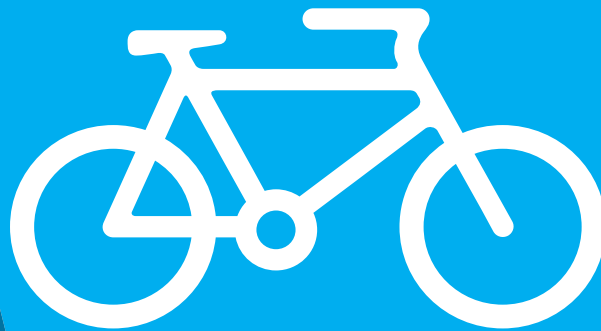


READY/SET/GO!

MOBILITY PLAYBOOK

RED DEER





"We moved to our neighbourhood because of the trails. We use them for running, biking and for walking with the family."

"The best way for me to describe Red Deer is - It is easy. It is easy to get around, easy to meet people, easy to go out running, easy to have good food or a drink. It has everything a big city has but it is easier here."

HEATHER (& FAMILY)
ENVIRONMENTAL SPECIALIST,

"Red Deer is a good city for myself because I'm raising a family. It's not too big where you can still travel and not have to sit in traffic. I'll probably stay in Red Deer the rest of my life."

"Red Deer is a medium city with a small town feel. I think Red Deer is successful for small business because it has a strong sense of community and the lifestyle benefits help attract people here."

"Red Deer is an active city with all of our bike trails and our biking lanes along our main roads and all of the walking trails. It's very interesting [to live here] because you can be in the forest yet you can still be in the city."

"One of the great things about living in this city is the Red Deer Transit System that helps me get around. It is a great service for everyone and especially for people in wheelchairs."

CALEIGH,
MIDDLE SCHOOL STUDENT



ROB,
FIELD SUPERVISOR,
OIL & GAS INDUSTRY



WES,
RED DEERIAN SINCE 1984



SHANNON,
PUBLIC SERVICE EMPLOYEE

KEEGAN,
LOCAL BUSINESS OWNER,
MANUFACTURING
INDUSTRY





What is the Mobility Playbook?

The Red Deer Mobility Playbook is a user-friendly tool for action and positive change in Red Deer. This document is the result of a partnership project between 8-80 Cities, Gehl Architects and The City of Red Deer to identify the strategies and actions needed to provide Red Deerians with more mobility choices, and as such a better quality of life.

The document is inspired by a traditional sports playbook and has three chapters:

ready - why Red Deer is ready for integrated mobility;
set - existing opportunities and challenges; and
go! - the key plays that in unison will help The City create a more balanced, sustainable and integrated transportation system for all Red Deerians.

How did we get here?

The Mobility Playbook is one of many outcomes of the Integrated Movement Study (IMS) which has used a multi-faceted approach to engage Red Deerians. The City of Red Deer coordinated “speaker series” events and workshops with the community on the topics of walkability, placemaking, transit, and complete streets from September 2011 to May 2012. The City rolled out a comprehensive transit survey, collected extensive feedback on the Commuter Bike Pilot Project, and the Ross St. Experiment. In addition to city-led initiatives, 8-80 Cities conducted focus groups and workshops with community members, including elected officials, city staff, older adults, business leaders, newcomers, children, and parents, to help inform the creation of the Mobility Playbook.

The IMS team has spoken with close to 2000 people and collected even more ideas. Thank you to all that participated. To find out more about the IMS engagement process visit:

www.reddeer.ca/whatmovesyou.

CONSULTANT TEAM:

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READY



/SET/GO!

READY/SET/GO!

A QUALITY CITY, A GROWING CITY

Red Deer is a fantastic city celebrated for its great quality of life, strong economy, and beautiful landscape. The 2012 Ipsos Reid survey of the community found that 98% of residents report quality of life here as good or very good. Being at the heart of the Alberta growth corridor, a city of learning and a social hub for its surroundings, it has a lot to offer. This success is leading to huge growth in Red Deer. It is set to double in size in 20 years. This presents new challenges and

opportunities for the city. Where people live, how they move around in the city and quality of life are intrinsically linked, so it is necessary to adopt an integrated approach. It is key to build on Red Deer's assets like short commuting distances and access to nature, while addressing problems such as a lack of independent mobility for nondrivers. It is crucial to act now while the city is growing. Red Deer is ready.

THE TOP THINGS RED DEERIANS HAVE TOLD US THEY VALUE MOST IN THEIR CITY *

*2008 & 2012 IPSOS REID RESULTS



01. The overall quality of life

This was ranked as the most important aspect of living in Red Deer. This encompasses many things: time with family, nature and financial security.



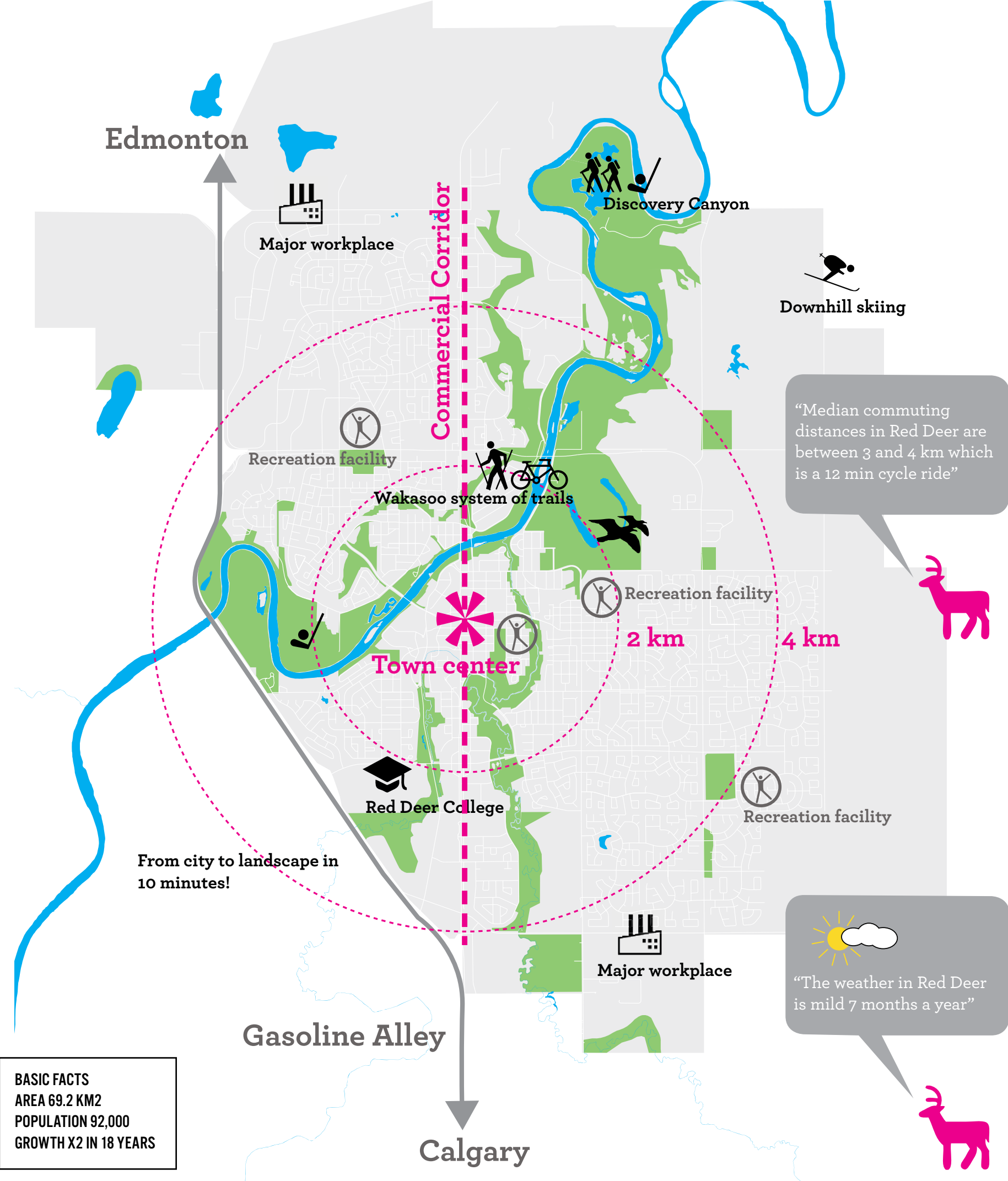
02. Active living and recreation

Ranked as the second most important aspect of Red Deer life, the trails and the natural landscape are on Red Deer's doorstep.



03. Economy

As the third most important aspect of city life in Red Deer, the employment and affordability of the city is at the centre of what makes it great.



BASIC FACTS
 AREA 69.2 KM2
 POPULATION 92,000
 GROWTH X2 IN 18 YEARS

“Median commuting distances in Red Deer are between 3 and 4 km which is a 12 min cycle ride”

“The weather in Red Deer is mild 7 months a year”

From city to landscape in 10 minutes!

TWICE AS MANY

RED DEER'S POPULATION WILL DOUBLE,
WHICH IS A MAJOR OPPORTUNITY



Y IN 18 YEARS.



RISKS OF BUSINESS AS USUAL...

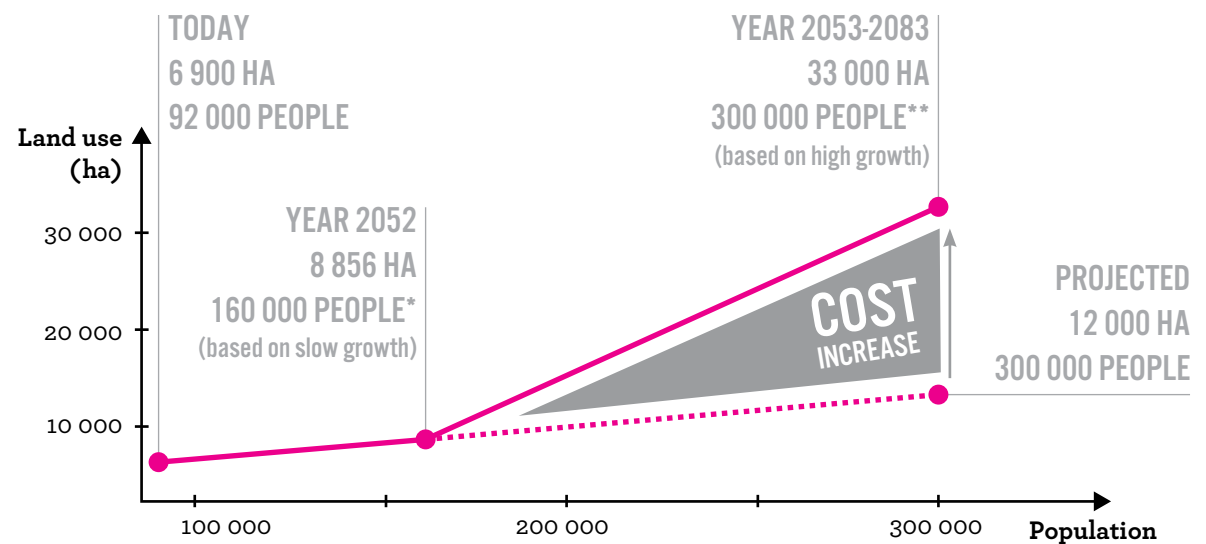
If Red Deer grows outwards then providing high quality roads, trails and transit for the whole area will become increasingly costly and difficult. The key to growth that supports mixed mobility is infill: creating mixed and lively street based urban development and intelligent growth along well served transit corridors. Linking land use and mobility is essential to the quality of life the city

can offer. Sprawl generates longer commutes, and poorly served neighbourhoods with fewer local amenities and hubs. The social connections that make a place feel 'local' are also discouraged when sprawling residential neighbourhoods are further and further away from the heart of the city.

TO ECONOMY

Impact

Life in Red Deer would gradually become more and more expensive as housing, energy bills and (by the greatest proportion) transportation costs grew as a percentage of household income. The percentage of household income spent on fuel has risen 10 fold in 10 years. This trend is set to continue, leaving less income available for socializing and leisure.



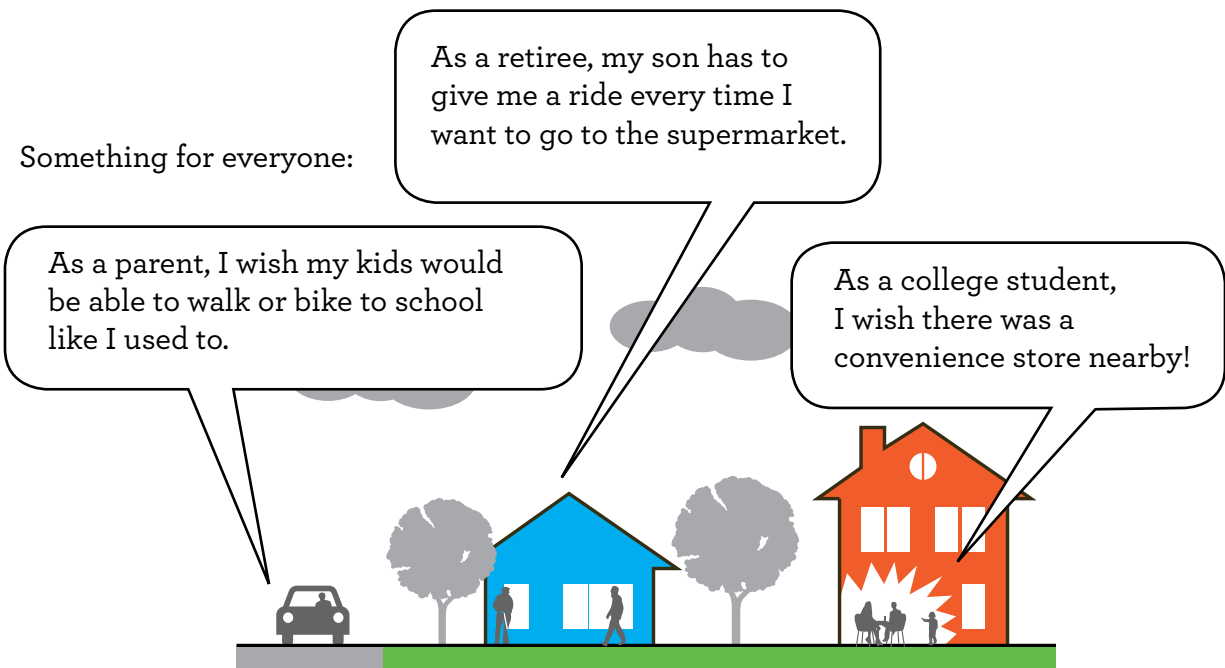
We see here two projections for growth in Red Deer, one from a growth study completed by The City, and one from a consultant doing a commercial opportunities study. While the rate of growth is debated what is certain is that Red Deer is growing, and The City must prepare with plans of how to manage that growth. If The City continues to grow outwards the cost of providing quality services, including transportation, increases rapidly.

* CITY OF RED DEER GROWTH STUDY - 2004
 ** COMMERCIAL OPPORTUNITIES STUDY 2010: CORIOLIS CONSULTING CORP.

TO QUALITY OF LIFE

Impact

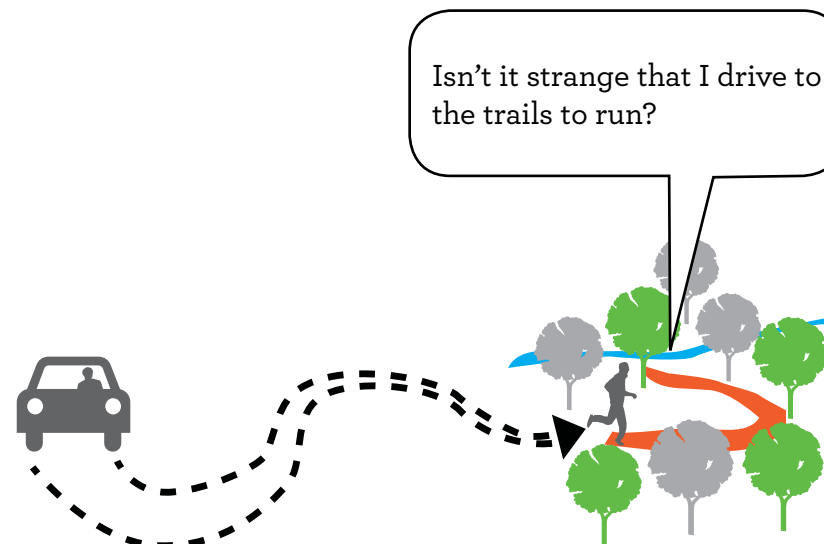
The potential impact on quality of life is huge as Red Deer could potentially shift from being a compact, local city to a sprawling city of twice the population spread over two times the area. Commuting times would rise steeply taking time away in the day from recreation and time spent with family. Distance to amenities would most likely grow too as at increasingly low densities the City and other levels of government would struggle to provide as many nearby services to citizens such as schools and doctors. Integration of the new residents into the close knit Red Deer community would be challenging as there would be less concentrated public life in streets and outdoor spaces, resulting in social isolation. Non-drivers would become dependant on drivers, with a loss of independence.



TO ACTIVE LIVING AND RECREATION

Impact

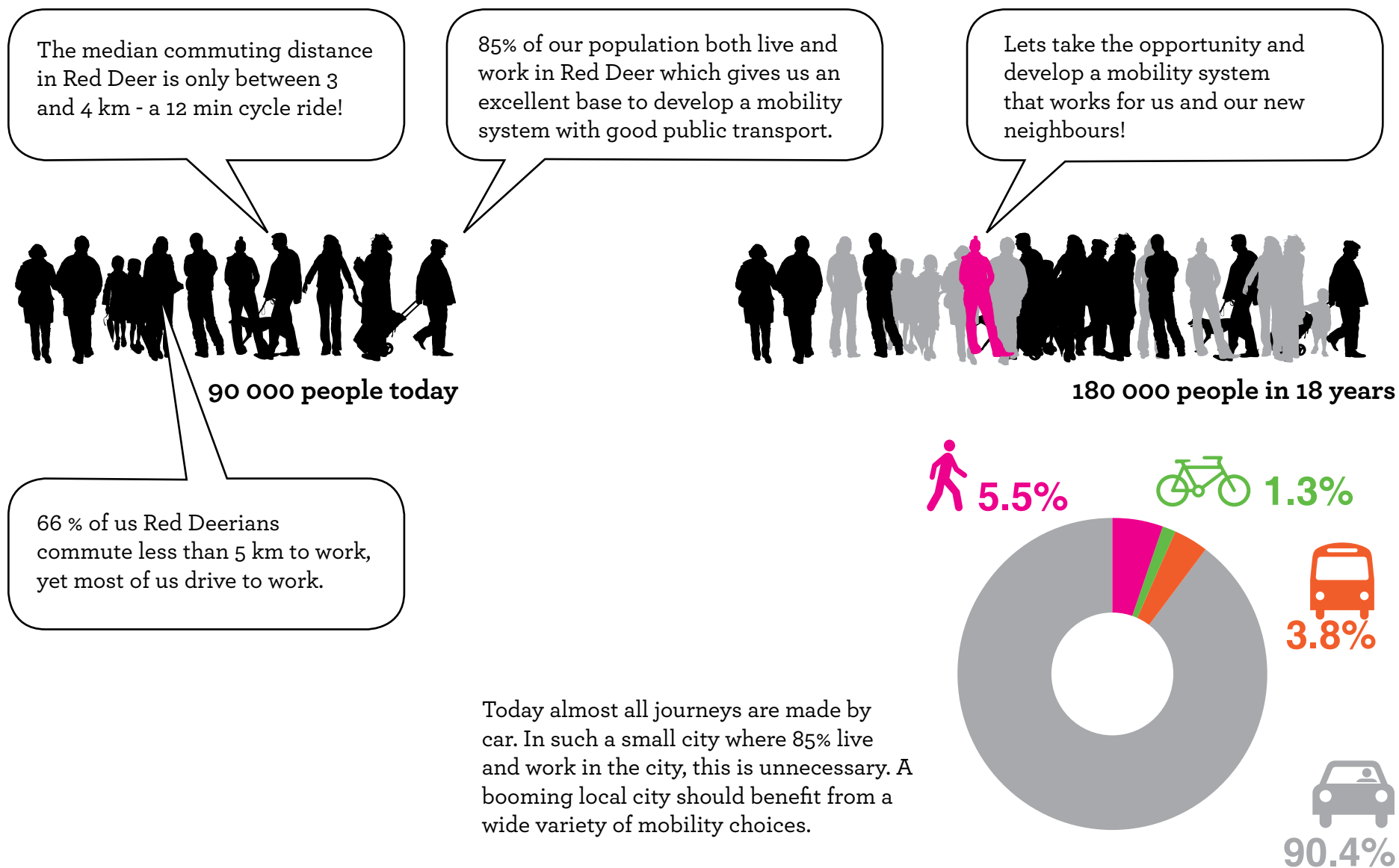
Time spent commuting and driving children to different parts of the city for school and activities would eat into recreation time. 60% of Albertans are already over-weight, and with fewer opportunities for easy access to outdoor recreation and active transportation, this would increase. With a larger area to provide infrastructure to, The City would struggle to afford, implement and maintain high quality infrastructure and public spaces residents are accustomed to.

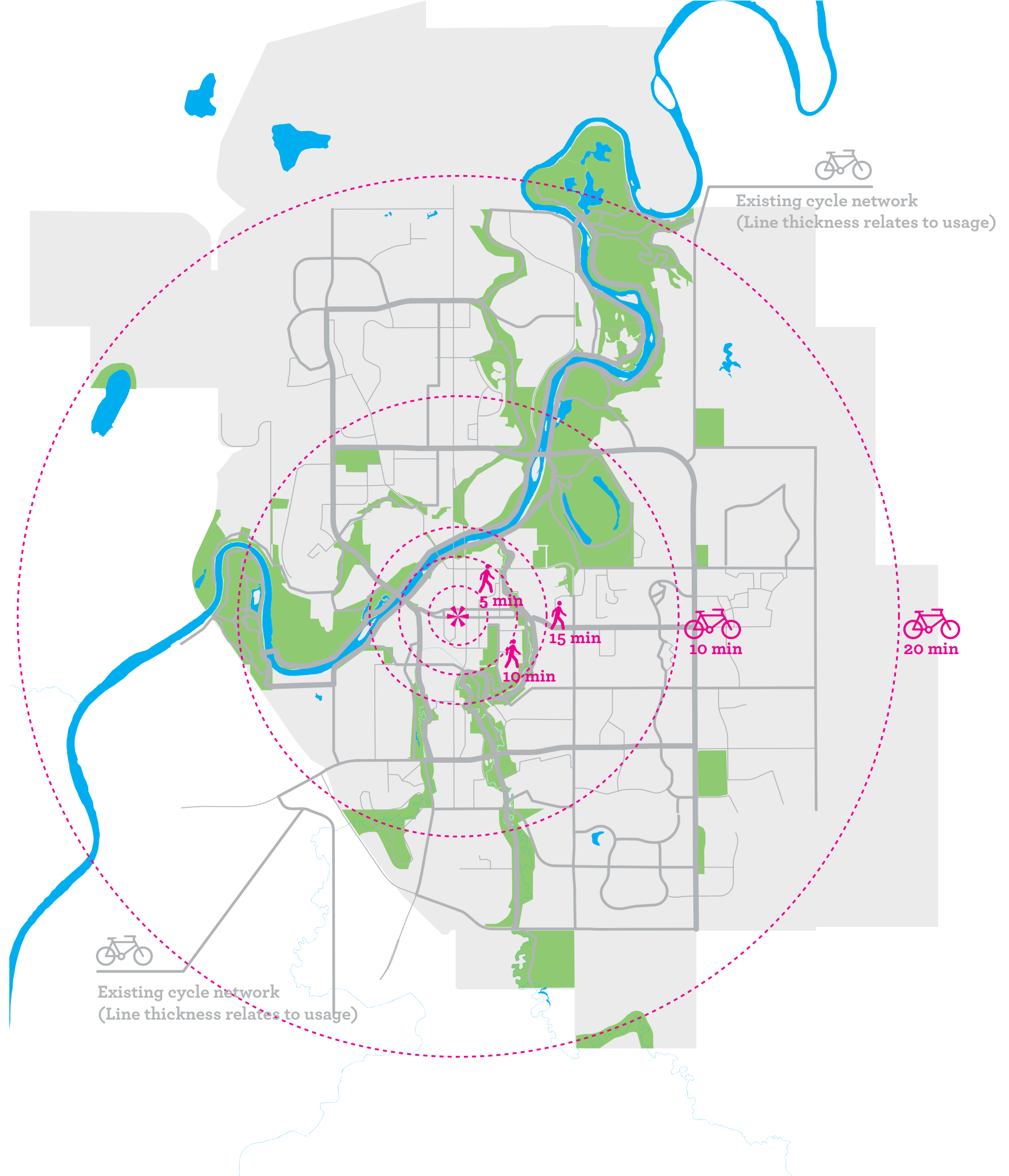


RED DEER IS READY FOR CHANGE

There have been exciting changes recently with new downtown development, extensions to the trails network and exciting temporary pedestrian and community centred projects like the Ross Street Patio. These efforts, the voices we have listened to in the city and external factors all indicate that Red Deer is ready for wider changes, for bolder moves and even more exciting

possibilities for future improvements to mobility. With median commuting distances between 3 and 4km, 7 months of relatively mild weather per year and quality of life at the heart of community values, Red Deer is a clear contender for leading the way for mid-sized cities in providing healthy and sustainable mobility.







READY

THE TIME TO ACT IS NOW

CHRISTIAN SCIENCE
& READING ROOM

SET/GO!

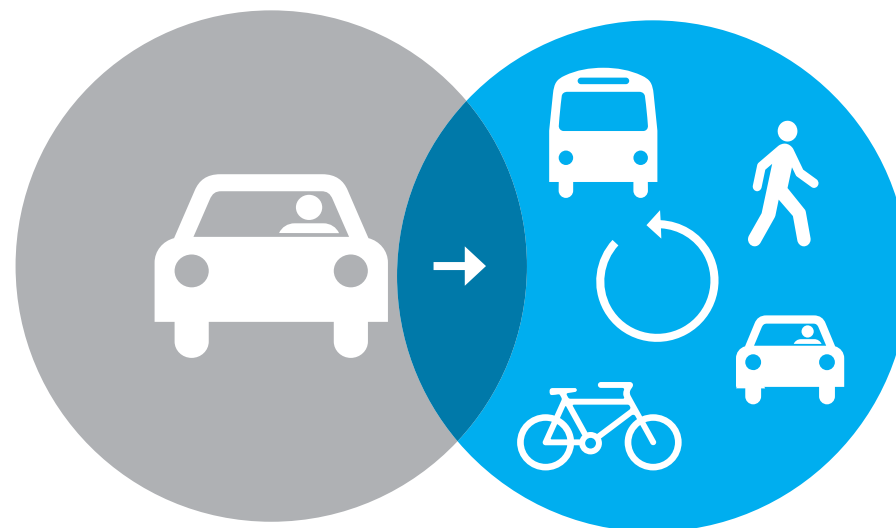
READY/SET/GO!

RED DEER IS TALKING THE TALK...NOW WE MUST WALK THE WALK.

Moving from single to multiple choices. Turning cost into profit for everyone. Creating choice in how we move around gives individuals the freedom to choose the mode they feel best suits each journey. With choice we can find the most efficient, most enjoyable and most logical way to make each journey based on cost, time and personal preference. The ability to choose the mode fit for purpose is what is lacking in Red Deer. There are very few options and this creates wasteful, inefficient and not necessarily enjoyable journey

choices. If we have choice then we can base our decision on a combination of factors, such as time of year, recreation or saving cash.

Not everyone drives a car. Children, the elderly and disabled have the right to independent mobility too, but a system that is based predominantly on the car excludes these people, and limits opportunity for transport as part of a healthy lifestyle.



single choice

multiple choice

Some things to consider ...



pedestrians

Walking is part of every journey we make regardless of mode. Even when driving we walk from where we park to our final destination. In Red Deer, even this can be difficult because the roadways are built primarily for cars.



cyclists

Cycling could be the fastest and most convenient way to travel, with many secondary benefits to health and wellbeing. However to create this efficiency and feeling of comfort requires infrastructure and maintenance.



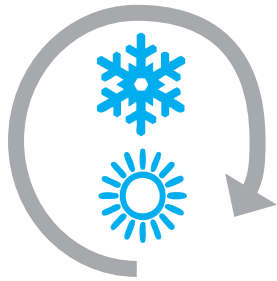
transit riders

Using transit can be a cost effective and sociable way to travel comfortably, especially in winter. Public transit creates independence for those who don't drive, generates public life in a city and decreases car congestion and traffic.



drivers

Driving is excellent for longer inter-city trips where other modes aren't viable, when there are a group of people travelling or the weather really doesn't permit being outside for long.



seasonal

Climate is a factor in determining how we choose to make a trip - however it does not determine definitively the way we should make that journey.



recreation

Integrating recreation with mobility through the trails, extending the networks to serve both recreation, housing and city areas.



how to grow

The length of time we are willing to spend travelling across the city using a number of modes should be a determining factor in how we let our cities grow. The cost of infrastructure is directly proportional to sprawl - the higher the density the cheaper to implement and improve infrastructure, and the more viable non-private car travel becomes.



amenity

Five-minute proximity to amenity is crucial in creating a sense of community, and giving the opportunity to create complete neighbourhoods with mixed mobility. Downtown Red Deer has a high ratio of amenities, but most neighbourhoods are very low.



sharing

Whether it is sharing a ride or a car with your whole community, new ways networked on and offline has facilitated new ways to come together as a community.

READY/SET/GO!

PEDESTRIANS



The City can do a lot to create more opportunities to walk. The highest priority should be providing basic provision for pedestrians. The recreation network is extensive and a major lifestyle advantage for Red Deer’s citizens but doesn’t link up with the places where people live. There is limited walking provision in residential areas. This is inadequate to invite much more than necessary pedestrian journeys. Also, low suburban density discourages walking often offering few attractions or amenities

to actually walk to. Downtown leads the way with new significant measures to encourage walking being implemented. These should be extended out to the rest of Red Deer to create a full pedestrian network. A mobility strategy must address the entire network considering the different stages of a journey. Every journey begins and ends with walking.



TODAY

- Many arterial roads have two way traffic ,but only one side of walkway. The pedestrian is low priority.
- There is an extensive recreation network in Red Deer today.

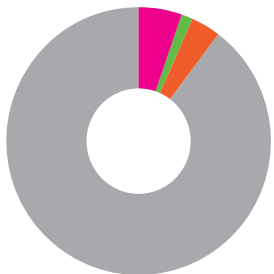
CHALLENGES

- The under-developed network and lack of local amenity do not create an inviting public realm for people.
- Perceptions are it is unsafe to walk.
- Intersections aren’t pedestrian oriented.

POTENTIAL

- Turning cost into profit. Short car journeys are wasteful and damaging to health and well being. Getting people out in the fresh air has many co-benefits.
- Upgrading as roads are built to highest possible standard for pedestrians.
- Develop walking on both sides of arterial roads. Identify desire lines and construct facilities accordingly.

 5.5%



Situation today – only 5.5% of all trips are made by walking

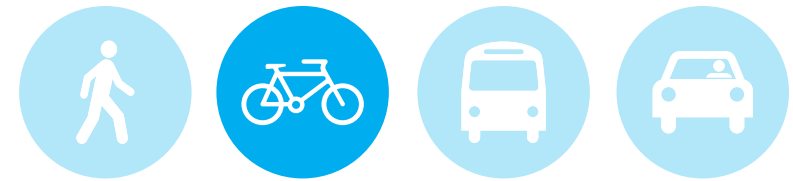
“Red Deer is not that big so if you have to go downtown you can just walk all the way.”

NEWCOMER FOCUS GROUP PARTICIPANT



READY/SET/GO!

CYCLISTS



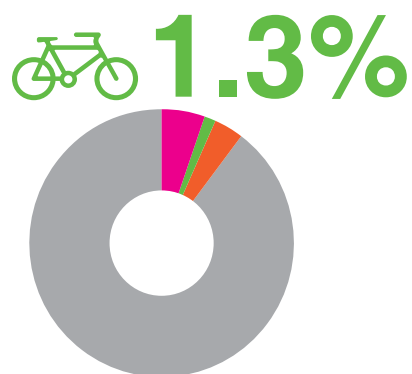
The recreation network is extensive and a major lifestyle advantage for Red Deer's citizens. It could be the foundation for a new commuter network spanning the entire city. Commuter cyclists require direct routes that feel safe and are free from obstructions which requires a design speed of 15km/h. Currently, trails are either recreation routes (indirect but beautiful) or sidewalks (direct but obstructed and shared with pedestrians). A third option needs to be delivered. There is a conflict with walking on trails. Walking speed is around

5km/h and includes baby strollers, children, the elderly and other vulnerable users. Cycling can be up to 20km/h and has a high accident risk if undertaken on an urban sidewalk. The modes need to be separated if it is to become a realistic alternative to the car. Cycling has massive potential in compact Red Deer. It is independent, can be sexy, and allows for door-to-door travel. All of Red Deer is within a 20min cycle ride of downtown. Many cities worldwide would be envious of that fact. Leverage it.



TODAY

- People rave about the trails network. It is one of the things people love about Red Deer.
- The average Red Deer commute is an 11.5 min cycle.



Situation today – only 1.3% of all trips are made cycling

CHALLENGES

- Perceptions of cycling to do with climate, safety and an under-developed infrastructure network.
- In 2012 some on-street cycle lanes were removed due to opposition.

POTENTIAL

- Red Deer is a small compact city with enviable qualities to achieving mixed healthy mobility and lively city life.
- 66% of commutes are under 5 km. Many trips could be made by walking and cycling. Recreation while getting to work and school.
- Bicycle priority at intersections. Cycling should be acknowledged in the road system. A new hierarchy of trail design is needed as the current design standards do not acknowledge that there are multiple users and that cycling is 20km/h and walking 5km/h.

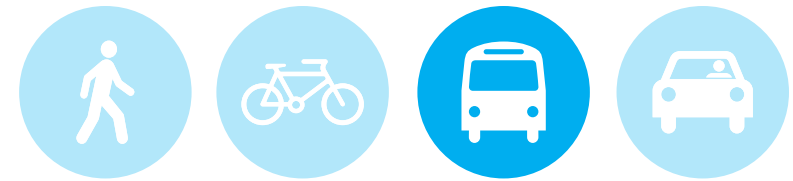
“The trail system is wow- it’s unbelievable here.”

FOCUS GROUP PARTICIPANT



READY/SET/GO!

TRANSIT RIDERS



Currently there is extensive coverage at the expense of directness: Red Deer's bus routes take circuitous routes that lengthen journey times. A more direct service would generate a more competitive alternative to the car. With a 30min headway the whole system is only sufficient to serve a ridership that is 90% captive. Captive transport riders are people who have no other alternative than to take

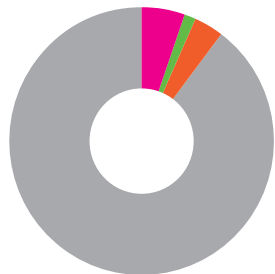
transit - this is mostly students and the elderly. To attract new, non-captive users, 30 minutes between services is too long. A more frequent, direct service would create a more attractive bus network. Rapid transit corridors would be an excellent way to create an easily understood and attractive network.



TODAY

- Transit is mostly used by those who have to use it in Red Deer: the young, the elderly and the disabled. It is indirect and infrequent.
- "More. Run more, run earlier, run later." More was the most commonly used word by all respondents of the transit survey.

3.8%



Situation today – 3.8% of current trips are made by bus

CHALLENGES

- Every journey begins and ends with walking so you need a good quality walking environment to support transit and high quality places to wait.
- Accounting for climate. Some of the coldest countries in the world have high ridership of transit systems.

POTENTIAL

- The transit network is infrequent and indirect. Red Deer's grid offers an excellent logic that should link neighbourhoods and places of employment could be better targeted.
- Transit stops need to be designed with the weather in mind.

"If you could make the service faster and more frequent, I think that more people would use transit as a daily mode of transportation."

TRANSIT SURVEY RESPONDENT



READY/SET/GO!

DRIVERS



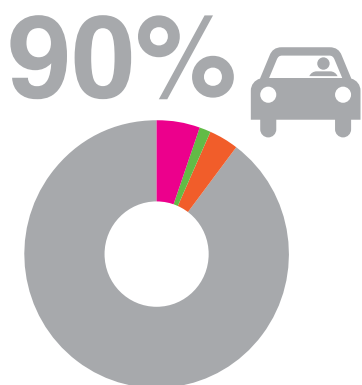
Vehicles play a critical role in moving both people and goods in Red Deer today. While driving will continue to play a key role in the transportation system in Red Deer, putting vehicle mobility first on all streets discourages and limits opportunities for a more diversified and integrated mobility network. Despite policy stating otherwise all forecasts predict Red Deer will continue developing as a

car centric city. Significant incentives and policy changes will need to take place in order to promote alternative forms of mobility. Creating a road hierarchy in Red Deer acknowledging some roads need to accommodate large vehicles and faster speeds, while others don't, will help create a city with a more diversified and efficient transportation system for all users.



TODAY

- Red Deer is a city built predominantly for the movement of cars with the exception of a few places downtown.
- Efficient vehicular movement is important for many of the City's key commercial sectors (oil and gas, petrochemicals, agriculture, manufacturing and construction).



Situation today – 90% of all trips are made by car

CHALLENGES

- The ease of car use in Red Deer is a challenge to getting the financial and personal benefits of choosing appropriate mode for each journey, essentially becoming a smart - rather than default - driver.
- Some roads need to accommodate large vehicles and faster speeds, while other roads do not need to meet the same standards.

POTENTIAL

- Red Deer is a small compact city with enviable qualities to achieving balanced mobility - there is so much potential.
- Create a road hierarchy. Design beyond the peak hour. Not all roadways need to accommodate the peak load and volume when those peak hours only account for two hours of the day.

“I think we can be encouraged to car pool. Especially if people work in the same workplace.”

FOCUS GROUP PARTICIPANT



READY/**SET**/GO!

MOBILITY QUALITY CRITERIA

FOR



Together with citizens and city staff, a new quality criteria for pedestrians, cyclists, and transit riders in Red Deer. A mobility strategy is not simply about designing transportation systems and networks - it is ultimately about influencing people's decisions. While planning is often done from a birds eye view - looking from above at complex systems and maps - it is important to also plan at eye-level. Through our focus groups and workshops with Red Deerians, the citizens helped to define the criteria that would make it more attractive for them to choose to walk, cycle, and/or take transit. Simply put, you said the choices must be safe, accessible, and enjoyable.

SAFE

- **Design for the most vulnerable user**

The entire street section including intersections and crossings are designed for all ages and abilities.

- **Safety from crime/violence**

Streets are well lit, provide easy sight lines and views, and are conducive to passive surveillance or “eyes on the street.”

- **Well Maintained**

The surface of sidewalks and walking trails are well maintained, are cleared of snow and ice in the winter, and free of obstacles.

ACCESSIBLE

- **Access to information**

Pedestrian oriented signage and wayfinding is easily available and intuitive, user-friendly maps on walking routes are available online and in certain key locations, and people in Red Deer are aware of their rights and responsibilities as a pedestrian.

- **Complete & interconnected network**

Walking routes are integrated and connected including sidewalks, trails, and pathways in order to link key origins and destinations.

- **Mix of amenities and services**

There is a mix of amenities and services within walking distance of residential and commercial districts.

ENJOYABLE

- **Design for the pedestrian experience**

Streets have an inviting public realm and are aesthetically pleasing with attractive streetscaping.

- **Programs and activities**

Streets are recognized as places for people to meet and gather with lively overlapping uses and activities.

FOR



- **Design for diversity of ages and skill levels**

Cycling infrastructure is designed to invite a diversity of riders including children and seniors. Lower speeds on residential & commercial streets and separating cyclists from traffic on roads 40km/h or more.

- **Safety from crime/violence**

There is secure bike parking provided at key destinations, streets are well lit, provide easy sight lines and views, and are conducive to passive surveillance.

- **Well Maintained**

The surface of cycle paths and trails are well maintained, are cleared of snow and ice in the winter, and free of obstacles.

- **Access to information**

There is special signage and wayfinding for cyclists, user-friendly maps on cycling routes are available online and in key locations, and people in Red Deer are aware of their rights and the responsibilities as a cyclist.

- **Complete & interconnected network**

On street cycle paths are integrated and connected with off street trails, in order to link key origins and destinations.

- **Mix of amenities and services**

There is a mix of amenities and services within cycling distance of residential and commercial districts.

- **Design for the cyclist experience**

Streets have support elements such as quality parking for cyclists and an inviting public realm, with attractive streetscaping.

- **Programs and activities**

Streets are recognized as places for people to meet and gather with lively overlapping uses and activities and, in some cases, special bike-friendly events.

FOR



- **Safety getting to the bus for all ages/abilities**

There are safe prioritized pedestrian connections to transit stations and stops that are accessible to people of all ages and abilities.

- **Safety on the bus**

The environment on the bus provides for passive surveillance by passengers and the driver and the bus are well equipped with necessary safety elements in the case of traffic accidents.

- **Access to information**

There is special signage and wayfinding for transit riders, user-friendly maps and schedule information on transit routes are available online and at transit stations and stops, and in some cases, real-time information on routes and schedules is available.

- **Affordable**

Riding the bus in Red Deer is a competitive and affordable option for people who cannot or choose not to drive.

- **Integrated system & optimal service**

Bus routes link key origins and destination in Red Deer, and service is appropriate to adjacent densities and land uses.

- **Positive experience getting to the bus**

Pedestrian connections to stations and stops are given priority, transit stations and stops offer quality shelters with comfortable seating and an inviting public realm.

- **Positive experience on the bus**

There is good customer service with helpful and friendly drivers and transit staff; the buses are clean and well maintained.

READY/**SET**/GO!

HOW HIGH DO WE SET THE BAR?

Red Deer could be a best practice model for other small cities in the world.

Canada



Victoria, Canada

Is a small compact city on a peninsula with protected forest to the north. There are high levels of commuting into the city for work as well as a large retired community. The active transportation network serves these groups well. In 2003 a greenways network in the city was established which creates good safe routes through the city and into the surrounding natural beauty. Tourism around recreational cycling serves the city well as business growth in this area has been high.

North America



Davis, US

Davis has successfully leveraged its student population into cycling eventually developing a network spanning 95% of arterial streets, with 50 miles in total. It is a dense, low rise, compact city that directly tied its land use strategy to its transportation strategy. It has become known as the US cycling capital around which a recreation industry has boomed and they have a thriving downtown with local businesses and cycling events throughout the year.

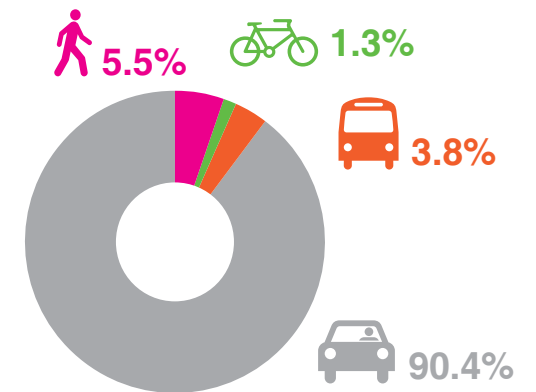
Global



Odense, Denmark

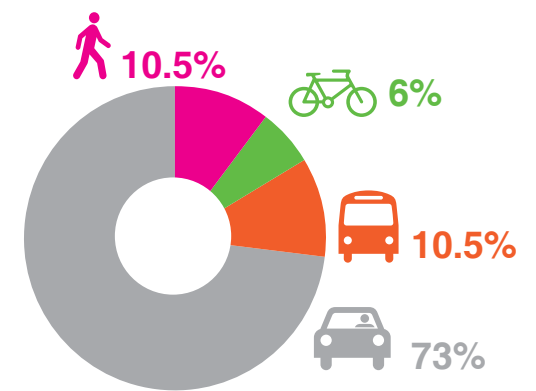
Is a city of double the population of Red Deer. It has relatively low density but has been built with cycling and active mobility front and centre of the city's agenda. 80% of Odense's children walk or cycle to school and there are 3m of cycle paths for every resident in the city. Between 1997 and 2001 they managed to increase cycling by 20%.

RED DEER
 AREA 69.2 KM2
 POPULATION 92 000
DENSITY 1329 PEOPLE PER SQKM



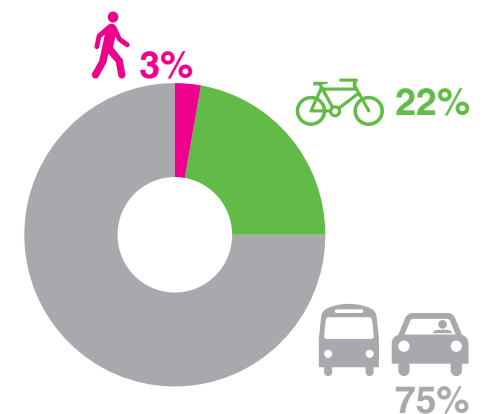
How to....
 The city created many plans outside of the silos of transportation, health etc. Active living greenways and green homes plans have helped them develop targeted projects and integrate different issues.

VICTORIA
 AREA 19.4 KM2
 POPULATION 80 000
DENSITY 4109 PEOPLE PER SQKM



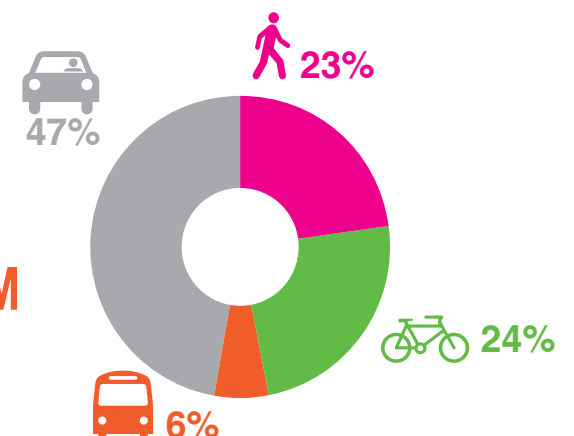
How to....
 Davis began by creating bicycle lanes separated by parked cars. As the city grew, all codes required bicycle infrastructure. The Davis greenway network was then developed as a multiuse trail network which accompanied a building boom.

DAVIS
 AREA 25.6 KM2
 POPULATION 65 740
DENSITY 2560 PEOPLE PER SQKM



How to....
 The Odense bicycle strategy is updated every year and with any new road changes new improvements are implemented. The city also sets ambitious short-term targets and measures success.

ODENSE
 AREA 161 KM2
 POPULATION 191 610
DENSITY 1190 PEOPLE PER SQKM





READY!



/SET/GO!

READY/SET/GO!

6 PLAYS

The six plays are the top priorities for making the most impact in the city of Red Deer's mobility behaviours. They cross silos of city departments and require joint thinking and action from politicians, city staff and citizens alike.

PLAY 1 PUT PEDESTRIANS FIRST

PLAY 2 CREATE A BALANCED NETWORK

PLAY 3 TIE LAND-USE AND MOBILITY TOGETHER

PLAY 4 MAKE TRANSIT PART OF THE JOURNEY

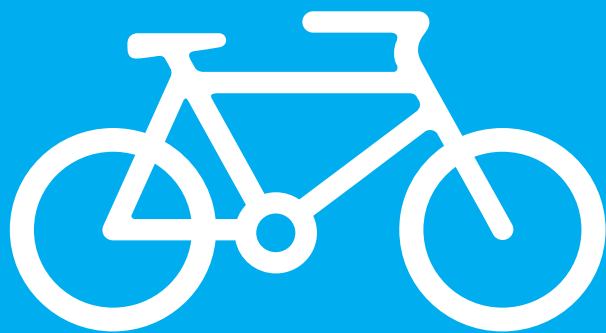
PLAY 5 CONNECT THE TRAILS

PLAY 6 NURTURE A CULTURE OF CHANGE





**INTEGRATED & BALANCED
MOBILITY**



READY/SET/GO!



“Walking and cycling lets you meet more people.”

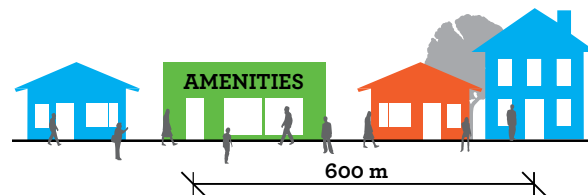
MIDDLE SCHOOL FOCUS GROUP PARTICIPANT



PUT PEDESTRIANS FIRST /PLAY 1

As Red Deer grows in population it will be crucial to provide local neighbourhood streets and destinations that have a mix of uses and invite people to walk. Downtown Red Deer has a walkscore of 78, higher than many comparable North American downtowns. Walkscore, a rating system for pedestrian amenity, rates the proximity

of amenities for everyday life. In contrast, other Red Deer neighbourhoods when measured this way scored much lower at 35. Current commercial development recommendations suggest strip malls on the edge of town could act as neighbourhood centres. These would be car hubs not people hubs; what is needed is street-based local people-priority



Human scale streets

Streets should be for people, not just cars. Our physical dimensions as humans, and the speed at which we move - 5km/hour - requires a street environment that is in keeping with these parameters. Visual stimuli, comfortable noise levels, benches to rest on and trees to shade us are all important.

Create walkable hubs

Local neighbourhood hubs are crucial to sustaining a good quality of local life. It has been shown that amenities within 600m increase the likelihood of walking significantly. Hubs should offer continuous and direct routes to and around them for pedestrians.

Build quality footpaths and maintain them

Inviting walking requires an offer of a pleasant and high quality walking environment. The width of the sidewalk, the material, how it behaves in different conditions and its life-cycle are all very important to consider. How well the sidewalk can be maintained and the frequency of this maintenance is also crucial to this.

IN TEN YEARS...

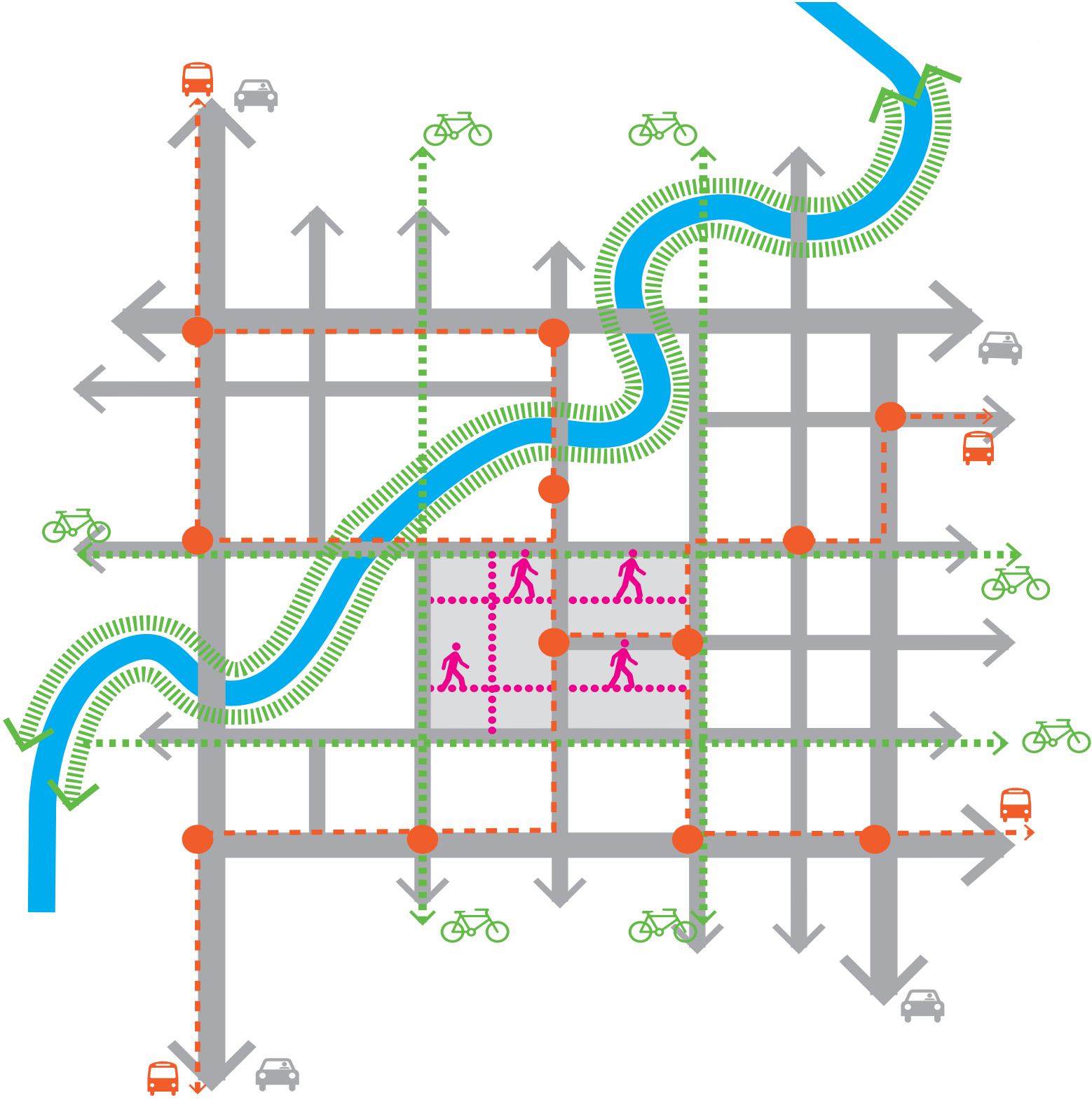
Every Red Deerian can visit a local shop to buy milk on foot chatting to neighbours along the way and passing children cycling and walking to and from school.

“Clear the side walks every day! It sometimes takes weeks before major roads are cleared (in winter).”

FOCUS GROUP PARTICIPANT



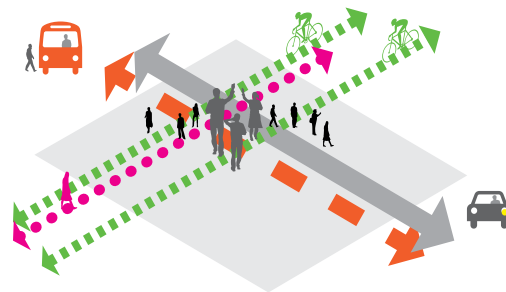
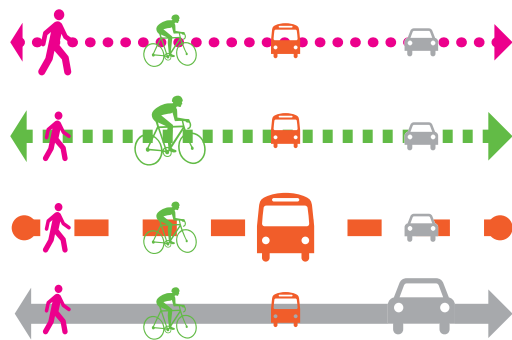
READY/SET/GO!



CREATE A BALANCED NETWORK /PLAY 2

Different streets in Red Deer should have different priorities. Creating a balanced network of streets with different functions and priority uses creates opportunities to improve efficiency and safety while also reducing traffic congestion. Red Deer’s current street network puts a high priority on car mobility.

Driving will continue to play a key role in how people move in the city. A more diversified and context sensitive approach to mobility planning will provide more travel choices for all residents.



Define a set of street typologies based on the desired end users

While each street has their own unique character and qualities the current classification system for streets in Red Deer is not sensitive to these differences. A new framework that identifies categories of streets based on their unique functions and priority uses will be critical for future mobility planning.

Balance the network with all users in mind

Red Deer needs a balanced network of streets that are designed and operated to enable safe, accessible and enjoyable travel for all users. Key nodes in the city such as employment, commercial, and service hubs need to be linked with multiple modes including walking, cycling, riding the bus, and driving.

Ensure drivers have a place without infringing on quality for other modes

Driving will always play a key role in the transportation system in Red Deer. Despite some streets maintaining a certain level of service for vehicles, all streets must provide a good quality level of service for the most vulnerable road users.

IN TEN YEARS...

Streets in Red Deer will be more diversified. Red Deer will maintain its reputation as being a city that is easy to move around in, despite the significant increase in population.

“Recognize that different people will have different reasons for choosing different modes of transportation.”

RESPONDENT TO ONLINE FEEDBACK FORM

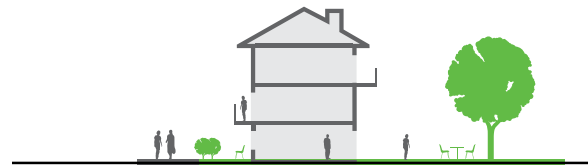




TIE LAND-USE AND MOBILITY TOGETHER /PLAY 3

Red Deer acknowledges in its Municipal Development Plan that growing intelligently can support mixed mobility by offering convenient connected places to live and work without the loss of landscape or easy access to it. Corridor densification would be an optimal way to absorb the incoming population while retaining the preexisting quality of life. A Commercial

Opportunities Study of the city identified that Red Deer needed more ambitious apartment targets, that they should be concentrated in selected locations that support other commercial and quality of life objectives. The City can support this by making it easier to acquire land downtown, along corridors and in new neighbourhood hubs.



Enforce and incentivise minimum density targets

Red Deer has a minimum density standard of 14.8 units per hectare. This is too low to support a successful approach to integrated mobility. The City should consider increasing its minimum density in line with proven best practice in the range of 25-35 units per hectare. Assumed lot sizes should be reviewed and the percentage of multi family dwelling units increased.

Establish new housing standards

Currently policy discourages narrow plot housing, with a maximum of 33% of total development area to be in this style. Provide incentives for density and have reduced off street parking requirements where housing is within 500m of transit corridors creating better value for developers. Higher density does not necessitate tall buildings. Low-rise density can be delivered when considering different types of housing geometries.

Require Transit Oriented Development

Growth that can utilize existing infrastructure supports the provision of municipal services in a cost effective manner. Enforce proximity requirements to transit for new development, and link density targets to distance from transit making transit oriented development the most profitable.

IN TEN YEARS...

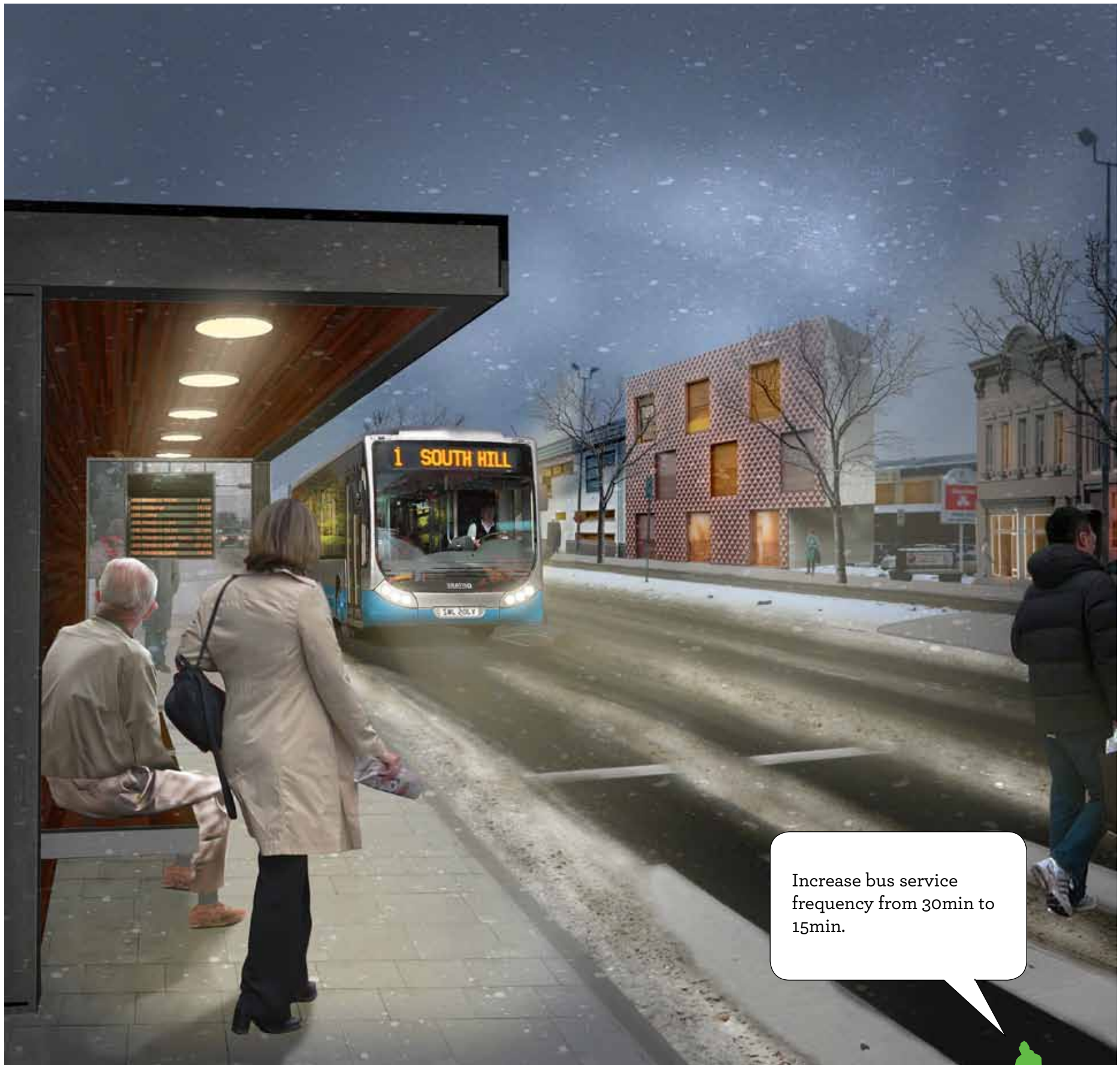
All new residents are absorbed within the existing city boundary with increased density creating great walkability to the new shops and amenities and schools in the city. So many now live within 500m of transit it has increased bus frequency to 10mins.

“Adopt planning principles that encourage multi-use.”

FOCUS GROUP PARTICIPANT



SOURCES; NEIGHBOURHOOD PLANNING GUIDELINES AND STANDARDS 2008, COMMERCIAL MARKET OPPORTUNITIES STUDY, CORIOLIS CONSULTING CORP 2010



MAKE TRANSIT PART OF THE JOURNEY /PLAY 4

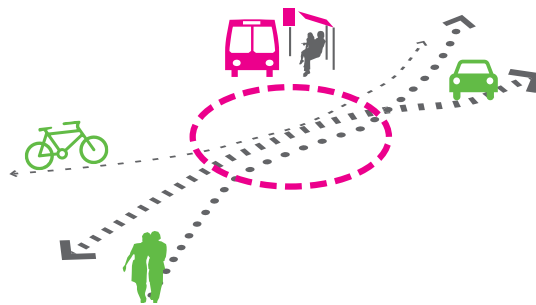
Transit should offer convenient, direct routes frequently. Following the logic of the grid would allow this with maximum 500m walks to transit stops. A frequent (15min) interval and a rationalized direct service needs to be supported by a strong

micro network of pedestrian infrastructure and comfortable transit stops. Effective information on transit times, on the street, online and on smart phones would help in addition to informational campaigns directed at nondrivers.



Place stops where other things are happening

Transit should link with hubs, centres of education and work. The network needs to be integrated to provide pleasant, seamless and logical journeys. Waiting for transit can also be time for shopping or social time if it is well placed so riders interact with other places and people.



Ensure access for pedestrians, motorists, cyclists

Transit should act as a support to other modes, a cyclist should be able to put their bike on for a ride home or a motorist should rely on it if having a drink in town. Everyone should know the transit service routes and be occasional riders.



Improve the waiting experience

Service information, protection from the elements and proximity are all important features of transit stops. Real time updates to smart phones can help make transit convenient and accessible; this should be integrated with climate protected stops.

IN TEN YEARS...

Transit will benefit the majority of Red Deerians, with frequency approaching 15min intervals at busy times and a high proportion living close by, it will become a much more viable and convenient travel choice.

“It should be mandatory to connect sidewalks to transit stops.”

FOCUS GROUP PARTICIPANT



READY/SET/GO!



“For better safety the traffic should be separate from the bike paths.”

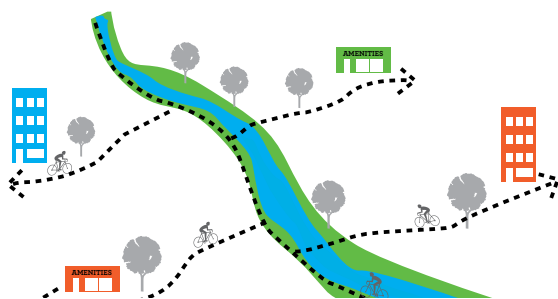
TRANSIT SURVEY RESPONDENT



CONNECT THE TRAILS /PLAY 5

The Red Deer river valley has an outstanding well loved trails network. People own bikes and use the trails. What is needed is an expansion of the trails into a network of greenways, on-street lanes and separated bikeways along arterial roads that would transform the network from a recreational one to

a full city network, helping people get to where they want to go. Well designed integrated cycle lanes and trails should be comfortable, convenient, connected and continuous.



Tie urban network into recreation

The existing trail network can only reach its full potential if connected to an on-street network helping people be active and reach home and destinations. For cycling to be integrated into transportation options, direct, convenient routes must be available to employment and hubs. People cycle for pleasure, and they need to be encouraged to integrate this into their journey to work or school.

Plan with the entire street section in mind

The proportion of space given to each mode should be addressed case by case on each road according to where it falls in the hierarchy of streets and its predominant use patterns. Cars, cyclists and pedestrians all move at different speeds and require different space; cycling and walking should be separated where appropriate.

Create a Red Deer model for cycling

Every city is different and has different approaches to making cycling fun and part of the city's identity. Red Deer should explore specific road markings, cycle furniture and events. Cycling is cultural and linked to self identity; in Copenhagen many people have a kid's box at the front of the bike for their family, in London every hipster has a fixed gear bike, what will Red Deer's cycle culture be?

IN TEN YEARS...

Red Deer will be proud of its unique cycle culture, recreational and commuting which generates a fantastic public life for most of the year. It will be integrated into and support all the other outdoor pursuits the city loves.

"I would love to bike because it would keep me healthy and save me more money, but it needs to be safe!"

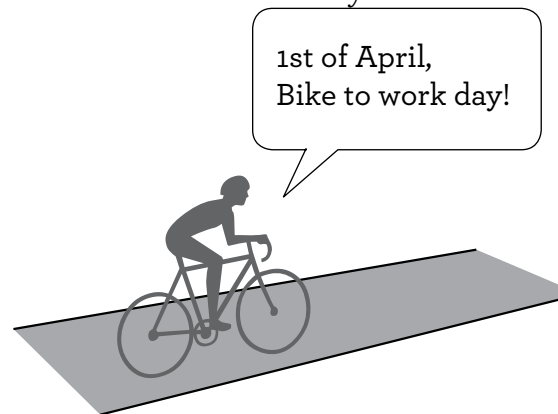
NEWCOMER FOCUS GROUP PARTICIPANT



NURTURE A CULTURE OF CHANGE /PLAY 6

Change is always possible, but default settings are very strong. It can be difficult to break habits, which is why creating good habits for the large numbers of new people arriving to Red Deer will be crucial. Newcomers to Red Deer offer an opportunity to start a wave of active transportation

enthusiasts. Information, invitations and marketing of the active-lifestyle in Red Deer can promote the city's quality of life in city branding and invite positive behaviour. Change can be difficult but acknowledging that it will happen, and actively seeking to shape that change is the most positive way forward.



Lead by example

The City of Red Deer is one of the largest employers in Red Deer. If it were to have programs, competitions, incentives and momentum for multi-modal employees it could create a significant shift for the city. There are many examples of employer programs to draw on and you have a captive audience, use it!

Show that change is possible & desirable

Change can be fearful and uncomfortable if people feel their city or values are being challenged. Presenting the arguments for change in clear understandable ways attune with local people is crucial. Implementation of change must be accompanied by smart community and political work.

Remove direct and indirect driving subsidies

Parking is free almost all over Red Deer while transit is relatively expensive. Make sure costs from the city reflect the long term quality of life and commercial objectives. Short term profits must be over-looked for long term gains.

IN TEN YEARS...

Red Deerian's were very proud of the city's reputation as Canada's leading small city for high quality of living, innovation and industry. A mixed society with mixed sectors of industry, knowledge and service economies the city is known for its forward thinking approach.

"Let the city be an example: The city as an organization incorporating alternative modes into how we do business."

FOCUS GROUP PARTICIPANT



TOOLS FOR CHANGE

Through speaking with community members three themes about how, and with who, the City of Red Deer can act emerged. These actions complement the five plays and strengthen the notion that we need a collaborative, multi-sectored approach to mobility with programs to support infrastructure and policy changes.

#1

ENHANCE COMMUNICATION & TRANSPARENCY

People in Red Deer want to easily find information about their transportation choices and the City's progress on mobility initiatives.



TO DO:

- Launch an interactive web page that is the go to place for mobility in Red Deer.
- Establish a simple set of metrics on pedestrians and cyclists and collect baseline information that will be used to inform decision making.
- Develop and implement a wayfinding strategy.

#2

BUILD & MAINTAIN PARTNERSHIPS

In order to create a significant shift in travel behaviour in Red Deer, The City cannot act alone. Balanced mobility has to spill into various departments, sectors and organizations.



TO DO:

- Partner with Red Deer schools and school boards to support and expand programs that promote more walking, cycling and bussing to schools (e.g walking school bus, bike to school days).
- Work with school boards on siting locations for new schools that align with priorities to decrease dependency on driving to/from school.
- Partner with Alberta Health Services on a campaign to promote the health benefits of active transportation.

#3

MOBILIZE PEOPLE WITH PROGRAMS

It's about so much more than providing infrastructure, people need to be inspired to act.



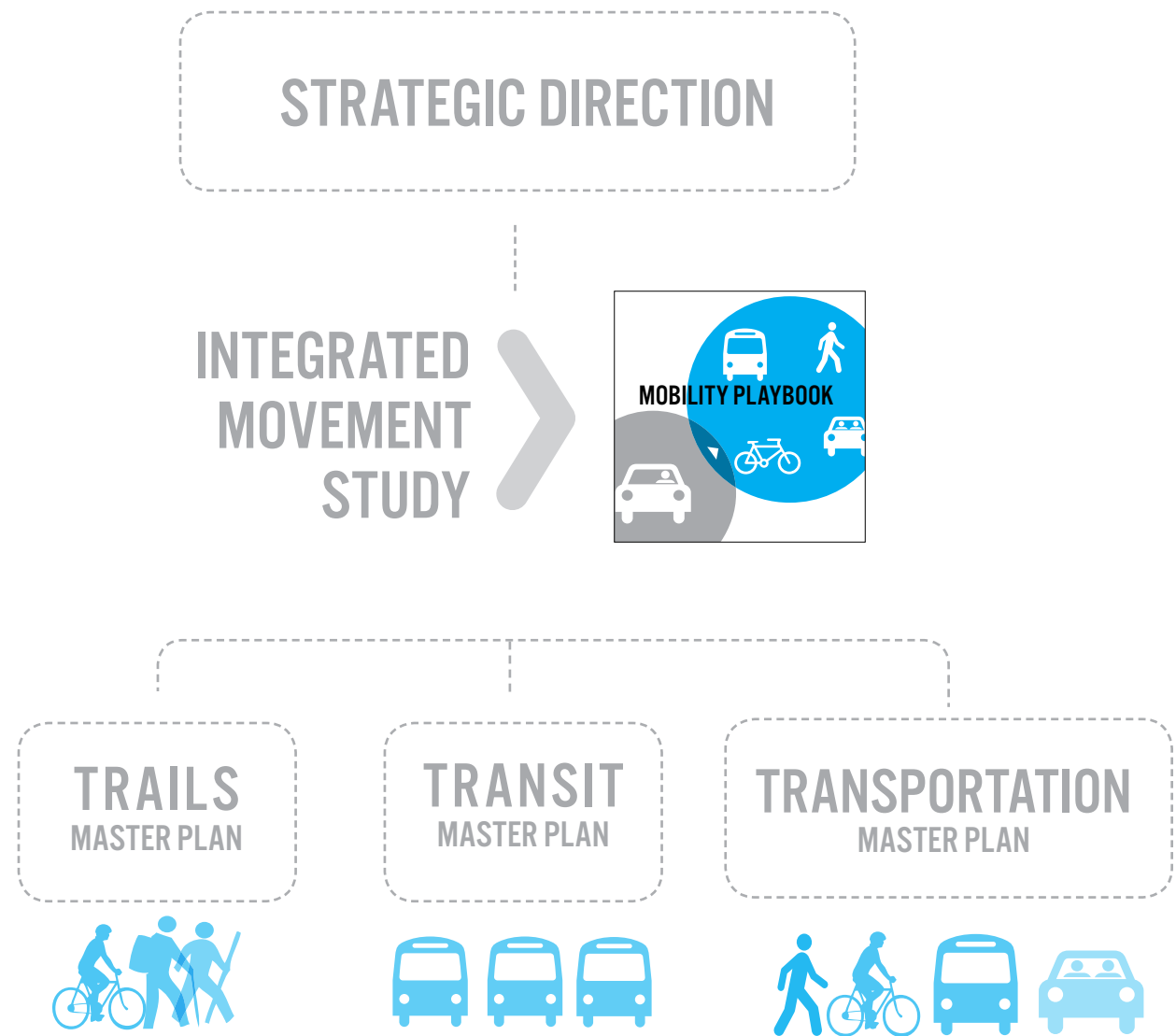
TO DO:

- Involve youth and other stakeholders in the design and implementation of events and programs that encourage walking, cycling and transit ridership.
- Continue to support and program the Ross St Patio and identify other pilot projects that prioritize streets as places.
- Deliver training programs on bicycle safety in cooperation with community partners.

READY/SET/GO!

NEXT STEPS

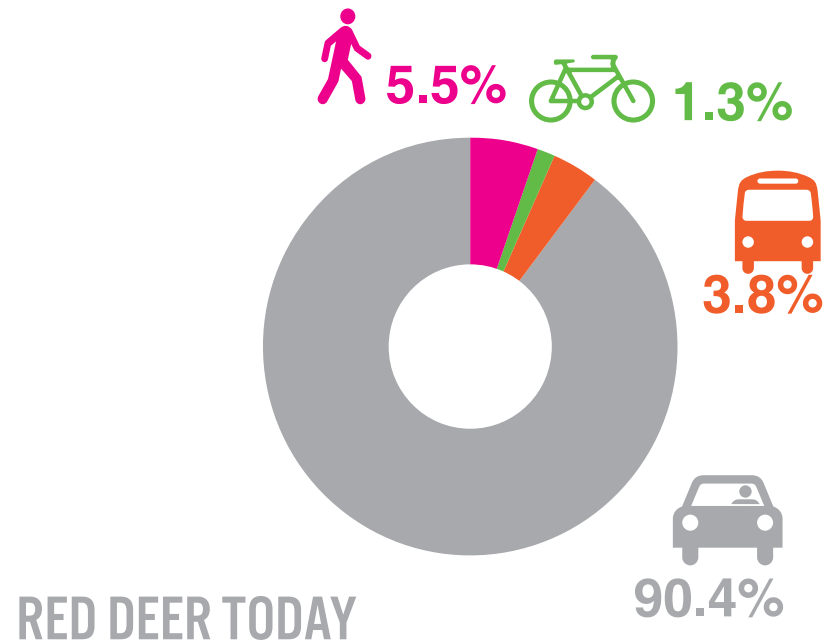
Council’s Strategic Direction informed the development and undertaking of the Integrated Movement Study and this Mobility Playbook. This document will inform subsequent planning documents that, while more technical and detailed in scope, will reflect the priorities and values identified in the Playbook.



PRIMARY METRIC

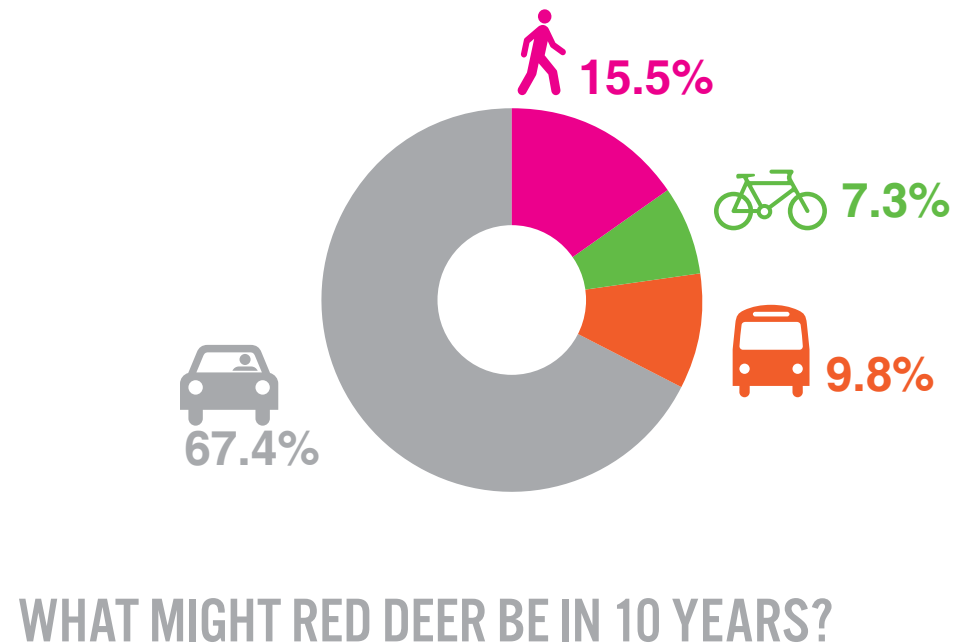
Modal Split - seasonal and frequent

The number one metric for measuring success in achieving more balanced and integrated mobility in Red Deer will be modal split. To be most effective The City should aim to set short, medium and longer term targets for modal split. Progress should be measured every year and measurements should be taken in both winter and summer to account for seasonal variation. Annual measurements will help to identify success and to identify where more needs to be done.



Future Red Deer: a city with multiple choices

By implementing the strategies identified in the five plays Red Deer can achieve its goal of creating a city that is safer, more sustainable, and offers more mobility choices to its citizens. Cities with the most success in creating balanced and integrated mobility set ambitious goals first, then follow through on actions with ongoing monitoring. Based on best practice of what has been achieved by other cities in Canada, North America and around the world. an achievable and balanced modal split for Red Deer in 10 years would have similar proportions to the one here, with suitable modes being chosen for each journey.



READY/SET/GO!

TOOLS FOR CHANGE

Red Deer – a safer, healthier more convenient and affordable city. This is the potential outcome of a balanced modal split. This measure doesn't capture all the value added by mixed mobility. We suggest some that reflect what Red Deerians most care about in their city, over-all quality of life, active living and recreation and economy.

Regular measuring supports project evaluation, the targeting of resources effectively and an excellent evidence base from which decision makers and politicians can create policy. Measuring the correct indicators is crucial in supporting the city and culture you want, shifting from thinking about systems to people.

OTHER CONSIDERATIONS

Measuring road safety and perceptions of safety

- Aim to reduce actual accident numbers and the fear of road traffic accidents for pedestrians.

Choices survey

- Asking why people make the transportation choices they do to help direct improvements

COMPLEMENTARY METRICS



Overall quality of life: Liveability Index

Quality of life can be measured in many different ways. The City has done a great job at measuring this with seven annual municipal quality of life surveys conducted by Ipsos Reid. The City should address the metrics used in these surveys and consider devising a pioneering liveability index for small cities using some of the qualities identified by Red Deerians as crucial to their quality of life. Living close to school, knowing neighbours and opportunities for active outdoor living are aspects of city life that some indices have begun to address. Look at global best practice to find ones that best suit the priorities of Red Deerians.



Active living and recreation: Health and Obesity

Keeping a finger on the pulse of Red Deerian's health is another metric that should be used to measure how well The City is serving its citizens need to stay active. Alberta's adults are 66% overweight or obese as are 21% of children and young people. The City of Red Deer should seek to gather data on its own rates and measure change over time. Supporting walk to school initiatives with quantified results can be a powerful tool in wider change.



Economy: Growth and Affordability

Red Deer is currently at the heart of Canada's leading economic growth area. It is important that The City measure how much of this growth is being captured and felt in the improvement of the quality of the everyday lives of Red Deerians. This should be measured by looking at employment levels as well as household incomes in relation to the cost of housing, running a car and general housekeeping. An ambition to maintain or decrease the costs of living in line with inflation would allow Red Deerians to enjoy the fruits of growth and save for a prosperous future. Building affordability into new areas of the city is crucial to building in this resilience and is directly linked to house price and car dependency.

COST OF OBESITY IN ALBERTA, 2005 AVAILABLE [HTTP://WWW.ALBERTAHEALTHSERVICES.CA](http://www.albertahealthservices.ca)

READY/SET/GO!

MOBILITY ACCOUNT(ABILITY)

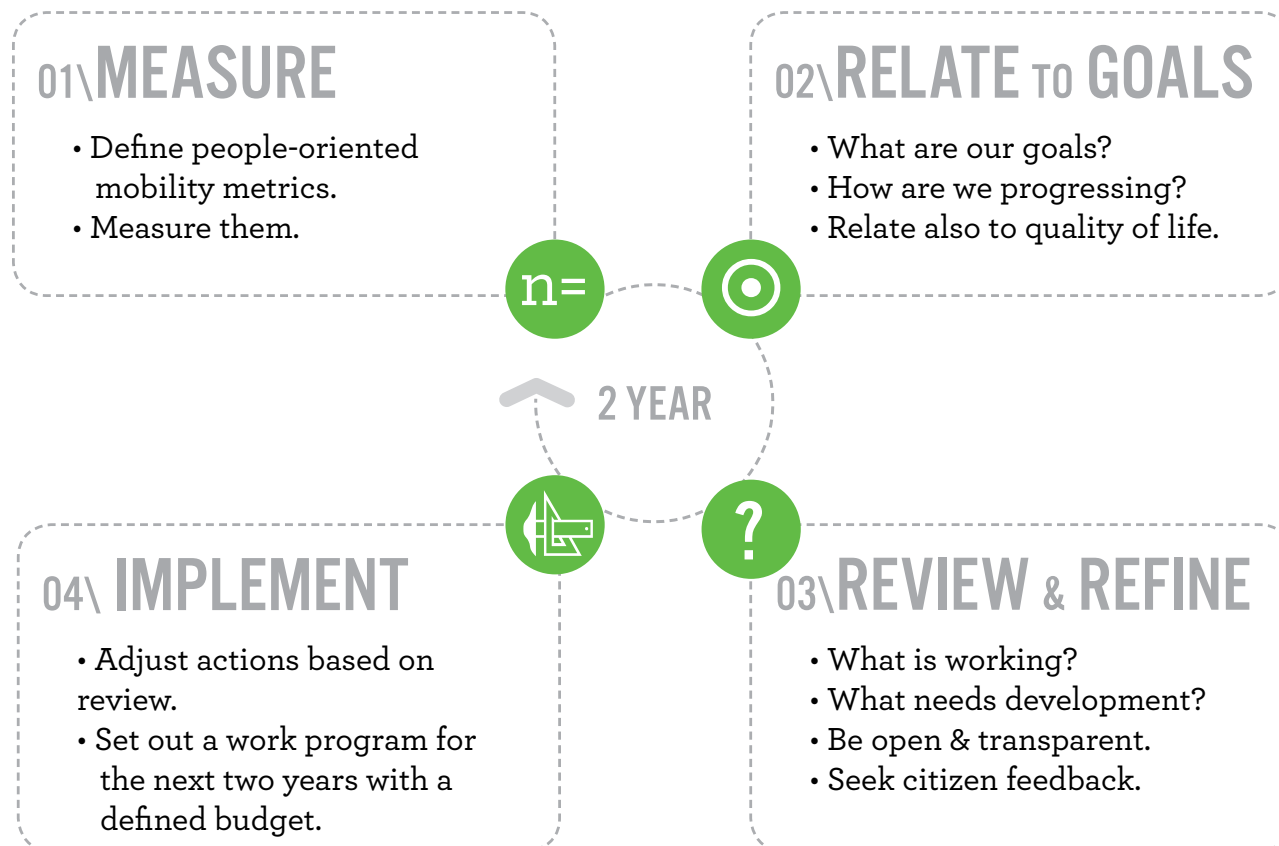
There is no magic bullet for creating mobility choice. Implementation is sensitive to unique social, political and cultural forces.

To keep Red Deer focused on its mobility goals, The City should establish a feedback loop as shown here, with a two year cycle.

To record and guide progress we recommend the establishment of a Biannual Red Deer Mobility Account, similar to the one Copenhagen keeps for cycling (shown here). This would be the key piece of documentation that tracks Red Deer's progress towards greater mobility choice, and a historical record of how it was achieved.



Copenhagen Bicycle Account
www.cycling-embassy.dk







GEHL ARCHITECTS
URBAN QUALITY CONSULTANTS