alberta Human Rights Act

Author: Corporate

Website: <https://albertahumanrights.ab.ca>

Webpage:

https://albertahumanrights.ab.ca/publications/bulletins_sheets_booklets/sheets/history_and_info/Pages/protected_areas_grounds.aspx#:~:text=The%20Alberta%20Human%20Rights%20Act%20prohibits%20a%20person%20from%20retaliating,a%20complaint%20under%20the%20Act.

Date Retrieved: November 16, 2022

Title: The Radicalization Process

Author: Corporate

Website: The Radicalization Process - info-radical.org

Webpage: [Center for the Prevention of Radicalization Leading to Violence \(info-radical.org\)](http://Center for the Prevention of Radicalization Leading to Violence (info-radical.org))

Date Retrieved: May 17, 2023

Title: Preventing Violent Extremism

Author: Corporate

Website: Home | UNESCO

Webpage: Preventing violent extremism | UNESCO

Date Retrieved: May 17, 2023



The big problem is racism, but continued discrimination becomes an internalized expression of racism. When you treat a group of people like they're a gang – when in every single way they're not – they're still experiencing the mistreatment of your prejudiced assumptions. They feel like they've already done something wrong when they haven't done anything wrong. If you continue to treat a group of people like they're bad and doing something wrong, the experience of discrimination and hurt, eventually it starts to become an identity. We're already being treated like we're tagging something with graffiti, so we may as well do it. And, we become the expectation when we weren't before. Interview



“ It takes a community. If the whole community becomes aware, they can act together to make change happen.

Interview 14 ”

INCLUSION





Q&A BACKGROUNDER

July 20, 2023

Community plan for diversity and inclusion

Diversity and inclusion are a priority for The City of Red Deer, and a community-based Diversity and Inclusion plan will be presented to City Council at their regular meeting on July 24, 2023.

1. What is a Diversity and Inclusion Plan?

In this case, this community-based Diversity and Inclusion plan is all about bringing the community together to further diversity and inclusion efforts in Red Deer and enhancing community wellbeing. It is a community plan that acknowledges the need for broad community shared accountability in creating and maintaining a city free from racism that welcomes and embraces differences.

The plan focuses on clarifying roles and responsibilities, recommended actions, and measuring success and progress on diversity and inclusion in our city.

2. Who developed the plan?

The plan was developed in consultation with community members, community partners and invested groups from across the community. The City of Red Deer was the coordinating body in the development of the Diversity and Inclusion Plan.

3. Was the community consulted?

The community was consulted in the development of the plan. This consultation included:

- **Perspectives on Inclusion Presentations:** Five participants talked about experiences of inclusion in Red Deer at a public event in the Fall of 2022.
- **Key Informant Interviews:** 12 interviews were held with 14 community stakeholders which later informed the themes for the Design Lab consultations. Leaders in the Indigenous, people of colour, 2SLGBTQ+, community members with disabilities, and newcomer communities were asked a series of questions about their experiences relating to diversity and inclusion in Red Deer.
- **Design Lab consultations:** Five Design Lab sessions were hosted throughout the months of February and March 2023 by staff. Sessions were publicly advertised for participation both in person and virtually.
- Translation services as well as childcare were offered to reduce barriers to attendance. The five design labs were attended by 78 different people, some attended more than one session for a total of 175 registrations.
- **Best Practice Interviews:** Administration met with staff from three municipalities (Edmonton, Saskatoon, Regional Municipality of Wood Buffalo) to create a deeper understanding of the process for developing a municipal diversity and inclusion framework.



Q&A BACKGROUNDER**4. How will the Diversity and Inclusion Plan be used by the community and The City of Red Deer.**

This plan will serve as a planning tool for both the community and The City of Red Deer.

5. What is The City's role in the development and implementation of the Diversity and Inclusion Plan?

The City of Red Deer served as a coordinator and partner in the development of the Diversity and Inclusion Plan, striving to model desired behaviours and actions for positive change in the community.

6. What are the next steps for The City of Red Deer?

With the development of the plan complete, City administration will now review the recommendations, specifically focusing on those where The City is identified as responsible. The City will then create a realistic and measurable implementation plan that considers the work occurring in the community, timing, capacity, and identification of any resources that may be needed. If budget and resources are required, these requests would then come through future budget processes.

Per City Council's strategic plan, diversity and inclusion continues to be a priority for The City, and administration is always working to ensure progress in this area. This plan is about building on that work and continuing The City's efforts alongside the community.



July 24, 2023

Land Use Bylaw Amendment 3357/I-2023 6970 Taylor Drive Site Exception to allow for a Multiple P Building and an Assisted Living Facility

Consideration of Second and Third Reading

Prepared By: Jennifer Hankey, Corporate Meeting Administrator
Department: Legal and Legislative Services

Report Summary

The attached reports are being brought forward from the Monday, June 26, 2023, City Co meeting.

Recommendation:

Council considers second and third reading of Bylaw 3357/I-2023.

Background:

On June 26, 2023, Council gave first reading to Bylaw 3357/I-2023 (an amendment to the Land Use Bylaw for a Site Exception at 6970 Taylor Drive)

Proposed Resolutions:

That Bylaw 3357/I-2023 be read a second and third time.



Originally submitted at the
June 26, 2023 Council
Meeting

June 26, 2023

Land Use Bylaw 3357/I-2023

6970 Taylor Drive Site Exception to allow for a Multiple Family Building and an Assisted Living Facility

Prepared by Christi Fidek, Senior Planner
Department City Planning & Growth

Report Summary and Recommendations

The City has received an application for a site exception, a Land Use Bylaw amendment, a 6970 Taylor Drive to allow for consideration of a Multiple Family Building and an Assisted Living Facility as discretionary uses on the site. This application is a prioritized fast-track application supporting The City's housing initiatives.

Council is the approving authority on all *Land Use Bylaw (LUB)* amendments.

Administration supports First Reading of Bylaw 3357/I-2023 to facilitate a Multiple Family Building and an Assisted Living Facility at 6970 Taylor Drive.

Proposed Resolution

That Bylaw 3357/I-2023 be read a first time.

If first reading is given, this Bylaw will be advertised with a Public Hearing to be held at the Monday July 24, 2023 Council Meeting.

Rationale for Recommendation

1. The application complies with the Strategic Direction of The City, and aligns with CHHIP and the draft *Land Use Bylaw*.

The application is in alignment with the *2023-2026 Strategic Plan*, the *Municipal Development Plan* and *CHHIP*. The site exception aligns with what is proposed in the current draft of the C4 district under the *LUB* Update project.

2. Administration supports the application.

Administration views the proposal as a suitable use for the site as future C4 proposed zoning will replace the site exception requirement.

Background

An external application has been submitted for a site exception to allow for a Multiple Family Building (apartment) and an Assisted Living Facility (apartment with services to residents), considered as uses at 6970 Taylor Drive. Currently the site is within the C4 Commercial (Major Arterial) District; this is not proposed to change. A site exception will retain the existing zoning and allow for additional uses on the site. If approved, the site exception will accommodate a future Multiple Family Building and an Assisted Living Facility.

The site is located within the Golden West neighbourhood, and is currently used for industrial storage. A phase 1 environmental site assessment will be required prior to development of the site due to the current and past use of the site.

Surrounding parcels to the west and north are within the Industrial (Business Service) District and are used for light industrial purposes. Off-site nuisances, such as noise, odour, dust, and fumes are not permitted within the District. Across Taylor Drive to the east is a manufactured home park within the R4 Residential (Manufactured Home) District. Directly south of the site is an Assisted Living Facility also within the C4 District.

The existing Assisted Living Facility to the south (6960 Taylor Drive) is approved under a site exception. At that time, that site and the subject site (6970 Taylor Drive) were one parcel. In 2020, 6960 Taylor Drive was subdivided from the subject site. The existing site exception for 6960 Taylor Drive applies to both sites, though it contains conditions that are not relevant to the subject site. This is why a new site exception has been proposed. As part of the proposed bylaw, the existing site exception for 6960 Taylor Drive has been reworded to reflect the new property boundaries and legal addresses.

The site is within walking distance of the Taylor Crossing commercial area and several commercial businesses along 67 Street. Within 500m of the site there are health services, restaurants, and a grocery store – all accessible via City sidewalks. A transit stop is located adjacent to the site for travellers heading south. A transit stop heading north is also within walking distance of the site.

There are no land use constraints limiting development of residential units on the site.

Copies of the C4 District, the site exception for the existing Assisted Living Facility, and maps are included in Appendix A.

Prior Council Direction

On May 1, 2023, Council directed City Administration to prioritize zoning and permit processes for housing initiatives. See Appendix B.

Strategic Alignment

The *2023-2026 Strategic Plan* is The City's primary visioning document that provides priorities and direction to help Council make decisions. Focus areas of the plan include goals to create a thriving, engaged and connected city. This is done through allowing appropriate development while ensuring the community has had opportunity to be heard by Council. The proposed bylaw aligns with the *Strategic Plan*.

The *Municipal Development Plan (MDP)* provides broad policy direction for future growth and development within the City. It contains policies to encourage developments that promote pedestrian accessibility, mixed use housing types and forms, and intensification of land use where there is capacity. The proposed bylaw aligns with the policies in the *MDP*.

See Appendix C for excerpts from the *2023-2026 Strategic Plan* and the *MDP*.

Related Policies

Taylor Drive Planning and Development Guidelines

The *Taylor Drive Planning and Development Guidelines* were created to guide development on the west side of Taylor Drive between 67 Street and 65 Avenue. Future development of the site will be reviewed for alignment with the existing guidelines.

Land Use Bylaw Site Exception Criteria

In 2021, Council amended the *Land Use Bylaw* to include criteria to clarify when site exceptions are appropriate - applications must be for unique or innovative developments or where there are unusual site constraints (see Appendix A). The application does not satisfy the criteria but does align with the proposed future C4 District within the larger *LUB* Review project. This is further discussed in the Analysis section below.

Neighbourhood Planning and Design Standards

The *Neighbourhood Planning and Design Standards (NPDS)* were created as a guidebook for design. Future development permit applications will be evaluated with the *NPDS*.

Community Housing & Homelessness Integrated Plan

The *Community Housing & Homelessness Integrated Plan (CHHIP)* prioritizes options to address the housing needs of residents. This includes increasing the development capacity for housing within Red Deer. This application aligns with the priorities identified in *CHHIP*.

Stakeholder Consultation

The application was referred to several City departments, all concerns have been mitigated.

Details of the applications were also circulated to landowners within 100m of the site, 108 total. Administration received one letter with concerns of residential development close to industrial development. The letter is attached in Appendix D.

Analysis

The application is compatible with neighbouring developments. The existing Assisted Living Facility to the south has not been negatively affected by adjacent industrial developments. It is expected that the subject site can accommodate a similar type of development. The use is compatible as the District does not allow for uses that create off-site nuisances. In addition, the site is within proximity to transit and several services accessible by City sidewalks.

The application aligns with the existing strategic direction.

Site Exception Criteria and Land Use Bylaw Review

The C4 District is expected to undergo several changes when the new *LUB* is adopted. The current draft of the new *LUB* lists Apartments (previously Multiple Family Building) and Supportive Living Accommodation (previously Assisted Living Facility) as permitted uses in the C4 District. This means that, if adopted, landowners will be able to directly apply for development and building permits without first being required to rezone or apply for a site exception.

Because the application aligns with the future C4 district, Administration is supportive of the site exception in the short-term. After adoption of the new *LUB*, the site exception may no longer be required and the use will be conforming in the C4 District.

Financial

There are no direct financial or budget implications as a result of the recommendations.

Appendices

- Appendix A - Land Use Bylaw Excerpts
- Appendix B - Previous Council Resolution
- Appendix C - Guiding Policies, Objectives, and Regulations
- Appendix D - Letter of Concern

BYLAW NO. 3357/I-2023

Being a Bylaw to amend Bylaw No. 3357/2006, the Land Use Bylaw of The City of Red Deer described herein.

COUNCIL OF THE CITY OF RED DEER, ALBERTA, ENACTS AS FOLLOWS:

Bylaw No. 3357/2006 is hereby amended as follows:

1. Section 8.22.2(e)(vi) is deleted and replaced with the following:
2. Multiple Family Building, Assisted Living Facility, Day Care Facility or Day Care Adult Lot12, Block, Plan 202 2069 (6950 Taylor Drive and 6960 Taylor Drive), subject to a maximum height of six storeys and that each building shall contain commercial use on the ground floor, the commercial component shall not exceed three storeys and the applicant must provide a residential noise impact statement outlining measures to mitigate noise impacts from the adjacent industrial area.
3. Section 8.22.2(e) is amended by adding the following as a new subsection (xxii):
Multiple Family Building or Assisted Living Facility or a combination thereof on Lot 1, Block 9, Plan 042 2888 (6970 Taylor Drive), subject to a maximum height of six storeys.
4. The "Land Use District M8" contained in "Schedule A" of the Land Use Bylaw is hereby amended in accordance with Map 8/2023 attached hereto and forming part of the bylaw.

READ A FIRST TIME IN OPEN COUNCIL this day of 2023.

READ A SECOND TIME IN OPEN COUNCIL this day of 2023.

READ A THIRD TIME IN OPEN COUNCIL this day of 2023.

AND SIGNED BY THE MAYOR AND CITY CLERK this day of 2023.

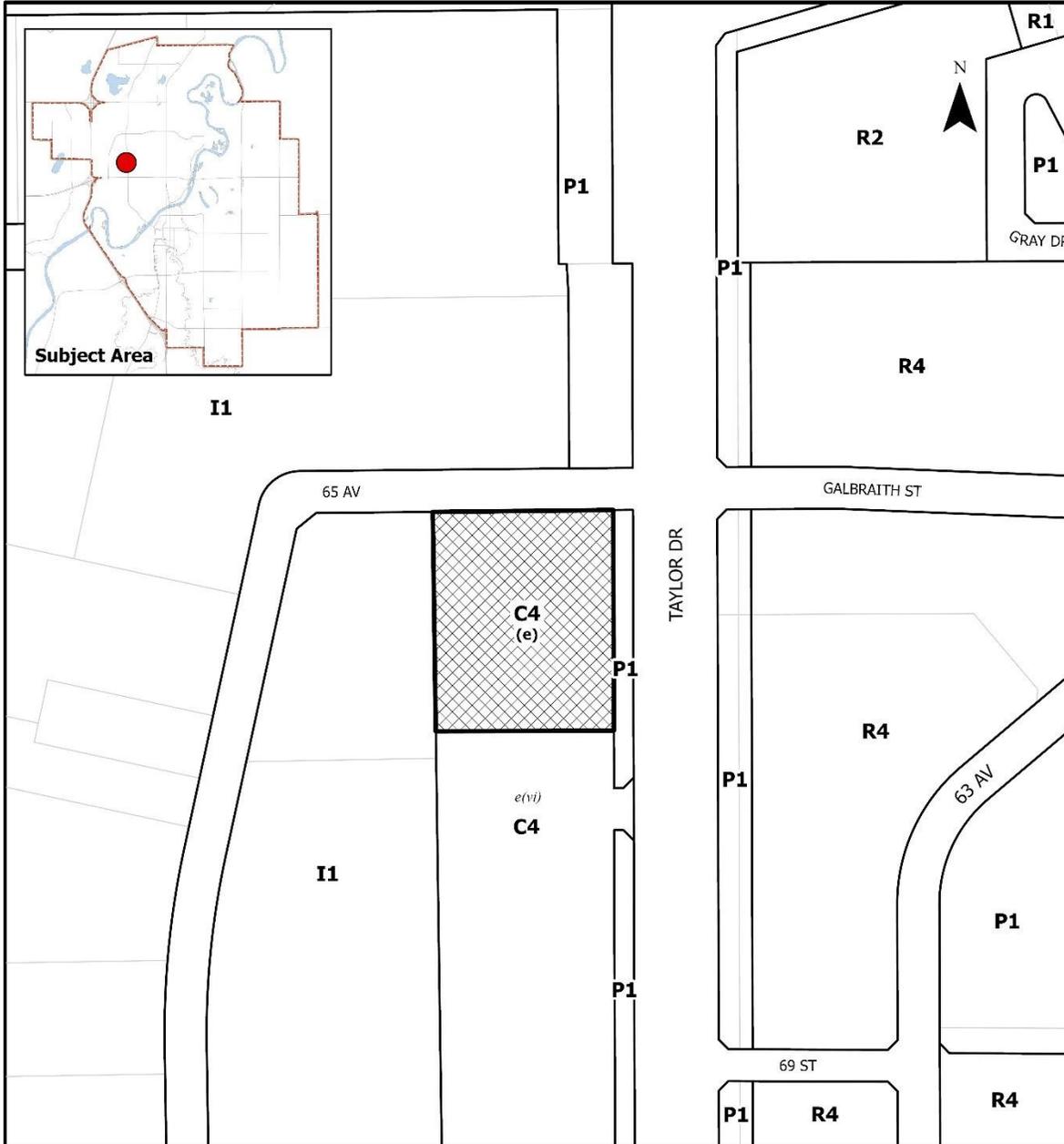
MAYOR

CITY CLERK

Schedule "A"



Proposed Amendment to Land Use Bylaw 3357/2006



Add Site Exception and Remove Site Exception:

 C4, exception e(vi) to C4 - Commercial (Major Arterial) District, exception (e)

Proposed Amendment

Map: 8 / 2023
Bylaw: 3357 / I-2023
Date: Apr. 28, 2023

Appendix A

Land Use Bylaw Excerpts

5.6 C4 Commercial (Major Arterial) District**C4****General Purpose**

The general purpose of this District is to facilitate the development of the primary location for trade and service related to automotive transportation and the automobile traveller, and other commercial land uses which are built at low densities, in planned centres, generally, to serve the city and the region, as a whole.

1. C4 Permitted and Discretionary Uses Table**(a) Permitted Uses**

- (i) ¹Building Sign
- (ii) Commercial recreation facility.
- (iii) Commercial service facility.
- (iv) ²Freestanding Sign.
- (v) ³Merchandise Sales and/or Rentals (minimum floor area for a building or a comprehensively designed group of buildings – 929.0m² (there is no minimum floor area for the units within the building(s)))
- (vi) Restaurant.
- (vii) Service and repair of goods traded in the C4 District.
- (viii) ⁴DELETED
- (ix) ⁵Office

(b) Discretionary Uses

- (i) Above ground storage tanks for motor fuel products including propane and used oil.
- (ii) Accessory building or use subject to section 3.5.
- (iii) ⁶Billboard Sign;
- (iv) Dangerous goods occupancy.
- (v) Drinking establishment (adult entertainment prohibited and subject to section 5.7(8)).
- (vi) Drinking establishment (adult entertainment permitted and subject to section 5.7(8)).
- (vii) ⁷Dynamic Fascia Sign; and
- (viii) ⁸Dynamic Freestanding Sign.
- (ix) Funeral Home.

¹ 3357/B-2018² 3357/B-2018³ 3357/L-2018, 3357/L-2020⁴ 3357/B-2018⁵ 3357/I-2020⁶ 3357/B-2018⁷ 3357/B-2018⁸ 3357/B-2018

City of Red Deer Land Use Bylaw 3357/2006

(x) ¹Health and Medical Services

(b) Discretionary Uses *continued*

- (xi) Hotel, motel or hostel.
- (xii) ²Merchandise Sales and/or Rentals (no minimum floor area for a building or unit within the building)
- (xiii) ³Outdoor display or sale of goods.
- (xiv) ⁴Deleted
- (xv) Transportation, communication or utility facility.
- (xvi) Warehouse.
- (xvii) ⁵Outdoor storage.
- (xviii) ⁶Gaming or Gambling Establishment subject to section 5.7 (1) (g)
- (xix) ⁷Cannabis Retail Sales

2. C4 Commercial (Major Arterial) District Regulations

(a) Table 5.6 C4 Regulations

Regulations	Requirements
⁸ Floor Area Maximum	One third of site area ⁹ Office area – 4,645m ²
Building Height Maximum	Three storeys
Front Yard Minimum	15.0 m
Side Yard Minimum	Nil, when there is a constructed lane 3.8 m on one side when there is no constructed lane 3.0 m when it abuts a street
Rear Yard Minimum	3.0 m
Landscaped Area Minimum	40% of minimum front yard, however, if it is determined by the Development Authority that landscaping is required elsewhere on the site, then 15 % of the site area may be required to be provided
Parking	Subject to section 3.1 and 3.2
Loading Spaces Minimum	One opposite each loading door with a minimum of one per building, subject to section 5.7(3)
Site Area	Minimum 1393 m ² Maximum 4.0 ha
Frontage	Minimum 30.0 m

¹ 3357E/2011
² 3357/L-2018, 3357/S-2019, 3357/L-2020
³ 3357/E-2006
⁴ 3357/G-2016, 3357/B-2018
⁵ 3357/E-2006
⁶ 3357/J-2007
⁷ 3357/P-2018
⁸ 3357/G-2018
⁹ 3357/I-2020

City of Red Deer Land Use Bylaw 3357/2006

- (b) C4 District is subject to any applicable commercial regulations listed within section 5.7.

3. C4 Commercial (Major Arterial) Site Development

- (a) The relationship of the use to adjacent residential areas will be a factor in considering the size, site plan and architectural treatment of the building.

8.22 Exceptions Respecting Land Use

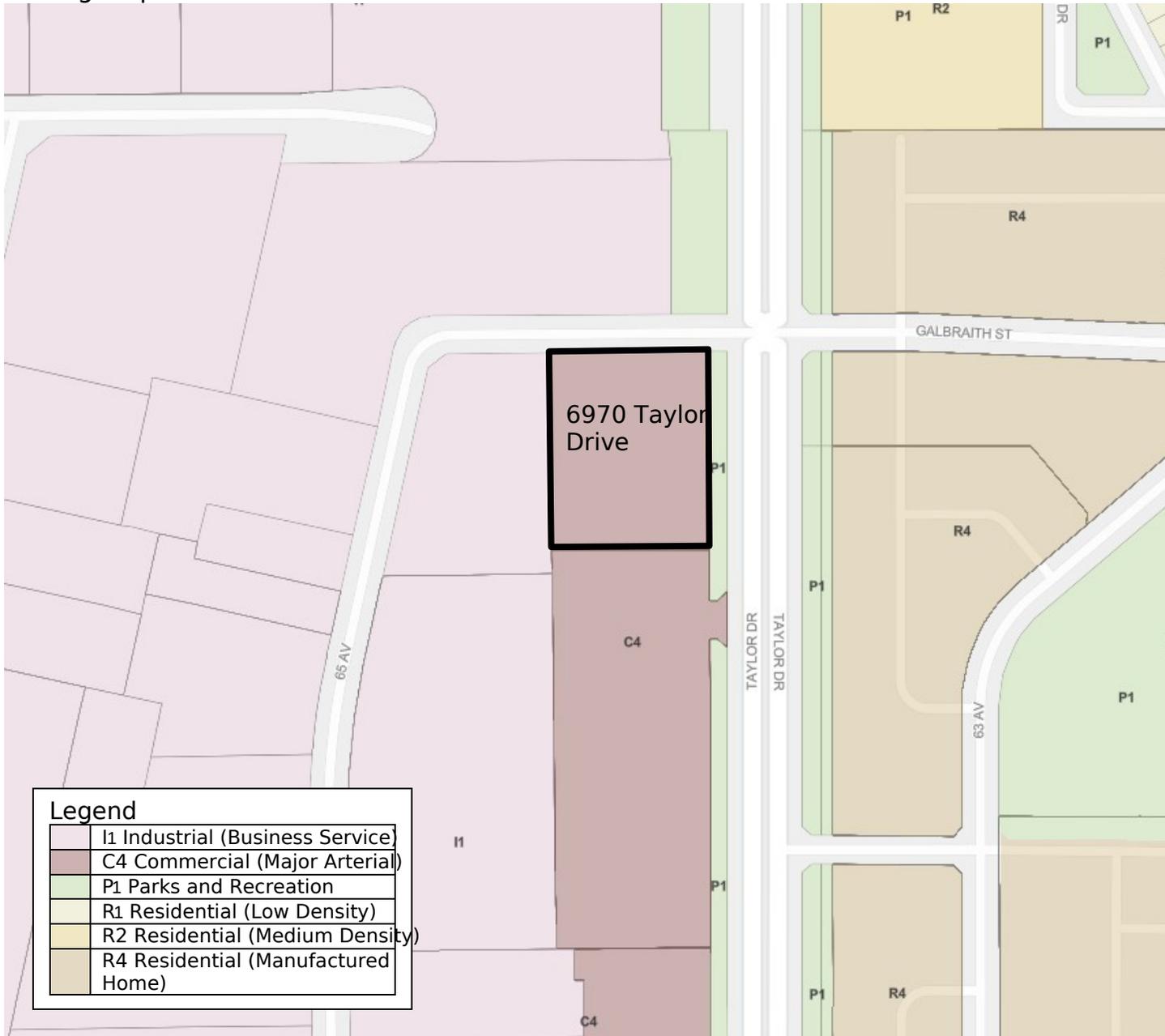
1. General Regulations

- (a) An exception to the uses and/or regulations of a District or this Bylaw may be approved by Council on a site specific basis when a proposed Development, because of its unique characteristics or innovative ideas or because of unusual site constraints, can only proceed if an exception to the provisions of this Bylaw is approved.
- (b) Exceptions to the uses and/or regulations of a District shall not be sought:
 - (i) if a redistricting to another District could achieve the same result either with or without relaxations of this Bylaw; or
 - (ii) to regulate matters that are typically addressed by conditions imposed by the Subdivision or Development Authorities.
- (c) An applicant for an exception to the uses and/or regulations of a District shall, as part of the application for the exception, submit a written statement indicating why, in the applicant's opinion, an exception is necessary and why the proposed Development cannot proceed without an exception.

2. Areas Specifically Designated for a Particular Use

- (e) On those sites, or portions thereof herein listed, the following uses may be allowed as discretionary uses:
 - (vi) Multiple Family Building, Assisted Living Facility, Day Care Facility, and Day Care Adult on Lot 9, Block 1, Plan 042 2888 (6791 65th Ave) subject to a maximum height of six storeys as discretionary uses and that each building shall contain commercial uses, as a minimum, on the ground floor. The commercial component shall not exceed three storeys. A residential noise impact statement is required outlining the measures to be taken to mitigate noise impacts from the adjacent industrial area.

Zoning Map



Appendix B

Previous Council Resolution

Resolved that Council of The City of Red Deer having considered the report from Community Services dated May 1, 2023 re: Housing Asset Development Recommendations hereby

1) supports in principle 'Surplus Land' as an enabling action and directs City Administration to bring back a report to Council by Q4 of 2024 with a list of identified potentially suitable surplus lands and/or buildings that The City may have for the purposes of affordable housing, and that identifies any implications for The City.

2) supports in principle 'Financial Incentives' as an enabling action and directs City Administration to explore options related to CMHC's new "Housing Accelerator Fund", and direct City Administration to present a tax-supported financial incentives program to Council in November 2023 to be considered as part of mid-cycle budget review.

3) supports in principle 'Property Tax Exemptions' as an enabling action and directs City Administration to bring back a report to Council in November 2024 as part of the next budget debate regarding an equitable granting program in lieu of property tax exemptions to incentivize non-Alberta Social Housing Corporation properties that provide affordable housing.

4) supports in principle 'Land Designations' as an enabling action and directs City Administration to develop a full business case regarding land designation that outlines financial feasibility and any risks to The City's Land Bank and bring back to Council by Q4 2024.

5) supports in principle 'Fast Track Development Permits' and directs City Administration to prioritize zoning and permitting processes for affordable housing and permanent supportive housing applications

6) supports in principle 'Waive Municipal Fees' and directs City Administration to ensure that municipal fees are an eligible expense in the tax-supported financial incentives program that will be presented to Council in November 2023 as part of mid-cycle budget review

Resolved that Council of The City of Red Deer having considered the report from Community Services dated May 1, 2023 re: Housing Asset Development Recommendations hereby endorses the following administrative actions:

I. Support Funding Applications: The provision of continued support to potential applicants to federal, provincial and municipal affordable housing programs through housing@reddeer.ca

II. Yes in My Back Yard Strategies: Development of key messages for The City's website and to support administration and Council in advocating for the continued need for affordable housing.

III. Zoning Restrictions: Reduction of barriers for affordable housing through the development of a new Land Use Bylaw for Council's review in 2023.

IV. Conversion of Commercial Buildings: Encourage applicants to consider exploring the conversion of commercial buildings into affordable housing options when it is feasible to do so.

Appendix C

Guiding Policies, Objectives, and Regulations

*2023-2026 Strategic Plan***Thriving City**

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

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.

*Municipal Development Plan***7.4 Promote Urban Design That Encourages Pedestrian Accessibility**

The City shall promote urban design that encourages pedestrian accessibility by providing functional and attractive pedestrian linkages connecting: • residential neighbourhoods with trails system and adjacent community services and • commercial developments with the sidewalk system

10.4 Housing Forms

The City shall encourage the creation of a wide variety of housing forms. This may include units in combination with compatible non-residential uses, live-work units and secondary

12.10 Revitalization of Older Commercial Centres

The City should encourage the revitalization and adaptive reuse of underutilized or vacant commercial centres for future mixed use developments.

Taylor Drive Planning and Development Guidelines

Property Orientation - The east portion of the properties currently owned by Don Adams Welding and L-7 Inc. are proposed to be designated to commercial use (C4) in accordance with the City of Red Deer MDP. The area proposed to be redesignated to commercial is shown approximately east of the bold line on the attached map and development will be oriented to Taylor Drive...

*Community Housing and Homelessness Integrated Plan***Priority 3 Housing Options**

Housing needs to be diverse, integrated in communities, affordable, safe, and appropriate. Innovative housing solutions, increasing development capacity, a more equitable lens to ownership and housing retention and engagement of the private sector are within reach.

To respond to current needs in Red Deer, government enablers for development, innovative partnerships need to be maximized.

Appendix D

Letter of Concern



CITY PLANNING & GROWTH DEPARTMENT

Comment Sheet

6970 Taylor Drive Site Exception

We invite you to provide feedback regarding the proposed *Land Use Bylaw* amendment. Your feedback is important to us.

Collection & Release of Your Information: The City is collecting your information and comments to be included in a report submitted to Council that will form part of the public record. Personal information will not be redacted. The personal information on this form is collected under the authority of the Municipal Government Act Section 3 and is protected under the provisions of the Freedom of Information & Protection of Privacy (FOIP) Act. The City will seek to balance the dual objectives of open government and protection of privacy. If you have questions about the collection and use of this information, please contact the Manager of City Planning & Growth at The City of Red Deer, 4914- 48 Ave, Red Deer, AB 403-304-8383.

Please provide comments by 4:30 PM, Friday, May 19, 2023

Contact Information (please print) Unsigned or anonymous letters or emails that do not provide a proper name for the party sending the comments will not be accepted as there is no way for Council to properly weigh the contents.

Name: Laurel Matthews

Mailing Address: 1034 - 7050 GRAY DR Postal Code: T4P 1B9

Phone #: 403-901-4722 E-mail Address: laurelm.gh@gmail.com

General Comments

Unless this change is for specific housing such as additional senior residences I would disagree with putting other residential buildings in this location. The site is backed by 2 industrial lots and to the front is a busy road (Taylor Dr) which does not make this location suitable for family unit(s)
The lot in question would be better suited for multi-senior care facility or possibly professional services (DR., DENTIST, EYE

CUNIC - etc) The lot in question is too small for individual housing and not overly attractive for multiple unit housing for families.

That said, the view even for seniors isn't the greatest - who wants to look over an industrial area?

Please Note:

- Submissions from the public will appear on the Council Agenda in the same format that they were received. No personal information will be redacted.
- Anyone who submits materials marked "in confidence" or "confidential" will be contacted by Administration who will explain that materials cannot be submitted "in confidence" or "confidentially" as all material submitted for Council consideration must form part of the public record. The submitter will be given the option to withdraw their submission, submit a revised submission prior to the deadline or have their original submission included in the Agenda with the notation that the submission is not "confidential".
- Unsigned or anonymous letters or emails that do not provide a proper name for the party sending the email will not be accepted as there is no way for Council to properly weigh the contents of the letter.
- Administration may withhold a public submission from the Council Agenda if, after consulting legal counsel, they conclude the submission contains hate speech, discriminatory language, or defamatory language. Administration shall contact the party making a submission that is being withheld under this section and advise them that the submission is being withheld and that if the party wants to make submissions to Council that they, or their delegate, can attend the Public Hearing to present their comments directly to Council during the Public Hearing.

Comments can be submitted by one of the following methods.

- Email: christi.fidek@reddeer.ca
- Complete the enclosed Comment Sheet and mail to: Attn Christi Fidek, City Planning & Growth, Box 5008, Red Deer, AB T4N 3T4
- Drop off the completed Comment Sheet at City Hall: Attn Christi Fidek, City Planning & Growth, 4914-48 Ave, Red Deer, AB