

RED DEER

YEAR OF 2021 ANNUAL REPORT

FOR THE YEAR ENDING DECEMBER 31, 2021



MAYOR

KEN JOHNSTON

There was no greater test of that then the tests we were faced with in 2020 and 2021. We thank each and every one of our residents, friends, neighbours, business owners, trade workers, health care workers, teachers, non-profits, and front-line workers for their persistence through the immeasurable challenges of COVID-19. We got through it with more grace and unity than I would have expected, and that makes me so incredibly proud of our city.

The success of our ongoing pandemic response is a community responsibility, and we have been humbled to see the dedication, commitment, and creativity across all sectors in responding to this call. I think there is a tremendous sense of relief that we are able to come back together and combine our energy, passion, and love for this city to build our future – together.

Following the fall election, your new Council really hit the ground running, starting with the development of our Strategic Plan, and for the first time

On behalf of my City Council colleagues, we are pleased to bring you the 2021 Annual Report. This report is an opportunity to reflect and be grateful for the unbelievable efforts of our residents, our City staff, the previous Council and the new Council, have put into getting us through the past few years.

Council and I are so incredibly proud of Red Deerians for their determination, unwavering strength, and resiliency demonstrated over the past few years.

ever, we reached out to you – our valued citizens – to see what you wanted us to focus on for 2022. We are so grateful for the community’s time, and feedback shared, and cannot wait to reveal our final plan to you in the coming months.

Reading through these pages, you will see that while the last years have been very challenging with operating revenues the way they were, we remain on solid footing. Our reserves are healthy, and our debt is well within our ability to serve it. Red Deer is regarded as one of the prime locations to do business, and our financial statements reflect this.

Looking forward, we cannot ignore the pressure that inflation has and will continue to bring us, but your Mayor, Council and administration are committed to navigating these challenges in a fiscally responsible and future focused way.

On behalf of City Council, I hope you enjoy this year’s Annual Report. I hope it gives you a glimpse into how far we’ve come in the past year with a snapshot of what’s in store for the rest of 2022. I would like to express my deepest gratitude to my Council colleagues and administration for their hard work in ensuring we continue to be financially strong and well-positioned for the future. And thank you for the privilege of serving as your Mayor. ■



CITY MANAGER

TARA LODEWYK

of social connection and global tensions. Yet, through it all, we learned we could do so much more than we thought we could and together, as a community, we achieved great things along the way. I am proud of our city!

We had to continue to shift in 2021 to respond to the pandemic which required continuous adaptation to things outside of The City’s control. We had to pause on some things, but in other areas we had to move faster and advance some services that were being utilized during the pandemic. Thankfully, due to strong financial reserves, the dedication of staff, restructuring, and adapting quickly, we weathered the pandemic relatively well, and are now in a position to build back.

While we were shifting, we took steps forward in the downtown, through the successful Meet the Streets event, dozens of economic grants provided through the

I am pleased to present the 2021 Annual Report. The past year was transformational for our community and organization. It was also personally transformational as I was appointed Interim City Manager in May 2021 and was officially appointed as City Manager in July 2022. It is an honour to be a leader in our city.

As I reflect on 2021, I am struck by the strength of our organization and community. We faced significant hurdles from navigating the pandemic, economic pressures, community divisiveness, lack

Leading Forward Economic Incentives program, e-scooters project, community activations in Capstone and the temporary two-hour free parking project. Bringing people into our downtown to do business, live and have fun is what is needed. We also heard from the community with the Downtown Identity Plan engagement, that people want to see more arts and entertainment offered, improved transportation and feelings of safety addressed as it relates to the complex social challenges cities face. We will maintain that focus on our downtown vision.

Our primary purpose as municipal government is to provide reliable and efficient municipal services to our citizens and businesses. We also need to plan and prepare for our bright future. We are doing this with Council, Administration and our community coming together in 2021 to define our future and how we get there. This is the work we are seeing with the Vision 2040 consultation, developing Council’s four-year strategic plan and a new two-year budget.

We love this city and this community. It is what brings us together to find solutions and continue to move us forward toward that bright future. ■

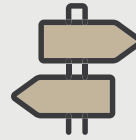
BY THE NUMBERS



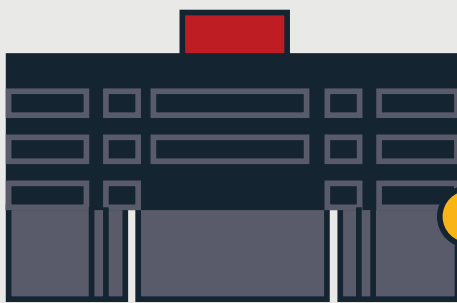
POPULATION
100,844*



DENSITY PER
SQUARE KILOMETER
966.5*



LAND AREA
104.34 sq. km*



YEARS RED DEER HAS BEEN
INCORPORATED AS A CITY

108



BUILDING
PERMITS
ISSUED
1057



AVERAGE
AGE
39.4*

POPULATION GROWTH
IN 10 YEARS

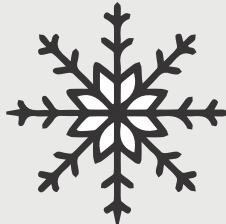
10%*



DETACHED HOMES
24,795*



TOTAL SNOWFALL
145cm



NEIGHBOURHOODS
84



AIRCRAFT
LANDINGS
& TAKEOFFS

44,058



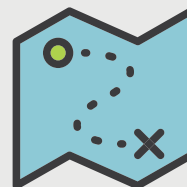
PLAYGROUNDS
179

BUS ROUTES
42



STREET
LIGHTS
REPAIRED

113



KILOMETERS
OF TRAILS

135

GARDEN
PLOTS

22,422 m²

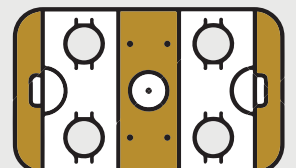


MOWED &
TRIMMED
TURF GRASS

1689 acres

OUTDOOR
RINKS

77



LOOKING BACK LOOKING AHEAD



Resilience: The word most used to describe the last several years. It has been used a lot, but there honestly is no better word to describe what our community has demonstrated over the last few years. As this is an annual report, you will certainly find these pages lines with numbers, and statistics, but what you won't see is what our people have endured. What they have done, together, in the name of building the best place to live. The best city in Alberta.

When you ask our City Manager or our Mayor what the best thing about Red Deer is, they will say, "the people, hands down."

"We have demonstrated, time and time again, that the people of Red Deer are building this community. We see you doing the little things. Creating connections, building each other up, volunteering at amazing rates, starting new businesses, supporting each other. That is what makes this city - the amazing people who call Red Deer home," said Mayor Ken Johnston.

Looking back, the pandemic brought a lot of learnings, and The City was able to modernize many services, to shift and make changes on a dime. It brought some of our more complex social issues into the spotlight, as we experienced our community differently throughout the pandemic.

"We were out on our parks and trails systems more. We found ways to connect. We were reminded of the great value of connection with each other and our businesses," said City Manager Tara Lodewyk. "As we get back to our new routines and connect, I really encourage all Red Deerians to visit our downtown again, support our local businesses and keep enjoying our parks and trails. These are all great spaces and places to connect with friends and community.

Last year brought us more than a pandemic though. A fall election brought us new ambassadors and leaders for our community, with a new Mayor and several new members of City Council. They are united, passionate, and leading the charge on bringing Red Deer to the next level.



We saw huge projects take off for our community, like the new Justice Centre literally changing the landscape of our downtown. We saw upgrades to the GH Dawe Community Centre, upgrades announced for the Red Deer Regional Airport and the Red Deer Regional Hospital, and the construction of a Treatment Community. These are projects that have helped to stimulate our economy and get people back to work.

For our City Manager, the greatest success of 2021 was the lessons learned.

"We are stronger when we are kind to each other and work together. We can adapt quickly. We all pulled together to support each other, and navigated situations that we could not have imagined having to navigate," said Lodewyk.

Onward and upward, as they say, and let's see what 2022 has to offer. For our Mayor, his theme for the year is "spaces".

"Pragmatically, I use the word spaces as the theme. What that means for me, when I see the spaces in our downtown, Capstone, leased space and space for development and greater utilization, I dare to dream," said Mayor Johnston. "I dream of transforming spaces. While over 50 small businesses have come into our downtown over the last year, we do have many that need revitalization, and I can't wait to see that happen. The potential is extraordinary."

Setting the vision for our community is top priority for 2022 and beyond, and that was made very clear with City Council coming out to the community in early 2022 in development of their Strategic Plan. You can read more about their plan right here in the Annual Report.

We also asked residents their vision, their blue-sky dreams for Red Deer in order to set our Vision 2040.

"We need to set the vision for our community, and now is the perfect time to do that," said Lodewyk. "The world has changed and what we value has changed, so we need the community to tell us what the future looks like for Red Deer."

And from a dollars and cents perspective, what does our financial future look like?

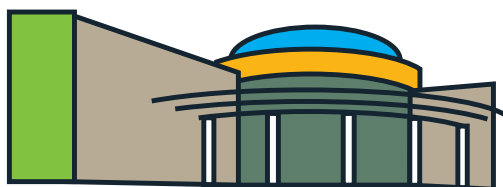
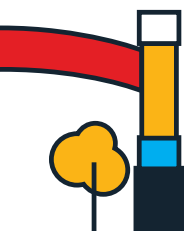


"We will rebuild our reserves, we will meet the challenges that inflation will undoubtedly bring our way, and we will invest in the future," said Mayor Johnston. "I have complete confidence, as you should too, that we will have an extraordinary budget in 2022."

"We made it through the rainy days, and we did so because our savings and reserves were strong," said Lodewyk. "We will build those back up, as Mayor said, so we are ready for that next rainy day if it should come."

So, if resilience was the theme of 2021, I think we are safe to say that reflection is the theme of 2022.

"Look at what we have. We wake up, surrounded by parks, nature, walkability, ability to move around our city in a great way. We have the ability to stop and connect with each other. That is what I love about this city. That is what I challenge each and every Red Deerian to do. To connect. To reach out. To build us up again - because we are amazing, and there are only great things to come," said Mayor Johnston. ■



FINANCIAL STATEMENTS

In 2021, our organization continued to be challenged by the COVID-19 pandemic. The City experienced significant pressures from decreased revenues, zero per cent tax rate increases, and no increases to user fees. At the same time, we were good community partners and worked with individuals struggling to pay by offering custom payment options. The pandemic also severely affected one of our key partners, The Westerner, and The City answered the call to help.

The City has weathered the storm. By and large, our capital reserves are still strong, our debt is well within serviceable limits, and our tax rates in line with comparable municipalities.

The City is well positioned to take advantage of a bright future. We have capacity to borrow, a strong commercial sector, a growing economy, and announcements of large capital investment that reaffirm Red Deer as the ideal and central location to do business in this province. ■



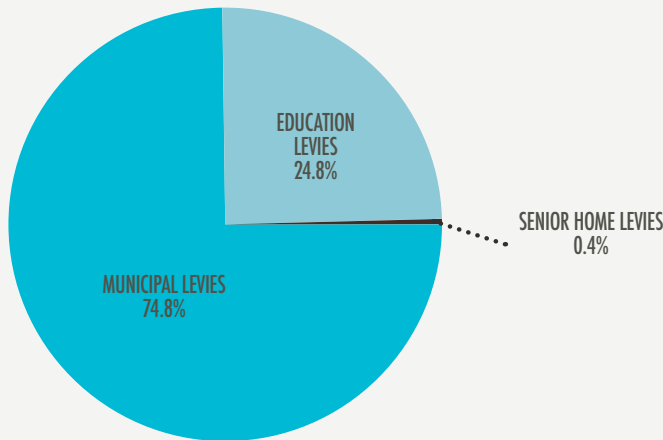
CONSOLIDATED FINANCIAL POSITION



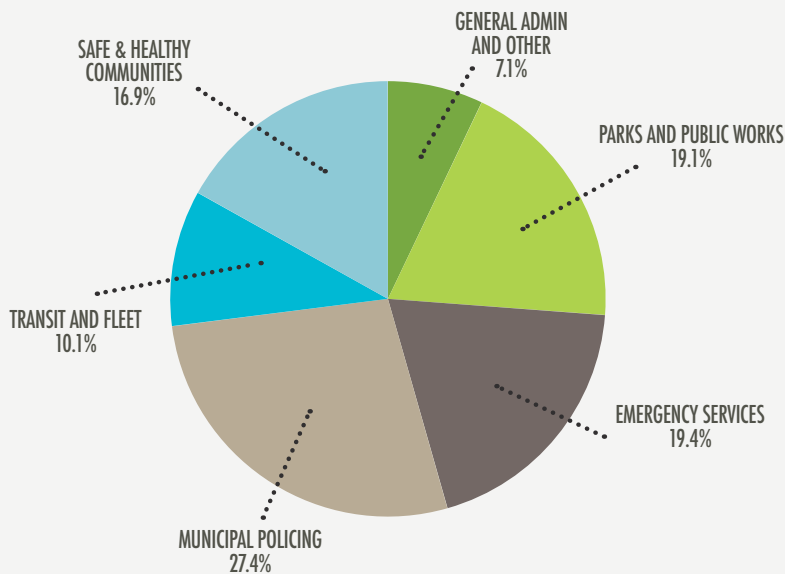
REVENUE SOURCES

NET MUNICIPAL TAXES	35%
USER FEES AND SALE OF GOODS	42%
CAPITAL GOVERNMENT TRANSFERS	11%
OPERATING GOVERNMENT TRANSFERS	5%
NATURAL GAS DISTRIBUTION FRANCHISE	2%
FINES AND PENALTIES	1%
LICENSES AND PERMITS	1%
OTHER REVENUE	1%
DEVELOPER AND CUSTOMER CONTRIBUTIONS	1%
CONTRIBUTED TANGIBLE CAPITAL ASSETS	1%
INVESTMENT EARNINGS	1%

TAX REVENUE



MUNICIPAL TAXES SPENT



ANYA MIELNICZEK 2021

ANNUAL REPORT

2021



THE CITY OF RED DEER
4914 - 48 AVENUE (BOX 5008)
RED DEER, AB, CANADA T4N 3T4

reddeer.ca    