



# City Council Meeting Agenda

Monday, July 18, 2022 – Council Chambers, City Hall

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

## **1. Points of Interest**

## **2. Consent Agenda**

- 2.1. July 18, 2022 Consent Agenda (Page 2)
- 2.2. Confirmation of the Minutes of the July 4, 2022 Regular Council Meeting (Pages 3 – 21)
- 2.3. December 2021 Variance Analysis (Pages 22 – 36)
- 2.4. December 31, 2021 Reserve Report (Pages 37 – 49)
- 2.5. 2021 Capital Information Report (Pages 50 – 58)

## **3. Reports**

- 3.1. Downtown Identity Plan Update (Pages 59 – 107)
- 3.2. Permanent Shelter Update - Next Steps (Pages 108 – 131)

## **4. Adjournment**



July 18, 2022

## July 18, 2022 Consent Agenda

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

### **Proposed Resolutions**

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

- Confirmation of the Minutes of the July 4, 2022 Regular Council Meeting
- December 2021 Variance Analysis
- December 31, 2021 Reserve Report
- 2021 Capital Information Report



## **UNAPPROVED - MINUTES**

**of the Red Deer City Council Regular Meeting,  
held on, Monday, July 4, 2022  
commenced at 10:36 AM**

### **Present:**

Mayor Ken Johnston  
Councillor Kraymer Barnstable  
Councillor Michael Dawe  
Councillor Victor Doerksen  
Councillor Vesna Higham  
Councillor Cindy Jefferies  
Councillor Lawrence Lee (via teleconference after 7:10 p.m.)  
Councillor Dianne Wyntjes

Acting City Manager, Lisa Perkins  
Acting General Manager Community Services, Tricia Hercina  
Acting General Manager Development & Protective Services, Ken McMullen  
Deputy Acting General Manager Development & Protective Services, Konrad Dunbar  
Chief of Staff, Sean McIntyre  
Corporate Communications Manager, Tara Shand  
Senior Communications Consultant, Jill Hanes  
Safe & Healthy Communities Supervisor, Ryan Veldkamp  
City Clerk, Samantha Rodwell  
Corporate Meeting Administrator, Jennifer Hankey  
Legislative Assistant, Logan Skretting

### **Present (via teleconference):**

Councillor Bruce Buruma  
Legal and Legislative Services Manager, Michelle Baer  
Safe and Healthy Communities Manager, Kristin Walsh



## I. PERMANENT SHELTER

### I.1. Motion to Suspend the Rules

Moved by Councillor Vesna Higham, seconded by Councillor Kraymer Barnstable

Resolved that Council of The City of Red Deer hereby:

- Agrees to suspend the Procedure Bylaw and Roberts Rules of Order to allow Council to conduct a facilitated engagement session on Permanent Shelter site criteria
- Directs Administration to facilitate the session
- Agrees to expand the meeting location to the second floor of City Hall
- The Procedure Bylaw and Roberts Rules of Order will be reinstated for presentation, debate, and a vote on the final proposed site criteria

**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, Councillor Dianne Wyntjes

MOTION TO SUSPEND THE RULES CARRIED

Council recessed at 11:26 a.m. and reconvened at 11:31 a.m.

Councillor Cindy Jefferies left at 11:42 a.m. and returned at 11:43 a.m.

Council recessed at 11:45 a.m. and reconvened at 11:51 a.m.

Council recessed at 12:32 p.m. and reconvened at 1:04 p.m.

Mayor Ken Johnston left at 1:54 p.m. and returned at 2:02 p.m.

Councillor Kraymer Barnstable left at 2:31 p.m. and returned at 2:32 p.m.

Council recessed at 3:05 p.m. and reconvened at 3:15 p.m.

### I.2. Motion to Reinstate the Rules

Moved by Councillor Dianne Wyntjes, seconded by Councillor Lawrence Lee

Resolved that Council of The City of Red Deer hereby agrees to reinstate the Procedure Bylaw and Roberts Rules of Order

**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, Councillor Dianne Wyntjes



## MOTION TO REINSTATE THE RULES CARRIED

**2. ADMINISTRATIVE REQUEST TO ADD TO AGENDA****2.1. Motion to Add to the Agenda**

Moved by Councillor Victor Doerksen, seconded by Councillor Vesna Higham

Resolved that Council of The City of Red Deer hereby agrees to add consideration of the following items to the July 4, 2022 Council Agenda:

1. Sponsorship Opportunity – FOIP Section 25(1)(c) Disclosure harmful to economic and other interests of a public body
2. Northland Drive/Hwy 11A Project Change
3. Bylaw 2631/A-2022. Bylaw to Repeal The Consolidation Bylaw

**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, Councillor Dianne Wytjes

## MOTION TO ADD TO THE AGENDA CARRIED

**3. CLOSED MEETING****3.1. Motion to Closed Meeting**

Moved by Councillor Vesna Higham, seconded by Councillor Dianne Wytjes

Resolved that Council of The City of Red Deer hereby agrees to enter into a Closed Meeting of Council on Tuesday, July 4, 2022 at 3:19 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:

- Bargaining Update – FOIP Sections 23(1)(b) Local Public Body Confidences and 24(1)(a) Advice from officials, 25(1)(c) Disclosure harmful to economic and other interests of a public body
- Sponsorship Opportunity – FOIP Section 25(1)(c) 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, Councillor Dianne Wyntjes

MOTION CARRIED

**3.1.a. Bargaining Update – FOIP Sections 23(1)(b) Local Public Body Confidences and 24(1)(a) Advice from officials, 25(1)(c) 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, Councillor Dianne Wyntjes

Acting City Manager Lisa Perkins, Acting General Manager Corporate & Employee Services Tracy Bruce, Acting General Manager Community Services Tricia Hercina, Acting General Manager Development & Protective Services Ken McMullen, Acting Deputy General Manager Development & Protective Services Konrad Dunbar, Labour Relations Coordinator Karen McGrath, HR Team Leader – Talent and Consulting Services Debbie Rowell, City Clerk Samantha Rodwell, Corporate Meeting Administrator Jennifer Hankey

**3.b. Sponsorship Opportunity - FOIP Section 25(1)(c) 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, Councillor Dianne Wyntjes

Acting City Manager Lisa Perkins, Acting General Manager Corporate & Employee Services Tracy Bruce, Acting General Manager Community Services Tricia Hercina, Acting General Manager Development & Protective Services Ken McMullen, Acting Deputy General Manager Development & Protective Services Konrad Dunbar, Chief of Staff Sean McIntyre, Innovation & Partner Support Supervisor Jesse Smith, City Clerk Samantha Rodwell, Corporate Meeting Administrator Jennifer Hankey, Legislative Assistant Logan Skretting

**3.2. 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 Monday, July 4, 2022 at 4:00 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, Councillor Dianne Wyntjes

MOTION CARRIED

Council recessed at 4:01 p.m. and reconvened at 4:16 p.m.

**4. CONSENT AGENDA**

**4.1. July 4, 2022 Consent Agenda**

Moved by Councillor Cindy Jefferies, seconded by Councillor Dianne Wyntjes

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

- Confirmation of the Minutes of the June 20, 2022 Regular Council Meeting, as amended
- Confirmation of the Minutes of the June 24, 2022 Special Council Meeting
- Confirmation of the Minutes of the June 27, 2022 Special 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, Councillor Dianne Wyntjes

MOTION CARRIED

**5 REPORTS**

**5.1. Reconsideration of November 30 – December 4, 2020, 2021-2022 Multi-Year Budget, Meeting Minutes**

Moved by Councillor Dianne Wyntjes, seconded by Mayor Ken Johnston



Resolved that Council of The City of Red Deer hereby agrees to reconsider the following resolution passed on February 1, 2021:

Moved by Councillor Ken Johnston, seconded by Councillor Dianne Wyntjes

Resolved that Council of The City of Red Deer hereby approves the Minutes of the November 30 – December 4, 2020 Multi Year Budget Meeting with the following amendments:

- page 3 item 2.3. vote result changed from “CARRIED” to “DEFEATED”
- page 11 Item 7 delete the word “plan” from the title
- Page 30 Item 8 delete the word “plan” from the title
- Page 34 Item 9 “Minor Capital Budget Plan” was replaced with “Minor Capital Plan” in both resolutions
- Page 37 spelling of Councillor was corrected
- Page 45 “10:06 p.m.” and replace with “10:06 a.m.”
- Page 49 Councillor Wyntjes removed from the vote result where she was absent
- Page 46 insert the following:  
The amended main motion was then back on the floor.

**IN FAVOUR:** Mayor Tara Veer, Councillor Michael Dawe, Councillor Tanya Handley, Councillor Vesna Higham, Councillor Ken Johnston, Councillor Lawrence Lee, Councillor Frank Wong, Councillor Dianne Wyntjes

**OPPOSED:** Councillor Buck Buchanan

**MOTION CARRIED**

**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, Councillor Dianne Wyntjes

**MOTION CARRIED**

The original motion as amended is now back on the floor:

Moved by Mayor Ken Johnston, seconded by Councillor Dianne Wyntjes

Resolved that Council of The City of Red Deer hereby approves the Minutes of the November 30 – December 4, 2020 Multi Year Budget Meeting with the following amendments:



- Page 3 item 2.3. vote result changed from “CARRIED” to “DEFEATED”
- Page 11 Item 7 delete the word “plan” from the title
- Page 30 Item 8 delete the word “plan” from the title
- Page 30 by deleting the following:

Resolved that Council of The City of Red Deer having considered the 2021-2022 Multi-Year Budget hereby approves the top 20 Capital Projects for 2022.

Amounts in thousands of dollars

<b>TAX SUPPORTED OPERATIONS</b>										
<b>Project</b>	<b>Dept</b>	<b>Item #</b>	<b>2022 Approval</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026 - 2030</b>	<b>Capital Plan</b>
<b>INFRASTRUCTURE REPLACEMENTS</b>										
2022 Bridge Rehabilitation and Replacement	PPW	78	1,416		1,416	618	1,376	7,156	49,205	58,355
2022 Information Technology Refresh	ITS	166	962		962	1,024	1,253	1,335	7,211	10,823
2022 Paved Roadway Network Management	PPW	73	14,599		14,599	14,197	14,682	15,257	81,151	125,287
<b>CURRENT GROWTH</b>										
College Park Servicing (Water/Sanitary)	ENG	4	4,719		4,719					

**IN FAVOUR:** Mayor Tara Veer, Councillor Buck Buchanan, Councillor Michael Dawe, Councillor Tanya Handley, Councillor Vesna Higham, Councillor Ken Johnston, Councillor Lawrence Lee, Councillor Frank Wong, Councillor Dianne Wyntjes

MOTION CARRIED

And replacing it with the following:

Moved by Councillor Vesna Higham, seconded by Councillor Lawrence Lee

Resolved that Council of The City of Red Deer having considered the 2021-2022 Multi-Year Budget hereby approves the top 20 Capital Projects for 2022.



Amounts in thousands of dollars

<b>TAX SUPPORTED OPERATIONS</b>										
<b>Project</b>	<b>Dept</b>	<b>Item #</b>	<b>2022 Approval</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026 - 2030</b>	<b>Capital Plan</b>
<b>INFRASTRUCTURE REPLACEMENTS</b>										
2022 Bridge Rehabilitation and Replacement	PPW	78	1,416	-	1,416	618	1,376	7,156	49,205	58,355
2022 Information Technology Refresh	ITS	166	962	-	962	1,024	1,253	1,335	7,211	10,823
2022 Paved Roadway Network Management	PPW	73	14,599	-	14,599	14,197	14,682	15,257	81,151	125,287
Install New Parking Pay Infrastructure	INL	67	2,884	-	2,884	-	-	-	-	-
Traffic Control Systems Replacement	ENG	7	2,097	-	2,097	2,150	2,201	2,254	9,584	16,189
<b>CURRENT GROWTH</b>										
College Park Servicing (Water/Sanitary)	ENG	4	4,719	-	4,719	-	-	-	-	-
<b>UTILITY SUPPORTED OPERATIONS</b>										
<b>Project</b>	<b>Dept</b>	<b>Item #</b>	<b>2022 Approval</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026 - 2030</b>	<b>Capital Plan</b>
<b>INFRASTRUCTURE REPLACEMENTS</b>										
2022 Fleet Replacement Vehicles	TRN	75	6,214	-	6,214	7,784	7,146	12,947	37,641	65,619
Development Servicing – Annual	ENV	204	1,462	-	1,462	1,527	1,595	1,666	9,528	14,316
ELP Infrastructure Replacements & Upgrades 2022	ELP	173	2,595	-	2,595	2,902	3,302	3,381	18,198	27,783


 City Council Regular Meeting Minutes  
 UNAPPROVED – Monday, July 4, 2022

ELP Overhead & Underground Systems-Annual 2022	ELP	177	1,971	-	1,971	1,806	1,849	1,893	10,377	15,925
Municipal 3 <sup>rd</sup> Party Capital Work	ENG	9	1,573	-	1,573	1,612	1,651	1,690	9,099,	14,053
Wastewater Main Infrastructure	ENV	203	1,696,	-	1,696	28	20	37	182	267
Wastewater Main Infrastructure – Annual Program	ENV	197	4,157	-	4,157	4,322	4,515	4,715	26,970	40,522
Water Utility Infrastructure – Annual Program	ENV	194	7,927	-	7,927	10,522	10,990	11,478	65,661	98,652
WTP Rehabilitation & Replacement	ENV	207	1,057	-	1,057	844	1,268	194	3,052	5,357
WWTP Rehabilitation, Replacement and Upgrades – Annual Program	ENV	202	2,046	-	2,046	1,952	5,388	7,129	45,468	59,938
<b>CURRENT GROWTH</b>										
ELP Enhancements of Electrical Service (Customer Driven) 2022	ELP	175	2,495	-	2,495	2,587	2,681	2,776	15,503	23,547
Northland Dr from Hwy 2 to Taylor Dr – 4 lanes	ENG	5	4,089	-	4,089	-	-	-	-	-
<b>FUTURE GROWTH</b>										
Sanitary Trunk (NE3) – adjacent to Hwy 2A, connecting shared Regional Line to the area (City Snow Site)	ENG	11	1,363	-	1,363	-	-	-	-	-



**IN FAVOUR:** Mayor Tara Veer, Councillor Buck Buchanan, Councillor Michael Dawe, Councillor Tanya Handley, Councillor Vesna Higham, Councillor Ken Johnston, Councillor Lawrence Lee, Councillor Frank Wong, Councillor Dianne Wyntjes

MOTION CARRIED

- Page 34 Item 9 “Minor Capital Budget Plan” was replaced with “Minor Capital Plan” in both resolutions
- Page 37 spelling of Councillor was corrected
- Page 45 “10:06 p.m.” and replace with “10:06 a.m.”
- Page 49 Councillor Wyntjes removed from the vote result where she was absent
- Page 46 insert the following:

The amended main motion was then back on the floor.

**IN FAVOUR:** Mayor Tara Veer, Councillor Michael Dawe, Councillor Tanya Handley, Councillor Vesna Higham, Councillor Ken Johnston, Councillor Lawrence Lee, Councillor Frank Wong, Councillor Dianne Wyntjes

**OPPOSED:** Councillor Buck Buchanan

MOTION CARRIED

**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, Councillor Dianne Wyntjes

MOTION CARRIED

## 6. BYLAWS

### 6.1. Bylaw 263 I/A-2022. The Consolidation Bylaw

#### 6.1.a. Consideration of First Reading of Bylaw 263 I/A-2022

Moved by Councillor Kraymer Barnstable, seconded by Councillor Dianne Wyntjes



**FIRST READING:** That Bylaw 2631/A-2022 (a bylaw to repeal The Consolidation Bylaw 2631/79) be read a first 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, Councillor Dianne Wyntjes

MOTION CARRIED

**6.1.b. Consideration of Second Reading of Bylaw 2631/A-2022**

Moved by Councillor Kraymer Barnstable, seconded by Councillor Dianne Wyntjes

**SECOND READING:** That Bylaw 2631/A-2022 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, Councillor Dianne Wyntjes

MOTION CARRIED

**6.1.c. Unanimous Consent to proceed to Third Reading**

Moved by Councillor Cindy Jefferies, seconded by Councillor Kraymer Barnstable

Resolved that with the unanimous consent of Council members present, that Bylaw 2631/A-2022 be presented for third reading.

**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, Councillor Dianne Wyntjes

MOTION CARRIED

**6.1.d. Consideration of Third Reading of Bylaw 2631/A-2022**

Moved by Councillor Kraymer Barnstable, seconded by Councillor Dianne Wyntjes

**THIRD READING:** That Bylaw 2631/A-2022 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, Councillor Dianne Wyntjes

MOTION CARRIED

## 7. BUSINESS ARISING FROM CLOSED MEETING

### 7.1. Bargaining Update

Moved by Councillor Lawrence Lee, seconded by Councillor Vesna Higham

Resolved that Council of the City of Red Deer having considered the report from Human Resources dated July 4, 2022 re: Bargaining Update hereby endorses the recommendation as presented in the Closed Meeting and agrees that the contents of the report will remain confidential as protected under the Freedom of Information and Protection of Privacy Act Sections 23(1)(b) Local public body confidences and 24(1)(a) Advice from officials 25(1)(c) 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, Councillor Dianne Wyntjes

MOTION CARRIED

### 7.2. Sponsorship Opportunity

Moved by Councillor Victor Doerksen, seconded by Councillor Kraymer Barnstable

Resolved that Council of The City of Red Deer having considered the following resolution on June 20, 2022:

Resolved that Council of the City of Red Deer having considered the report from Business Excellence and Safe and Healthy Communities dated June 20, 2022 re: Sponsorship Opportunity hereby endorses the revised report as presented in the Closed Meeting and agrees that the contents of the report will remain confidential as protected under the Freedom of Information and Protection of Privacy Act Section 25(1)(c) Disclosure harmful to economic and other interests of a public body.

Hereby agrees to reconsider the item due to new information.

**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, Councillor Dianne Wyntjes

MOTION CARRIED

The original motion is now back on the floor.

Moved by Councillor Victor Doerksen, seconded by Councillor Kraymer Barnstable

Resolved that Council of The City of Red Deer having considered the report from Business Excellence and Safe and Healthy Communities dated July 4, 2022 re: Sponsorship Opportunity hereby endorses the recommendation as presented in the Closed Meeting and agrees that the contents of the report will remain confidential as protected under the Freedom of Information and Protection of Privacy Act Section 25(1)(c) 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

**OPPOSED:** Councillor Dianne Wyntjes

MOTION CARRIED

**8. NORTHLAND DRIVEWAY/HWY 11A PROJECT CHANGE**

Councillor Bruce Buruma recused himself from this item due to his family having property in the area.

Council received this report for information.

**9. PERMANENT SHELTER**

**9.1. Motion to Suspend the Rules**

Moved by Councillor Cindy Jefferies, seconded by Councillor Lawrence Lee

Resolved that Council of The City of Red Deer hereby:

- Agrees to suspend the Procedure Bylaw and Roberts Rules of Order to allow Council to conduct a facilitated engagement session on Permanent Shelter site criteria
- Directs Administration to facilitate the session
- Agrees to expand the meeting location to the second floor of City Hall
- The Procedure Bylaw and Roberts Rules of Order will be reinstated for



presentation, debate, and a vote on the final proposed site criteria

**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, Councillor Dianne Wyntjes

**MOTION TO SUSPEND THE RULES CARRIED**

Council recessed at 5:01 p.m. and reconvened 5:24 p.m.

Council recessed at 5:35 p.m. and reconvened at 6:02 p.m.

Mayor Ken Johnston left at 6:50 p.m. and returned at 6:52 p.m.

Council recessed at 7:10 p.m. and reconvened at 7:32 p.m.

**9.2. Motion to Reinstate the Rules**

Moved by Councillor Kraymer Barnstable, seconded by Councillor Victor Doerksen

Resolved that Council of The City of Red Deer hereby agrees to reinstate the Procedure Bylaw and Roberts Rules of Order

**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, Councillor Dianne Wyntjes

**MOTION TO REINSTATE THE RULES CARRIED**

Council recessed at 7:40 p.m. and returned at 7:49 p.m.

**10. EXTEND MEETING DURATION**

**10.1. Motion to Suspend the Meeting Duration Rule**

Moved by Councillor Kraymer Barnstable, seconded by Councillor Victor Doerksen

Resolved that Council of The City of Red Deer hereby agrees to suspend s. 99(b) of the Procedure Bylaw to permit the July 4, 2022 meeting to exceed eight hours in duration.

**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, Councillor Dianne Wyntjes

MOTION TO SUSPEND THE MEETING DURATION RULE  
CARRIED

## II. PERMANENT SHELTER

### I.1. Site Evaluation Matrix

Moved by Councillor Kraymer Barnstable, seconded by Councillor Vesna Higham

Resolved that Council of The City of Red Deer having considered the facilitated engagement sessions on June 24, 27 and July 4, 2022 re: Permanent Shelter hereby approves the following shelter site evaluation matrix as policy direction and associated definitions:

#### Shelter Site Evaluation Matrix

##### Criteria

Ability to acquire site	20	20
Cost	40%	
Zoning	15%	
Timing	40%	
General	5%	
Adequate size	20	20
Adequate land size (outside/inside)	30%	
Can accommodate purpose built/dignified spaces	20%	
Can accommodate on-site/integrated services	30%	
Future flexible/expansion opportunity	10%	
General	10%	
Broad community impact	24	24
Operational and Budgetary Impacts	17%	
Alignment with Community Vision (Strategic Plan/Downtown Vision/Vision 2040)	25%	
Impact to City Reputation	13%	
Economic Impact	25%	
Safety Impacts	17%	
General	4%	
Impacts to surrounding area	26	26
Impacts to businesses	23%	



Impacts to downtown	19%	
Impacts to Parks, Trails and Greenspaces	19%	
Proximity to Schools	12%	
Impacts to Residential Neighbourhoods	23%	
General	4%	
Access to services & Supports	10	10
Access to transit and transportation	10%	
Distance/proximity to supports/services	20%	
Foot Traffic Patterns	20%	
Enables delivery of 24/7 integrated service	20%	
Enables delivery of basic amenities/services	20%	
General	10%	

### Site Evaluation Matrix Definitions:

1. **Ability to acquire site:** Acquiring the optimum site can be done in a timely manner. Acquisition options and costs are important considerations.
2. **Adequate size:** The size of the site considers the potential need to adjust service delivery at any given time. It will accommodate proposed integrated amenities and services. It considers the land size needed to accommodate outdoor gathering spaces and activities. The site already has a building or can accommodate a building that meets the Province's minimum requirement of 10,000 square feet.
3. **Broad community impact:** The site aligns with The City's vision for the community. Community impact includes considerations such as, impacts on economic and business development, and municipal operations. It includes potential reputational impacts and financial impacts (both capital and operating). It also includes impacts to those accessing shelter services in our community. The site considers impacts to our community as a whole, including health, and safety for all in our valued places and spaces that are enjoyed by our citizens.
4. **Impacts to surrounding area:** Impacts to businesses, residences, parks, trails, and schools are a priority consideration in selecting site. The city's reputation is considered. A preferred site can accommodate and foster development of a safe, secure shelter.
5. **Access to services & supports:** Safety and basic needs for all is a priority. Regularly utilized services and supports that would not be co-located are taken into consideration. Sites where co-located services can operationalize are preferred.



**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, Councillor Dianne Wyntjes

MOTION CARRIED

## 11.2. Advocacy with the Province of Alberta

Moved by Councillor Kraymer Barnstable, seconded by Councillor Vesna Higham

Resolved that Council of The City of Red Deer having considered the facilitated engagement sessions on June 24, 27 and July 4, 2022 re: Permanent Shelter hereby directs Administration and the Office of the Mayor and Council to conduct advocacy with the Province of Alberta to confirm the following conditions with which the shelter site evaluation matrix and definitions were created:

1. Shelter is for those who need short stay emergency housing. There are other services/facilities along the housing spectrum.
2. Shelter is one site.
3. Funding may limit scope.
4. New services have potential to change outcomes.
5. The permanent shelter will be a housing focused delivery model [(Per Council resolution Nov – 21) – GOA confirmed Jan 22]
6. Shelter with wrap around services may not necessarily eliminate the need for those requiring shelter to access external services, to connect with community.
7. There are innovative alternative delivery/service and systems that need to address the diversity of clients and impact on community.
8. The shelter will operate 24/7
9. The shelter will be designed to provide spaces that honour the dignity of each person.
10. There is a recognition and advocacy for the ongoing housing (eg. PSH & Affordable Housing) needs.
11. Council will continue to have discussions with the Provincial Government on future Overdose Prevention Services/Supervised Consumption Services.
12. A good neighbour policy will be developed.
13. Community agencies are supportive of an integrated model and willing to work



collaboratively towards this.

14. The shelter would integrate or operate as many related services on-site as reasonably possible.

**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, Councillor Dianne Wyntjes

MOTION CARRIED

### 11.3 Preparing a List of Possible Sites

Moved by Councillor Cindy Jefferies, seconded by Councillor Kraymer Barnstable

Resolved that Council of The City of Red Deer having considered the facilitated engagement sessions on June 24, 27 and July 4, 2022 re: Permanent Shelter hereby directs Administration to begin preparing a list of possible sites to be evaluated using the shelter site evaluation matrix and further directs:

- This work to be completed with a commercial realtor – with the Mayor and Deputy Mayor providing Council perspective
- Ensure sites identified by the public continue to be brought forward

**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, Councillor Dianne Wyntjes

MOTION CARRIED

### 11.4. Council Update

Moved by Councillor Vesna Higham, seconded by Councillor Victor Doerksen

Resolved that Council of The City of Red Deer having considered the facilitated engagement sessions on June 24, 27 and July 4, 2022 re: Permanent Shelter hereby directs Administration to provide an update regarding the shelter site selection process during the Regular Council Meeting on July 18, 2022.

**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, Councillor Dianne Wyntjes



MOTION CARRIED

## 12. ADJOURNMENT

Moved by Councillor Michael Dawe, seconded by Councillor Victor Doerksen

Resolved that Council of The City of Red Deer hereby agrees to adjourn the Monday, July 4, 2022 Regular Council Meeting of Red Deer City Council at 8:52 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, Councillor Dianne Wyntjes

MOTION CARRIED

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MAYOR

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CITY CLERK



**Audit Committee Decision –  
June 21, 2022**

**DATE:** June 21, 2022  
**TO:** City Clerk  
**FROM:** Audit Committee  
**SUBJECT:** Audit Committee Decision – Forward to Council

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At the June 21, 2022 meeting of the Audit Committee, the following motions were introduced and passed:

Resolved that the Audit Committee, having considered the 2021 Reserve Report dated June 21, 2022 and presented by Administration, hereby receives the report for information and forwards this to Council for information.

Resolved that the Audit Committee, having considered the December 2021 Variance Analysis Report dated June 21, 2022 and presented by Administration, hereby receives this report for information and forwards to this Council for consideration.

Resolved that the Audit Committee, having considered the 2021 Capital Information Report dated June 21, 2022 and presented by Administration, hereby receives this report for information and forwards this to Council for consideration.

Sincerely,

A handwritten signature in blue ink that reads 'Michael Dawe'.

Councillor Michael Dawe  
Chair, Audit Committee

c: Chief Financial Officer  
General Manager of Corporate & Employee Services  
Corporate Controller Michelle Andrew  
Corporate Controller Tammy Mattson



July 18, 2022

## December 2021 Variance Analysis

Prepared by: Kelsey Holland, Financial Analyst

Reviewed by: Michelle Andrew, Corporate Controller – Budget & Investments

### Report Summary & Recommendation

---

This report provides highlight information on the December 2021 Operating Variance Analysis for GMLT and Audit Committee review. This information is already reflected in our 2021 financial statements that were reviewed by the auditors and approved by Council on April 25, 2022

This document is the final of four operating variance reports presented to GMLT and Audit Committee for 2021 and reflects the division changes effective October 1, 2020. This is the only report out of the four variance reports that is presented to Council, as this report contains the full fiscal year information. The other reports are reviewed by GMLT and Audit Committee to monitor variances and anything significantly concerning would be brought to Council as result of those reviews.

### Key Messages

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- The significant factors that caused variances during the year were the pandemic (due to facility closures, working from home, general economic downturn, etc.) and the RCMP retro-pay costs
- Revenue and expenses had a net favourable variance of \$9.1 million
- Internal transfers had a favourable variance of \$4.8 million
- Reserve transfers had a favourable variance of \$9.6 million

### Proposed Resolution

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Council to receive this report for information

### Background

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Operating variance reports are reported four times a year. April, July, September, and December.

Operating variance analysis reports are a compilation of variance analyses received from divisions and departments which report on the variance between budget and projected year-end revenues, expenditures, and other transfers.



The year-end operating variance report provides GMLT and Audit Committee with a variance analysis from a financial perspective. Both favourable and unfavourable variances for the categories of revenue, expenses and transfers are presented. It is important to note the relationship to the category when examining variances. For example, a favourable revenue variance indicates more revenue was received than budgeted, while a favourable expense variance indicates less expense was experienced when compared to budget.

## Analysis

The December 31, 2021 operating variance analysis continues to show impacts of COVID-19 on revenue and expenses. Facility closures, cancellations of programs, working from home, and the general economic downturn as a result of the pandemic have all impacted City operations. The additional retro-pay costs for the RCMP has also caused a significant variance. Other specific significant variances are noted in more detail below. These numbers align with the ongoing financial modeling and monitoring being done by Financial Services. Other than the impacts of COVID-19 on the organization and the RCMP retro-pay costs, there are no major unexpected or concerning impacts from the variances reported below.

### Revenue Operating Variances

The City budgeted for revenues of \$345.9 million. Actual year-end revenues are \$339.7 million, resulting in an \$6.2 million unfavourable variance.

2021 Budgeted Revenues	2021 Actual Year-End Revenues	Unfavourable Variance
\$345.9 million	\$339.7 million	\$6.2 million

Significant variances are summarized as follows (in thousands):

FAVOURABLE	EXPLANATION
\$3,500	One-time Alberta Community Partnership Strategic Initiative Grant
\$3,277	Increased grant funding due to COVID-19 for Outreach and Support Services Initiative (OSSI) and Reaching Home grant
\$1,239	Higher than projected long-term investment income mainly due to capital gains realized
\$765	Increased residential and commercial consumption of electric, light and power utilities
\$541	Increase in AHS dispatch revenue, higher ambulance response calls and response billings
\$418	Higher than anticipated ATCO franchise fee revenue
\$383	Municipal Sustainability Initiative operating grant revenue



UNFAVOURABLE	EXPLANATION
\$5,029	Transmission cost surplus refunded to customers via Transmission Rider (offset by favourable expense variance)
\$2,991	Timing difference related to Municipal Operating Support Transfer for 2021 (was received in 2020)
\$2,674	Decrease in lot sale price at Timberland and sales delayed at Capstone and Queen's Business Park
\$1,297	Less than expected consumption of water and wastewater utility services
\$992	Significant increase in assessment complaints filed due to economic circumstances and tax agent activity
\$844	Facility closures due to COVID-19
\$730	Reduced ticket/speeding fine revenue due to COVID-19
\$557	Reduced parking fine revenue from both the City and Province due to COVID-19

### Expenses Operating Variance

The City budgeted for expenses of \$392.3 million. Actual expenses at year-end are \$377.0 million, resulting in a \$15.3 million favourable variance. The net variance of our revenues and expenses is \$9.1M favourable.

2021 Budgeted Expenses	2021 Actual Year-End Expenses	Favourable Variance
\$392.3 million	\$377.0 million	\$15.3 million

Significant variances are summarized as follows (in thousands):

FAVOURABLE	EXPLANATION
\$10,524	Overall salary budget surplus due to temporary staff vacancies (mainly due to recreational closures due to COVID-19) and underutilized personnel provision
\$4,994	Utility Rider Fees - to be adjusted in Q1 2022 (offset by revenue variance: transmission cost surplus refunded to customers)
\$4,072	Tangible Capital Asset depreciation (offset by equity transfers)
\$4,333	Reduction in expenses (ie. equipment, meetings, training, building maintenance, materials, etc.) due to COVID-19 and facility closures
\$1,769	Reduction in salt, sand and contracted services required for road maintenance due to mild winter



<b>\$1,742</b>	Economic Leader Initiatives Rebate Program & Leading Forward grants not disbursed to organizations due to COVID-19
<b>\$757</b>	Due to reduction in waste management accounts and service frequency, there is a corresponding reduction in contracted service costs
<b>\$623</b>	Reduction in water and wastewater chemicals required due to less run-off and less inclement weather
<b>\$604</b>	Growth/annexation has been delayed
<b>\$342</b>	Energy Education grant carry forward
<b>\$312</b>	Unspent police review
<b>\$307</b>	Less than anticipated land sales, therefore less than budgeted cost of land sold realized

<b>UNFAVOURABLE</b>	<b>EXPLANATION</b>
<b>\$4,235</b>	RCMP retro-pay funding shortfall
<b>\$3,305</b>	Carryforward of Coalition for Creating Equity Grant and Grant to Westerner that was unbudgeted for (offset with grant revenue)
<b>\$2,531</b>	Emergency Services overtime costs and reassignment pay
<b>\$2,462</b>	Increased spending on OSSI and Reaching Home, Social Diversion pilot and various other community projects (offset with increased grant funding received – see revenue table above)
<b>\$1,189</b>	Salary pool and other benefits
<b>\$1,124</b>	Tangible Capital Asset amortization (offset by equity transfers – see transfers table below)
<b>\$627</b>	Landfill liability adjustment
<b>\$517</b>	Additional contracted services for community safety strategies (ie. Social Diversion Team & Distress Centre and Trauma Training)
<b>\$345</b>	Large ongoing matters referred out to external legal counsel (e.g. Westerner, NAC, Code of Conduct and COVID related matters)
<b>\$334</b>	Higher interest payments on debentures and other investment fees

### **Transfers Operating Variance**

The City budgeted for internal transfers of \$57.1 million. Actual internal transfers at year-end are \$61.9 million, resulting in a \$4.8 million favourable variance. All internal transfers followed policy 5358-CP Inter-Entity Transactions.

<b>2021 Budgeted Transfers</b>	<b>2021 Actual Year-End Transfers</b>	<b>Favourable Variance</b>
\$57.1 million	\$61.9 million	\$4.8 million



Significant variances are summarized as follows (in thousands):

FAVOURABLE	EXPLANATION
\$4,452	Contributed assets (offset with unfavourable contributed asset revenue)
\$1,734	Higher than projected transfers from capital to operating
\$1,139	Internal revenues (offset with individual department variances)
\$1,057	Asset disposals
UNFAVOURABLE	EXPLANATION
\$2,906	Tangible Capital Asset amortization (offset with favourable amortization expenses – see expenses table above)

### **Contributed Assets Operating Variance**

The City budgeted for contributed assets of \$6.6 million. Actual contributed assets at year-end are \$2.2 million, resulting in a \$4.4 million unfavourable variance.

2021 Budgeted Contributed Assets	2021 Actual Year-End Contributed Assets	Unfavourable Variance
\$6.6 million	\$2.2 million	\$4.4 million

Significant variances are summarized as follows (in thousands):

FAVOURABLE	EXPLANATION
	No significant variances
UNFAVOURABLE	EXPLANATION
\$3,206	Less than projected contributed assets related to storm infrastructure (offset with favourable internal transfers per table above)
\$1,259	Less than projected contributed assets related to water & wastewater infrastructure (offset with favourable internal transfers per table above)

### **Reserve Transfers Operating Variance**

The City budgeted for transfers to reserves of \$17.3 million. Actual transfers to reserves at year-end are \$26.9 million, resulting in a \$9.6 million favourable variance.

2021 Budgeted Reserve Transfers	2021 Actual Year-End Reserve Transfers	Favourable Variance
\$17.3 million	\$26.9 million	\$9.6 million

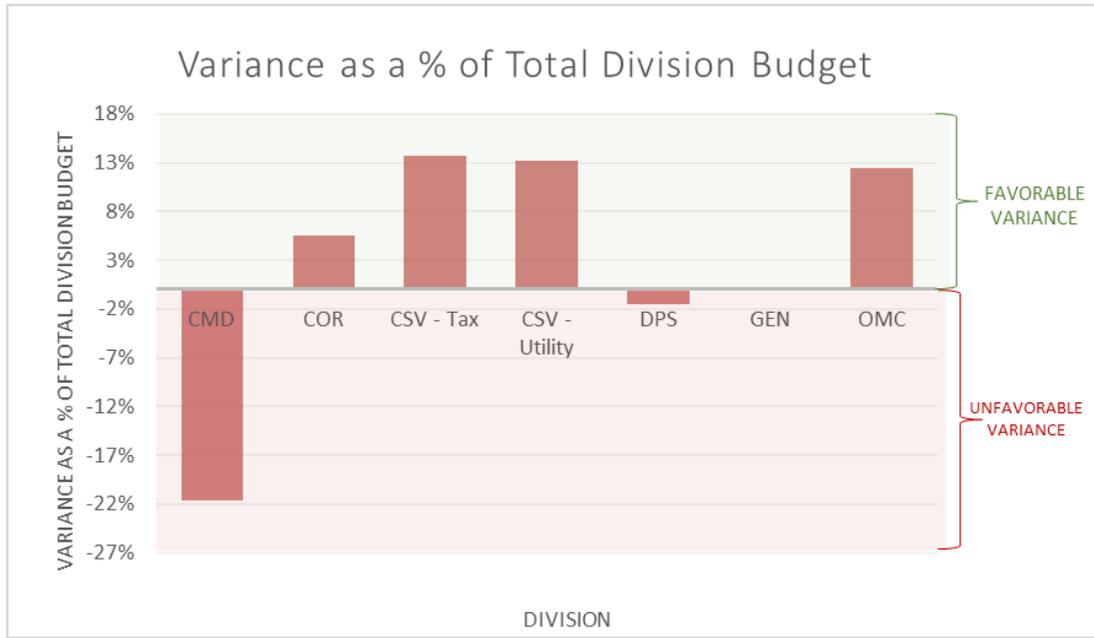


Reserve transfers are summarized as follows:

	<b>Budgeted Deficit/ (Surplus)</b>	<b>Actual Deficit/ (Surplus)</b>	<b>Variance (Favourable)/ Unfavourable</b>	<b>% (Favourable)/ Unfavourable</b>
Tax	16,098,866	10,957,140	(5,141,726)	<b>-32%</b>
Water & Wastewater Utilities	(20,288,408)	(21,752,596)	(1,464,188)	<b>-7%</b>
Waste Management Utility	(2,219,890)	(2,292,123)	(72,233)	<b>-3%</b>
Electric, light and power	(5,309,922)	(6,256,946)	(947,024)	<b>-18%</b>
Equipment Fund (Fleet)	(5,596,193)	(7,539,873)	(1,943,680)	<b>-35%</b>
<b>Total Net Transfers to (from) Reserves</b>	<b>(17,315,547)</b>	<b>(26,884,398)</b>	<b>(9,568,851)</b>	<b>-55%</b>



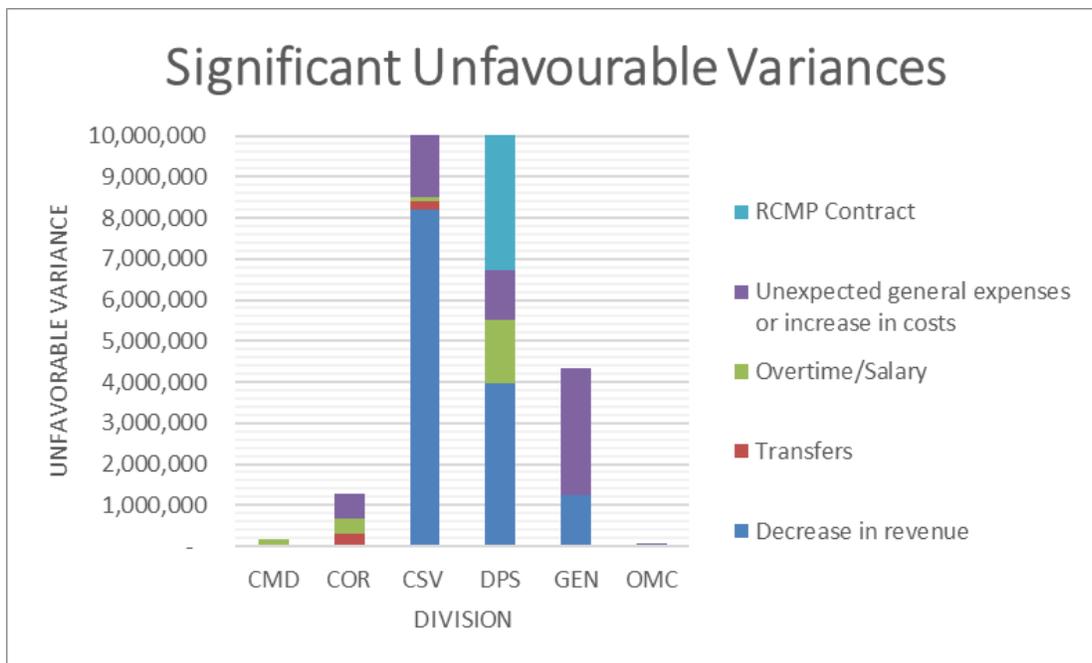
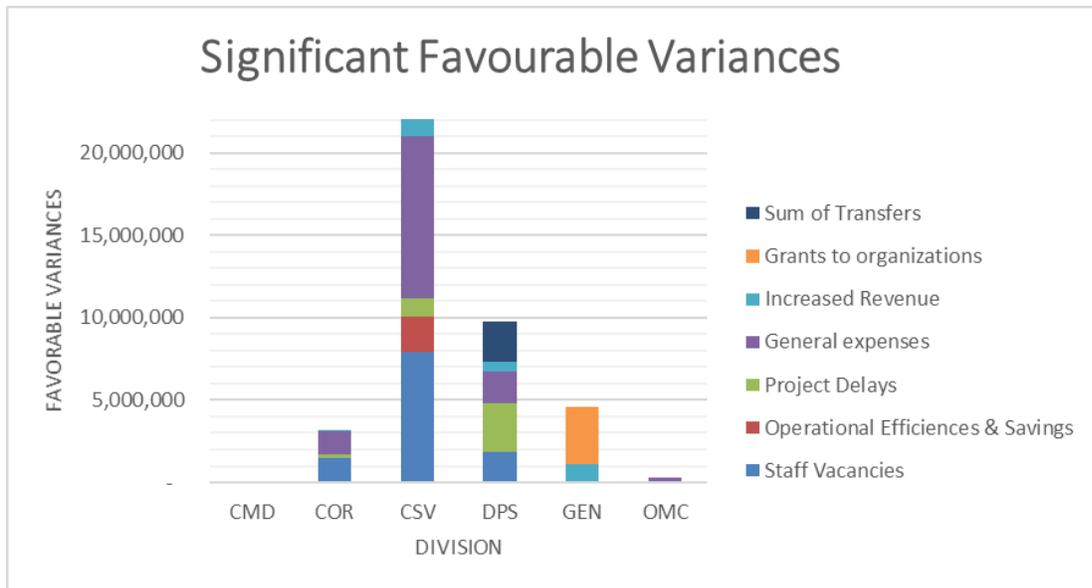
**Divisional Variance Comparative Charts**



- "Variance as a % of Total Division Budget" shows the variance as a percentage of each Division's individual budget for 2021.
- Divisions
  - CMD – City Manager's Office
  - COR – Corporate & Employee Services
  - CSV Tax – Community Services (Tax Supported)
  - CSV Utility – Community Services (Self Supported)
  - DPS – Development & Protective Service
  - GEN – General Programs (includes property tax related expenditures, corporate provisions and payroll benefits)
  - OMC – Office of Mayor & Council & City Manager

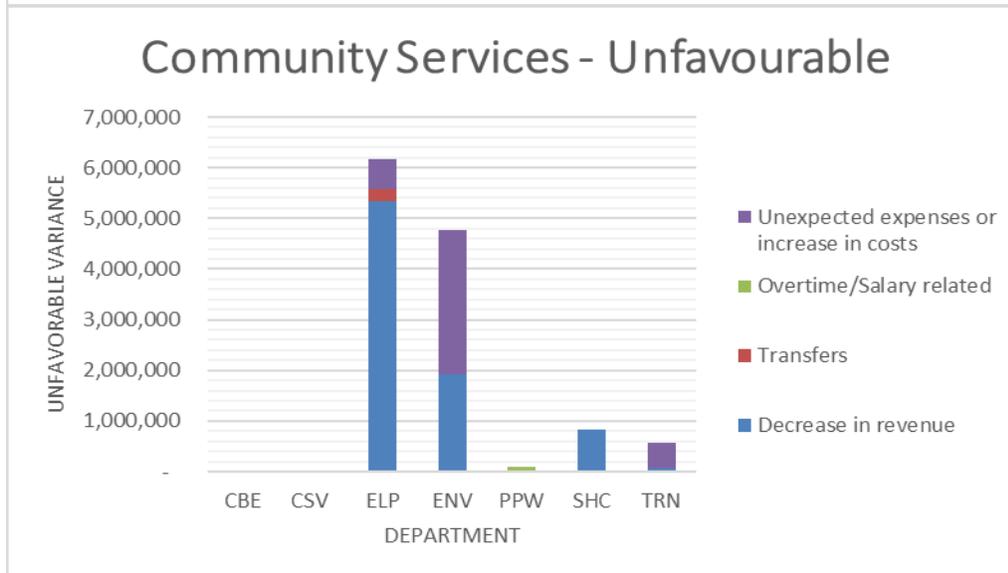
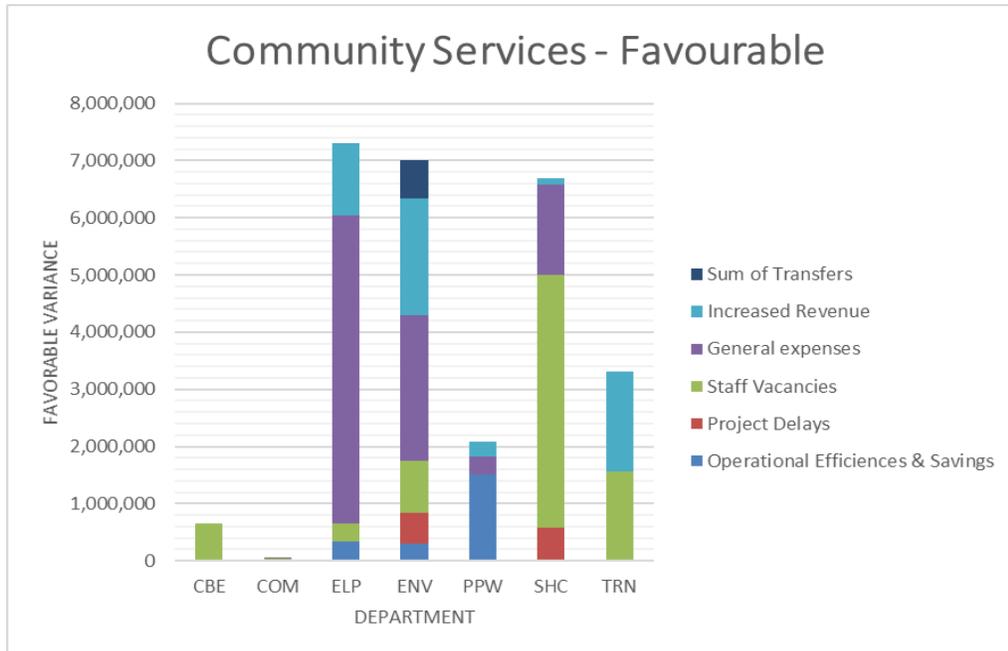


**Divisional Variance Comparative Charts**





**Community Services Division Variance Graphs**

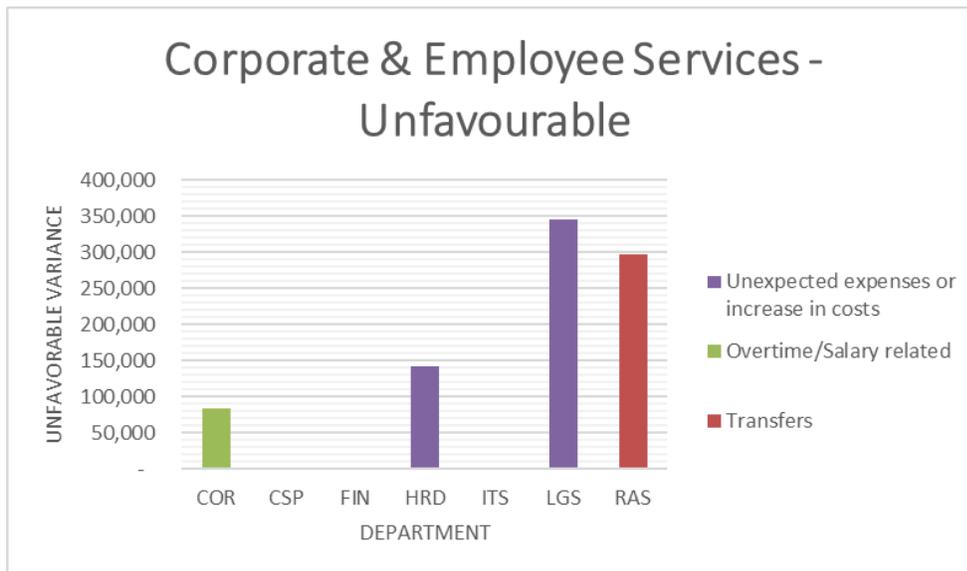
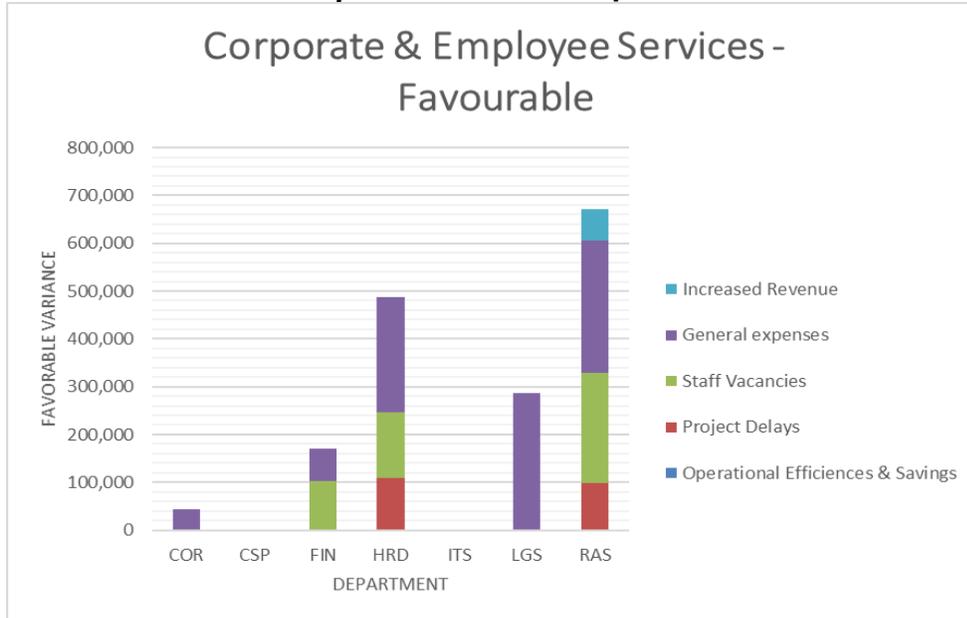


- Departments
  - CBE – CSV Business Excellence
  - CSV - Community Services Directorate
  - ELP – Electric Light & Power
  - ENV – Environmental Services
  - PPW – Parks & Public Works
  - SHC – Safe & Healthy Communities
  - TRN – Transit & Fleet



**Corporate & Employee Services Division Variance Graphs**

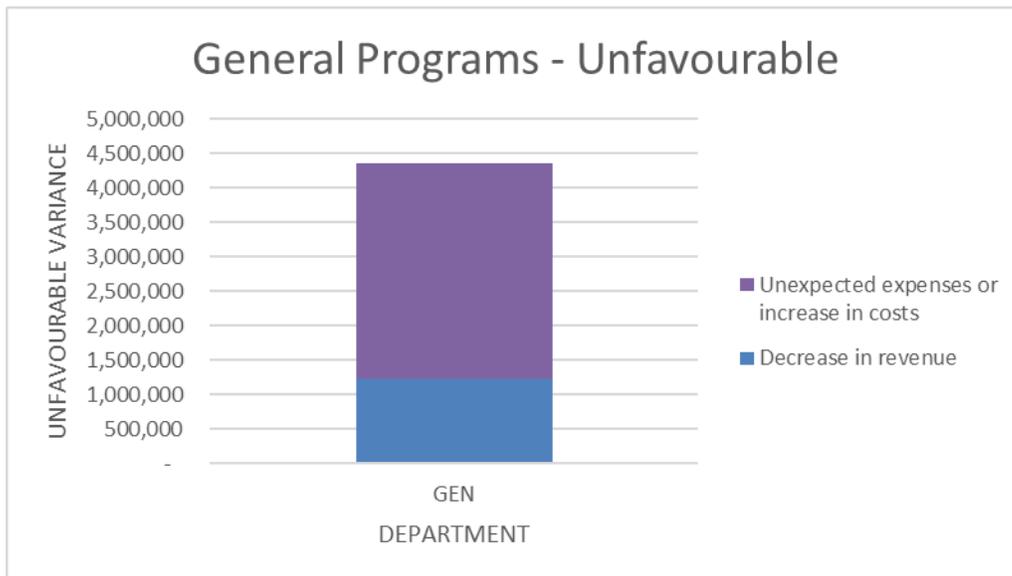
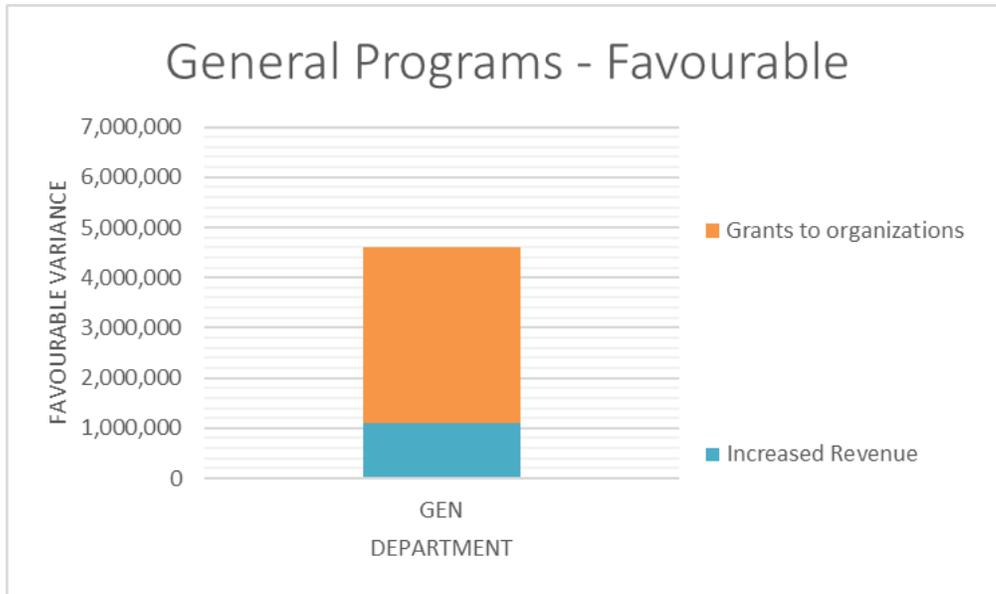
**\*NOTE: No variance report was submitted for CSP or ITS\***



- Departments
  - COR – Corporate Services Directorate
  - CSP – Communications & Strategic Planning
  - FIN – Financial Services
  - HRD – Human Resources
  - ITS – Information & Technology Services
  - LGS – Legal & Legislative Services
  - RAS – Revenue & Assessment Services

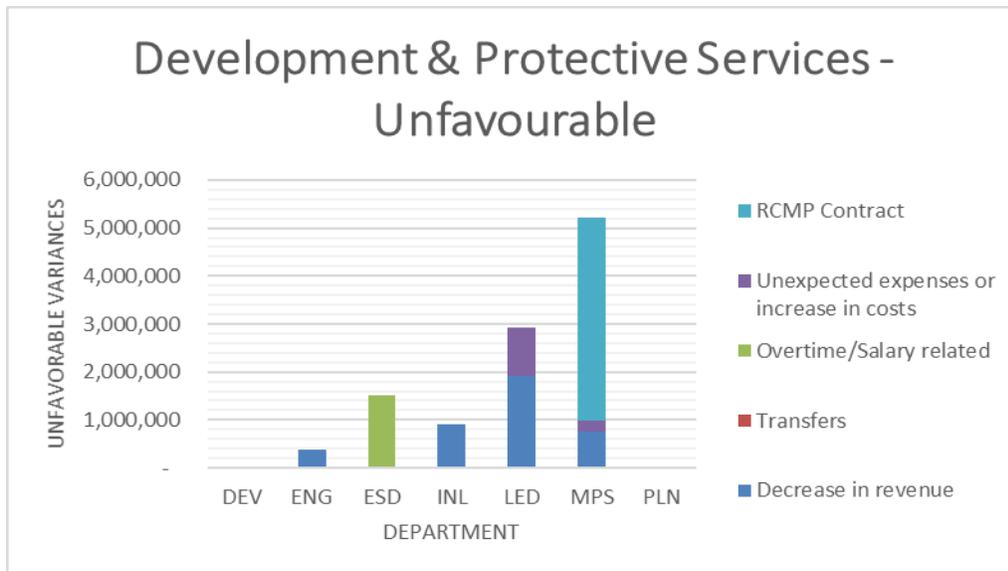
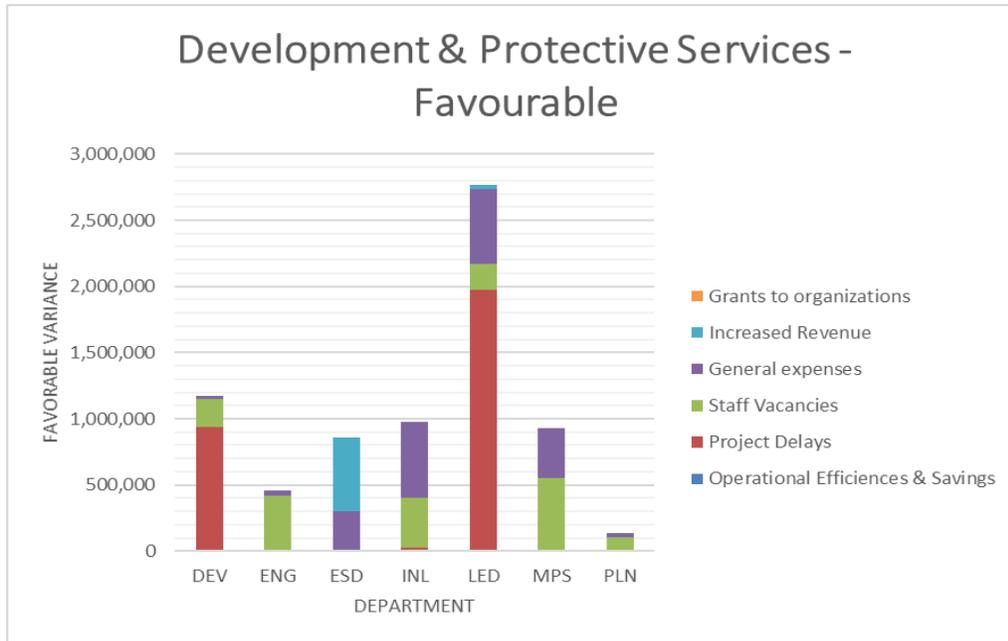


**General Programs Variance Graphs**





**Development & Protective Services Division Variance Graphs**

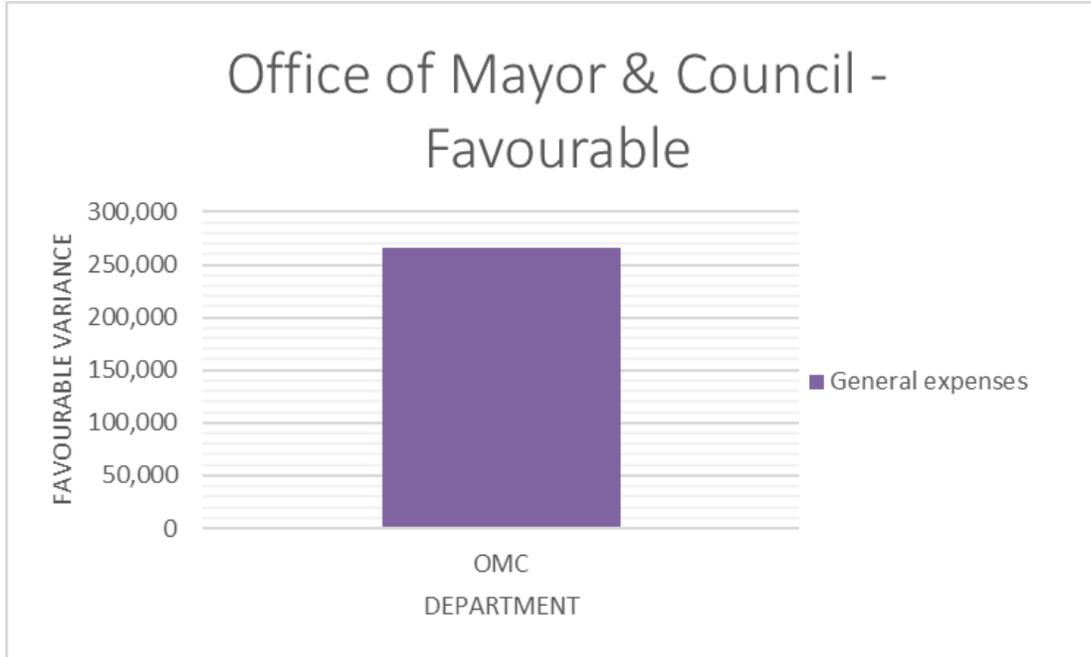


- Departments
  - DEV – Development & Protective Services Directorate
  - ESD – Emergency Services
  - ENG – Engineering Services
  - INL – Inspections & Licensing
  - LED – Land & Economic Development
  - MPS – Municipal Policing Services
  - PLN – City Planning & Growth



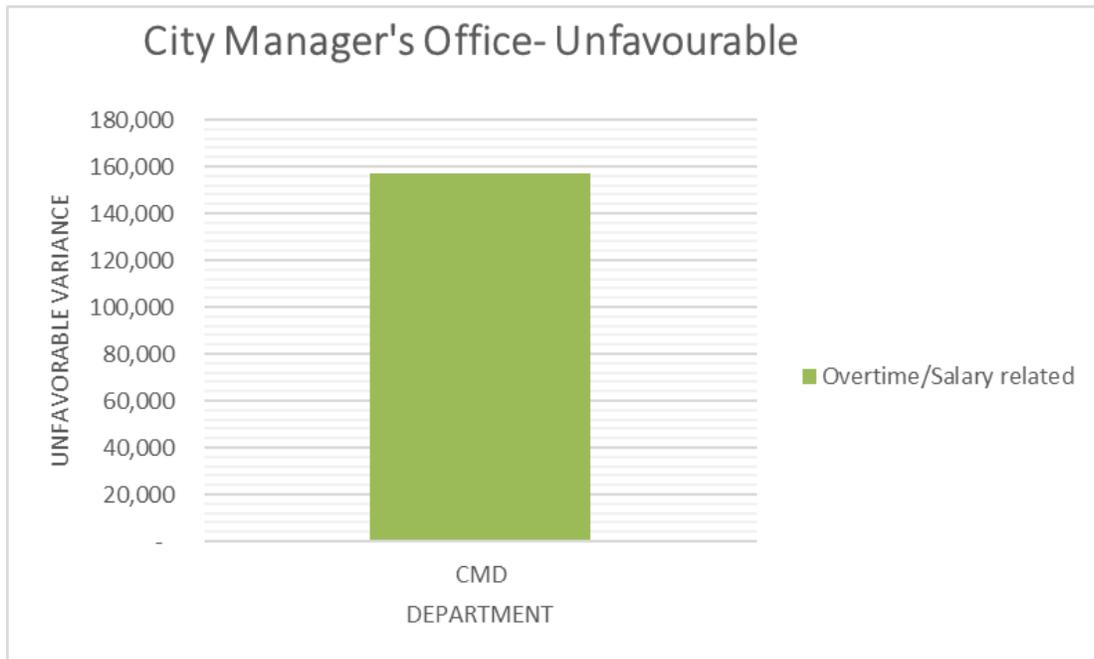
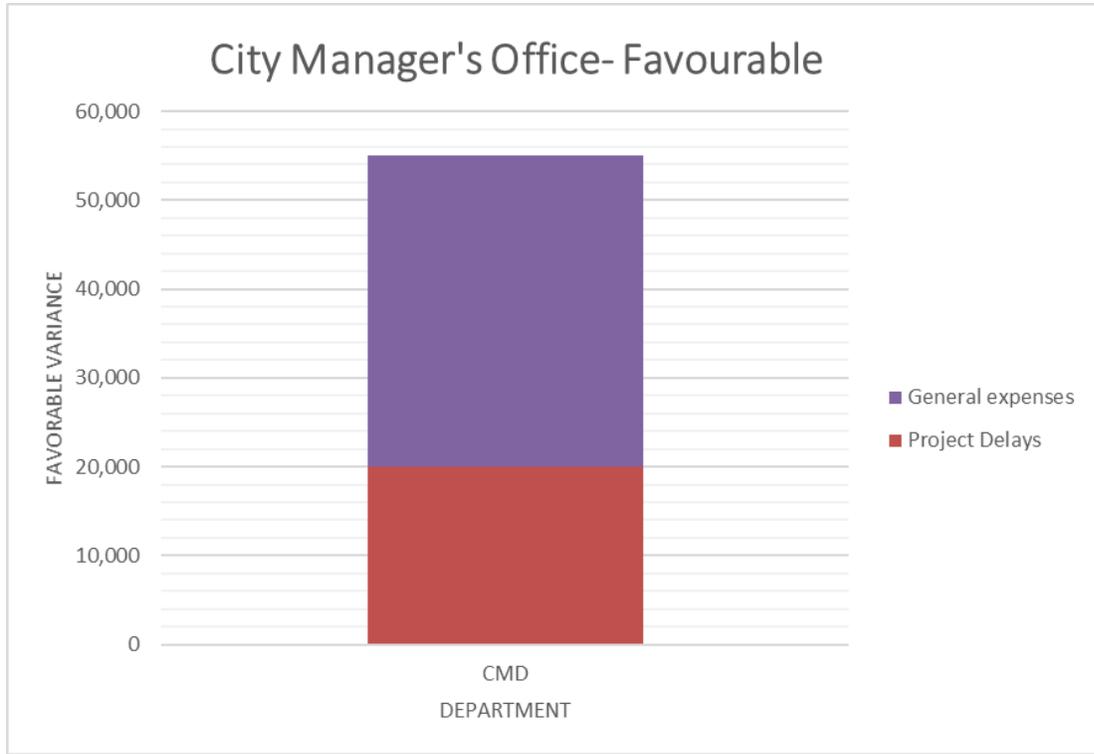
**Office of Mayor & Council Division Variance Graphs**

*No unfavourable variances reported.*





**City Manager's Office Division Variance Graphs**





July 18, 2022

## December 31, 2021 Reserve Report

Prepared by: Kelsey Holland, Financial Analyst  
Department: Financial Services

### Report Summary & Recommendation

---

Following is the detail of the December 31, 2021 Reserve Report.

This item is regularly reported to the Audit Committee and the current report is compliant with applicable internal and external legislation.

### Key Messages

---

- All reserve accounts are in compliance with the policy
- The Operating Reserve – Tax Supported (ORTS) has declined during the year, but this was expected, given the pandemic
- The Capital Projects Reserve (CPR) has declined during the year, but this was expected, given that contributions from operating were reduced from 1% to 0.5%

### Proposed Resolution

---

Council to receive this report for information.

### Background

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#### Legislative Context:

This report is regularly presented to Audit Committee to demonstrate compliance with applicable internal and external legislation.

#### Policy Linkage:

The December 31, 2021 reserve balances are compliant with Council Policy GP-F-2.0 – Reserves with the following exception;

- The Debt Repayment Reserve is in a negative position, this will be adjusted at year-end to comply with the Council Policy.



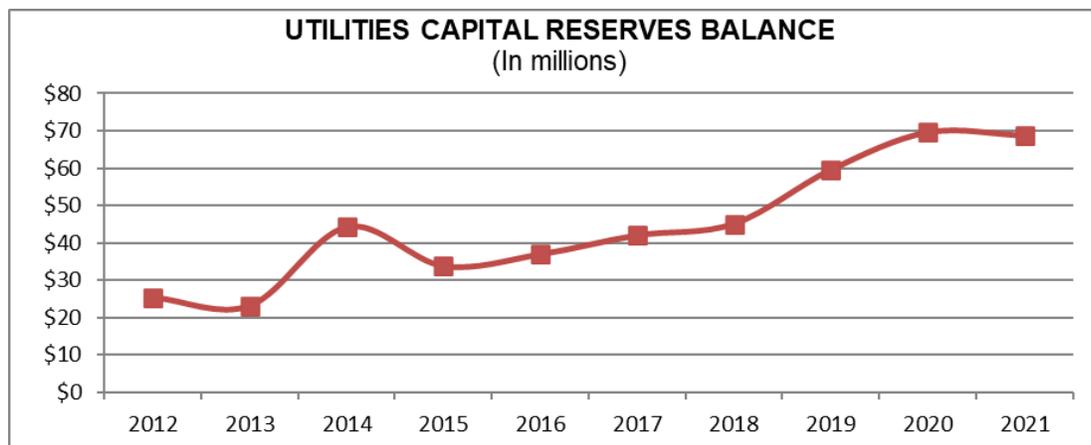
## Analysis

### Reserve Summary Table:

ACCOUNT NAME	Balance 2019	Balance 2020	Balance 2021
TOTAL UTILITIES CAPITAL RESERVES	59,589,751	69,640,787	68,800,352
TOTAL LAND DEVELOPMENT RESERVE	61,473,550	57,666,294	53,649,192
TOTAL OPERATING RESERVE - TAX SUPPORTED	33,374,532	40,807,852	27,620,820
TOTAL CAPITAL PROJECTS RESERVE	27,067,567	22,412,611	17,838,093
TOTAL OTHER SELF SUPPORTED CAPITAL RESERVES	14,156,991	14,709,045	14,734,815
TOTAL SELF SUPPORTED - OPERATING RESERVES	12,393,695	11,798,078	11,173,698
TOTAL OTHER TAX SUPPORTED CAPITAL RESERVES	7,184,459	7,819,240	7,285,671
TOTAL FINANCE A SPECIFIC PURPOSE RESERVES	2,580,761	2,700,797	2,815,980
TOTAL DEBT REPAYMENT RESERVE	1,445,787	(500,591)	(812,130)
<b>TOTAL RESERVES</b>	<b>219,267,092</b>	<b>227,054,113</b>	<b>203,106,489</b>

### Utilities Capital Reserves

**Purpose:** Future Capital for EL&P Utility, Water Utility, Wastewater Utility, Solid Waste Utility



### Significant transactions:

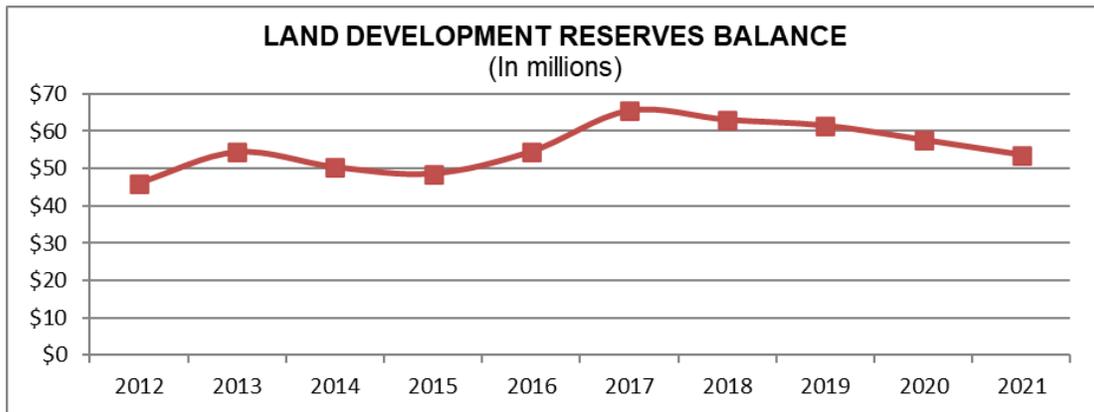
Decrease/(Increase)	Explanation for 2021 year to date changes greater than \$100K
<b>\$27,924K</b>	Fund capital jobs
<b>(\$19,259K)</b>	Close operating surplus to reserves
<b>(\$5,455K)</b>	Internal transfers
<b>\$4,069K</b>	Year-end depreciation transfer
<b>\$2,626K</b>	Utility reserve funding



<b>(\$1,025K)</b>	Long-term interest true-up
<b>\$130K</b>	Working capital adjustment

## Land Development Reserves

**Purpose:** Used to purchase raw land and to finance subdivision development



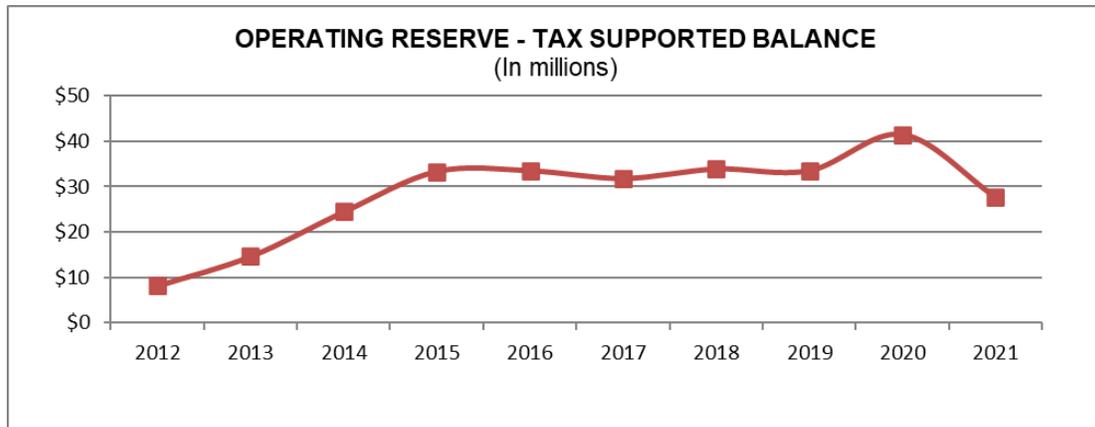
### Significant transactions:

Decrease/(Increase)	Explanation for 2021 year to date changes greater than \$100K
<b>\$4,017K</b>	Year-end deficit



## Operating Reserve – Tax Supported

**Purpose:** For emergencies, user rate stabilization/working capital, and funding initiatives (such as one-time items and carry forwards).



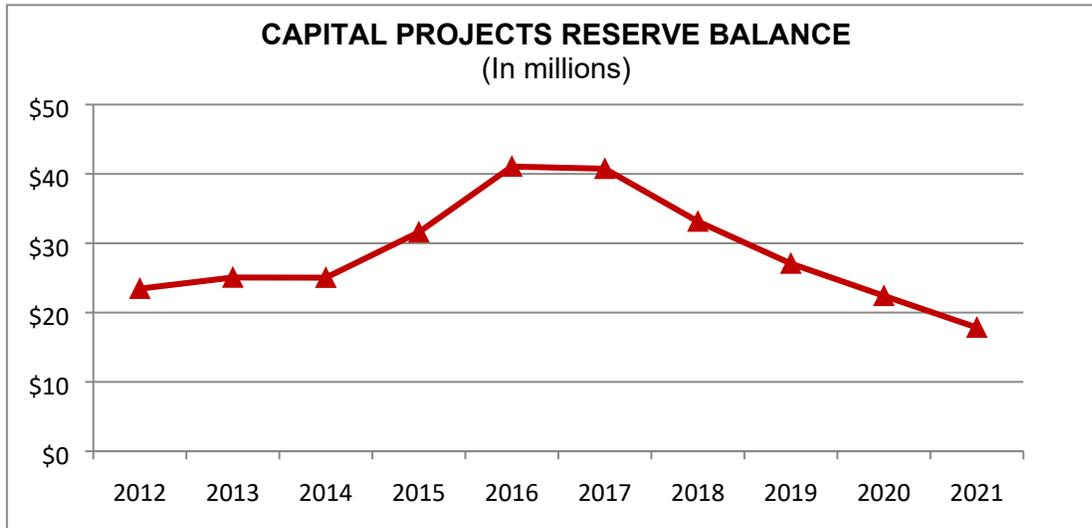
### Significant transactions:

Decrease/(Increase)	Explanation for 2021 year to date changes greater than \$100K
<b>\$9,116K</b>	Inter-fund reserve transfers
<b>\$4,274K</b>	Carryforwards
<b>(\$2,220K)</b>	Grant to Westerner Exposition Association
<b>(\$967K)</b>	Year-end deficit
<b>(\$846K)</b>	Long-term interest true-up
<b>(\$715K)</b>	Parking change to tax-supported
<b>\$105K</b>	Miscellaneous



**Capital Projects Reserve:**

**Purpose:** To help pay for tax supported capital projects



**Significant transactions:**

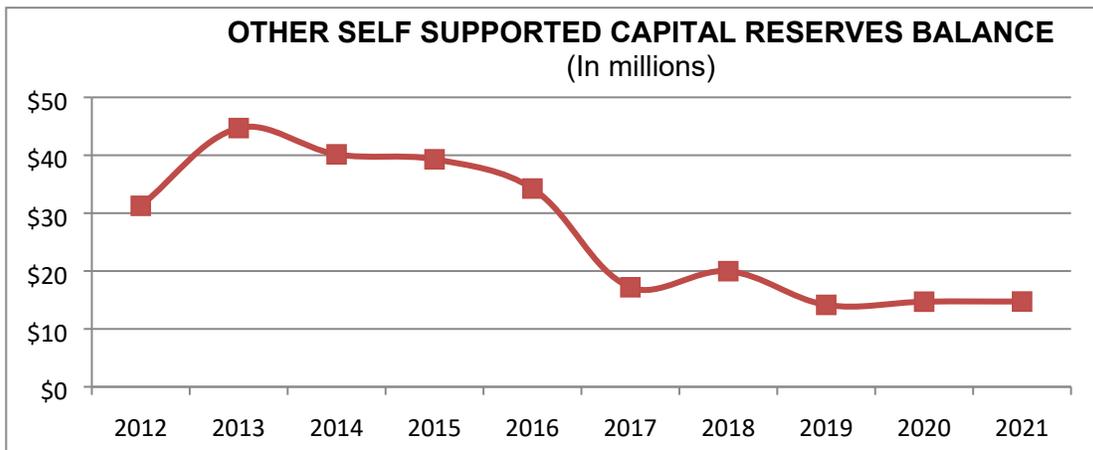
Decrease/(Increase)	Explanation for 2021 year to date changes greater than \$100K
\$12,703K	Capital project funding
(\$7,371K)	Amenity and growth
\$3,500K	2020 approved CPR reduction
\$3,000K	Council approved transfer to Debt Repayment reserve
(\$2,754K)	Annual Capital Contribution
(\$1,367K)	Crown Paving
(\$1,246K)	Fleet Growth
(\$1,202K)	Change of Parking to Tax Supported
(\$615K)	ITS Technology refresh transfer
\$598K	Operating items funded by CPR
(\$557K)	Interest allocation
(\$126K)	Support cost allocation

**Other Self Supported Capital Reserves:**



**Purpose:**

- Equipment Fund, for the purchase of:
  - Fueling
  - Growth and replacement of fleet equipment, radio equipment
- Various Offsite Levies
  - To fund future capital projects that are needed to extend City infrastructure to new development areas



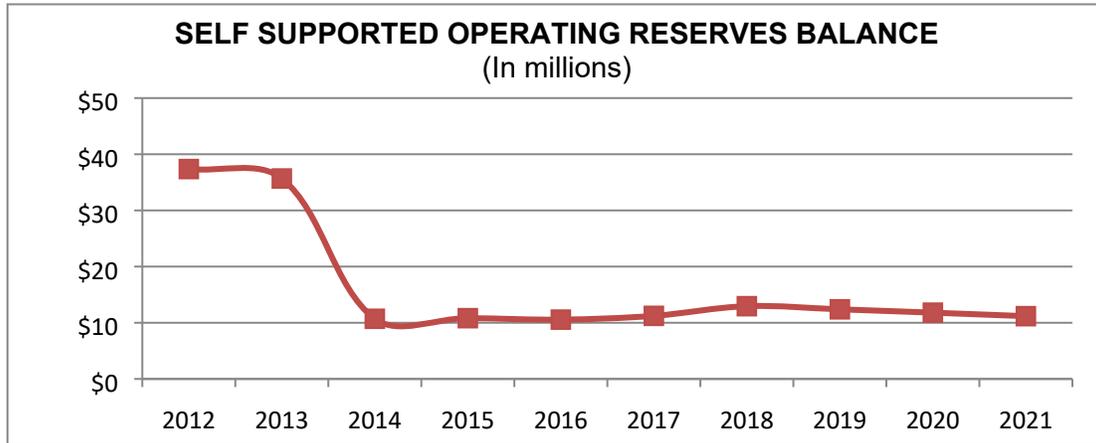
**Significant transactions:**

Decrease/(Increase)	Explanation for 2021 year to date changes greater than \$100K
\$4,822K	Debt Repayments
(\$4,004K)	Annual depreciation
\$2,253K	Capital funding
(\$1,481K)	80% of grant transferred to Fleet Reserve for buses
(\$736K)	Interest
(\$423K)	Proceeds on disposals
(\$243K)	Transfers to reserve
(\$197K)	Fuel mark-up transfer
\$149K	Miscellaneous
132K	Insurance

**Self Supported Operating Reserves:**



**Purpose:** Working Capital for EL&P Utility, Water Utility, Wastewater Utility, Solid Waste Utility



**Significant transactions:**

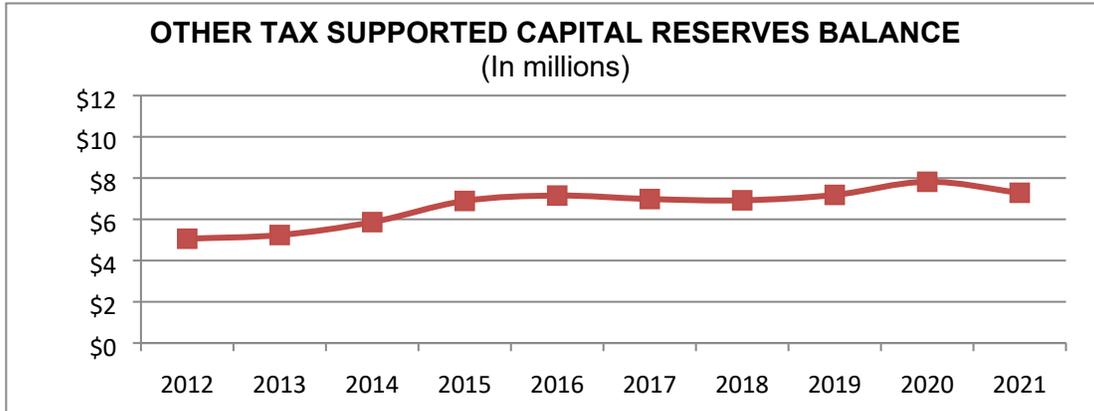
Decrease/(Increase)	Explanation for 2021 year to date changes greater than \$100K
<b>\$715K</b>	Parking reserve adjustments
<b>(\$91K)</b>	Miscellaneous



**Other Tax Supported Capital Reserves:**

**Purpose**

- Municipal Reserve – Land
  - To purchase new parkland



**Significant transactions:**

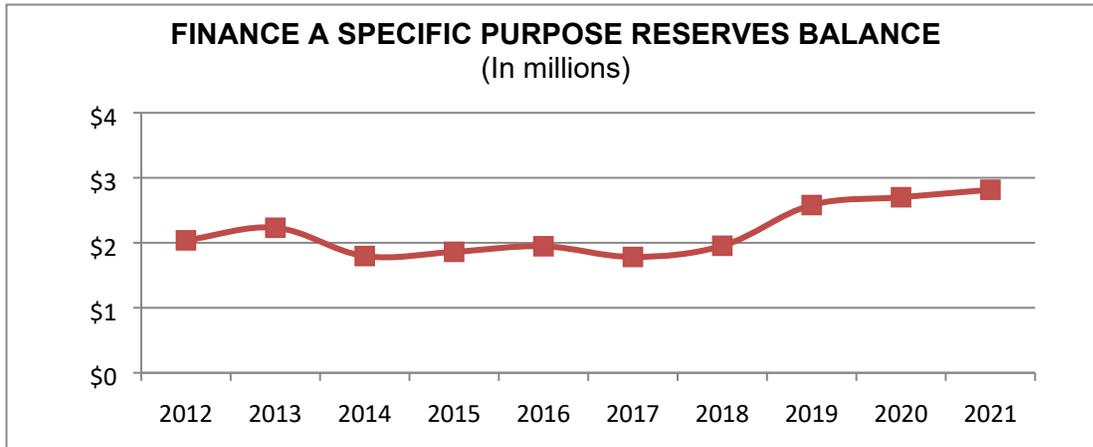
Decrease/(Increase)	Explanation for 2021 year to date changes greater than \$100K
<b>\$675K</b>	Fund capital jobs
<b>(\$141K)</b>	Interest allocation



**Finance a Specific Purpose Reserves:**

**Purpose**

- Perpetual Care Reserve
  - Interest earned in this reserve is used to fund maintenance of the City’s cemeteries, indefinitely
- Public Art
  - To fund internal public art projects and used to match external community group funding for public art projects
- Restricted Reserve – Museum & Art Gallery (MAG)
  - One-time grant to the MAG to create a restricted reserve to meet the requirement of the Alberta Foundation for the Arts (AFA) grant program
- Wetland Enhancement
  - To fund wetlands restoration and enhancement



**Significant transactions:**

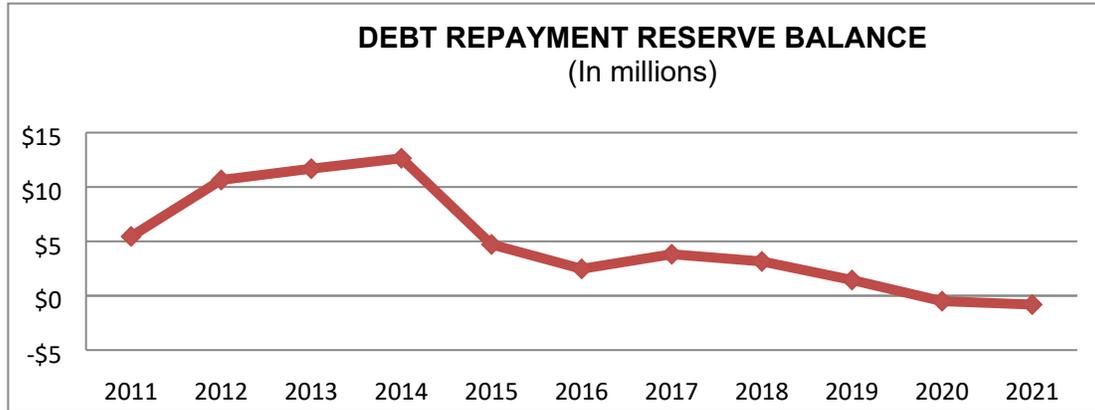
Decrease/(Increase)	Explanation for 2021 year to date changes greater than \$100K
(\$102K)	Interest allocation



## Debt Repayment Reserve:

### Purpose

- Tax supported debt repayments
- To provide a stable source of funding for capital projects



Decrease/(Increase)	Explanation for 2021 year to date changes greater than \$100K
<b>(\$13,099K)</b>	2021 interest & principal payments
<b>\$8,400K</b>	2021 operating contribution
<b>\$3,000K</b>	Council approved capital projects transfer
<b>\$869K</b>	Recovery from utilities for Civic Yards debt borrowing
<b>\$631K</b>	Expired debenture payments
<b>\$99K</b>	Fund Capital Jobs

	Council Policy	
	Reserves	
	Policy Type: GOVERNANCE PROCESS	GP-F-2.0

Council will contribute to the financial sustainability of The City of Red Deer through the effective oversight of reserves.

### Policy Statements:

- 1 Only Council has authority to create and close reserves.
- 2 All expenditures from reserves and transfers between reserves must have prior approval of Council.
- 3 Year-end actual surpluses or deficits will be allocated to/from the related reserve.
- 4 Each year the City Manager will prepare a reserve report for Council which will include a section on compliance with this Policy.
- 5 It is recognized that reserves have the following benefits:
  - (1) Finance replacement of capital assets
  - (2) Fund emerging issues
  - (3) Fund current and future debt payments
  - (4) Limit tax and rate increases
  - (5) Provide working capital
  - (6) Ensure service levels are maintained and not immediately impacted by economic downturns
- 6 In support of the overall financial health of The City of Red Deer, a reserve will be created for the following purposes:
  - (1) Capital Asset Growth Reserve: to fund new capital assets
  - (2) Capital Asset Replacement Reserve: to fund the replacement of capital assets
  - (3) Self-Supported (Utilities) Operating Reserves: for funding of self-supported operations
  - (4) Self-Supported (Utilities) Capital Reserves: to fund self-supported capital asset expenditures
  - (5) Offsite Levies Reserve: to fund offsite development
  - (6) Debt Repayment Reserve: to fund tax supported capital debt repayments
  - (7) Tax Surplus Reserve: to fund one-time operating initiatives or emergencies
  - (8) Public Art Reserve: to fund community groups developing art, support of public education/promotion and funding public art identified by The City as necessary to a given project (see Appendix A)

	<b>Council Policy</b>	
	<b>Reserves</b>	
	Policy Type: GOVERNANCE PROCESS	GP-F-2.0

- 7 In support of the overall financial health of The City of Red Deer, a reserve may be created for the following purposes:
- (1) Finance a Specific Purpose Reserves: to fund a specific operating or capital purpose

**Definitions:**

- 8 Operating Reserves:
- (1) Generally established to fund one-time expenditures of an operating nature or to provide stabilization to the budget as a result of a sudden economic downturn.
- 9 Capital Reserves:
- (1) Are those reserves that are generally established to fund expenditures of a capital nature including replacement, and upgrading or construction of new assets and infrastructure.
- 10 Funding Source:
- (1) In order to be sustainable each reserve must identify a funding source, either from internal or external sources including but not limited to:
- (a) Approved budget contributions
  - (b) Year-end actual surpluses
  - (c) Interest
  - (d) Government grants
  - (e) Donations
  - (f) Development levies
  - (g) Transfers from other reserves

**Document History:**

Policy Adopted	September 16, 2013
Policy Revised	March 17, 2014

**Administrative Revisions:**

<b>Date:</b>	<b>Description:</b>
October 19, 2017	Updated to current format.

	Council Policy	
	Reserves	
	Policy Type: GOVERNANCE PROCESS	GP-F-2.0

### Appendix A

- 1 A Public Art Reserve will be developed from a portion of the 1.0% allocation. Capital Construction projects will contribute to the Public Art Reserve as follows:
  - (1) Capital construction costs associated with design and engineering, project design, administration, fees and permits, building demolition, relocation of tenants, contingency funds, land acquisition, environmental testing, or any indirect costs such as interest, advertising or legal fees, are excluded from the 1.0% calculation.
  - (2) Of the 1.0% public art funding allotment, an amount will be allocated to a Public Art Reserve as per Section 3. The remaining amount will be utilized for the design, fabrication, and installation of public art.
    - (a) Where the 1.0% allotment for a given project generates less than \$25,000, and where a meaningful project cannot be completed, the full amount will go into the Public Art Reserve.
    - (b) Where the 1.0% allotment for a given project generates over \$25,000, 10.0% of the total public art allotment will be contributed to the Public Art Reserve.
- 2 The Public Art Reserve will be utilized to:
  - (1) Provide matching funds to Red Deer community groups, organizations and businesses wishing to develop their own public art projects.
  - (2) Public education and promotion.
  - (3) Provide funding for a public art work identified by The City as necessary to a given project.



July 18, 2022

## 2021 Capital Information Report

Prepared by: Tracy Huynh, Financial Analyst

Reviewed by: Michelle Andrew, Corporate Controller

Department: Financial Services

### Report Summary & Recommendation

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This report is provided to comply with the requirements of Municipal Government Act (MGA) and Council policy. Where actual project costs have exceeded the budget, Council approval is required for the additional expenditures and related funding source.

### Key Messages

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- 168 Capital projects were closed in 2021.
- For the completed capital projects, only 88% of the total budget allocated was expended.
- The City is in full compliance with the MGA and Council policy for 2021.

### Proposed Resolution

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Council to receive this report for information.

### Background

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Similar to the annual operating variance report, an annual capital variance report is required. Budgets are a best estimate at the time they are approved and actual results vary from the budget. The report provides additional transparency in reporting compliance with both the Municipal Government Act (MGA) and Council policy.

### Legislative Context:

The relevant sections of the Municipal Government Act (MGA) are:

Section 245 states “Each council must adopt a capital budget for each calendar year.”

To comply with financial reporting standards, Administration requests both a Capital Budget and an Annual Capital Cash Flow Budget. The Capital Budget is approved on a project basis and provides a longer term spending forecast while the Annual Capital Cash Flow Budget provides a forecast of expected expenditures in the year.



Section 248(1) states “A municipality may only make an expenditure that is (a) included in an operating budget, interim operating budget, capital budget or otherwise authorized by the council, (b) for an emergency, or (c) legally required to be paid.”

Section 268.1 states “A municipality must ensure that (b) the actual revenues and expenditures of the municipality compared with the estimates in the operating or capital budget approved by council are reported as often as council directs.”

**Policy Linkage:**

Council Policy 5320.02-C, Capital Budget Contingency, states that “Capital projects based on this policy will be reported to Council on an annual basis concurrent with the submission of the annual audited report to Council or as soon after as possible.”

Council Policy 5320.03-C, Capital Budget Funding, states that “All projects affected by this policy must be reported to Council on an annual basis concurrent with the submission of the annual audited report to Council or as soon after as possible.”

## **Operational Impacts**

---

**Financial:**

To comply with Section 248(1) of the MGA, projects / jobs that are over expended compared to budget will be brought back to Council for approval of the additional expenditure. The related funding source(s) for the expenditures will also be identified which will impact the funds available for future projects in the case of reserves and grants.

In 2021, 168 projects were completed, none of which require additional approval from Council to comply with section 248 of the MGA. This is because the City as a whole spent only 88% of the total budgets for these projects and any Developer/Customer-driven projects were fully financed by revenues. If they were funded through Reserves, any unused committed funds were freed up and made available for ongoing or future projects. Policy Statement 6 - Completed Capital Projects within the Analysis section provides additional detail for these projects.

The City is in full compliance with both the MGA and Council policy for the period.

**Regulatory & compliance:**

This report is provided to Council for information in compliance with Municipal Government Act and Council policy requirements.



## Analysis

### Municipal Government Act (MGA) Requirements

In \$ '000

Year	Cash Flow Budget	Cash Flow Actual	Variance (Favourable) / Unfavourable
2018	103,352	101,221	(2,131)
2019	120,388	94,675	(25,713)
2020	114,964	93,309	(21,655)
2021	130,459	114,561	(15,898)

There were no expenditures made during the year that were not approved by Council, nor were there expenditures outside of Council approval.

We are compliant with MGA section 248 (1).

### **Capital Budget Contingency Policy – 5320.02-C**

Policy Statements – The City Manager can approve new projects not previously identified up to a maximum cost of \$50,000 per project and with maximum cumulative costs for all new projects of \$200,000.

Project	Amount funded from Contingency project	Amount Spent 2021
1. 2021 & 2022 MPS E-Ticketing	49,000	-
2. 2021 Mountview tennis court	50,000	-
<b>Total</b>	<b>99,000</b>	<b>-</b>

1. For the purchase of electronic equipment for seven patrol units.
2. For the replacement of multiuse courts lost due to infrastructure repairs.

We are in compliance with this policy.

### **Capital Budget Funding Policy – 5320.03-C**

#### **Policy Statement 1 - Transfers between Projects**

The City Manager can transfer up to \$50,000 between capital projects.

These represent transfers which were made in the year 2021 irrespective of the year in which the participating projects were initiated and approved as long as the four-year limitation rule (see Policy Statement 4) did not require them to be closed.



<b>Project</b>	<b>Transfer Amount</b>
To purchase Three Phase Reel Trailer - Unit 10181TR	50,000
Stormwater Infrastructure construction Evergreen Ph I	29,500
G.H. Dawe Centre Preservation - HVAC Pool area ventilation	50,000
Gaetz Lake Sanctuary Preservation - Replace bird blind due to damage from frost heave/thaw cycle	49,000
2021 Golden Circle Preservation - Roofing replacement	24,000
Mountview Multi-Use Court Replacement	50,000

We are in compliance with this policy statement.

### **Policy Statement 2 - Project Additions / Deletions**

Actual costs and funding of operating expenses approved in capital or capital approved in operating will be transferred to the appropriate budget.

The transfers from Capital Budget to Operating Budget during the year were:

<b>Project</b>	<b>Amount</b>
Sub-Division projects	2,913,826
Collicutt preservation	755,743
Riverlands Commercial	533,280
Water Utility Infrastructure	403,721
Museum Enhancements	240,418
All other projects combined (85)	1,864,710

We are in compliance with this statement.

### **Policy Statement 3 - Project Cancellation**

Project funds are returned to their original source and an explanation is provided.

There have been no cancellations of projects during the year.



### Policy Statement 4 - Project Deferral Limitation

Budgeted projects not completed within 4 years of the last budgeted expenditure require action.

- a. If total expenses are within 0%-25% of total approved expenses, unused funding to be returned to original funding source(s) in same proportion as funds applied. The job will be closed and if the project is a requirement in the future, a new request must be submitted for Council approval. Departments are to supply an explanation for deferral.
- b. If total expenses are within 26%-50% of total approved expenses the responsible department will write a report explaining the project expenses to date and the plans for completing the project. Department will suggest a recommendation to Council for approval and resulting action.
- c. If total expenses are within 51%-99.99% of total approved expenses the responsible department will write a report outlining the plans for completing the project. The department will suggest a recommendation to Council for approval and resulting action.

Description	# of Projects	2021 Closure	2022 + Closure
a. 0% - 25% Expended	0	0	0
b. 26% - 50% Expended	2	2	0
c. 51% - 99.99% Expended	5	5	0

There were 7 projects identified with all 7 projects closed in 2021.

We are in compliance with this statement.

### Policy Statement 5 - Funding Source Change

Funding source changes may occur within the capital budget provided:

- a. The funding change is the result of a discrepancy between the submitted 'capital budget detail' and the 'capital plan' which requires correction.
- b. The funding change is the result of the capital project being ineligible for the original noted funding source.
- c. The funding change is the result of the original funding source becoming unavailable. Or,
- d. The funding change is the result of information which makes a different funding source more feasible.



Project	Original Funding Source	Revised Funding Source	Amount	Reason
2022 Waskasoo Creek Scour & Erosion Repairs	Federal Gas Tax Fund	Capital Projects Reserve	419,530	B
Purchase Road Right of Way	Federal Gas Tax Fund	Capital Projects Reserve	524,287	B
Aquatic Centre	Long-Term Debt	Capital Projects Reserve	782,287	A
Information Management	Long-Term Debt	Capital Projects Reserve	1,793,000	D

We are in compliance with this statement.

### Policy Statement 6 - Completed Capital Projects

Requires that completed projects with surplus balances, after transfers, are to return excess funding to their original funding sources. Completed projects with a deficit balance, after transfers, will have additional funding requested through Council approval.

This review is done for the project / job budget and actual amounts and is not based on annual cash flows. This can only be done at the completion of the capital project / job.

In \$ '000

Year	# of Projects	Budget	Actual	Variance (Favorable) / Unfavourable
2018	190	93,125	87,375	(5,750)
2019	948	447,778	262,196	(185,582)
2020	208	100,497	91,239	(9,258)
2021	168	109,645	106,608	(3,037)

There were no unfavourable variances greater than \$50,000.

Unused funds were returned to the original funding source in compliance with the policy statement.

In \$ '000

Funding Source Type	# of Projects Closed	Approved Budget	Actual Expenditures	Variance (Favorable)/Unfavourable
Customer/Developer Funded	70	1,975	2,023	48
Reserves and Grants	98	107,670	104,585	(3,085)
TOTAL	168	109,645	106,608	(3,037)



Unfavourable Customer/Developer Contributions funded projects are outlined below.

<b>Dept</b>	<b>Job#</b>	<b>Description</b>	<b>Budget</b>	<b>Actual</b>	<b>Variance (F)/U</b>
ENV	81094	2019 Utility Connections for Customers	83,118	104,556	21,437
ENV	81256	2020 Utility Connections for Customers	292,855	319,492	26,637
Total			375,973	424,047	48,074

Customer/Developer funded projects are those such as utility service connections with rates set by bylaw and individual jobs tracked.



## Capital Budget Contingency Policy

### **Purpose:**

This policy establishes the executive limitations directed by Council for the City Manager relative to the Capital Budget Contingency.

### **Policy Statements:**

#### 1. Unbudgeted (New) Capital Projects

- a. The City Manager is authorized to approve new projects that were not previously identified to a maximum cost of \$50,000 per project, subject to the availability of funds. Any new projects over this limit must be approved by Council.
- b. The City Manager is authorized to approve new projects, where the total cost of all of the approved new projects, does not exceed the maximum \$200,000 limit. Any new projects after this limit is reached must be approved by Council.

#### 2. Capital Budget Contingency Funding

The capital budget contingency will be funded by existing reserves subject to an available reserve balance or grant funding subject to the requirements and availability of the grant program.

#### 3. Capital Report to Council

Capital projects based on this policy will be reported to Council on an annual basis concurrent with the submission of the annual audited report to Council or as soon after as possible.

### **Policy Monitoring and Evaluation:**

The Capital Budget Contingency Policy will be evaluated five years from date of approval, a review may also occur anytime prior to the five year review date.

### **Scope/Application:**

This policy applies to all departments, boards and committees, agencies and other organizations that fall within the reporting entity of The City of Red Deer.



## Capital Budget Contingency Policy

### **Inquiries/Contact Person:**

Direct inquiries to the Divisional Controller or Financial Analyst in the Budgets & Investments area within the Financial Services Department.

### **Authority/Responsibility to Implement:**

The authority to establish and monitor compliance to this policy is the responsibility of the Director of Corporate Services or delegate.

### **References/Links:**

1. MGA Section(s) 245, 246, 248(2)
2. 5324-CA Capitalization of Tangible Capital Assets Policy
3. 5320 – C Capital Budget Policy
4. 5320.03 – C Capital Budget Funding Policy

<b>Document History:</b>
Council Resolution Date: November 29, 2010
Council Resolution Revision Date:



July 18, 2022

## Downtown Identity Plan Update

Prepared by: Tricia Hercina, CBE Manager, Emily Damberger, CGP Manager  
Department: Community Services Business Excellence and City Growth and Planning

### Report Summary

---

The Downtown Identity Plan Project set out to create a refreshed identity for Downtown Red Deer – one that resonates with Red Deerians, businesses, visitors and investors and inspires them to visit, shop, work, live and invest in its commercial core. This work was recommended in the Downtown Investment Attraction Plan (DIAP) and aligns with Council's current Economic and Social Development strategic priorities. It aims to position and maintain Downtown Red Deer as a vibrant hub at the heart of the city; it brings to life the community vision of Downtown with clear direction on how to make Downtown Red Deer a more active and visited place in the future.

A critical milestone has been achieved on the project resulting in the completion of the Downtown Activation Playbook – the roadmap for a new downtown identity, informed by community voice, highlighting key conditions for success, streams of action, indicators, and initial moves.

Although the branding phase of the project is not yet complete, Administration felt it was timely to have this work of the community shared broadly and available to support the planning efforts of the many organizations, businesses and public sectors supporting Red Deer's Downtown.

It is Administration's recommendation for Council to receive the Downtown Activation Playbook for as a community planning tool; utilizing the information to guide upcoming discussions and decisions regarding opportunities related to Red Deer's Downtown.

### Proposed Resolution

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Resolved that Council of The City Red Deer having considered the report from Community Services Business Excellence and City Growth and Planning dated July 18, 2022 re: Downtown Identity Plan Update hereby agrees to receive the Downtown Activation Playbook as a community planning tool.

### Rationale for Recommendation

---

Administration believes it is important for Council to receive the Downtown Activation Playbook as a community planning tool because:

1. The Playbook provides direction; it defines what a vibrant downtown looks like for Red Deer and provides guidance for both The City and community towards its realization.
2. The Playbook is well-informed; the planning process drew on the combined wisdom, experience, and direction from the community (over 1600 participants) and The City of Red Deer, and from best practices in other jurisdictions.



3. The Playbook encourages community enablement; developing and nurturing partnerships in new and innovative ways will build on the unique strengths of local government, business, community organizations and individuals to realize the Playbook's vision.

## **Background**

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Starting in 2013 with the Identity Charter, The City canvassed Red Deerians, community partners and community leaders to find out why they love our community, what they tell other people about Red Deer, and why they choose to live here. Over a period of a year spanning 2021 and 2022, through consultants, staff worked with stakeholders, business, and community leaders to come together to produce a forward-thinking, future-shaping plan that envisions a new downtown place.

### **Prior Council/Committee Direction:**

Council supported the establishment of a Downtown Identity Community Working Collaborative in 2021 to guide the project and ensure broad and diverse community voice informed the development of the plan. The Collaborative was a multi-disciplinary, diverse membership group including representation from targeted sector-representative stakeholders and the community at large. Membership was appointed through a public expression of interest process.

Through Council's direction, The Collaborative was challenged to:

- Promote understanding and represent a range of perspectives
- Provide guidance, critiques and suggestions on the Key Prioritized Strategies recommended by consultants
- Identify potential issues or concerns and how these might be addressed
- Adhere to the core values as identified: accountability, authenticity, commitment & active participation, give & take, respect for diversity, and respect for process
- Champion downtown Red Deer (build awareness and support)
- Commit to attend meetings
- Foster an environment for innovation in multi-sector collaboration
- Identify gaps, brainstorm solutions, and influence broader strategies/recommendations
- Recognize and build strategic alignment

### **Strategic Alignment:**

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

### **Stakeholder Consultation:**

The Playbook planning process held a substantial stakeholder consultation process. Details of the stakeholder consultation are contained within the attached document.



## **Operational Impacts**

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As designed by Council, this community-led project has collected the voices of many, added the experiences of leading practices and was informed by local knowledge. The Activation Playbook contains direction which will influence upcoming planning efforts by City Administration and likely many of those in the Community as demonstrated by the recent Entertainment District dialogues.

### **Financial:**

Some of the recommendation streams of action may be of interest to The City to take a leadership and / or funding lead role in implementation. At this time is anticipated that any funding requests related to Council priorities for the Downtown will be contemplated in the upcoming 2023 / 2024 Budget Debate held later this year.

## **Analysis**

---

Community plans developed by Red Deerians, often coordinated, or convened and funded by The City of Red Deer act as shared planning tools. Roadmaps, where stakeholders from several diverse backgrounds, organizations and governments can find direction and reflect on how to align their planning efforts with a common vision for a particular component of services and places within Red Deer.

The Downtown Activation Playbook is a community-built plan. It honours the over 1600 vibrant voices involved in informing its development. It can act as a shared vision for government and local organizations to contribute to, invest in and align with, over time achieving the shared outcomes of a thriving downtown Red Deer.

We are nearing the end of the planning phases of this project. The Next Steps of the project include the completion of the branding work, creating the visual identity elements. This work is expected to occur over the coming months and will take its guidance from the Downtown Activation Playbook and the wisdom of the community.

# Downtown Red Deer Activation Playbook



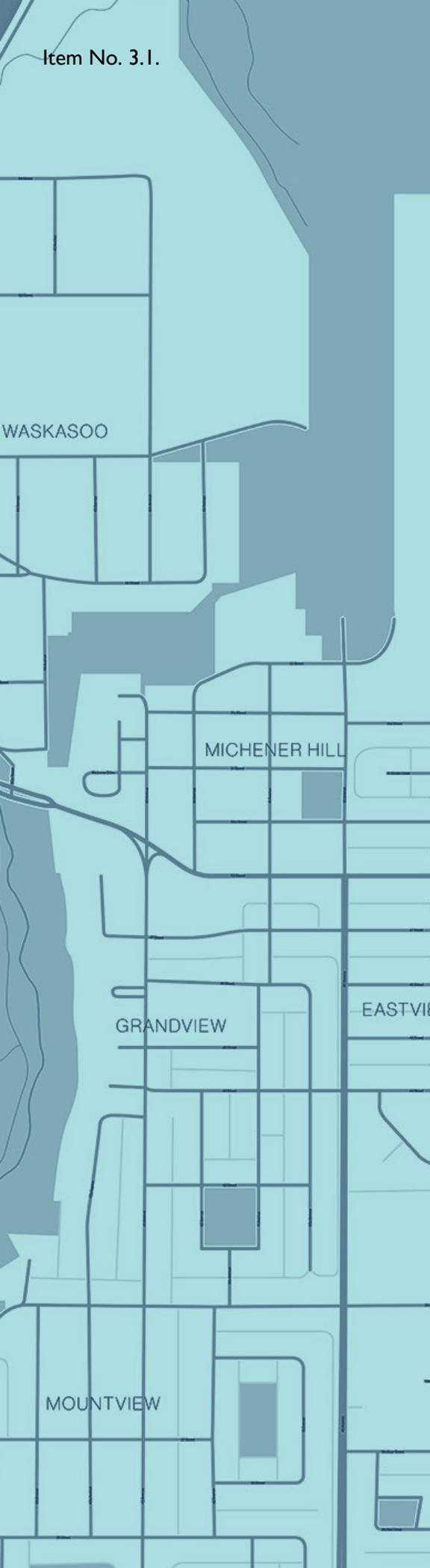


**Downtown  
Activation Playbook**

**City of Red Deer**  
4914 48 Avenue  
Red Deer, Alberta

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





# Contents

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Preamble	v
1.0 Executive Summary	1
2.0 Introduction	4
3.0 Process Overview	8
4.0 Identity	11
5.0 Streams of Action	15
6.0 Initial Moves	21
7.0 Additional Recommendations	34
8.0 Implementation	35
9.0 Immediate Next Steps	38
Appendix A: Identity Statement Feedback	39



# Preamble

## Contributor Acknowledgement

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

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

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

## Land Acknowledgement

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

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

# Executive Summary

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

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

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

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

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



**Item No. 3.1.**

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

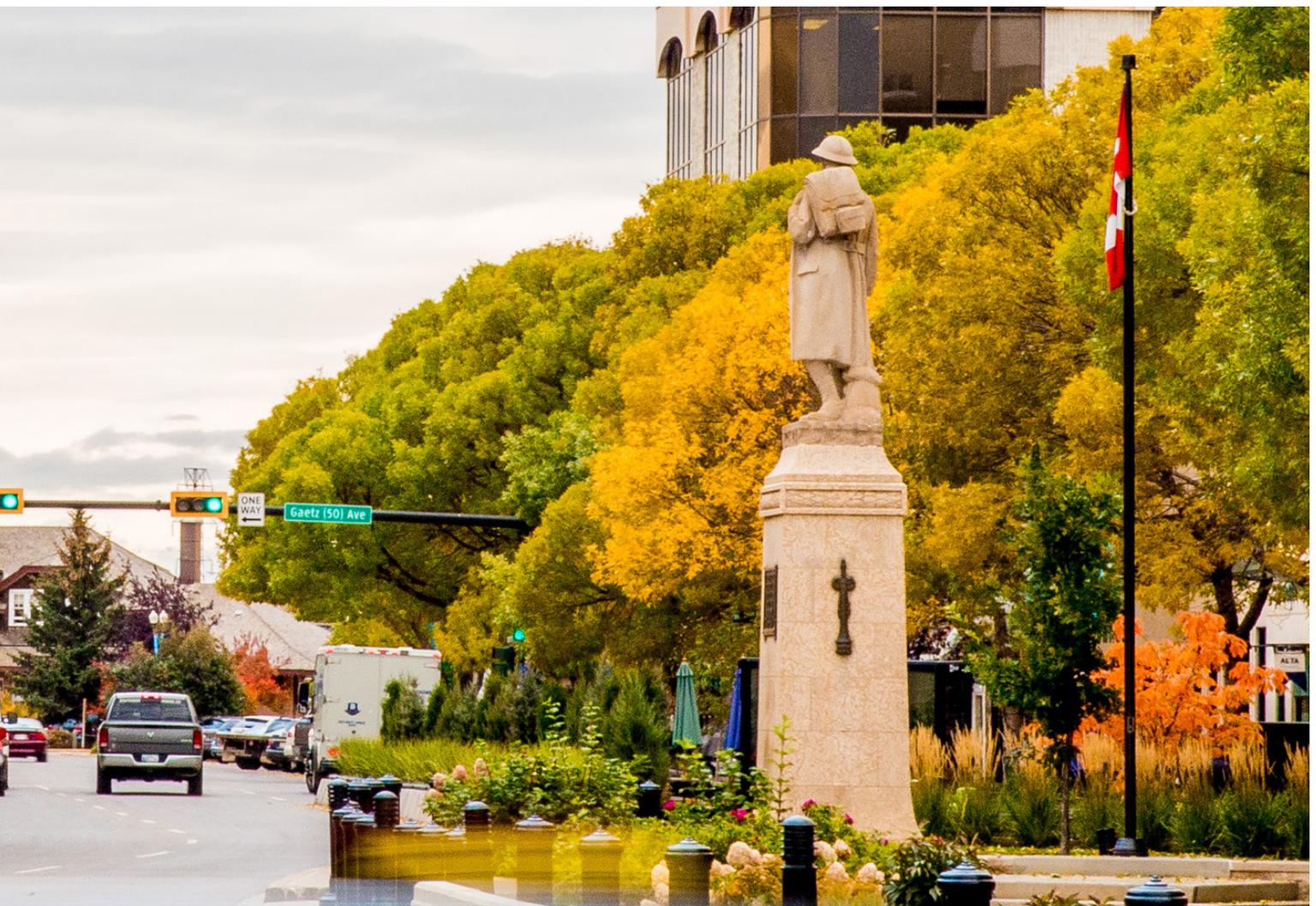
The vision for the Downtown Activation Playbook is **Downtown is the vibrant heart of Red Deer, animated by spaces to gather, connect, entertain, and reflect.** The conditions for success distill the vision into several complementary but distinct statements that outline what downtown will enhance with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

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

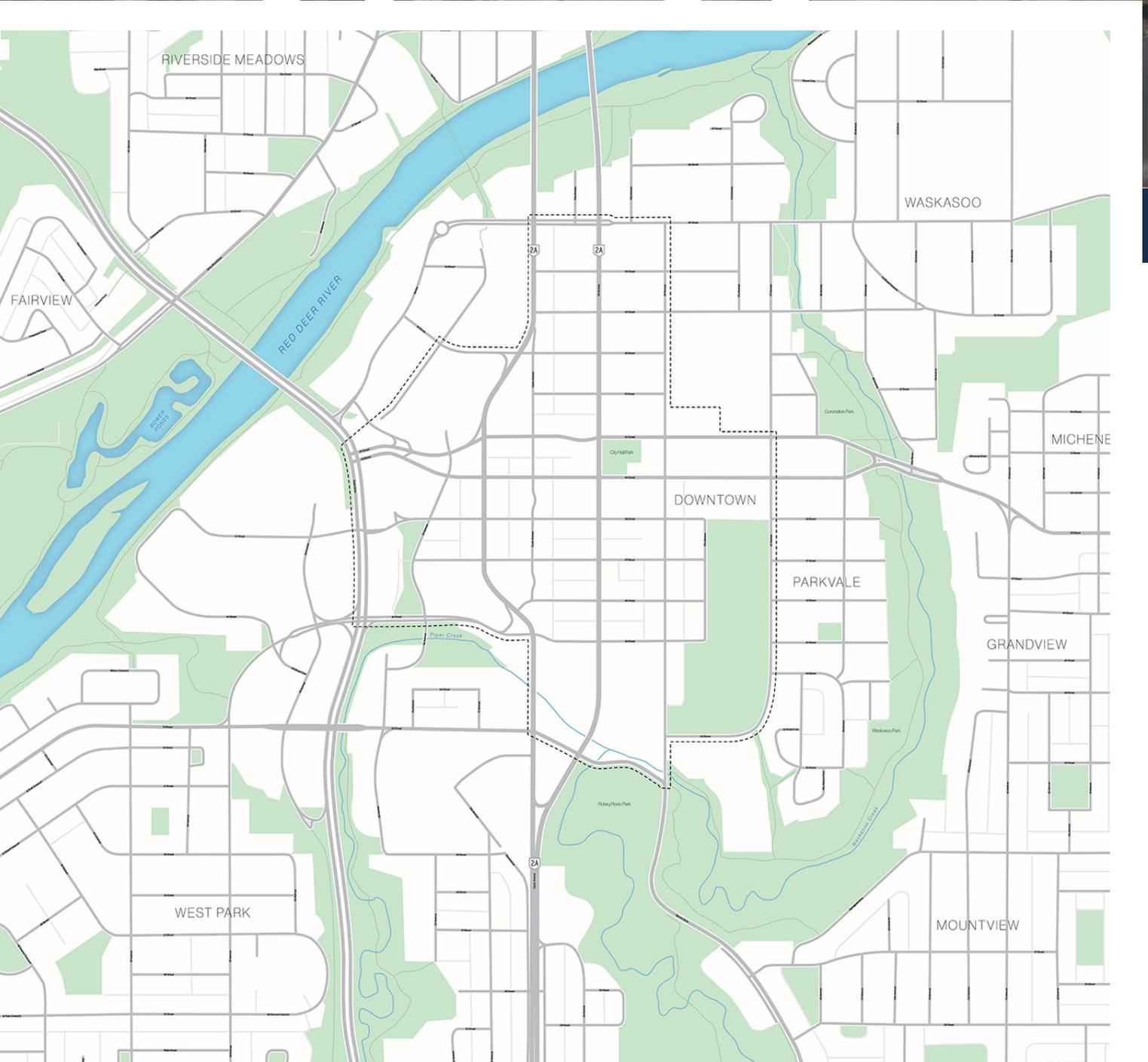
Important considerations for each Strategic Move are articulated in the tables starting on page 21. These tables include the related conditions for success, steps associated with the Move, an estimated timeframe the action should launch, key community partners, and the potential roles required. The strategic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

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

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



# Downtown Red Deer



20

# Introduction

## 2.1 Background

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

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

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

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

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

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

## 2.2 Strategic Timeline

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

## 2.3 Content Overview

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

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

The following graphic articulates the relationship between these discrete pieces.



## Vision & Conditions for Success

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

## Streams of Action

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

## Strategic Moves

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

## Additional Recommendations

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

## Implementation

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



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

# Process Overview

# 3.0

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

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

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

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



## 3.1 Feedback Summary

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

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

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

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

## Safety and Crime

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

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

## Arts & Culture

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

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

## Transportation

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

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

# The identity of downtown Red Deer.

## 4.1 Vision

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

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

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

- **Activity (An active place to be):** People make use of the downtown's trails and open spaces for health and leisure.

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

# 4.0

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

## 4.3 Downtown Identity

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

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

### 4.3.1 The Unique Value Proposition

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

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

### 4.3.2 Downtown's Personality

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

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

### 4.3.3 Target Audiences

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

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

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

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



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

# Streams of Action

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

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

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

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

**The Streams of Action are:**

- 1 Create district branding

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- 2 Support crime prevention through environmental design

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- 3 Promote new ways to coordinate event planning

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- 4 Collect data to guide Downtown decisions

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- 5 Activate vacant spaces and places through temporary and pop-up uses

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- 6 Make human movement easy

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- 7 Promote diversification and incentivize growth

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- 8 Support a Downtown Community Association

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# 5.0

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

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

**The Key Indicators are:**

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

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



## 5.1 Create District Branding

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

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

## 5.2 Support crime prevention through environmental design

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

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



## 5.3 Promote new ways to coordinate event planning

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

## 5.4 Collect data to guide downtown decisions

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





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

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

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

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

## 5.6 Make movement easy

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

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



## 5.7 Promote diversification and incentivize growth

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

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

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

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

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

## 5.8 Support a Downtown Community Association

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

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

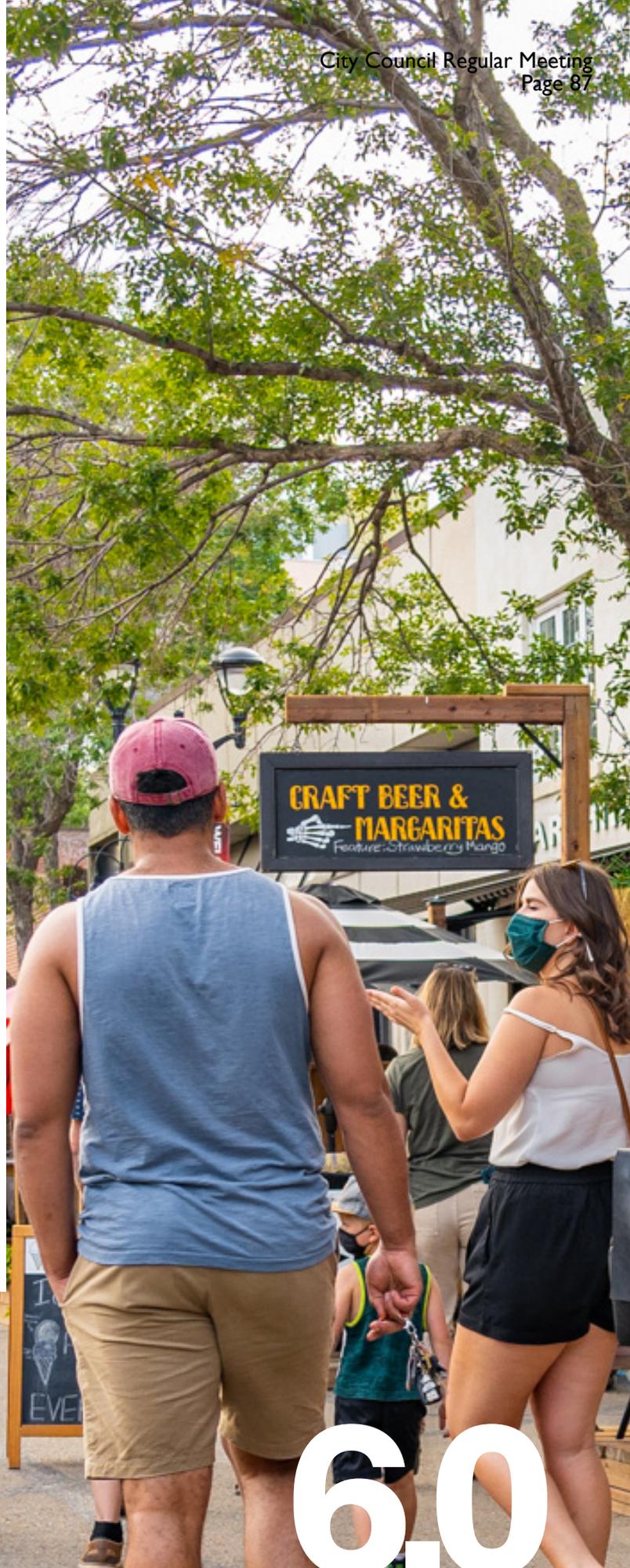
# Initial Moves

## 6.1 Preamble

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

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

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



# 6.0

## 6.1.2 Roles

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

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

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

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

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

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

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

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

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



## 6.2 Create district branding

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

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




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### Related Conditions

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

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### Time Frame

Q3 2022

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### Steps to Achieve Strategic Move

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

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

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### Potential Community Partners

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

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### Municipal Role

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

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

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### Note

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

## 6.3 Support crime prevention through environmental design

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

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




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### Related Conditions

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

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### Time Frame

Q3 2022

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### Steps to Achieve Strategic Move

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

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

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

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

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### Potential Community Partners

Downtown Business Association, downtown businesses, downtown property owners

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### Municipal Role

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

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

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

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

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### Note

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

## 6.4 Promote new ways to coordinate event planning

### Action



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

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

##### Related Conditions

- Activity
- Economy
- Social
- Inclusivity
- Vibrancy

##### Time Frame

2023

##### Steps to Achieve Strategic Move

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

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

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

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

##### Potential Community Partners

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

##### Municipal Role

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

##### Note

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



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

### Related Conditions

- Social
- Economy
- Inclusivity
- Vibrancy
- Resiliency

### Time Frame

2023

### Steps to Achieve Strategic Move

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

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

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

### Potential Community Partners

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

### Municipal Role

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

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

### Note

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

Action



## 6.5 Collect data from the source

## Action

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



### D1: Develop a downtown data dashboard

---

#### Related Conditions

- Economy
- Vibrancy
- Resiliency

---

#### Time Frame

Q1 2023

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#### Steps to Achieve Strategic Move

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

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

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

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

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

---

#### Potential Community Partners

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

---

#### Municipal Role

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

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

# Action

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



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

---

#### Related Conditions

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

---

#### Time Frame

Q3 2022

---

#### Steps to Achieve Strategic Move

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

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

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

---

#### Potential Community Partners

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

---

#### Municipal Role

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

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

---

#### Note

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



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

### Related Conditions

- Economy
- Social
- Inclusivity
- Vibrancy
- Resiliency

### Time Frame

Q2 2023

### Steps to Achieve Strategic Move

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

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

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

### Potential Community Partners

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

### Municipal Role

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

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

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

Action



## 6.7 Make Human Movement Easy

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

## Action



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

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#### Related Conditions

- Safety
- Activity
- Mobility
- Resiliency

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#### Time Frame

Ongoing

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#### Steps to Achieve Strategic Move

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

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

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

---

#### Potential Community Partners

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

---

#### Municipal Role

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

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

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

## 6.8 Promote Diversification and Incentivize Growth

### Action



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

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

---

##### Related Conditions

- Economy
- Social
- Inclusivity
- Vibrancy

---

##### Time Frame

Q4 2023

---

##### Steps to Achieve Strategic Move

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

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

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

---

##### Potential Community Partners

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

---

##### Municipal Role

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

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

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

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

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



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

---

**Related Conditions**

- Economy
- Inclusivity
- Vibrancy
- Resiliency

---

**Time Frame**

TBD

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**Steps to Achieve Strategic Move**

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

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

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

---

**Potential Community Partners**

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

---

**Municipal Role**

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

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

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

## 6.9 Support a Downtown Community Association

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

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

## Action




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### Related Conditions

- Safety
- Social
- Inclusivity
- Vibrancy

---

### Steps to Achieve Strategic Move

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

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

---

### Time Frame

Q3 2023

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### Potential Community Partners

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

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### Municipal Role

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

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

# Additional Recommendations

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

## 7.1 Create District Branding

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

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

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

## 7.3 Promote diversification and incentivize growth

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

## 7.4 Plans to reflect The Playbook

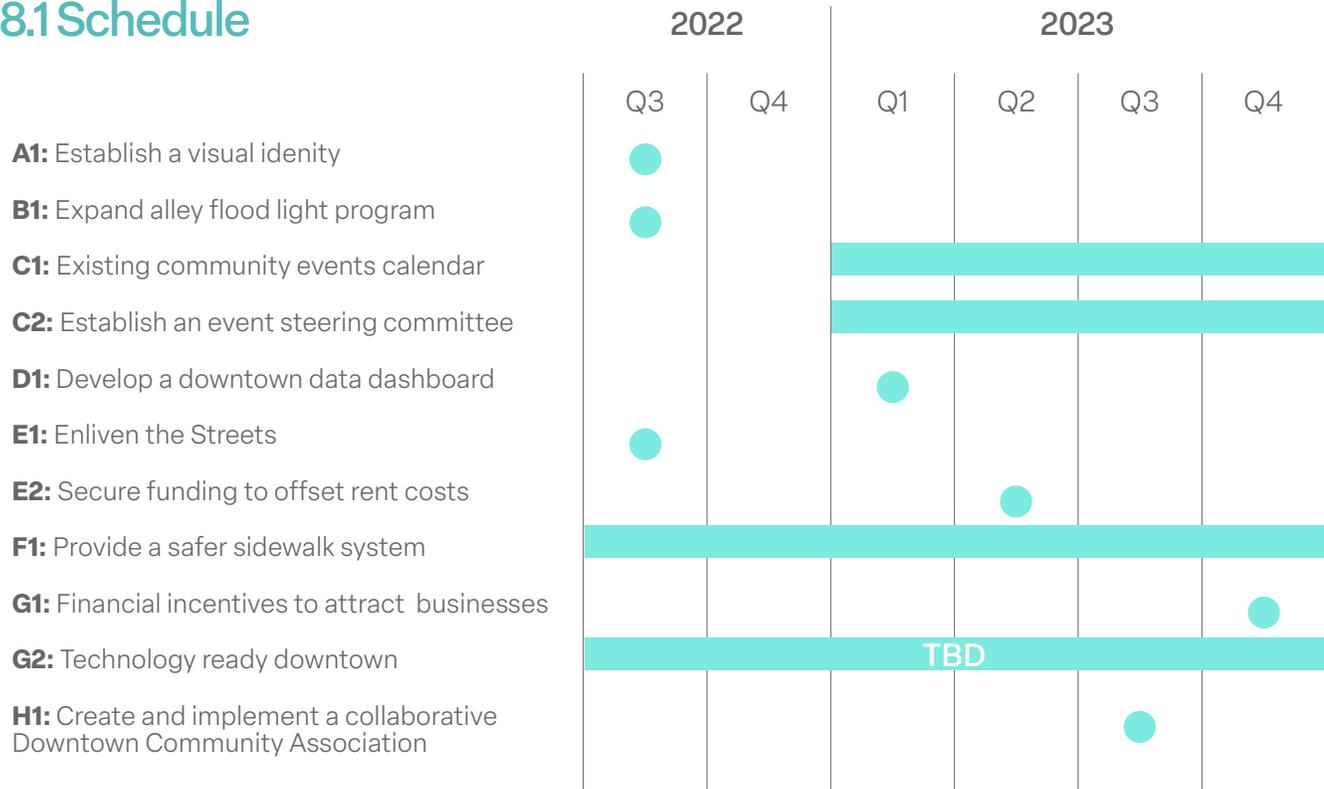
There are several municipal documents that manage and direct growth in ways that the Playbook cannot. These documents should be reviewed and updates to reflect the considerations of the Playbook. City frameworks that would benefit from this review include:

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

# 7.0

# Implementation

## 8.1 Schedule



## 8.2 Collaboration, Relationships and Key Roles

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

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

# 8.0

## 8.3 Community Partners

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

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

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

## 8.4 Mechanisms for Collaboration

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

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

### 8.4.1 Committees and Roundtables

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

### 8.4.2 Capacity Building

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

### 8.4.3 Municipal Partners

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

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

# 9.0

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

# The Way Forward



# Appendix A

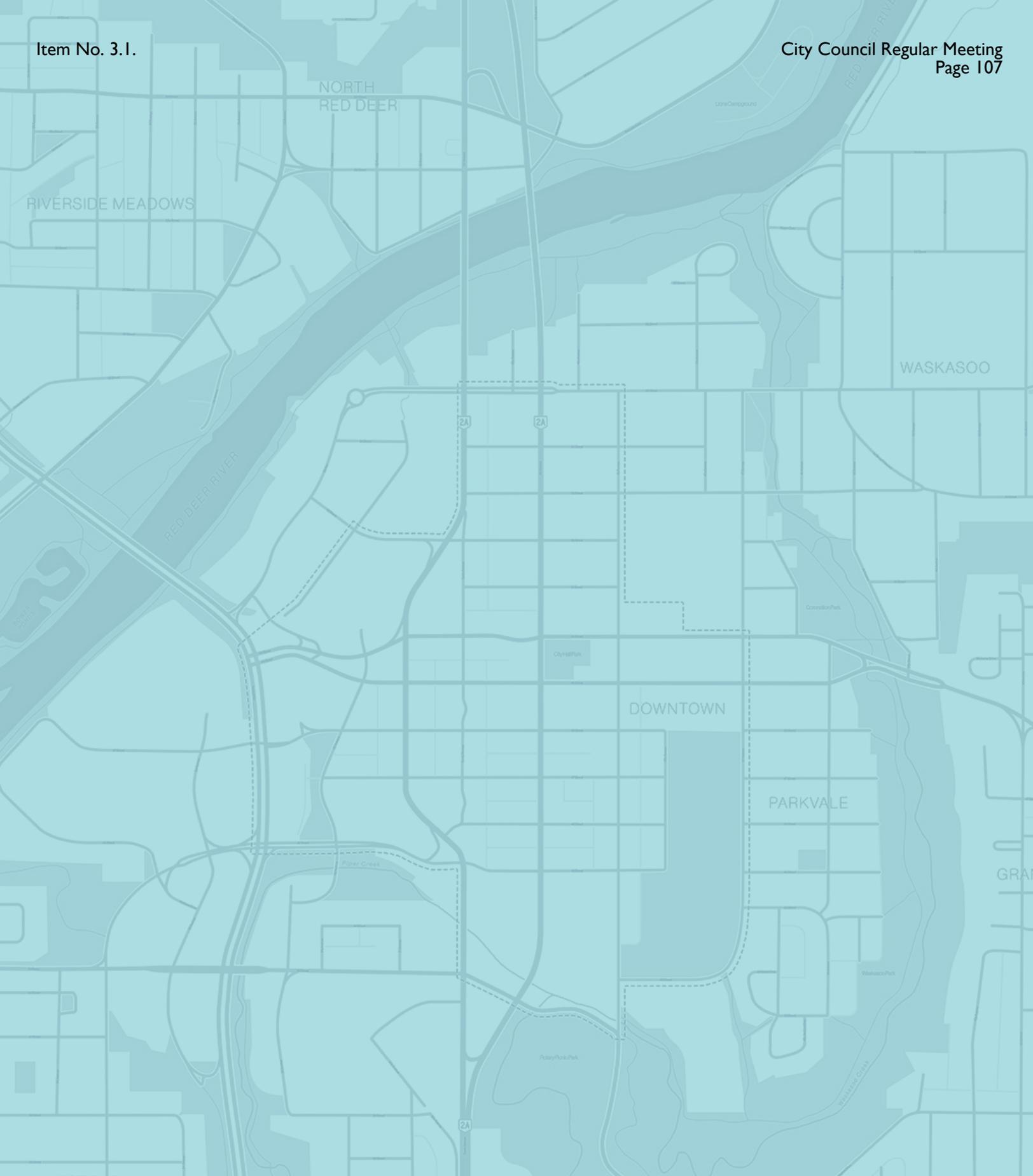
## Identity Statement Feedback

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

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

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





July 18, 2022

## Technical Review Phase Selecting a site for the future integrated shelter

Prepared by: Tara Shand, Corporate Communications Manager  
Department: Corporate Communications

### Report Summary

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On July 4, 2022, City Council approved its site evaluation matrix as an evaluation tool for potential integrated shelter sites in Red Deer. In addition, they directed City administration to prepare a list of possible sites including ones identified by the public, continue to work with the province, and report back on the process and timelines that will be used to respond to Council's policy direction.

This report is an update that addresses the following three things:

- An update on process and next steps
- Preliminary information about progress with the commercial realtor
- Advocacy update

This report is for information and brought forward as an update to Council as we work to ensure our process continues to be transparent to the public.

### Proposed Resolution

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Council to this report as information.

### Rationale for Recommendation

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Council met several times in late June and early July to articulate its policy direction as represented by the evaluation matrix. This matrix was developed considering the public input as represented in the "what we heard report". Administration is confident we can reasonably interpret this policy direction, and have created a process that supports our governance, our commitment to transparency, and the ultimate outcome of identifying a permanent shelter site.

1. The process responds to Council's policy direction and respects the roles and expertise of Council and Administration.
2. The process includes opportunities to connect with Council and acknowledges that revisions to the process may be required. It is responsive.
3. It respects the need to be transparent with regular communication with the public.

We ask that Council accepts this report for information and continue to support Administration to implementing Phases 3 through 5 as outlined in this report.



## Background

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The City of Red Deer continues to work with the Province of Alberta to coordinate the development of a permanent shelter in Red Deer. At this time, the decision in front of City Council is related specifically to site-selection in service to the overall project goal of “ensuring the development and integration of a safe and sustainable purpose-built shelter into our community, for the benefit of our entire community.”

On June 24, 27, and July 4, City Council worked through facilitated City Council meeting processes where they developed and approved a site evaluation matrix, which will be used by City Council in the shelter site evaluation process going forward. The matrix is a tool that serves to help City Council review and assess potential sites prior to selecting a site on August 29.

City Council developed its site evaluation matrix based on input collected from the public between May 25 and June 10 as well technical information provided by administration throughout the process.

Detailed prior council resolutions, criteria and information can be found in **Appendix A: Prior City Council Direction**

**A schedule of milestones and critical dates can be found in Appendix B: Milestones Schedule**

## Analysis: Next Steps

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The Project Phasing for the purposes of the site selection process is as follows:

	Phase 1: Public Engagement
	Phase 2: Policy Direction to inform Process Design
	Phase 3: Technical Review and Analysis
	Phase 4: City Council Review
	Phase 5: A Decision about Site

The following decision-making process outlines the steps being taken as City Council works to find the best site for a future integrated shelter in Red Deer. The process considers all the elements of the Weave (Appendix F: The Weave - Public Participation and Decision Making) as a mechanism to support City Council in its decision-making process.

### Summary of Steps:

The following is an overall summary of the steps (Phase 3 – 5):

1. **Gather list of possible sites**
  - a. Using the professional services of a commercial realtor, a list of possible sites will be developed based on Council’s evaluation matrix.
  - b. A public call for privately owned sites is initiated (week of July 18)
2. **2-step review of possible sites** (administration)
  - a. Step 1: Initial Assessment of possible sites by Administration



- Shortlist sites based on initial assessment
  - The objective of this assessment is to narrow the focus to a shorter list of sites that can be reasonably put through the technical assessment. The goal is to have a range of 10-15 sites that would move to the technical review.
- b. Step 2: Technical review
- After conducting site visits, conduct a technical assessment of the short listed sites.
- 3. Regular updates to Council and public in support of our commitments to keep people up to date.**
- 4. August 15, 2022: Administration will submit its final site recommendations (2-5 sites),** based on City Council's policy direction represented by the evaluation matrix.
- a. Provide Council with a review of the short-listed sites and recommendations on the top 2-5 that should be considered by Council as it moves to finalize a site using their evaluation matrix as one of the tools.
  - b. Aligning with our intent to keep the public informed through the process we hope to bring most of this information into public at the August 15<sup>th</sup> meeting. A portion of this meeting may need to be in closed session due to land or negotiation matters.
  - c. At this meeting Council could request additional information or add additional sites for a technical review. As we have said through the process we need to be responsive to new information and ensure Council as a whole is comfortable proceeding to the next step. Depending on the requests Administration would require additional time to prepare, and the date of August 29 for site selection would likely need to be postponed by a few weeks to early September.
- 5. Public announcement of site selection at City Council meeting on August 29.**
- a. Depending on the site, location details may need to be kept confidential (in closed session) until negotiations or other matters are addressed.

T

**Other****Considerations:**

The schedule outlined above recognizes City Council's resolution to select a site by August 29, 2022. A few additional considerations that we considered and will need to manage as we proceed through the process are:

- We believe our timeline above is achievable and we do recognize that there may be other factors that may require us to ask for additional time or Council meetings. We have committed to adjust our process and timelines to work through this process and achieve the outcome together.
- We considered but did not recommend a process that would require Council meetings during the Council break. Should the need arise for a special council meeting before August 15, we will use the provisions in the procedure bylaw to call a special council meeting.

**Detailed Outline of Steps:**



Phase 1 (COMPLETE): Public Engagement

Informal public engagement will continue throughout the life of the project, with the formalized public participation sessions and engagement around criteria completed (May 25 and June 10). At this time, no further formal public participation is scheduled to occur before August 29, 2022. However, administration and City Council are both committed to thorough communications and information sharing as well as informal engagement that always takes place with our public and stakeholders on an ongoing basis.

Phase 2 (COMPLETE): Policy Direction to inform Process Design

Between June 24 and July 4, City Council worked through three facilitated meetings to build an evaluation matrix to guide the site evaluation process. City Council established its matrix based on public input and technical information. These respective elements will continue to inform City Council's decision about site with their site evaluation matrix being just one tool they can use to help inform their final decision about site, which is currently earmarked for August 29, 2022.

Phase 3: Site Identification

The Technical Review and Analysis phase includes the following:

- Commercial Realtor Site Search
  - Commercial realtor meeting with administration (July 13, 2022)
  - Commercial realtor meeting with Mayor and Deputy Mayor (July 15, 2022)
- Public call for privately owned sites not currently on the market
  - This will be done through an online call for interest through The City's website.
- Administrative pre-site visit evaluation (Appendix C: Pre-site Assessment/Evaluation) and identification of sites that are selected for a site visit.
- Site Visits of sites scoring higher than 70%
- Post- site visit evaluation (Appendix D: Post-site visit Assessment/Evaluation)

This phase of the project will also include consideration of municipal, provincial and privately owned sites that may or may not currently be on the market. The City will issue a public call for privately owned site during the week of July 18, 2022, with the intention to assess and consider these sites in the overall process.

As part of its technical review and analysis, City administration will conduct an initial assessment on all potential sites. This initial assessment is informed by City Council's policy direction stemming from its Site Evaluation Matrix, and considers factors such as distance from schools, residential neighbourhoods, businesses, parks and trails and transit services that do not require a site visit or detailed analysis. This will be followed by a more detailed technical review on the sites that scored highly on the initial assessment.

At this time, it is difficult to predict how many sites will be identified by the commercial realtor or the public, so this process and narrowing of sites may need to be adjusted.



**Phase 4: City Council Review**

During this phase, City Council will use its Site Selection Evaluation Matrix (Appendix E: Site Selection Evaluation Matrix) to help inform its decision about site. The evaluation matrix is one tool for Council to consider and is intended to inform the decision being made.

While we will recommend a short list of sites for Council to consider, Council may request other sites be evaluated. Council will have access to the information we gather through our reviews. Although administration, at this time, intends to only proceed with site visits on the short listed sites all of the pre-site assessments and full listing of potential sites will be shared with City Council for their information. With this information, City Council may choose to direct administration to proceed with additional site visits and exploration of sites not selected through the pre-site assessment process.

Additionally, City Council may put forward other site options or considerations that are not listed, and administration will explore these sites with the support of the commercial realtor.

We know it is likely we will need to adjust and course correct as we proceed, and that additional technical review and analysis may be needed throughout the process. We will shift back and forth between Phase 3: Administrative Technical Analysis and Review and Phase 4: City Council Review, as needed with direction from City Council. This is your process, and we want to honour your voice and your perspective in this process. This will need to be balanced with the timelines to select a site.

**Phase 5: Site Decision**

Currently, City Council has slated August 29, 2022, for a decision about selecting the site for the future integrated shelter in Red Deer. City Council has strongly expressed its commitment to consider all of the public input collected during the consultation process as it receives technical information and analysis about the sites being put forward. This is a critical component of the decision-making process.

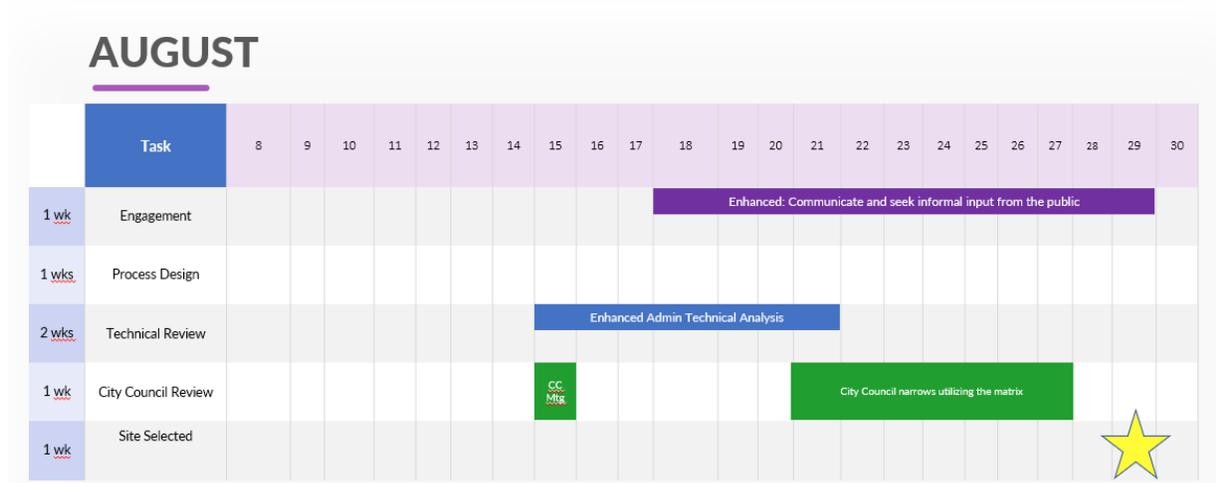
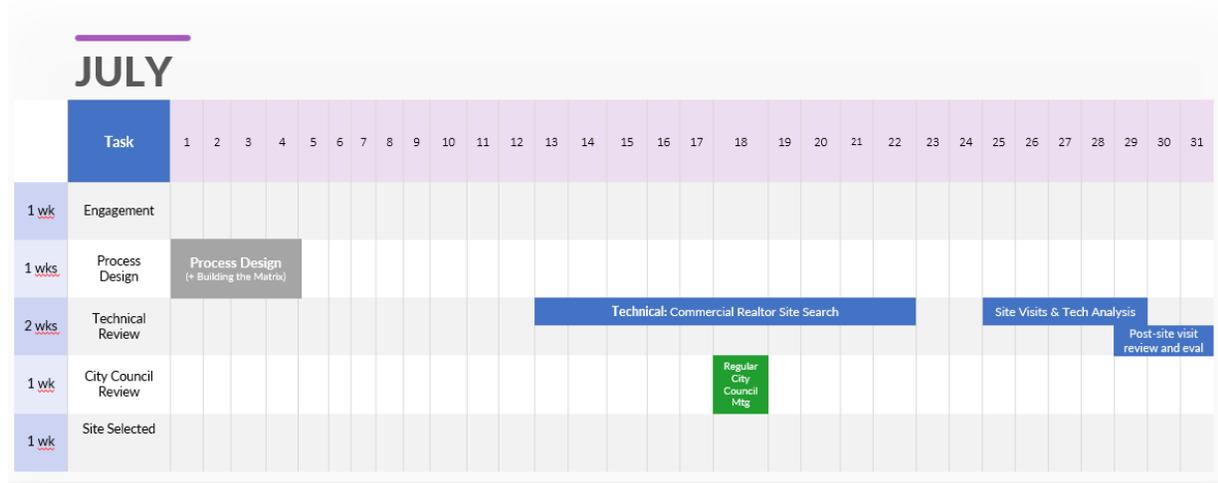
At this time, the following process and next steps are slated for implementation between July 18 and August 29, 2022.

Schedule	Action	Council	Admin	Realtor
July 13	Initial Meeting with Commercial Realtor		x	x
July 15	Mayor and Deputy Mayor meet with realtor	x		x
July 13 – 22	Commercial Realtor: Site Search			x
July 18	City Council Update: Process, Next Steps and Realtor Update	x		
	Communication: Stakeholder and Public Update	x	x	
July 22 – 25	Administrative Initial assessment/eval		x	x
July 25 – 29	Site Visits and Technical Review of short listed sites		x	x
July 29 – Aug 3	Administrative visit assessment/evaluation		x	



Aug 15	City Council Meeting: Administrative Recommendation of final 2-5 sites based on City Council's policy direction through the development of its matrix.	x		
	Communication: Stakeholder and Public Update	x	x	
Aug 15 - 21	Additional Administrative Technical Review (If directed by Council)	x	x	
Aug 21 – 26	City Council Review and Evaluation (City Council Matrix)		x	
Aug 29	City Council decision about site	x		
	Communication: Stakeholder and Public Update	x	x	

When broken down into a **calendar view**, the next steps are as follows:



All of these timelines are estimates only. We may need to shift and adjust depending on the availability of the commercial realtor as well as other factors such as the number of site visits required and further City Council direction. Administration will do its very best to meet all target timelines with the goal of an August 29, 2022, decision about site.

The selection of the August 29, 2022 date for a site selection decision is based on The City's understanding of provincial considerations around funding and potential leadership changes at the provincial level along



with the commitment to the public to make a decision. As part of this overall process we will keep in regular communication with the province and identify any possible changes to timelines.

### **Commercial Realtor Progress**

At this time, administration and Mayor and Deputy Mayor have met with the commercial realtor to provide direction. The realtor has begun the site search based on all the information provided, including but not limited to, City Council's Site Evaluation Matrix (policy direction), developed between June 25 and July 4.

### **Advocacy Update**

Advocacy remains ongoing when it comes to the pursuit of an integrated shelter. Both the Minister of Seniors and Housing and Minister of Community and Social Services are updated on a regular basis regarding the work being undertaken by City Council and Administration regarding this file. In specific reference to the July 4, 2022, Council resolution, "*Advocacy with the Province of Alberta*", please find below that latest update.

- Letter sent May 2, 2022, to Minister of Seniors and Housing regarding Red Deer's need for additional short and long term supportive housing units.
- Mayor Johnston met with Associate Minister of Mental Health and Addictions on July 6, 2022, where the Overdose Prevention Site was raised, and a positive discussion took place.
- Internal data has been collected regarding complaints associated with the shelter and Overdose Prevention Site, which will provide the starting point for a discussion with the Government of Alberta and all relevant stakeholders regarding a good neighbour policy.

Advocacy is conducted by the Office of the Mayor and City Manager.

### **Recommendation:**

Administration recommends City Council:

- Accept this report for information
- Support to proceed with Phases 3 through 5 as outlined in this report (Summary of Steps)

This recommendation serves to support the target date of August 29, 2022, in meeting a site selection date for the shelter.



## Appendix A: Prior Council Direction

### July 4, 2022 Resolutions:

Resolved that Council of The City of Red Deer having considered the facilitated engagement sessions on June 24, 27 and July 4, 2022

re: Permanent Shelter hereby approves the following shelter site evaluation matrix as policy direction and associated definitions:

### Shelter Site Evaluation Matrix

Criteria	Median	
Ability to acquire site	20	20
Cost	40%	
Zoning	15%	
Timing	40%	
General	5%	
Adequate size	20	20
Adequate land size (outside/inside)	30%	
Can accommodate purpose built/dignified spaces	20%	
Can accommodate on-site/integrated services	30%	
Future flexible/expansion opportunity	10%	
General	10%	
Broad community impact	24	24
Operational and Budgetary Impacts	17%	
Alignment with Community Vision (Strategic Plan/Downtown Vision/Vision 2040)	25%	
Impact to City Reputation	13%	
Economic Impact	25%	
Safety Impacts	17%	
General	4%	
Impacts to surrounding area	26	26
Impacts to businesses	23%	
Impacts to downtown	19%	
Impacts to Parks, Trails and Greenspaces	19%	
Proximity to Schools	12%	
Impacts to Residential Neighbourhoods	23%	
General	4%	
Access to services & Supports	10	10
Access to transit and transportation	10%	
Distance/proximity to supports/services	20%	



Foot Traffic Patterns	20%	
Enables delivery of 24/7 integrated service	20%	
Enables delivery of basic amenities/services	20%	
General	10%	

#### Site Evaluation Matrix Definitions:

1. **Ability to acquire site:** Acquiring the optimum site can be done in a timely manner. Acquisition options and costs are important considerations.
2. **Adequate size:** The size of the site considers the potential need to adjust service delivery at any given time. It will accommodate proposed integrated amenities and services. It considers the land size needed to accommodate outdoor gathering spaces and activities. The site already has a building or can accommodate a building that meets the Province's minimum requirement of 10,000 square feet.
3. **Broad community impact:** The site aligns with The City's vision for the community. Community impact includes considerations such as, impacts on economic and business development, and municipal operations. It includes potential reputational impacts and financial impacts (both capital and operating). It also includes impacts to those accessing shelter services in our community. The site considers impacts to our community as a whole, including health, and safety for all in our valued places and spaces that are enjoyed by our citizens.
4. **Impacts to surrounding area:** Impacts to businesses, residences, parks, trails, and schools are a priority consideration in selecting site. The city's reputation is considered. A preferred site can accommodate and foster development of a safe, secure shelter.
5. **Access to services & supports:** Safety and basic needs for all is a priority. Regularly utilized services and supports that would not be co-located are taken into consideration. Sites where co-located services can operationalize are preferred.

Resolved that Council of The City of Red Deer having considered the facilitated engagement sessions on June 24, 27 and July 4, 2022 re: Permanent Shelter hereby directs Administration and the Office of the Mayor and Council to conduct advocacy with the Province of Alberta to confirm the following conditions with which the shelter site evaluation matrix and definitions were created:

1. Shelter is for those who need short stay emergency housing. There are other services/facilities along the housing spectrum.
2. Shelter is one site.
3. Funding may limit scope.
4. New services have potential to change outcomes.
5. The permanent shelter will be a housing focused delivery model [(Per Council resolution Nov – 21) – GOA confirmed Jan 22]
6. Shelter with wrap around services may not necessarily eliminate the need for those requiring shelter to access external services, to connect with community.
7. There are innovative alternative delivery/service and systems that need to address the diversity of clients and impact on community.
8. The shelter will operate 24/7
9. The shelter will be designed to provide spaces that honour the dignity of each person.



10. There is a recognition and advocacy for the ongoing housing (eg. PSH & Affordable Housing) needs.
11. Council will continue to have discussions with the Provincial Government on future Overdose Prevention Services/Supervised Consumption Services.
12. A good neighbour policy will be developed.
13. Community agencies are supportive of an integrated model and willing to work collaboratively towards this.
14. The shelter would integrate or operate as many related services on-site as reasonably possible.

Resolved that Council of The City of Red Deer having considered the facilitated engagement sessions on June 24, 27 and July 4, 2022 re: Permanent Shelter hereby directs Administration to begin preparing a list of possible sites to be evaluated using the shelter site evaluation matrix and further directs:

- This work to be completed with a commercial realtor – with the Mayor and Deputy Mayor providing Council perspective
- Ensure sites identified by the public continue to be brought forward

Resolved that Council of The City of Red Deer having considered the facilitated engagement sessions on June 24, 27 and July 4, 2022 re: Permanent Shelter hereby directs Administration to provide an update regarding the shelter site selection process during the Regular Council Meeting on July 18, 2022

#### June 20, 2022

Reports: [Permanent Shelter – Determining Site Criteria](#), [What We Heard report](#)

#### Resolution:

Resolved that Council of The City of Red Deer having considered the report from Corporate Communications and Community Services dated June 20, 2022 re: Permanent Shelter – Determining Site Criteria hereby endorses the recommendation of Option D, Version 2; City Council establishes site criteria selection matrix through a Council Meeting. At the Meeting Council will suspend the Procedure Bylaw and enter into a facilitated engagement session.

#### Deliverable:

- o [Public Service Announcement - Council defines site Criteria](#)
- o [News Release – Council approves Shelter Site Evaluation Matrix](#)

#### May 9, 2022 Council

Report: [Permanent Shelter Strategy – Next Steps](#)

#### Resolutions:

Resolved that Council of The City of Red Deer having considered the report from Community Services Division dated May 9, 2022 re: Permanent Shelter Strategy - Next Steps hereby endorses Option C as amended:

Council directs Administration to prepare a very brief report to the community identifying the city-owned parcel of land along Riverside Drive (immediately north of the 67th street overpass) as an additional potential site location for the permanent integrated shelter, including in the report estimated timelines and costs for servicing the parcel.



And Council further directs Administration to add this brief report on or before the end of May 2022 to the existing permanent shelter information previously posted to the City's website for the public review.

- Deliverable:
  - o [Site report](#)
  - o [Updated heat map](#)

And Council further directs Administration to conduct timely, strategic, solution-focused community engagement prior to June 20, 2022 – to provide our citizens the opportunity to comment on potential site criteria (or any other shelter related matter) for Council's consideration.

And Council further directs Administration to promote the option for citizens to submit email, online, or other written submissions regarding this issue prior to the June 20 deadline, in the event citizens are unable to attend the in-person sessions.

- Deliverable:
  - o [News Release – What We Heard report released](#)
  - o [What We Heard report](#)

And further, Council agrees to the date of its July 18th Council meeting for a final decision to be made respecting permanent shelter location.



## Appendix B: Milestones Schedule

The following information outlines significant milestones that have occurred between 2020 and July 18, 2022.

2020	
<b>February</b>	The province committed \$7 million towards the purpose-built integrated permanent shelter in Red Deer.
<b>November</b>	A Memorandum of Understanding (MOU) between the province and The City was finalized, outlining high level responsibilities.
2021	
<b>November 15</b>	City Council released their In Camera recommendation for a Housing-Focused Shelter service delivery model. This requests that operations focus on outcome-based, low-barrier, integrated service delivery using a housing-focused model that strives to end chronic homelessness. The Government of Alberta confirmed its support of this direction in a letter to The City dated January 6, 2022.
<b>April 2021 – January 2022</b>	Council held 13 closed meetings to determine an appropriate site and service model delivery recommendation.
2022	
<b>January 22</b>	A potential location was released for the permanent shelter following administration conducting a search of potential sites with the support of a commercial realtor. Nearly 80 sites in Red Deer were explored during the process.
<b>February 16-23</b>	The City conducted several targeted community conversations to develop a better understanding of the community's thoughts on the shelter, its location, and the process thus far, in advance of zoning requirements for the proposed location.
<b>March 7</b>	Administration and third-party engagement specialist presented the What We Heard report during the Special Council Meeting. Council gave administration direction to develop an engagement strategy to host additional community conversations about the permanent shelter in Red Deer.
<b>April</b>	Council approved the previous reports, presentations, communications and recommendations held in closed meetings (In Camera) to be released publicly. As the final site has not been determined, there is certain information that has been redacted to protect the integrity of the In Camera process and economic interests if a non-City owned site is selected. The redactions throughout the report include site specific information, contractual obligations, legal advice and third-party business information. The full and summary report can be found below under Resources Related to Permanent Shelter Process.
<b>May 9</b>	Council directed administration to develop and implement a public participation strategy to gather community input on site criteria with a deadline to wrap up public participation by June 20, 2022.
	Council directed administration to prepare a very brief report to the community identifying the city-owned parcel of land at 6910 Riverside Drive (immediately north of the 67 Street overpass) as an additional potential site location for the permanent integrated shelter. Included in the report are the estimated timelines



	and costs associated with servicing the parcel. The report was released on May 31 and can be found below under Resources Related to Permanent Shelter Process.
<b>May 25 - June 10</b>	Online and in-person input opportunities were hosted to gather input on the previously used site criteria, additional criteria and other areas of the permanent shelter. A What We Heard report will be presented to Council at their regular meeting on June 20 that will include an analysis of the input collected, as well as full details from input gathered online, in person and by email/letter.
<b>June 20</b>	During their regular Council meeting, Council voted unanimously in favour of developing a site criteria evaluation matrix before July 4, 2022. Special Council meetings were set for June 24 at 9 a.m. and June 27 at 2:30 p.m. Also during the June 20 Council meeting, administration also presented <a href="#">What we heard: Analysis of May 25 to June 10 input opportunities (pdf)</a> - an analysis and all raw input gathered from May 20 to June 13 about the site criteria and other permanent shelter areas.
<b>June 24 - July 4</b>	Between June 24 and July 4, Administration supported City Council through three facilitated meetings to build out a scoring matrix that will help assess future integrated shelter suitability. On July 4, 2022, City Council approved their scoring matrix and directed proceeding to next steps in the project.



**Appendix C: Pre-Site Visit Assessment/Evaluation Tool (Admin)**

SITE SCORING PHASE 1: PRE-SITE VISITS			
Date: July 18, 2022			
Site: A.1			
Evaluator: J. Smith			
Page: 1 of 1			
	Score	Notes	Council Criteria Alignment
<b>ASSESSED / MARKET VALUE (M = million)</b>			
1 point: ≤\$7M	1		Ability to acquire site: cost
0.5 Points: >\$7M - ≤\$14M			
0 points: >\$14M			
<b>SIZE</b>			
Building			
1 point: The site currently has a building 10,000 square feet or more that can be retrofitted, or the site can accommodate a building 10,000 square feet or more.	1		Adequate size: adequate land size (outside / inside)
0 points: The site does not have a building or cannot accommodate a building at least 10,000 square feet.			
Lot size			
1 points: The site is at least 100,000 square feet	1		
0 points: The site is less than 100,000 square feet			
<b>LOCATION</b>			
Distance from businesses (m=meters)			
1 point: ≥ 100m	1		Impacts to surrounding area: Impacts to businesses
0 points: < 100m			
Distance from Parks, Trails & Green Spaces (m=meters)			
1 point: ≥ 100m	1		Impacts to surrounding area: Impacts to parks, trails & green spaces
0 points: < 100m			
Distance from Schools (m=meters)			
1 point: ≥ 100m	0		Impacts to surrounding area: Proximity to schools
0 points: < 100m			
Distance from residential neighbourhoods (m=meters)			
1 point: ≥ 100m	1		Impacts to surrounding area: Proximity to schools
0 points: < 100m			
Zoning			
1 point: Currently Zoned	0		Ability to acquire site: zoning
0 points: Zoning Required			
Access to transit and transportation (m = meters) - 1 point			
1 point: Transit access available within 500m of site	1		Access to services & supports: Access to transit and transportation
0.5 points: Transit access between 500m and 1 km			
0 points: Transit Access great than 1 km			
Distance/proximity from supports/services - 1 point			
1 point: ≤500m	1		Access to services & supports: Distance / proximity to supports / services
0.5 Points: >500m – ≤1Km			
0 points: >1Km			
<b>Subtotals (pre-site visits)</b>	<b>8</b>		
<b>LEGEND</b>			
Green	7 to 10 points	Proceed with site visit and phase two of administrative scoring	
Yellow	4 to 6 points	Keep on short list if additional sites are needed for consideration	
Red	3 or less	Keep on list as information	



**Appendix D: Post-Site Visit Assessment/Evaluation Tool (Admin)**

SITE SCORING PHASE 2: POST-SITE VISITS			
Date: July 18, 2022			
Site: A.1			
Evaluator: J. Smith			
Page: 1 of 1			
	Score	Notes	Council Criteria Alignment
<b>TIMING</b>			
<b>1 point:</b> Ability to acquire site within 6 months.	1		Ability to acquire site: timing
<b>0.5 points:</b> Ability to acquire site within 6 to 12 months			
<b>0 points:</b> Site will take more than 12 months to acquire			
<b>SITE DEVELOPMENT (impacting cost / time)</b>			
<b>1 point:</b> site will support new construction or turn key operation	0		Ability to acquire site: cost & timing
<b>0.5 points:</b> minimal impact - existing buildings, no site contamination, can be renovated.			
<b>0 points:</b> There is known site contamination, demolition with hazardous materials or extensive renovation required prior to development impacting timelines, costs, etc.			
<b>SIZE</b>			
Enables delivery of 24/7 integrated services			
<b>1 point:</b> with proper planning, site enables delivery of 24/7 integrated services	0		Access to supports & services: Enables delivery of 24/7
<b>0 points:</b> site cannot support delivery of 24/7 integrated services.			
Site can accommodate on-site / integrated services			
<b>1 point:</b> site can accommodate on-site / integrated services.	1		Adequate size: Can accommodate on-site / integrate services
<b>0 points:</b> site cannot accommodate on-site / integrated services.			
Site enables future flexible / expansion opportunity			
<b>1 point:</b> Future flexible/expansion opportunity	0		Adequate size: Future flexible / expansion opportunity
<b>0 points:</b> No Future flexible/expansion opportunity			
Site can accommodate purpose built / dignified spaces			
<b>1 point:</b> site can accommodate purpose built / dignified spaces through design-build or retrofitting of existing structure	0		Adequate size: Can accommodate purpose built / dignified spaces
<b>0 points:</b> site cannot accommodate purpose built / dignified spaces through design-build or retrofitting of existing structure			
<b>CORD OPERATING / BUDGET IMPACT</b>			
<b>1 point:</b> City infrastructure upgrades are not required AND there are no impacts to operating budgets.	1	Infrastructure upgrades include servicing, pedestrian connections and transit route changes.	Broad community impact: Operating and budgetary impacts
<b>0.5 points:</b> Minimal upgrades are required and can be completed in less than one year AND there are no impacts to operating budget. OR City infrastructure upgrades are not required AND operating budget increase can be absorbed into existing budget.			
<b>0 points:</b> Extensive upgrades are required and cannot be completed in less than one year AND Additional operating budget is required.			
<b>Subtotals (post-site visits)</b>	3		
<b>Subtotals (pre-site visits)</b>	8		
<b>Total (pre and post site visits)</b>	 11		
<b>LEGEND</b>			
<b>Green</b>	<b>11 to 17 points</b>	Recommend Council consider two(2) to five (5) sites for final scoring	
<b>Yellow</b>	<b>7 to 10 points</b>	Remove from site considerations, provide information to Council	
<b>Red</b>	<b>less than 7</b>	Remove from site considerations, provide information to Council	



**Appendix E: Site Selection Evaluation Matrix (City Council)**

**COUNCIL: Shelter Site Evaluation Matrix**

<b>Site:</b>	Site A.1
<b>Evaluator:</b>	J. Smith
<b>Date:</b>	18-Jul-22
<b>Page</b>	1 of 5

! Evaluator to only fill in <i>Allotted Points &amp; Comments</i> columns highlighted in purple !								
Recommended guidelines for allotment of points	Weighted Score of criteria per Council resolution	Allotted points (0-10)	Weighted score multiplied by points allotted	Criteria Score	Total Possible Points	Comments		
<b>Ability to Acquire Site:</b> Acquiring the optimum site can be done in a timely manner. Acquisition options and costs are important considerations.								
<b>Cost:</b>								
7-10 POINTS: Assessed or Market Value plus additional costs such as servicing, remediation and demolition are equal to or less than \$7 million.	40%	8	6.4	16.3	20			
3-6 POINTS: Assessed or Market Value plus additional costs such as servicing, remediation and demolition are equal to between \$7 million to \$14 million.								
0-2 POINTS: Assessed or Market Value plus additional costs such as servicing, remediation and demolition are more than \$14 million.								
<b>Zoning:</b>								
5-10 POINTS: Current zoning allows for shelter services.	15%	6	1.8					
0-4 POINTS: Not currently zoned for shelter services.								
<b>Timing:</b>								
7-10 POINTS: Ability to acquire site within 6 months.	40%	10	8					
3-6 POINTS: Ability to acquire site within 6 to 12 months.								
0-2 POINTS: Site will take more than 12 months to acquire.								
<b>General: Additional points available, to be allotted per Council discretion based on Ability to Acquire Site criteria</b>								
7-10 POINTS: in general, the site mostly meets the <i>Ability to Acquire Site</i> criteria identified and defined by Council	5%	1	0.1					
3-6 POINTS: in general, the site moderately meets the <i>Ability to Acquire Site</i> criteria identified and defined by Council								
0-2 POINTS: in general, the site does not meet the <i>Ability to Acquire Site</i> criteria identified and defined by Council								

**COUNCIL: Shelter Site Evaluation Matrix**

<b>Site:</b>	Site A.1
<b>Evaluator:</b>	J. Smith
<b>Date:</b>	18-Jul-22
<b>Page</b>	2 of 5

! Evaluator to only fill in <i>Allotted Points &amp; Comments</i> columns highlighted in purple !									
Recommended guidelines for allotment of points	Weighted Score of criteria per Council resolution	Allotted points	Weighted score multiplied by points allotted	Criteria Score	Total Possible Points	Comments			
<p><b>Adequate Size:</b> The size of the site considers the potential need to adjust service delivery at any given time. It will accommodate proposed integrated amenities and services. It considers the land size needed to accommodate outdoor gathering spaces and activities. The site already has a building or can accommodate a building that meets the Province’s minimum requirement of 10,000 square feet.</p>									
<b>Adequate land size (outside/inside):</b>									
<p><b>7-10 POINTS:</b> The site currently has a building 10,000 square feet or more that can be retrofitted, or the site can accommodate a building 10,000 square feet or more. AND the lot can accommodate development of outdoor space surrounding building.</p>	30%	7	4.2	14	20				
<p><b>3-6 POINTS</b> The site currently has or can accommodate a building less than 10,000 square feet AND total lot size is more than or equal to 100,000 square feet.</p> <p><b>OR</b> The site has or can accommodate a building more than or equal to 10,000 square feet AND total lot size is less than 100,000 square feet.</p>									
<p><b>0-2 POINTS:</b> The site does not have a building or cannot accommodate a building at least 10,000 square feet AND the total lot size is less than 100,000 square feet.</p>									
<b>Can accommodate purpose built/dignified spaces:</b>									
<p><b>5-10 POINTS:</b> Yes, with proper planning, site can accommodate purpose-built / dignified spaces.</p>	20%	7	2.8						
<p><b>0-4 POINTS:</b> No, site cannot accommodate purpose-built / dignified spaces.</p>									
<b>Can accommodate on-site/integrated services:</b>									
<p><b>5-10 POINTS:</b> Yes, with proper planning, site can accommodate on-site / integrated services.</p>	30%	7	4.2						
<p><b>0-4 POINTS:</b> No, site cannot accommodate on-site / integrated services.</p>									
<b>Future flexible/expansion opportunity:</b>									
<p><b>5-10 POINTS:</b> Yes, site can provide opportunity for future / flexible expansion.</p>	10%	7	1.4						
<p><b>0-4 POINTS:</b> No, site cannot provide opportunity for future flexible / expansion.</p>									
<b>General: Additional points available, to be allotted per Council discretion based on Adequate Land Size criteria</b>									
<p><b>7-10 POINTS:</b> in general, the site mostly meets the <i>Adequate Size</i> criteria identified and defined by Council</p>	10%	7	1.4						
<p><b>3-6 POINTS:</b> in general, the site moderately meets the <i>Adequate Size</i> criteria identified and defined by Council</p>									
<p><b>0-2 POINTS:</b> in general, the site does not meet the <i>Adequate Size</i> criteria identified and defined by Council</p>									

**COUNCIL: Shelter Site Evaluation Matrix**

<b>Site:</b>	Site A.1
<b>Evaluator:</b>	J. Smith
<b>Date:</b>	18-Jul-22
<b>Page</b>	3 of 5

! Evaluator to only fill in <i>Allotted Points &amp; Comments</i> columns highlighted in purple !						
Recommended guidelines for allotment of points	Weighted Score of criteria per Council resolution	Allotted points	Weighted score multiplied by points allotted	Criteria Score	Total Possible Points	Comments
<b>Broad community impact:</b> The site aligns with The City's vision for the community. Community impact includes considerations such as, impacts on economic and business development, and municipal operations. It includes potential reputational impacts and financial impacts (both capital and operating). It also includes impacts to those accessing shelter services in our community. The site considers impacts to our community as a whole, including health, and safety for all in our valued places and spaces that are enjoyed by our citizens.						
<b>Operational and Budgetary Impacts:</b>						
7-10 POINTS: City infrastructure upgrades are not required AND there are no impacts to operating budgets.						
<b>3-6 POINTS</b> Minimal upgrades are required and can be completed in less than one year AND there are no impacts to operating budget. <b>OR</b> City infrastructure upgrades are not required AND operating budget increase can be absorbed into existing budget.	17%	5	2			
0-2 POINTS: Extensive upgrades are required and cannot be completed in less than one year AND additional operating budget is required.						
<b>Alignment with Community Vision (Strategic Plan/Downtown Vision/Vision 2040):</b>						
7-10 POINTS: Yes, it aligns with community vision.						
3-6 POINTS: Partly aligns with community vision.	25%	6	4			
0-2 POINTS: No, it does not align with community vision.						
<b>Impact to City Reputation:</b>						
7-10 POINTS: There are no known risks to The City's and community's reputation about this site.						
3-6 POINTS: There are minimal known risks to The City's and community's reputation about this site.	13%	7	2	17	24	
0-2 POINTS: It is known that this site poses a high risk to The City's and community's reputation.						
<b>Economic Impact:</b>						
7-10 POINTS: no known economic impact.						
3-6 POINTS: minimal known economic impact.	25%	8	5			
0-2 POINTS: substantial known economic impact.						
<b>Safety Impacts:</b>						
7-10 POINTS: no known safety impacts.						
3-6 POINTS: minimal known safety impacts.	17%	9	4			
0-2 POINTS: substantial known safety impacts.						
<b>General: Additional points available, to be allotted per Council discretion based on Broad Community Impact criteria</b>						
7-10 POINTS: in general, the site mostly meets the <i>Broad Community Impact</i> criteria identified and defined by Council						
3-6 POINTS: in general, the site moderately meets the <i>Broad Community Impact</i> criteria identified and defined by Council	4%	10	1			
0-2 POINTS: in general, the site does not meet the <i>Broad Community Impact</i> criteria identified and defined by Council						

**COUNCIL: Shelter Site Evaluation Matrix**

<b>Site:</b>	Site A.1
<b>Evaluator:</b>	J. Smith
<b>Date:</b>	18-Jul-22
<b>Page</b>	4 of 5

! Evaluator to only fill in <i>Allotted Points &amp; Comments</i> columns highlighted in purple !									
Recommended guidelines for allotment of points	Weighted Score of criteria per Council resolution	Allotted points	Weighted score multiplied by points allotted	Criteria Score	Total Possible Points	Comments			
<b>Impacts to surrounding area:</b> Impacts to businesses, residences, parks, trails, and schools are a priority consideration in selecting site. The city's reputation is considered. A preferred site can accommodate and foster development of a safe, secure shelter.									
<b>Impacts to businesses:</b>									
7-10 POINTS: There are no known impacts to surrounding businesses.	23%	10	6	21	26				
3-6 POINTS: There are some known impacts to surrounding businesses.									
0-2 POINTS: There are substantial known impacts to surrounding businesses.									
<b>Impacts to downtown:</b>									
7-10 POINTS: There are no known impacts to the downtown.	19%	9	4						
3-6 POINTS: There are some known impacts to the downtown.									
0-2 POINTS: There are substantial known impacts to the downtown .									
<b>Impacts to parks, trails and greenspaces:</b>									
7-10 POINTS: There are no known impacts to community parks, trails and/or green spaces.	19%	8	4						
3-6 POINTS: There are some known impacts to community parks, trails and/or green spaces.									
0-2 POINTS: There are substantial known impactsto community parks, trails and/or green spaces.									
<b>Proximity to schools:</b>									
7-10 POINTS: Location is further than 100 meters from a school site.	12%	7	2						
3-6 POINTS: Location is within 100 to 1000 meters of a school site.									
0-2 POINTS: Location is within 100 meters of a school site.									
<b>Impacts to residential neighbourhoods:</b>									
7-10 POINTS: There are no known impacts to a residential neighbourhood.	23%	6	4						
3-6 POINTS: There are some known impacts to a residential neighbourhood.									
0-2 POINTS: There are substantial known impacts to a residential neighbourhood.									
<b>General: Additional points available, to be allotted per Council discretion based on</b>									
<b>Impacts to Surrounding Area criteria.</b>									
7-10 POINTS: in general, the site mostly meets the <i>Impacts to Surrounding Area</i> criteria identified and defined by Council	4%	5	1						
3-6 POINTS: in general, the site moderately meets the <i>Impacts to Surrounding Area</i> criteria identified and defined by Council									
0-2 POINTS: in general, the site does not meet the <i>Impacts to Surrounding Area</i> criteria identified and defined by Council									

**COUNCIL: Shelter Site Evaluation Matrix**

<b>Site:</b>	Site A.1
<b>Evaluator:</b>	J. Smith
<b>Date:</b>	18-Jul-22
<b>Page</b>	5 of 5

! Evaluator to only fill in <i>Allotted Points &amp; Comments</i> column highlighted in purple !						
Recommended guidelines for allotment of points	Weighted Score of criteria per Council resolution	Allotted points	Weighted score multiplied by points allotted	Criteria Score	Total Possible Points	Comments
<b>Access to services &amp; supports:</b> Safety and basic needs for all is a priority. Regularly utilized services and supports that would not be co-located are taken into consideration. Sites where co-located services can operationalize are preferred.						
<b>Access to transit and transportation:</b>						
7-10 POINTS: A Transit stop is within 500 meters of the site. Other methods of transportation to required services are immediately available.	10%	6	0.6	5.5	10	
3-6 POINTS: Access to transit between 500 meters and 1 kilometer. Minor adjustments can be made to Transit services and other methods of transportation to accommodate movement throughout the community from this site.						
0-2 POINTS: Major adjustments would be required to Transit services and other methods of transportation to accommodate movement throughout the community from the site.						
<b>Distance / proximity to support services:</b>						
7-10 POINTS: Other support services being accessed by shelter clients are within 500 meters of	20%	7	1.4	5.5	10	
3-6 POINTS: Other support services being accessed by shelter clients are between 500 meters and one (1) kilometer of site.						
0-2 POINTS: There are no other support services being accessed by shelter clients within 1 kilometer of site.						
<b>Foot traffic patterns:</b>						
7-10 POINTS: limited change in foot traffic patterns.	20%	6	1.2	5.5	10	
3-6 POINTS: moderate change in foot traffic patterns.						
0-2 POINTS: major change in foot traffic patterns.						
<b>Enables delivery of 24/7 integrated service:</b>						
5-10 POINTS: with proper planning, site enables delivery of 24/7 integrated services.	20%	5	1	5.5	10	
0-4 POINTS: cannot support delivery of 24/7 integrated services.						
<b>Enables delivery of basic amenities / services:</b>						
5-10 POINTS: with proper planning, site enables delivery of basic amenities / services.	20%	4	0.8	5.5	10	
0-4 points: site does not allow for delivery of basic amenities / services.						
<b>General: Additional points available, to be allotted per Council discretion based on Access to Services &amp; Supports criteria.</b>						
7-10 POINTS: in general, the site mostly meets the <i>Access to Services &amp; Supports</i> criteria identified and defined by Council	10%	5	0.5	5.5	10	
3-6 POINTS: in general, the site moderately meets the <i>Access to Services &amp; Supports</i> criteria identified and defined by Council						
0-2 POINTS: in general, the site does not meet the <i>Access to Services &amp; Supports</i> criteria identified and defined by Council						
<b>Totals</b>				<b>Criteria Score</b>	<b>Total Possible Points</b>	
				<b>73.7</b>	<b>100</b>	



## Appendix F: The Weave - Public Participation and Decision Making

The Weave is a representation of how we ensure information collected through public participation is considered in the decision-making process. Within any given project, there may be multiple decision points throughout the life of a project.

As it pertains to a decision about a site for the future permanent shelter, the Weave represents the following:

- The **orange** represents the public input we collect(ed) through formalized public input activities and processes.
- The **red** represents the layering of technical information. In the case of a decision about a future site of a permanent shelter in Red Deer, this may include, but is not limited to things like, environmental land considerations, or costs of construction.
- The **purple** represents the information provided and considered by City Council. This may include things like, but not limited to, one-on-one conversations City Council has members of the community and/or City Councillor's individual political perspectives.

