



# Red Deer's Community Compass:

Our Master Plan for  
Service Delivery

## What We Learned

(Research Report)

February 2026





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# Executive Summary



The City of Red Deer is undertaking the development of the *Community Compass: Our Master Plan* for Service Delivery. Red Deer's Community Compass represents a transformative approach to municipal service planning as it will provide a strategic, values-based framework that will guide the delivery of public-facing services over the next 12 years. It aims to ensure services such as recreation, parks, transit, arts and culture, social supports, permitting and licensing, and emergency response and services required under the Municipal Government Act are delivered efficiently and effectively.

This executive summary of the *What We Learned Report* distills key insights from the completed comprehensive research findings contained within this report, which includes a population analysis, policy review of municipal, provincial and national documents, service delivery assessment, municipal comparators, and sector trends. The *What We Learned Report* is complemented by a *What We Heard Report*, containing the analysis and reporting of the engagement program, and a *Map Book Report*, containing the geospatial analysis of population and demographic data. The three companion reports reveal both the foundational insights and strategic priorities that will shape the Community Compass.



## Population and Demographics Insights

Red Deer's projected population was 100,844 as per the last Census in 2021 and is positioned for steady growth, with population projected to increase 15% to 133,035 residents by 2035. The age distribution of Red Deer is very similar to that of Alberta's. The population density in Red Deer varies across the neighbourhoods, with Johnstone Park, Clearview Meadows, Eastview Estates, Devonshire, Lonsdale, Laredo, and Aspen Ridge having the highest population density.

While median household income (\$87,165) appears healthy, 12.9% of residents earn below \$40,000 annually. Statistics Canada measures inequality, based on income, wealth, or consumption, using a metric called the Gini coefficient. The measure ranges from 0 to 1, with higher values indicating greater inequality. Red Deer's Gini coefficient (0.283) signals moderate inequality, suggesting traditional fee-for-service models may exclude vulnerable populations.

The national forecast is that 1 in 4 Canadians will be over 65 by 2035, with those over 85 tripling by 2046. Red Deer must anticipate increased demand for accessible facilities, age-friendly programming, and services that enable aging in place while maintaining social connection.



**Strategic Implication:** *The Community Compass cannot assume "one size fits all." Strategic planning and future service level planning must embed equity considerations, barrier reduction strategies, and lifecycle adaptability to serve Red Deer's diverse and changing population effectively.*



## Policy and Planning Context

Analysis of Red Deer's 99 strategic documents, along with relevant provincial and national planning and policy documents, revealed seven overarching themes that shape The City's aspirations. These themes should form the values foundation for the Community Compass:



### **Community-Centered Approach:**

Consistent emphasis on equity, inclusion, and meaningful engagement signals that services must reflect resident needs.



### **Health, Safety & Quality of Life:**

Services must actively contribute to social, physical and mental well-being, recognizing the role of services to the community in preventative health.



### **Sustainability & Environmental Stewardship:**

Red Deer's commitment to climate resilience must integrate into facility planning and service delivery models.



### **Cultural & Economic Development:**

Cultural vibrancy and economic sustainability are critical; services should enhance community identity while supporting local prosperity.



### **Strategic Growth & Innovation:**

Forward-looking planning requires adaptability, data-driven decision-making, and a willingness to pilot innovative service delivery approaches.



### **Accountability & Performance:**

Clear metrics, transparent reporting, and continuous improvement mechanisms build public trust and demonstrate value.



### **Connectivity, Collaboration & Integration:**

Cross-departmental coordination and community partnerships are essential to maximize community benefit.



**Strategic Implication:** *These seven themes provide the foundation for the Community Compass values framework. Decision-making criteria should explicitly test alignment with these principles, ensuring consistency between stated values and resource allocation.*

## Current Service Delivery Analysis

The City of Red Deer’s \$217 million operating budget (2026) for services to the community (72% of total municipal budget) reflects the breadth of direct, mixed, and indirect service delivery across various departments including Safe & Healthy Communities, Municipal Policing, Parks & Public Works, Inspections & Licensing, Transit & Fleet, Emergency Services, Utilities, City Planning & Growth, Land & Economic Development, Engineering Services; and community partnerships.

Through the adoption of diverse delivery models (direct municipal provision, partnerships, indirect support through policy) The City can maximize and leverage opportunities to match services to community needs and fiscal capacity.

However, without a cohesive framework or procedure to guide decision-making related to services to the community, decision-making may become inconsistent, partnerships may lack cohesive strategic direction, and investments may not align with the highest community priorities.



**Strategic Implication:** *The Community Compass must establish clear decision criteria for when to deliver services directly versus through partnerships or when a mixed delivery model is in the community’s best interest, and how to evaluate service delivery against community outcomes.*



## Leading Municipal Practices and Context

Comparative analysis with six municipalities (Lethbridge, Kamloops, Airdrie, Grande Prairie, Edmonton, St. Albert) reveals practices Red Deer can draw on:

- **Strategic Grant Programs:** All comparators align their grant programs with municipal priorities such as inclusion, sustainability, and economic development. Red Deer's approach could be strengthened by incorporating explicit value-based evaluation criteria that reflect strategic intent beyond these priorities and align with the value-based criteria outlined in the Community Compass.
- **Partnership Management:** Red Deer's diverse partnerships could benefit from consistent frameworks and performance expectations.



**Strategic Implication:** *The Community Compass and subsequent future service level planning should establish measurable provision standards, implement systematic resident satisfaction monitoring, and create transparent evaluation frameworks for partnerships and grant programs in alignment with the Community Compass. These tools enable evidence-based prioritization and public accountability.*



## Trends Shaping the Future

Sector trends that have been identified for proactive integration into Red Deer's services to the community planning include:



### **Aging Infrastructure Crisis:**

Nearly 40% of Canada's municipal infrastructure is in fair to very poor condition. Red Deer must balance new facility demands with lifecycle replacement needs, requiring asset management discipline and realistic capital forecasting.



### **Digital Transformation**

**Opportunity:** AI and data analytics enable optimized scheduling, predictive maintenance, personalized resident engagement, and operational efficiency. Red Deer must strategically adopt technology while addressing digital equity and cybersecurity.



### **Physical Inactivity Epidemic:**

Only 45% of Canadian adults meet physical activity guidelines, contributing to \$3.9 billion in annual healthcare costs. Recreation services, along with other services to the community, are preventative healthcare investments, the Community Compass should position services through a health lens, not just leisure.



### **Volunteerism Evolution:**

Volunteer-dependent models face sustainability challenges as participation patterns shift. Service delivery cannot assume unlimited volunteer capacity, alternatives must be planned.



### **Climate Adaptation Imperative:**

Facilities must serve dual purposes, regular programming and emergency response (cooling centers, shelters). Green infrastructure (urban forests, naturalized areas) becomes essential service infrastructure.



**Strategic Implication:** *The Community Compass must acknowledge uncertainty while preparing for external pressures and influences. Climate adaptation, technological innovation, and health-focused service delivery should be embedded as key considerations.*

### Summary

The research compiled within this report reveals a community at an inflection point. Red Deer's projected growth, evolving demographics, and emerging sector challenges highlight the willingness and need for strategic transformation. The Community Compass will position The City for intentional, values-driven planning that guides Red Deer in a sustainable and resilient manner.

The seven strategic themes identified across Red Deer's policy documents reflect community aspirations. The Community Compass and future service level planning will need to focus on translating aspiration into action through the creation of a decision-making framework with clear values, measurable standards, transparent accountability, and the agility to adapt as conditions change. This research provides the foundational base; the Community Compass will provide the roadmap that serves not just today's residents, but the community Red Deer is becoming.



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# Introduction



The City of Red Deer is developing Red Deer's Community Compass: Our Master Plan for Service Delivery. This long-term plan will guide how Red Deer will plan, deliver, and improve public-facing services over the next 12 years. Services such as recreation, parks, transit, arts and culture, social supports, permitting and licensing, emergency response, planning, development and more will be included. The plan will help The City deliver these services more consistently, transparently, and in alignment with what matters most to the community of Red Deer.

The Community Compass was first recommended in the 2021 Value for Money Audit and builds on The City's commitment for continuous improvement. It supports Red Deer's Vision 2050 and will help ensure all services remain responsive, coordinated, and future ready.

The Community Compass will:

- Define guiding principles for community services
- Set clear priorities to guide investment and planning
- Support evidence-based decision-making
- Reflect community feedback, values, and needs

The City of Red Deer initiated the development of the Community Compass in early 2025 with project completion scheduled for the beginning of 2026.

This document contains the detailed findings from the research that was undertaken to inform the development of the Master Plan, including:

- Population and demographics
- Planning and policy document review
- Review of current service delivery practices
- Trends and leading practices
- Municipal comparators

## Red Deer Vision 2050

The 2050 Vision is the City's long-term vision for both the community and the organization. It serves as a foundational guide for strategic initiatives in Red Deer and is essential to the development of the Community Compass.

### Guiding Stars:

- Connected
- Diverse
- Vibrant

### Red Deer's Vision for 2050:

Red Deer is vibrant and visionary, grounded in connection and growing diversity.

### Desired State include:

- People
- Culture
- Places
- Prosperity
- Environment

### A common vision creates opportunity for communities to:

- Guide and direct
- Engage community
- Attract investment and talent
- Be resilient and adaptable
- Realize high quality of life

# 2



## Population and Demographics



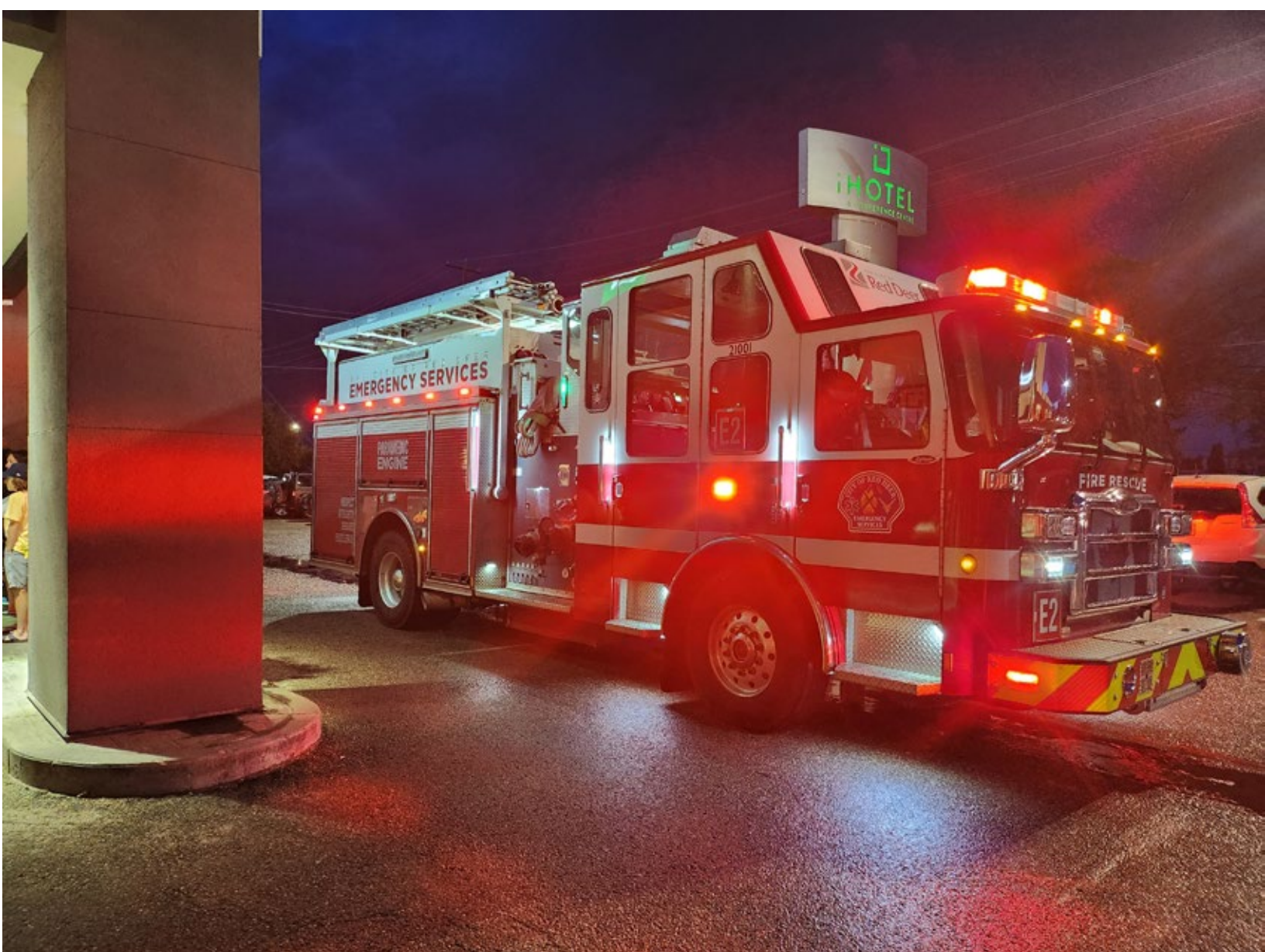
The population and demographics in this section are largely sourced from ESRI (Environmental Systems Research Institute), which is a global company that specializes in geographic information systems (GIS) software. ESRI partners with numerous organizations and government agencies to access and integrate their geospatial data, as well as publicly available and user-contributed data. This information is developed to provide an accurate and detailed representation of the local population, economy, and housing characteristics.

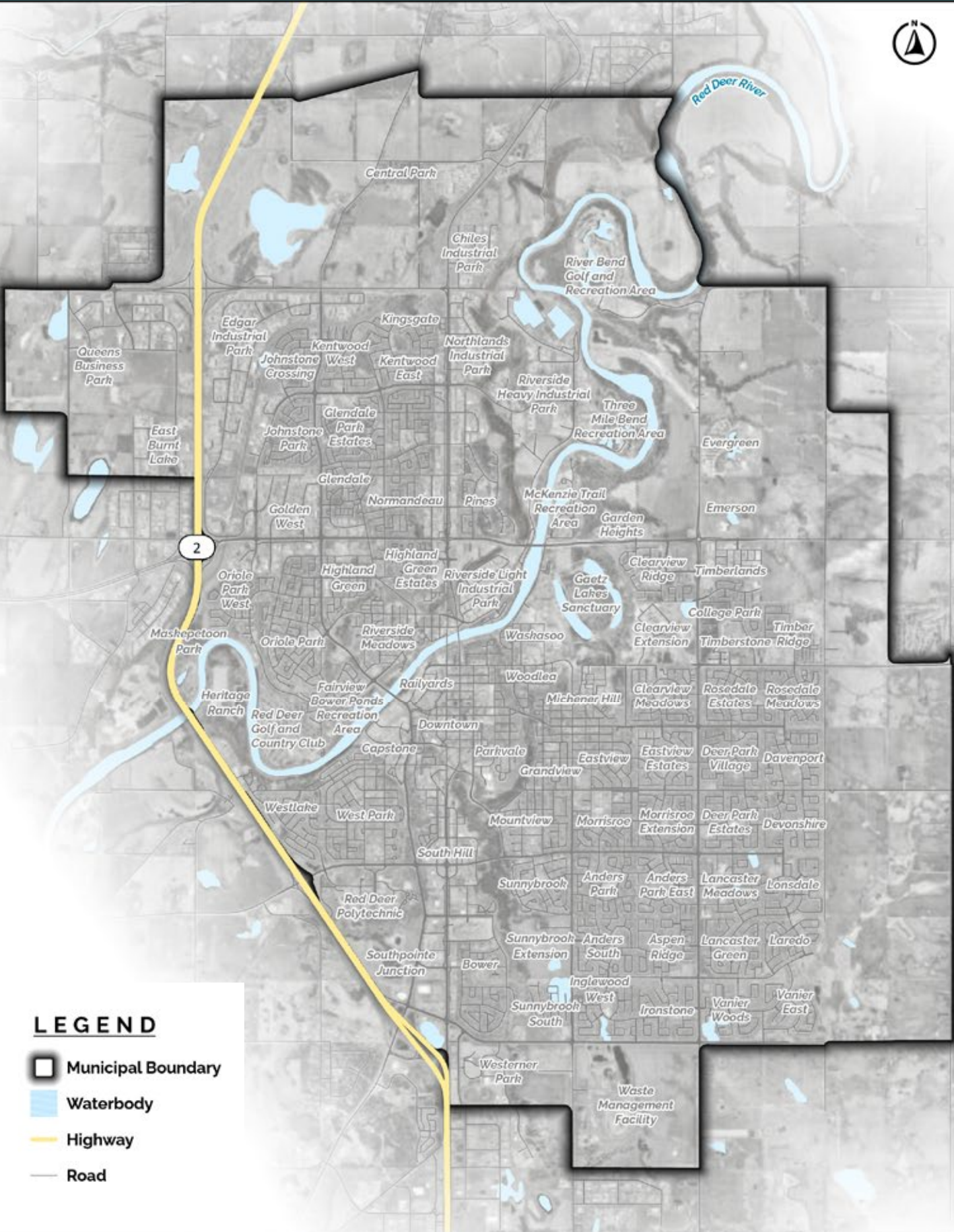
Population demographic data has largely been provided by ESRI's ArcGIS Business Analyst Application and Statistics Canada Census data. These datasets are based on the 2021 Canadian census at the dissemination area geographic unit. Any projected variables are projections based on modelled data from the 2021 Canadian Census, survey data, third-party sources, segmentation systems and mobile movement data and are produced by Environics Analytics Data.



## 2.1 Community Profile

Red Deer is located on the traditional territories of the Indigenous Communities governed by Treaty No. 6 and Treaty No. 7, and is a historic Métis gathering place. This vibrant mid-sized city in Alberta is nestled along the Calgary–Edmonton corridor. Originally incorporated as a town in 1901 and then as a city in 1913, Red Deer is known for its scenic river valley and extensive trail system and blends natural beauty with urban convenience. The City is a regional hub for industries like health care, oil and gas services, agribusiness, manufacturing, and education. Red Deer also offers a lively cultural scene with breweries, festivals, and outdoor recreation year-round<sup>i, ii, iii</sup>. Red Deer serves as an important hub for central Alberta for not only commerce, but also culture, leisure, sport and education.



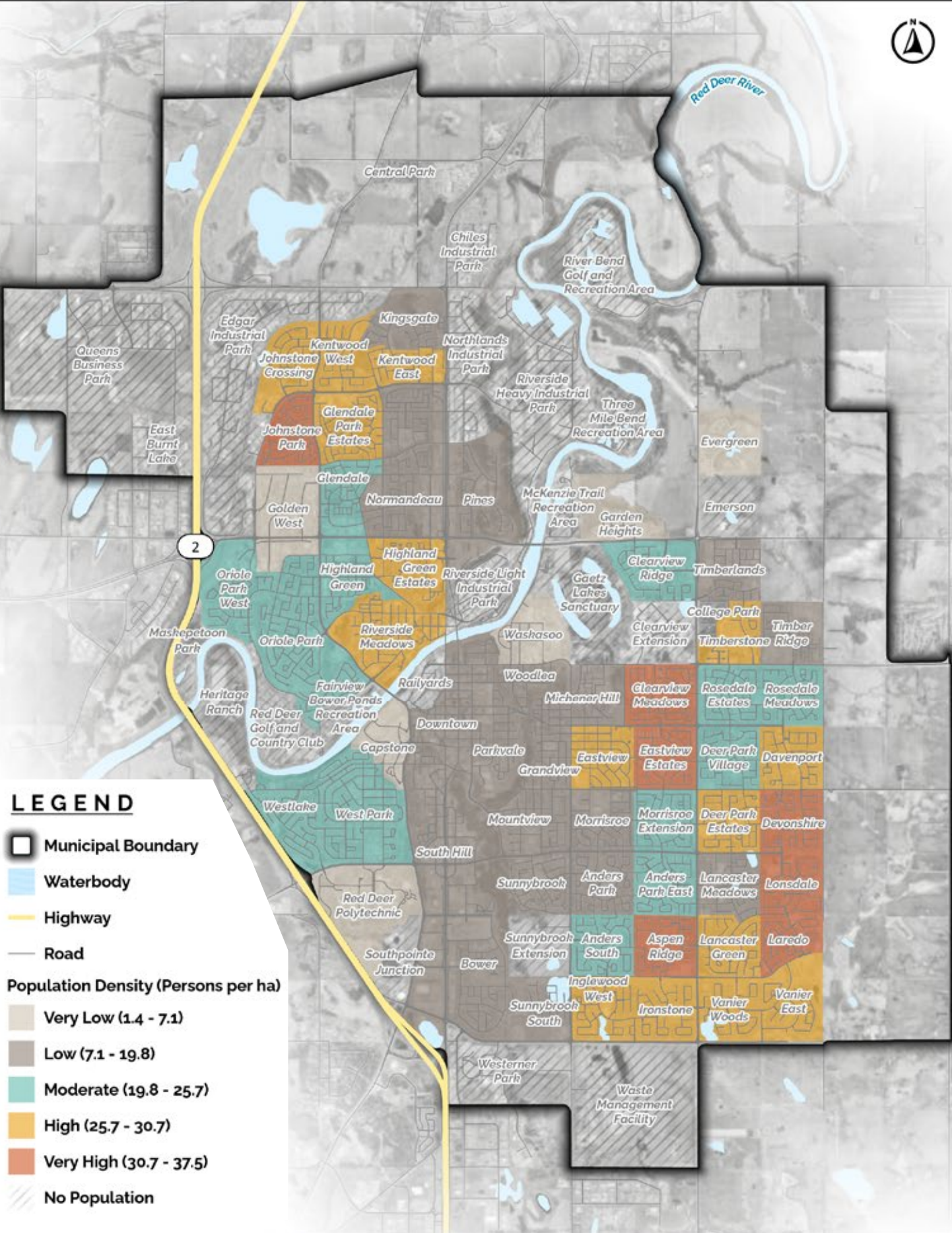


## 2.2 Population and Demographics Overview

The City of Red Deer’s population as per the last Census in 2021 was 100,844. The following section outlines population trends and statistics to understand how demographic characteristics can impact community services in the community. The following map demonstrates the population density across the neighbourhoods of Red Deer. Additional and detailed maps related to the population and demographics across Red Deer can be found in the Red Deer Map Book.

The neighbourhoods with the highest population density are Johnstone Park, Clearview Meadows, Eastview Estates, Devonshire, Lonsdale, Laredo, and Aspen Ridge. “Very high” density is quantified by 30.1 – 37.5 people per hectare.





**LEGEND**

Municipal Boundary

Waterbody

Highway

Road

**Population Density (Persons per ha)**

Very Low (1.4 - 7.1)

Low (7.1 - 19.8)

Moderate (19.8 - 25.7)

High (25.7 - 30.7)

Very High (30.7 - 37.5)

No Population

## Population and Future Growth

The Red Deer Historical Growth by Census Year (2001 – 2021) Table examines the population change over the last several census periods. Over the last 20 years, the population of Red Deer has increased by 32.7%. The community’s median age has increased in step with overall population growth. Red Deer and Alberta show very similar age distributions. Average household size, as well as median and average age, are comparable between The City and the province.

### Red Deer Historical Growth by Census Year (2001 – 2021)

Year	2001	2006	2011	2016	2021
Population	67,829	83,154	90,564	100,418	100,844
Population Change	12.7%	22%	8.9%	10.9%	0.4%
Median Age	33.1	33.4	34.7	36.1	38.8

Source: Statistics Canada, Census 2001, 2006, 2011, 2016, 2021

### Proportion of the Population by Age Range

Age Range (years)	Red Deer	Alberta
0-14	18%	19%
15-19	6%	6%
20-29	12%	12%
30-39	15%	15%
40-49	14%	14%
50-59	13%	13%
60 - 69	12%	11%

Age Range (years)	Red Deer	Alberta
70 - 84	8%	8%
85+	2%	2%
Average Household Size	2.4	2.6
Median Age	38.8	38.4
Average Age	39.4	39.0

Source: Statistics Canada, Census 2021

## Proportion of the Population Across Red Deer Neighbourhoods

Neighbourhoods are defined by The City of Red Deer. While some areas, such as recreational areas, industrial districts, or areas without housing do not have resident populations, all neighbourhoods are included in this list.

Neighbourhood Name	Total Population	%
Anders Park	1285	1.3%
Anders Park East	1470	1.5%
Anders South	1650	1.6%
Aspen Ridge	2115	2.1%
Bower	2115	2.1%
Bower Ponds Recreation Area	0	0.0%
Capstone	310	0.3%
Central Park*	0	0.0%
Chiles Industrial Park	0	0.0%
Clearview Extension	0	0.0%
Clearview Meadows	2575	2.6%
Clearview Ridge	2015	2.0%
College Park*	0	0.0%
Davenport	1835	1.8%
Deer Park Estates	2010	2.0%
Deer Park Village	1670	1.7%
Devonshire	2140	2.1%

Neighbourhood Name	Total Population	%
Downtown	2725	2.7%
East Burnt Lake	0	0.0%
Eastview	1815	1.8%
Eastview Estates	2295	2.3%
Edgar Industrial Park	0	0.0%
Emerson	0	0.0%
Evergreen	220	0.2%
Fairview	740	0.7%
Gaetz Lakes Sanctuary	0	0.0%
Garden Heights	490	0.5%
Glendale	1530	1.5%
Glendale Park Estates	2370	2.4%
Golden West	140	0.1%
Grandview	925	0.9%
Heritage Ranch	0	0.0%
Highland Green	1680	1.7%

Neighbourhood Name	Total Population	%
Highland Green Estates	2060	2.1%
Inglewood West	2090	2.1%
Ironstone	2095	2.1%
Johnstone Crossing	2030	2.0%
Johnstone Park	1845	1.8%
Kentwood East	1295	1.3%
Kentwood West	1725	1.7%
Kingsgate	1375	1.4%
Lancaster Green	1830	1.8%
Lancaster Meadows	1140	1.1%
Laredo	1740	1.7%
Lonsdale	2445	2.4%
Maskepetoon Park	0	0.0%
McKenzie Trail Recreation Area	0	0.0%
Michener Hill	1065	1.1%
Morrisroe	1280	1.3%
Morrisroe Extension	1705	1.7%
Mountview	1515	1.5%
Normandeau	3470	3.5%
Northlands Industrial Park	0	0.0%

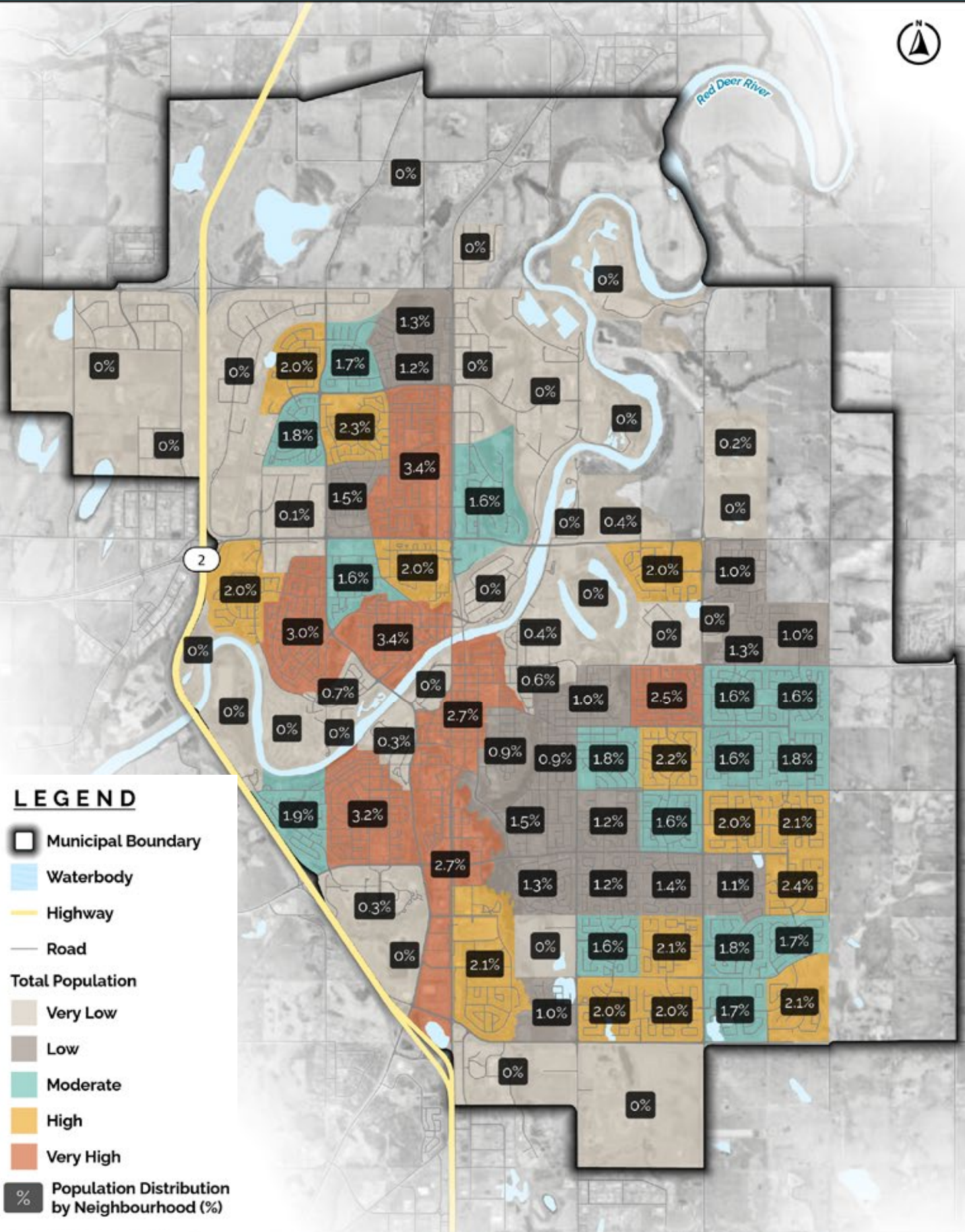
Neighbourhood Name	Total Population	%
Oriole Park	3015	3.0%
Oriole Park West	2060	2.1%
Parkvale	980	1.0%
Pines	1685	1.7%
Queens Business Park	0	0.0%
Railyards*	0	0.0%
Red Deer Golf and Country Club	0	0.0%
Red Deer Polytechnic	310	0.3%
River Bend Golf and Recreation Area	0	0.0%
Riverside Heavy Industrial Park	0	0.0%
Riverside Light Industrial Park	0	0.0%
Riverside Meadows	3495	3.5%
Rosedale Estates	1640	1.6%
Rosedale Meadows	1610	1.6%
South Hill	2790	2.8%
Southpointe Junction	0	0.0%
Sunnybrook	1335	1.3%

Neighbourhood Name	Total Population	%
Sunnybrook Extension	0	0.0%
Sunnybrook South	1025	1.0%
Three Mile Bend Recreation Area	0	0.0%
Timber Ridge	1005	1.0%
Timberlands	1035	1.0%
Timberstone	1380	1.4%
Vanier East	2170	2.2%
Vanier Woods	1785	1.8%
Waskasoo	440	0.4%
Waste Management Facility	0	0.0%
West Park	3250	3.2%
Westerner Park	0	0.0%
Westlake	1930	1.9%
Woodlea	605	0.6%

*\*Population data reflects federal census geographies rather than municipal neighbourhood boundaries. In some cases, census areas corresponding to neighbourhoods report no usual residents due to boundary alignment or land use characteristics.*

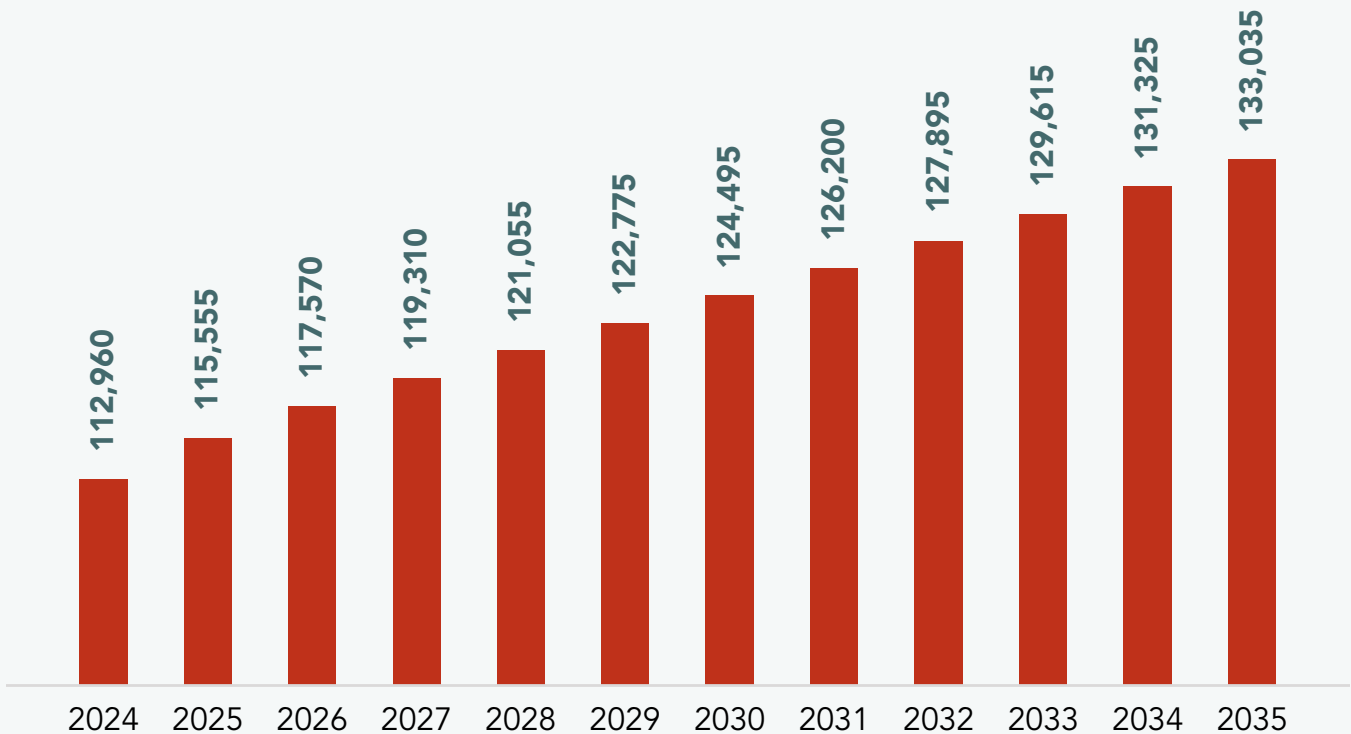
*Source: City of Red Deer Stats based on 2021 Census Data*





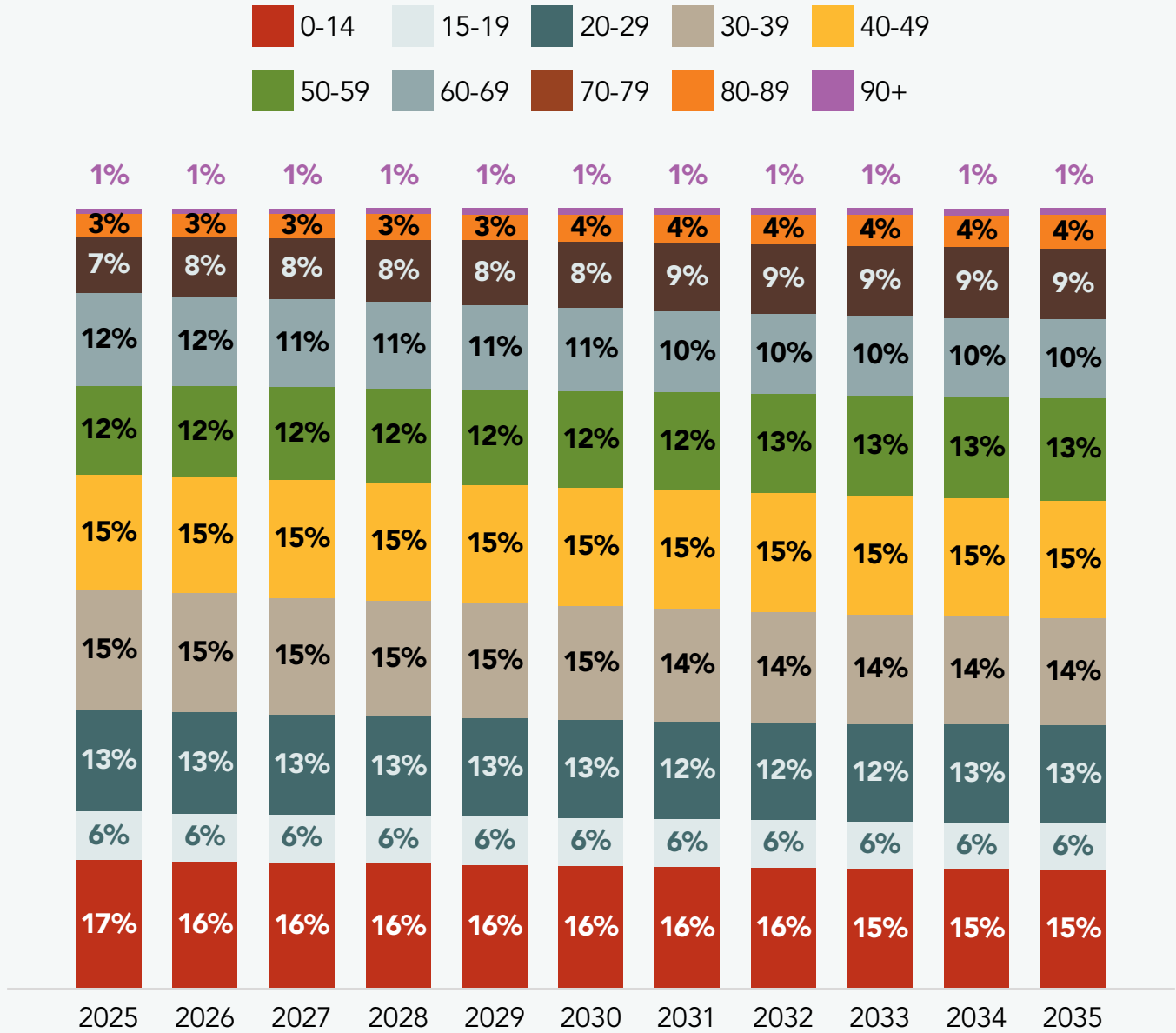
## Projected Population (2024 – 2035)

Red Deer is projected to experience steady population growth over the next 10 years. In 2024, the total population was estimated to be 112,960 residents, with projections suggesting an increase in the population to 133,035 residents in 2035. This represents a population growth rate of 15% over the next 10 years. Within Red Deer’s projections, the age brackets shown below reflect stable growth for each segment of the population.



Source: Alberta Government, Alberta Population Projections, 2025. (tbf-alberta-population-projections-2024-2051-cma.xlsx)

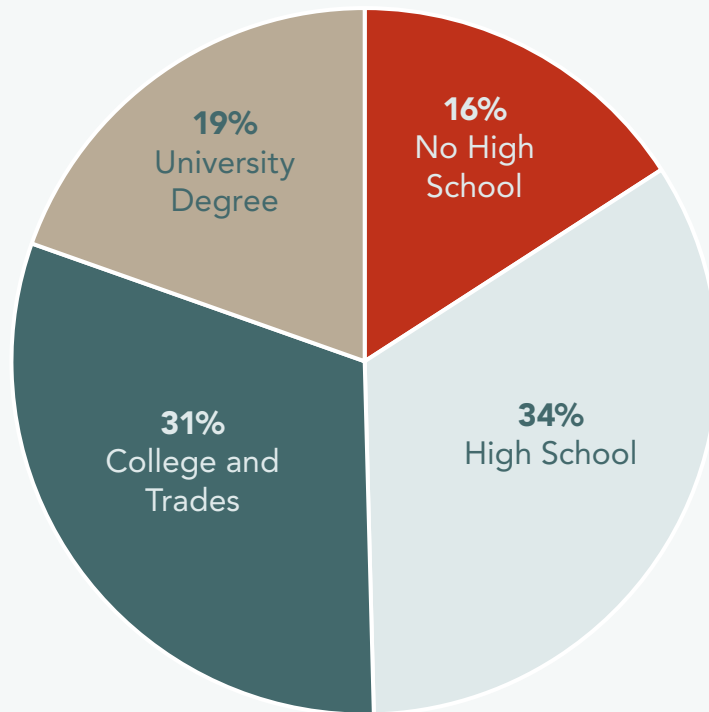
## Projected Population by Age Group (2024 – 2035)



## Education, Occupation, and Income

When looking at the highest level of education obtained by residents 15 years and older in Red Deer, half of the population has taken part in higher education (50%), which is slightly lower than the provincial (56%) and national (57%) higher education levels. Nineteen percent of the population has a university degree, 31% have a college or trades degree, 34% have obtained a high school diploma, and 16% of the population does not have a high school diploma.

### Education Attainment



Source: ESRI Community Demographics Report, 2024

In Red Deer, the projected average annual household income in 2024 was \$125,878, and the median household income is \$91,079. The 2024 unemployment rate was 9.5%, which has increased from an unemployment rate of 8.0% in 2019. The top three industries that employ the labour force in Red Deer are health care and social assistance (19.34%), retail trade (13.97%), and construction (9.01%). In Red Deer, 3% of the population makes below \$20,000, and 12.9% of the population makes below \$40,000 annually.

## Household Income

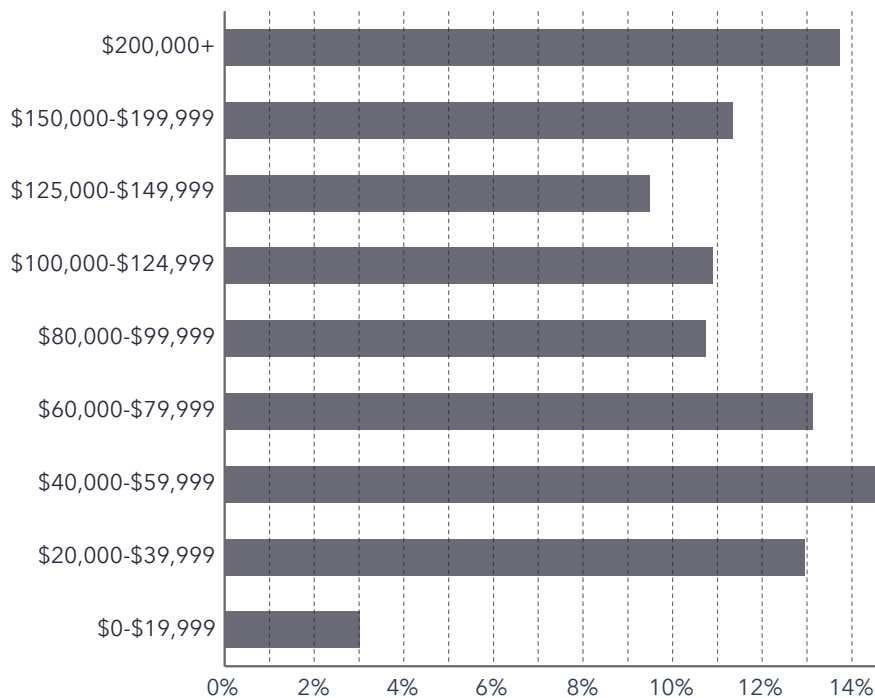


Image Source: ESRI Target Market Profile Report, 2024

## Gini Coefficient

The Gini Coefficient is a Statistics Canada measurement of inequality based on income, wealth or consumption across a given population. The measurement is on a scale of 0 to 1; the higher values indicate that a larger inequality exists. If the value were 0, it would indicate that there is no inequality, and everyone has the same income, for example. Red Deer’s Gini Index score indicates a similar income equality distribution when compared to its neighbours and the province. Below are the Gini index scores based on adjusted household after-tax income from the 2021 Census:

- Red Deer Gini Index score: 0.283
- Airdrie Gini Index score: 0.253
- Lethbridge Gini Index score: 0.272
- Province of Alberta Gini Index score: 0.307

## 2.3 Additional “Big Data” Insights into Community Demands and Preferences

Demands and expectations for services to the community are strongly influenced by the life stage of a person(s) within a household, as well as a variety of other demographic indicators and characteristics. The emergence of analytics tools and resources can help municipalities to better understand the cultural landscape and desires of the community and how they influence the needs and wants for programming, facilities, and services.

EnviroNics Analytics PRIZM is a segmentation system that classifies Canada’s Neighbourhoods into 67 unique lifestyle types. This unique tool incorporates data from over a dozen demographic, marketing, and media sources to analyze and understand consumers, customers, and markets. Segmentation reflects current demographics, lifestyles, consumer behaviours, and settlement patterns. The segmentation summary for Red Deer indicates that the three largest segments of the population in 2024 were:



### Stressed in Suburbia (14.4%)

- Comprised of couples and families with children residing in suburban settings, this segment captures busy working families.
- A high portion of the Stressed in Suburbia segment own homes, usually semi-detached or townhouses. They generally have college and high school educations with middle incomes.
- Leisure pursuits are often family and community-oriented, such as local sporting and cultural events. Financial considerations and financial stability are at the forefront of this segment.
- This segment desires balance, security and self-sufficiency, which reflects their longing for practicality and comfort.



### Just Getting By (14.1%)

- The Just Getting By segment is comprised largely of younger adults and single-parent families in urban areas. Often living in high-density neighbourhoods, people in this segment are often renters in low-rise apartment buildings.
- Residents within this segment often earn low incomes through jobs in sales, services, trades and manufacturing, often only obtaining a high school education.
- Due to the financial constraints of Just Getting By, their leisure pursuits are generally budget-conscious, including activities such as billiards, bowling and arcades. They prioritize shared experiences over material goods and have a strong sense of community and empathy.
- This segment is resilient, with vast interests and continued personal and professional growth goals despite their limited means.



### All-Terrain Families (11.5%)

- Predominantly younger to middle-aged parents with children, All-Terrain Families represent an active and engaged segment with busy lifestyles.
- With middle to upper incomes through blue-collar and service jobs, this segment lives in relatively newer homes built in the last decade.
- All Terrain Families value the balance of work and leisure and pursue activities like fishing and camping in addition to taking part in local sporting and cultural events.
- This segment values financial security, national pride and civic engagement, fostering a vibrant family lifestyle based on connection and tradition.

Please refer to Appendix A for the complete PRIZM segmentation profiles.



## Population and Demographics Key Points

- Red Deer's population grew by 32.7% between 2001 and 2021 and is projected to increase by another 15% over the next decade. As the population expands and diversifies, demand for community services will intensify, placing additional pressure on existing facilities and programs.
- High-density areas throughout The City may require closer-to-home amenities, improved walkability and targeted programming.
- With 12.9% of residents earning below \$40,000 and a Gini score similar to the province, affordability remains a barrier for many households.
- High employment in health care, retail, and construction could indicate a need for flexible program and service hours and drop-in sessions due to these sectors having varied schedules.
- The PRIZM profiles offer insight into resident behaviours and preferences beyond age and income, which could assist in tailoring community services to better meet the needs of Red Deer's diverse population.



# 3



## Planning Context



An extensive document review of Red Deer’s relevant documents and policies was conducted to understand the strategic framework guiding the delivery of services to the community. Across the 102 documents reviewed, there were seven overarching themes that characterized Red Deer’s strategic documents, which are highlighted in the first part of this section.

## 3.1 Overarching Themes for Red Deer’s Services to the Community Documents and Policies



### Community-Centered Approach

People and communities are a core focus of the documents, emphasizing community well-being, equity, inclusion, and cultural diversity. They stress the importance of engagement, collaboration, and public participation to shape a strategic direction that reflects residents’ needs and aspirations.



### Strategic Growth and Innovation

Many of the documents take a forward-looking, proactive planning approach, highlighting smart growth, innovation and economic diversification. There is a focus on adaptability, resilience, data-driven decision-making, and balanced infrastructure development to support sustainable community growth and accessibility.



### Sustainability and Environmental Stewardship

A shared concern for sustainability appears consistently with references to climate resilience, green spaces and responsible development. The documents highlight the need to balance growth with environmental stewardship through sustainable resource management, ecological planning, and long-term resilience strategies.



### Connectivity, Collaboration and Integration

Integrated planning across sectors, levels of government, including regional and County collaboration, and cross-departmental coordination and collaboration is critical to success. There is a need for collaboration among stakeholders, including city departments, community organizations, and residents, to effectively implement strategies and achieve shared goals.



## Health, Safety, and Quality of Life

Improving community health and safety is a shared priority, including addressing mental health, public safety and accessible services. There is an emphasis on enhancing residents' well-being through community programs, recreational opportunities, and public safety initiatives to improve overall quality of life.



## Accountability and Performance

There is a focus on tracking progress and ensuring impact through clear performance measures, monitoring outcomes and reporting results back to the public. This allows for transparency of processes and processes, while striving for continuous improvement.



## Cultural and Economic Development

The documents integrate the promotion of cultural diversity and amenities with economic growth strategies, highlighting the role of cultural initiatives in enhancing community identity and driving economic sustainability.

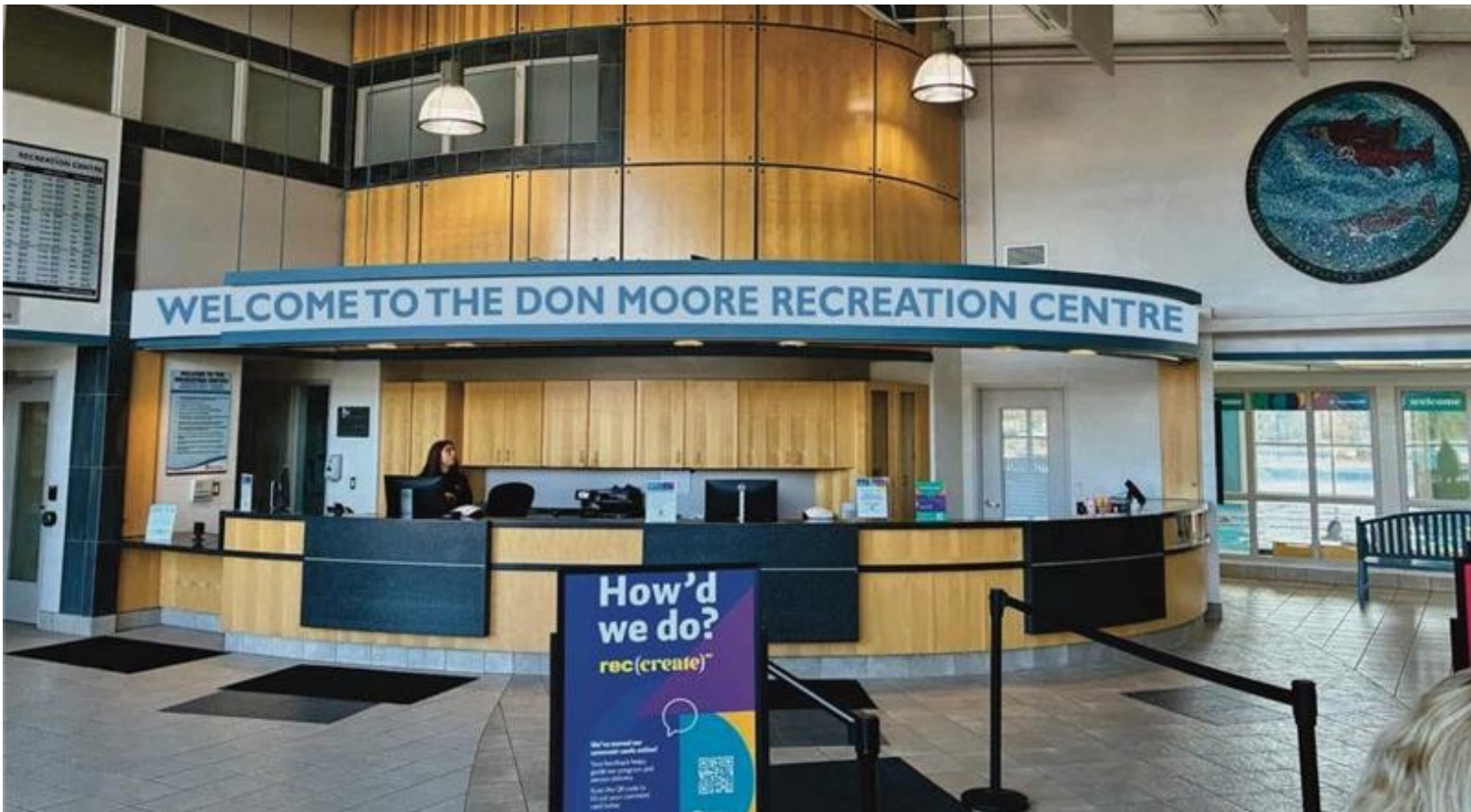


## 3.2 Summary of Municipal Policies and Planning Documents

The following plans, which form part of the foundation for the Community Compass, are highlighted below. A more comprehensive document review of all materials examined is provided in Appendix B.

Policy/Plan	Purpose	Relevance
Financial Road Map: Transformation, Strategic Focus, and Future-Ready (2025)	The Financial Roadmap provides the City of Red Deer with a long term strategy to strengthen financial sustainability, improve decision-making, and modernize financial management practices. It outlines key risks, opportunities, and actions needed to support responsible, transparent fiscal planning over the next 20 years.	The Road Map outlines a desired future state for financials in The City. The Report outlines a current state analysis and opportunities for the future, highlighting the focus areas of: policies and procedures, organizational structure and resources, financial reporting, and financial systems. The Report also includes an implementation plan, long-term financial model and financial scorecard.
Red Deer's Vision for 2050 (2024)	The vision serves as the collective voice of Red Deerians, shaping the trajectory of our city towards the year 2050 and beyond. It serves as a testament to the vibrant tapestry of ideas, aspirations, and concerns woven together through community engagement.	Our guiding stars: connected, diverse, and vibrant. Vision statement: grounded in connection, growing in diversity, vibrant and visionary. A common vision creates opportunity for communities to: guide and direct, engage communities, attract investment and talent, be resilient and adaptable, and realize a high quality of life. Desired statements are under the 5 following categories: People, culture, places, prosperity and environment.

Policy/Plan	Purpose	Relevance
Strategic Plan 2023 - 2026 (2023)	The City’s Strategic Plan guides us along a path and provides focus and purpose to all that we do. It is our most important plan as it shapes our organization, the municipal programs and services we provide to the citizens of Red Deer.	Vision Statement: Innovative thinking, strategic results, vibrant community. Strategic plan principles: respect, new ways of doing, future-focused, citizen-centric service, and financial sustainability. Strategic focus areas: thriving city, community health and wellbeing, engaged and connected City. The focus areas are supported by a WHY statement and associated outcomes. The document has an indicator summary, the indicators will be reported on regularly and shared publicly at <a href="http://reddeer.ca/strategic-plan">reddeer.ca/strategic-plan</a>



Policy/Plan	Purpose	Relevance
<p>Municipal Development Plan (MDP) (2021 amendment)</p>	<p>Originally adopted in 2008, the MDP is a long-term strategic document that guides and directs future growth and development in Red Deer to ensure orderly, economic and beneficial development while balancing the environmental, social and economic needs and desires of the community. It is primarily a policy document that is a framework for the physical development of The City.</p> <p>The MDP pulls guidance from many other strategic documents already in place at The City. The MDP provides a direction and a City-Wide framework to guide more detailed plans and policies.</p> <p>The MDP is a requirement of the Province of Alberta Municipal Government Act (MGA).</p>	<p>The Vision and guiding principles of a Plan draw from and expand on what is outlined in the Vision 2020 document. The plan is then split into different sections with specific goals, objectives and policy actions and recommendations.</p> <p>Relevant to the Community Compass are: 6.0 Economic Development and Tourism, 9.0 Environmental and ecological management, 11.0 Greater Downtown, 12.0 Commercial Development, 14.0 Parks, Recreation and Culture, 15.0 Community Services, 16.0 Transportation, 17.0 Utilities.</p> <p>While those are the large sections of the Plan that can be directly connected to community services, there could be other connections found in sections not directly mentioned.</p>

Policy/Plan	Purpose	Relevance
<p>Value for Money Review of Culture, Recreation and Parks Services (2021)</p>	<p>In recent years, The City of Red Deer’s service departments have been restructured. As such, The City undertook a value for money evaluation in 2021 of their Parks, Recreation and Culture services to understand the current value delivered by these service areas, as well as opportunities to improve their value to The City and residents.</p>	<p>The review includes a value or money evaluation, the criteria being effectiveness (not met), economy (partially met), efficiency (partially met), fairness (mostly met) and environment (mostly met). Following the evaluation there are recommendations provided for strategic guidance and decision making, program and service level changes, sustainability of service delivery, operational efficiency, and sustainability of service delivery. Each recommendation is connected to a value for money criteria, outlines ease of implementation, potential benefit and considerations.</p> <p>Recommendation 1 under strategic guidance and decision making is the development of a community services master plan.</p>

Policy/Plan	Purpose	Relevance
5029-CA Integrated Risk Management Policy (2018)	The purpose of this policy is outline a proactive and systematic corporate approach to managing risks that impact The City’s ability to achieve its objectives.	The policy outlines components of integrated risk management, including: responsibilities, consistent communication, cultivating a risk intelligent culture, embedding risk consideration and supporting an equitable, transparent and communicative approach. The document outlines resources guiding risk management in Red Deer, along with the roles and responsibilities for council, the city manager and the leadership team, and employees. Risk is an uncertainty that affects The City. This policy provides a proactive process to make informed decisions to manage and mitigate risk.
Protocol Agreement Between the Red Deer Urban Aboriginal Voices Society and the City of Red Deer (2017)	The document is a Protocol Agreement between the City of Red Deer and the Red Deer Urban Aboriginal Voices Society and provides a framework for ongoing cooperation. The core purpose of the agreement is to formalize a shared commitment to work respectfully, collaboratively, and transparently with Indigenous Peoples in Red Deer.	The agreement represents a shared commitment between The City and the Red Deer Urban Aboriginal Voices Society. There is a recognition of Indigenous rights and history, as Red Deer is part of Treaty No. 6 and No. 7, and is a historic Métis gathering place. The guiding principles of the agreement include: equity, leadership, collaborative action, and participation and diversity.

# 3.3 Summary of Provincial Policies and Planning Documents

Policy/Plan	Purpose	Relevance
Municipal Government Act (2025)	The purpose of the Municipal Government Act (MGA) is to provide a legislative framework that empowers municipalities to govern effectively and responsibly.	The MGA provides guidance and regulation to enable local governance, supports community development through mandates to municipalities, assists in regulating planning and growth for future development, ensures financial accountability ensuring public funds are managed transparently with accountability, and defines roles and responsibilities of municipal councils, administrators and other officials.
Alberta’s Affordable Housing Strategy (2025 – 2028)	Alberta’s Affordable Housing Strategy is structured through a series of three-year action plans aligned with the National Housing Strategy (NHS). The current plan, covering 2025–2028, outlines how Alberta will invest federal and provincial funds to improve housing affordability and access across the province	The Strategy outlines the Alberta Context with an overview of the current housing market. The Stronger Foundations: Affordable Housing Strategy outlines Alberta’s affordable housing vision, the five key action areas for the Strategy include: 1. Support Albertans most in need, 2. Improve access, 3. Increase capacity, planning and governance, 4. Enhance sustainability and efficiency, 5. Enable growth and investment.

Policy/Plan	Purpose	Relevance
<p>Alberta’s 10-Year Strategy to End Gender-Based Violence (2025)</p>	<p>This strategy builds on the province’s strengths – across government and with community partners – to achieve the vision of an Alberta where every Albertan will live in safety, free from gender-based violence.</p>	<p>The strategic priorities in the plan include: increase awareness of gender-based violence, prevent gender-based violence before it begins, support indigenous-led solutions, empower women to be economically independent, support survivors and all those impacted where and when they need it, improve coordination, reduce red tape for survivors and service providers, advocate for action at the federal level, and address challenges of community services providers.</p>
<p>Alberta Sport Action Plan (2019)</p>	<p>This 10-year action plan was developed to better align Alberta’s sport sector approach to developing sport in the province. It challenges all partners to devise creative solutions, promote sport, build capacity and remain fully accountable. It is a guide for all provincial sport stakeholders to help collectively refine and improve future programs and services and contribute to quality of life for all Albertans.</p>	<p>The plan focuses on building collaboration and coordination within the sports sector, to strive for more effective implementation of initiatives and broader development support for organizations. The objective is to meet the stated vision of: “Alberta is the national leader in sport with a coordinated and adaptive system, which promotes excellence and fosters opportunities for lifelong participation for all Albertans.”</p> <p>Three key areas of the plan include:</p> <ol style="list-style-type: none"> <li>1. Sport delivery</li> <li>2. Coordinated efforts and activities</li> <li>3. Sport support</li> </ol>

Policy/Plan	Purpose	Relevance
Too Good to Waste (2007)	This plan aims to make <i>conservation a priority</i> in Alberta by reducing the volume of waste sent to landfills, promoting recycling and composting, and encouraging responsible consumption. It emphasizes that much of what is discarded has economic and environmental value.	The three outcomes of the plan include: 1. Improved resource conservation and waste minimization, 2. Integrated resource recovery and waste management systems, 3. Protection of air, land, water, and human health. All outcomes include a series of associated strategies and actions.



## 3.4 Summary of National Policies and Planning Documents

Policy/Plan	Purpose	Relevance
<p>Framework for Recreation in Canada (2015) with Amendment (2024)</p>	<p>Canadian Parks and Recreation Association (CPRA) national level guiding document that establishes a vision for the delivery of recreation in Canada and five goals to guide recreation providers.</p>	<p>Provides an excellent starting point for recreation planning and a foundation for alignment with other communities, and levels of government, bolstering the case for provincial and federal investments in recreation. Goals include supporting active living, inclusion, and access, connecting people with nature, creating supportive environments, and building sector capacity. In 2024, there was an update to the Framework, providing a robust look at the context of recreation in Canada including challenges and opportunities, new applications for the Framework and highlighting strategic ideas for each goal as the sector has increasingly been asked to play a role in crisis preparedness and response.</p>
<p>Reaching Home: Canada's Homelessness Strategy (2019)</p>	<p>Reaching Home is Canada's federal homelessness strategy—a community-based program that funds local efforts to prevent and reduce homelessness. It supports the goals of the National Housing Strategy, with a target to reduce chronic homelessness by 50% by 2027–28.</p>	<p>The program features a community-based approach, coordinated access, more flexibility for communities under an outcomes-based approach, and various reaching home funding streams.</p>

Policy/Plan	Purpose	Relevance
<p>Accessible Canada Act (2019)</p>	<p>The Accessible Canada Act is federal legislation designed to proactively identify, remove, and prevent barriers to accessibility un areas un federal jurisdiction.</p>	<p>The Act’s goal is to achieve a Canada without barriers, particularly for people with disabilities, by focusing on accessibility in federally regulated sectors. It focuses on:</p> <ul style="list-style-type: none"> <li>• Dignity</li> <li>• Equal opportunity</li> <li>• Meaningful participation</li> <li>• Universal design principles</li> <li>• Intersectional understanding of disability</li> </ul> <p>These principles guide how federal organizations must plan, report, and engage.</p> <p>The Act outlines requirements for identifying, removing, and preventing barriers, consulting with people with disabilities, and measuring progress over time.</p>
<p>Let’s Get Moving (2018)</p>	<p>Federal strategy with a common vision of building on existing efforts to get Canadians moving more and presents topics to address sedentary behaviour challenges.</p>	<p>Topics identified include establishing Cultural Norms to reduce sedentary behaviour, creating spaces and places that are supportive and accessible for physical activity to be part of daily life, expanding public engagement efforts, and on developing multi-sectoral partnerships to achieve shared outcomes. Many of these topics are addressed within this Plan.</p>

Policy/Plan	Purpose	Relevance
Canada's National Housing Strategy (2017)	Canada's National Housing Strategy (NHS) is a 10+ year, \$115 billion plan launched in 2017 to ensure all Canadians have access to safe, affordable housing. It is the largest federal housing investment in Canadian history.	The core goals of the strategy include increasing affordable housing supply, reduce chronic homelessness, support vulnerable groups, modernize community housing and to promote innovation and research. The plan implementation is led by the Canada Mortgage and Housing Corporation and delivered through bilateral agreements with provinces and territories.
Parks for All (2017)	Developed by the CPRA, this document presents actions, priorities and a vision for parks in Canada to support healthy environments and people, as well as four strategic directions to support service providers.	Strategic directions include collaboration (partnerships, expanding efforts in new sectors, strategizing beyond parks boundaries), connecting (raise awareness, facilitate experiences, share stories), conservation (expand and enhance parks and ecosystem services), and leadership (set examples for others, build capacity, maintain systems and resources to support leaders). Many of these strategic directions are advanced through this Plan.

Policy/Plan	Purpose	Relevance
Creative Canada Policy Framework (2017)	The Framework that provides guidance for federal policy tools needed to support creative industries in Canada.	Creative Canada is built on three pillars: 1. Invest in our creators and cultural entrepreneurs: all of the professionals who contribute to the creation and production of work, from artists to writers, producers and directors and their stories. 2. Promote discovery and distribution of Canadian content at home and abroad. 3. Strengthen public broadcasting and support local news.
Calls to Action from the Truth and Reconciliation Commission (2015)	To redress the legacy of the residential school system in Canada, the Truth, and Reconciliation Commission (TRC) developed 94 Calls to Action to support reconciliation in Canada.	



# 4



## Service Delivery



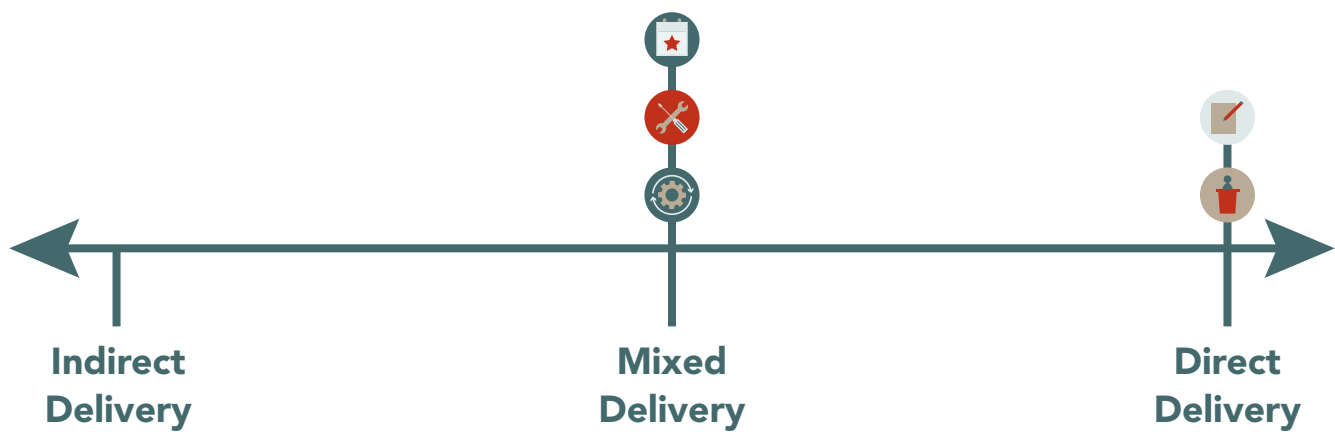
Municipal governments play a key role in building community through service delivery. Depending on the service, The City is involved in one or more of these three ways:

Role	Description
Direct Delivery	The local government identifies/perceives community needs and plans, develops, constructs and operates facilities, programs and services through public funding.
Indirect Delivery	The local government facilitates the provision of programming, services, and related activities by operating facilities that are available for community organizations to book at a subsidized cost and/or providing funding support (e.g., supporting the operations of partner-operated facilities, contracting third-party entities to provide services, and grants, etc.).
Mix of Direct and Indirect Delivery	The local government directly offers some programs, services, and other related activities to address gaps and ensure equitable access, while also investing in programs and services through the indirect methods noted previously.






Municipal governments also play a role in the legislation and regulation of their communities through the creation and implementation of relevant bylaws and policies. Additionally, in Alberta, the MGA outlines required deliveries of municipalities, which can influence service delivery. As the role of The City in the delivery of community services is diverse, all three approaches to service delivery are utilized to ensure proper service delivery is achieved. The following department overview provides a description and demonstrates the current state of service delivery (as of Q1 2026) across the different functions of The City’s Operational Services Division, which is responsible for delivering a variety of services to the community.

# 4.1 City of Red Deer Overview

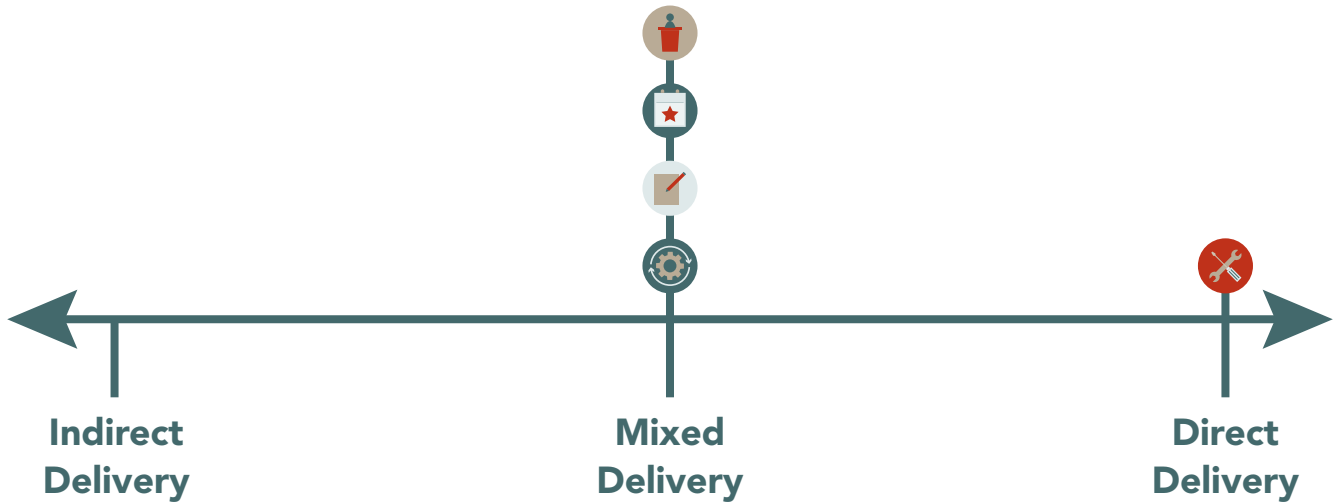
**Safe & Healthy Communities.** Support the overall well-being, safety, and resilience of the community by creating opportunities for people to connect, be active, and feel supported. They provide safe and welcoming spaces, maintain community assets, and deliver arts, culture, recreation and sports programs that strengthen neighbourhoods, families, and individuals across all life stages. The services also help address complex social needs such as housing stability, homelessness and community safety. Together, they contribute to a healthy, inclusive, and vibrant city where people can thrive.








## Legend

-  Infrastructure
-  Programming/Services
-  Operations and Maintenance
-  Regulation/Policy/Bylaw
-  Planning and Design

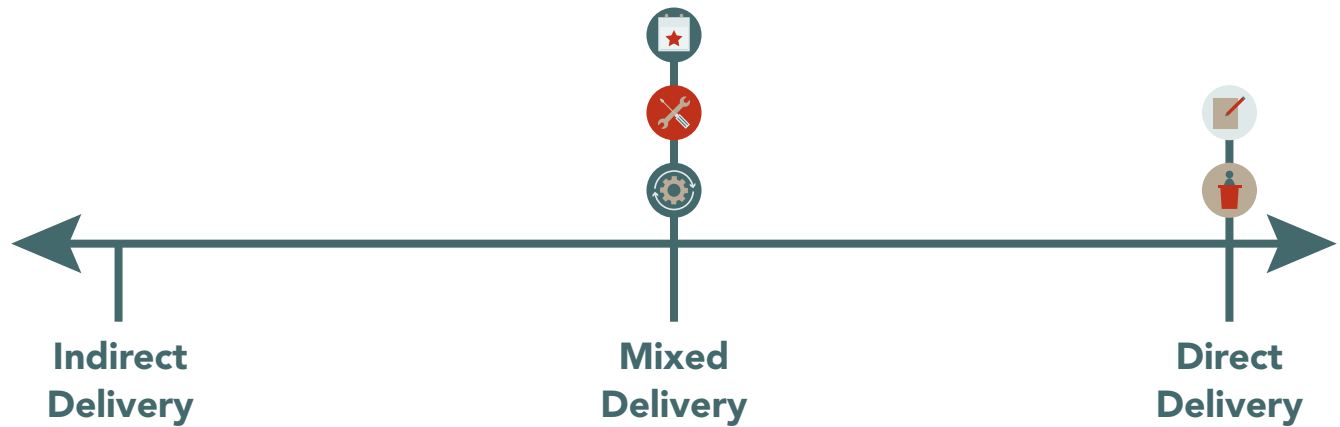
**Municipal Policing.** Delivers policing and community safety for The City of Red Deer through the Community Peace Officer program and a contractual partnership with the RCMP. Municipal policing staff provides critical operational support to RCMP, including communications, records management, court liaison, victim services, detention, and administrative and analytical functions. Community Peace Officers enforce municipal bylaws and provincial statutes and respond to urban encampments.








**Legend**

-  Infrastructure
-  Regulation/Policy/Bylaw
-  Programming/Services
-  Planning and Design
-  Operations and Maintenance

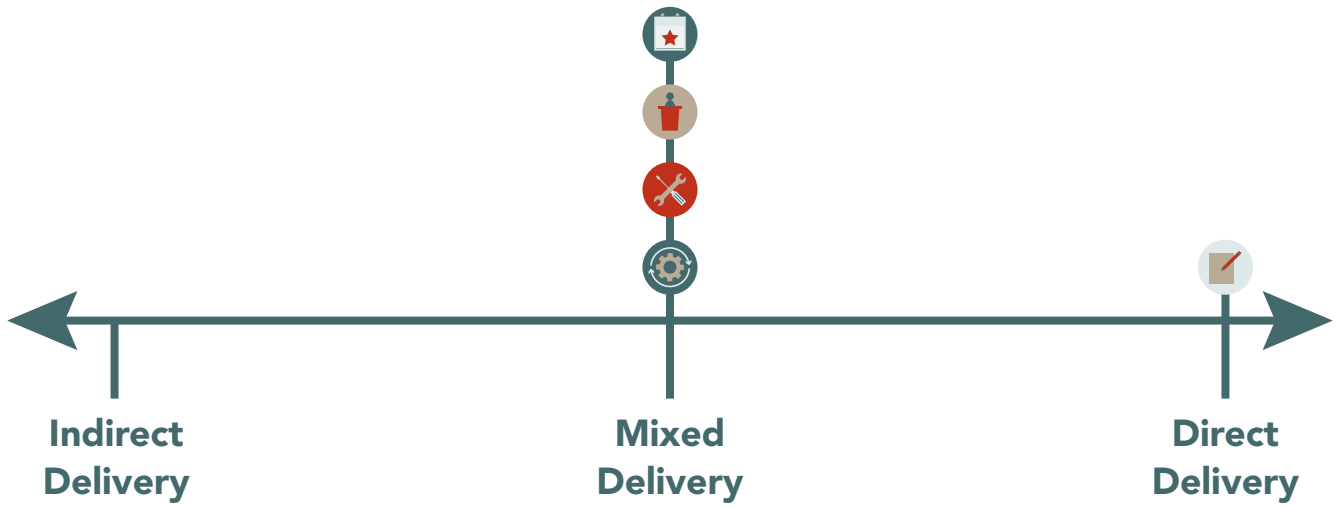
**Parks & Public Works.** Provides service for the use of roads, trails, sidewalks, plazas and parks. The Department coordinates snow and ice control services, concrete and asphalt maintenance, bridge and infrastructure services, downtown operations, ecological services, urban forestry, turf and horticultural services, planning and development coordination, and the construction and maintenance of playgrounds, sports fields, trails, courts, outdoor skating rinks and cemetery services.



**Legend**

-  Infrastructure
-  Regulation/Policy/Bylaw
-  Programming/Services
-  Planning and Design
-  Operations and Maintenance

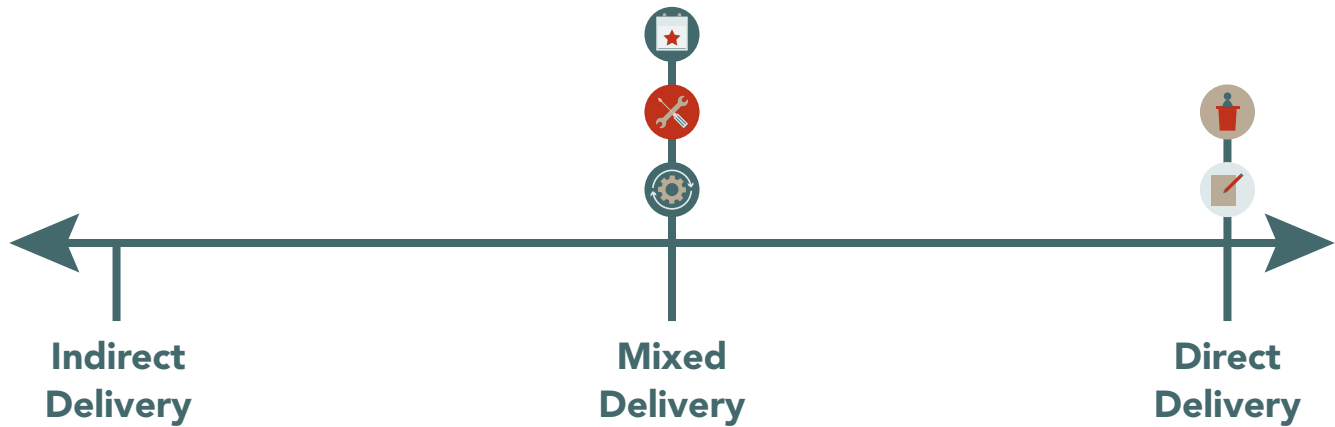
**Inspections & Licensing.** Ensures safe, livable, and vibrant communities by managing permits, inspections, licensing, enforcement, and public parking. It supports development, protects public safety and promotes business vitality through efficient service delivery and regulatory compliance.



**Legend**

- Infrastructure
- Regulation/Policy/Bylaw
- Programming/Services
- Operations and Maintenance
- Planning and Design

**Transit & Fleet.** Transit provides safe, reliable and accessible transportation for residents through both conventional and action bus services. Fleet ensures City departments have the vehicles and equipment needed to deliver public services, through fleet management leadership, garage services and materiel management.



**Legend**



Infrastructure



Programming/Services



Operations and Maintenance

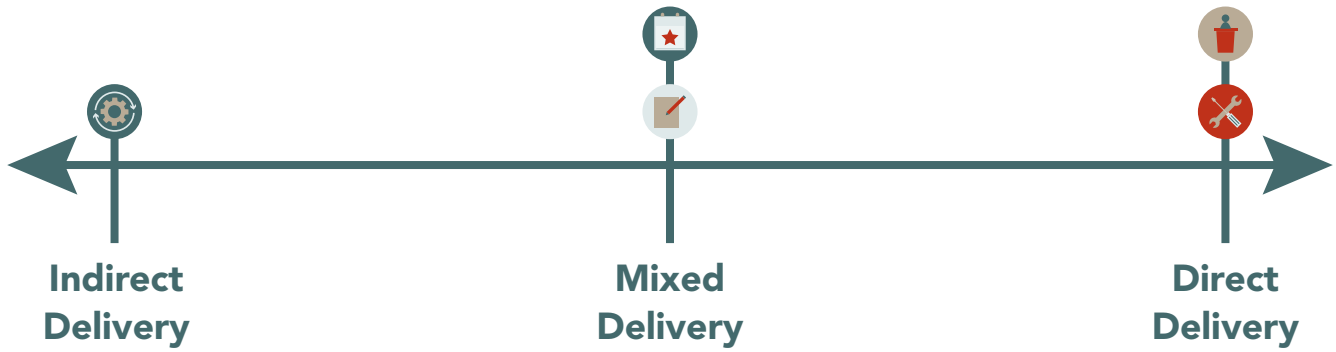


Regulation/Policy/Bylaw



Planning and Design

**Emergency services.** The Emergency Services Department provides integrated fire, emergency medical, 911 dispatch, and emergency management services to ensure the safety and well-being of Red Deerians 24 hours a day, 365 days a year. The department protects lives, property, and the environment through prevention, preparedness, and response.



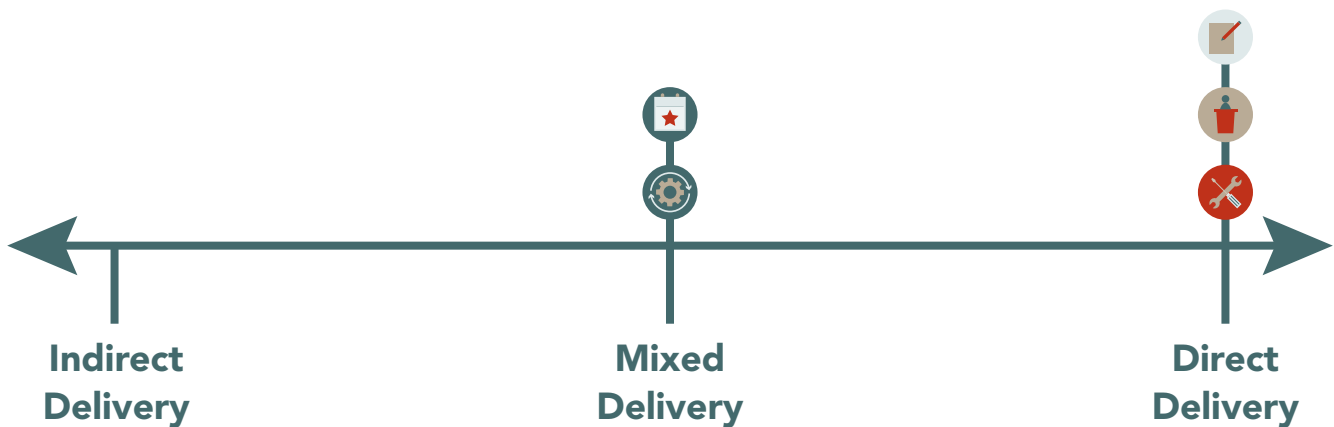
**Legend**

- Infrastructure
- Programming/Services
- Operations and Maintenance
- Regulation/Policy/Bylaw
- Planning and Design



**Utilities.** The departments ensure safe drinking water, responsible wastewater treatment, effective stormwater control, reliable electric distribution and efficient waste collection and disposal. By managing these essential services, the departments protect public health, support growth, and safeguard the environment. It is important to note the breadth of this service category. The five utilities captured in this chart do not provide services in one specific way, rather, they differ across the category. The following provides examples of the service delivery of the different utility services:


- Waste management is almost entirely indirect delivery through contracted services.
- The electric utility is largely direct delivery.
- The water/wastewater/stormwater services are mixed.



**Legend**

 Infrastructure

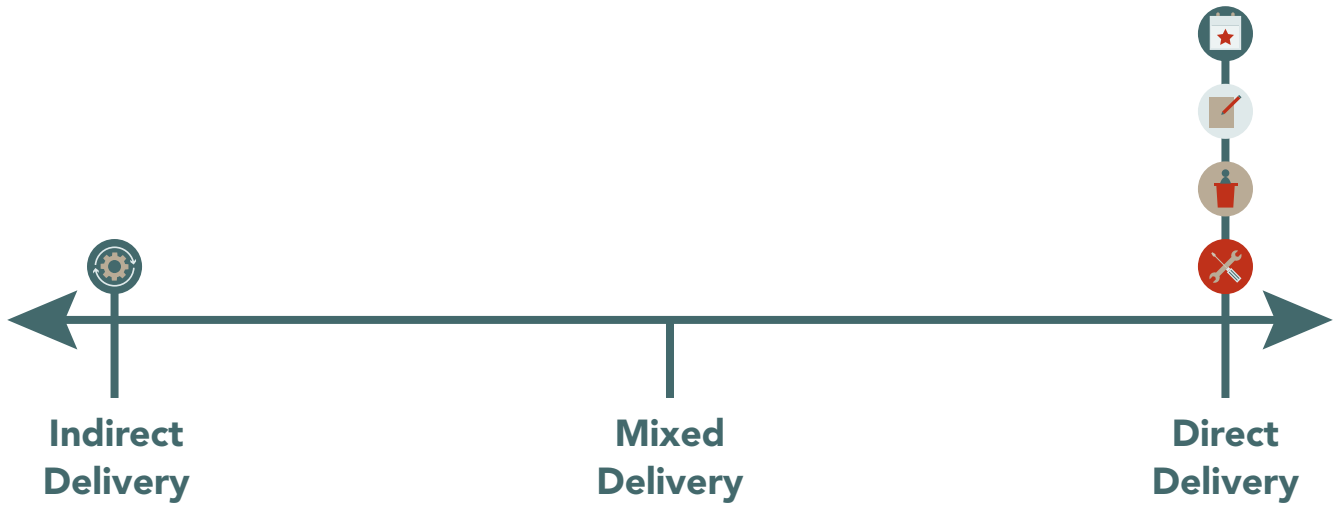
 Programming/Services

 Operations and Maintenance

 Regulation/Policy/Bylaw

 Planning and Design

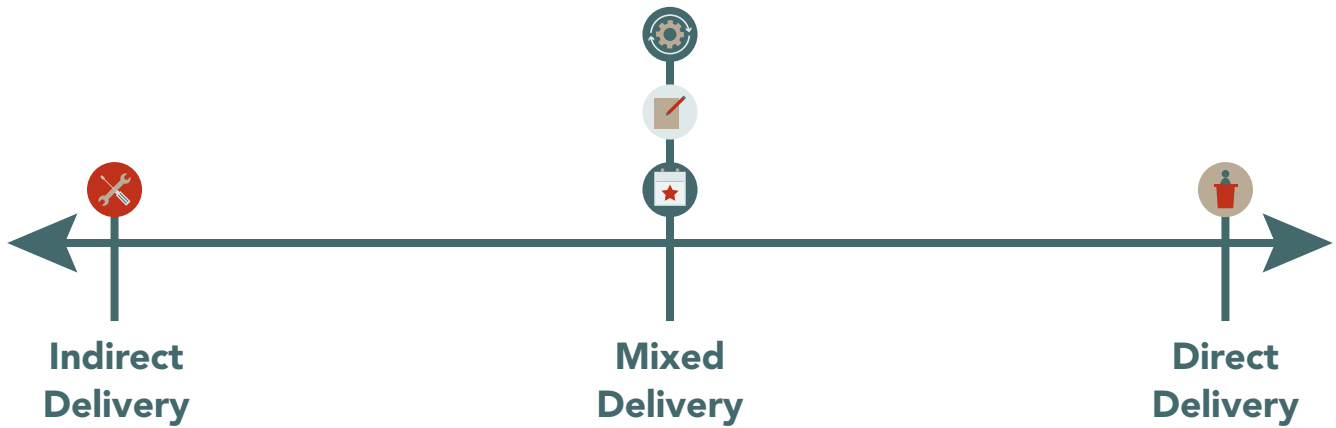
**Planning & Growth.** The department manages growth through current and long-range planning to create livable, inclusive communities. Utilizing tools such as area structure plans and the Zoning Bylaws, the department is responsible for leading strategic land use planning under the guidance of Council approved policies and provincial and federal regulations.








**Legend**

- Infrastructure
- Programming/Services
- Operations and Maintenance
- Regulation/Policy/Bylaw
- Planning and Design

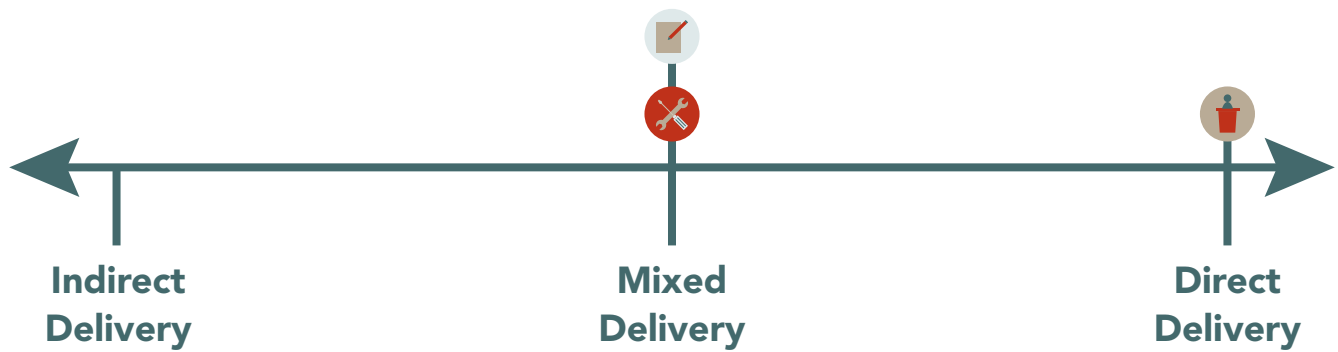
**Land & Economic Development.** Drives Red Deer’s business growth and manages City-owned land. It supports business attraction, retention, and expansion, while planning, servicing and marketing residential, commercial, and industrial lands. The department aligns strategic plans to diversify the economy, grow the tax base, and create vibrant communities. It partners with stakeholders to deliver investment tools, incentive programs and land development that position Red Deer for long-term prosperity.



**Legend**

-  Infrastructure
  -  Programming/Services
  -  Operations and Maintenance
-  Regulation/Policy/Bylaw
  -  Planning and Design

**Engineering Services.** Plans and manages Red Deer’s transportation, water, wastewater, and storm drainage systems to ensure they are safe, sustainable, and affordable. The department oversees traffic operations, road and bridge construction, utility infrastructure, and development coordination. It ensures infrastructure meets long-term community needs while protecting public safety and supporting growth. Delivers infrastructure that supports safe mobility, efficient development, and community growth, and acts as a technical resource for planning and development, manages capital projects, and ensures financial responsibility.



**Legend**



Infrastructure



Programming/Services



Operations and Maintenance



Regulation/Policy/Bylaw



Planning and Design

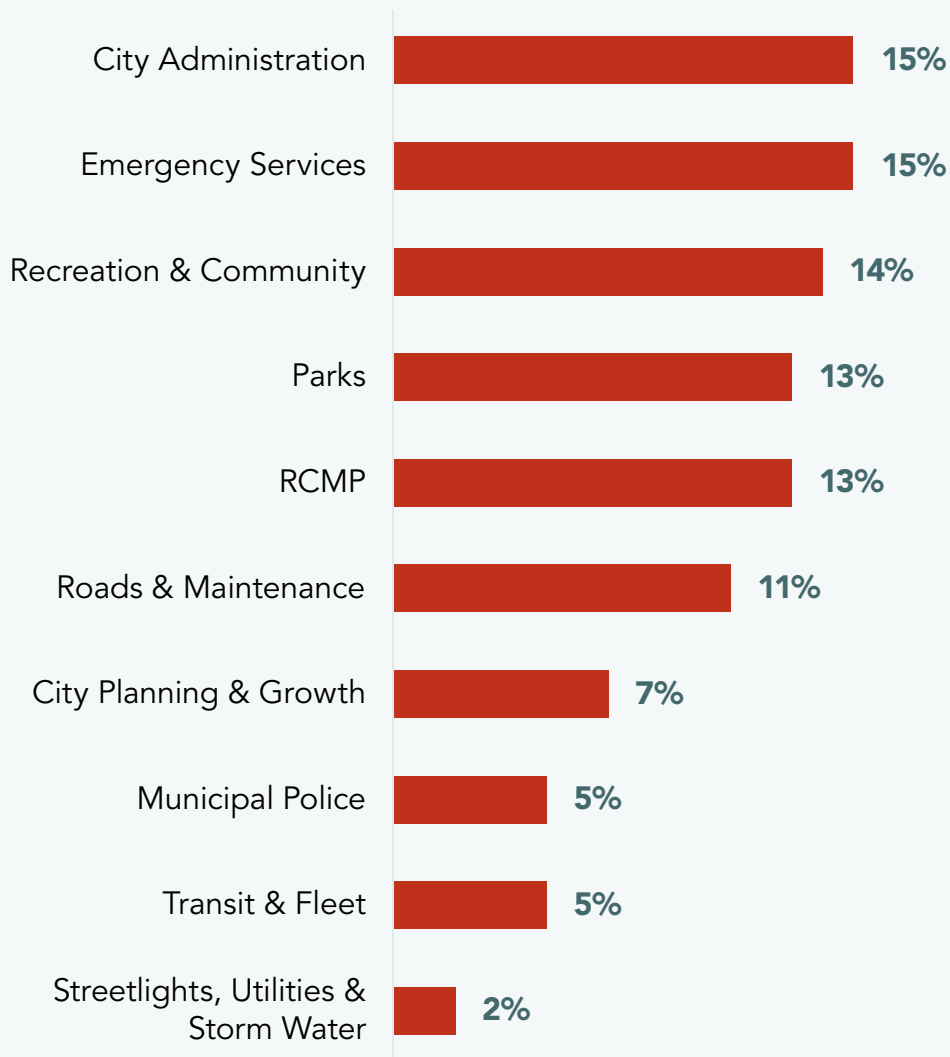
## 4.2 Service Delivery Contributors and Partners

To support mixed and indirect delivery of services, The City of Red Deer engages in many different agreements. The following outlines the different types of agreements The City engages in along with examples.

Type of Agreement	Example
1. Land & Property Agreements	Land sale agreements; farm land leases; PUL and residential leases; access agreements (Curling Club, Hospice Park, RD Golf & Country Club); joint access and joint drainage agreements; utility right-of-way's; use of streets and windrows
2. Development, Construction & Infrastructure Agreements	Development agreements; construction agreements (cemetery expansion, recreation facilities, Activity Centres); curb crossing applications; excavation permits; alignment permits (utility/roadway); utility alignment agreements; capital funding agreements; public art installation agreements.
3. Operating, Service & Maintenance Agreements	Service agreements (security, janitorial, inspections, CoGen, FCSS); maintenance agreements for contracted parks services; concession/food services; community groups managing City owned facilities; utility franchise agreements; seasonal patio permits; seasonal snow removal permits.
4. Community Use, Access & Partnership Agreements	Reciprocal use agreements (School Boards, RD Polytechnic); facility rental permits; MOUs/LOUs for community development, environment, culture or recreation; sponsorship agreements; grant funding agreements; donation agreements; special event permits; mutual aid agreements.
5. Licensing, Regulatory & Compliance Agreements	Business licenses; development permits; safety code permits; animal licenses; vehicle-for-hire licenses; service applications; advertising/consultation approvals; utility service applications.
6. Artistic, Cultural & Recognition Agreements	Public art agreements; cultural partnerships; naming agreements tied to public realm spaces.

## 4.3 Financial Context

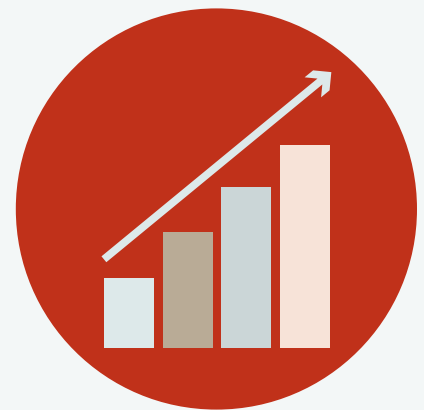
The City’s Operating Budget, not including utility and self-funded operations, is \$302,278,491 in 2026. Property taxes and grants in lieu funded \$185,899,440 (61.5%) of this requirement. As such, the operating budget for services to the community in Red Deer in 2026 is \$217,640,513, representing 72% of the overall operating budget of the municipality. The figure below outlines the total annual operational cost of The City of Red Deer by function.



# 5



## Municipal and Sector Leading Practices and Considerations



## 5.1 Municipal Leading Practices

Leading practices were drawn from a comparator exercise that looked at six communities across Alberta and British Columbia to gain insight into general services, strategic planning and alignment, partnerships, tourism and event hosting, provision standards, grant programs, and communications and marketing. Municipal comparators were determined based on the following factors:

- Population
- Land Area (sq km)
- Population Density
- Median Age of Population
- Median Total Income of Household
- Notable Community Services/Features

This allows for a comprehensive review of tools and processes across Canada that support community services. The six communities reviewed in addition to Red Deer included:

- Lethbridge AB
- Kamloops BC
- Airdrie AB
- Grande Prairie AB
- Edmonton AB
- St. Albert AB

The full municipal comparator research can be found in Appendix C.

It is important to note that this analysis is based solely on the documents reviewed. Other municipalities may have similar components; however, they were not identified within the scope of this benchmarking exercise.

## General Services

Services to the community generally had a broad scope across the municipal comparators, but all municipalities included recreation, parks, art and culture, and social support in their services to the community definitions. Each community had a defined organizational structure overseeing services to the community, though the titles and departments vary. When looking at facility types, common municipal-owned or supported facilities include recreation centers, parks and trails, pools and arenas, and libraries and museums. There was some variation across facilities with unique assets, for example, Edmonton named a zoo, and Kamloops highlighted heritage buildings. All the communities in this comparator relied on a combination of user fees, taxes and partnerships to support revenue generation. A few communities, such as Edmonton and Grande Prairie, specifically noted naming rights and investment income as additional revenue sources. Lastly, each municipality had a combination of municipal enforcement officers and RCMP or police services, with varying degrees of integration.

## Strategic Planning and Alignment

All communities had either an Official Community Plan or Municipal Development Plans (which are required for Alberta Municipalities through the MGA) that were future-oriented to guide long-term priorities, planning, and investment. The common themes across the goals in these plans included community health and well-being, environmental sustainability, economic prosperity, and inclusive growth and housing. The following chart outlines the plans the municipal comparator communities have to support their community services. Green indicates that the municipality has a plan, policy or strategy related to the topic, while red indicates that the municipality does not have the plan, policy or strategy.

Plan / Policy / Strategy	Red Deer	Lethbridge	Kamloops	Airdrie	Grande Prairie	Edmonton	St. Albert
Equity, inclusion and access policy / planning	✓	✓	✓	✓	✓	✓	✓
Indigenous Partnerships and Relationships	✓	✓	✓	✓	✓	✓	✓
Climate and sustainability policy/planning	✓	✓	✓	✓	✓	✓	✓
Community safety policy / planning	✓	✓	✓	✓	✓	✓	✓
Transit policy / planning	✓	✓	✓	✓	✓	✓	✓
Active transportation planning	✓	✓	✓	✓	✓	✓	✓
Economic development planning	✓	✓	✓	✓	✓	✓	✓
Recreation planning	✓	✓	✓	✓	✓	✓	✓
Parks planning	✓	✓	✓	✓	✓	✓	✓
Art and Culture planning	✓	✓	✓	✓	✓	✓	✓
Service delivery policy/ planning	✓	✓	✗	✓	✓	✓	✓
Heritage Management Plan	✓	✓	✓	✓	✓	✓	✓
Asset Management	✗	✓	✓	✓	✓	✓	✓
Housing and homelessness supports	✓	✓	✓	✓	✓	✓	✓
Inspections and licensing	✓	✓	✓	✓	✓	✓	✓
Utilities	✓	✓	✓	✓	✓	✓	✓

## Partnerships

All of the municipal comparator communities in Alberta maintain formal regional partnerships through intermunicipal development plans (IDP) and intermunicipal collaboration frameworks (ICF) with adjacent municipalities to coordinate land use, infrastructure and long-range planning as required through the Municipal Government Act. Each community engages in collaborative service delivery, especially for recreation and leisure programming, emergency services, transit, and waste management. All municipalities in this comparison have various facility operation partnerships with school boards (MGA requirement in Alberta), counties or third-party organizations to share or operate facilities. Red Deer lists diverse partnership categories (e.g., access agreements, capital funding, public art), while others focus on joint-use agreements or memoranda of understanding. All communities also have reference to Indigenous partnerships and relationships through understanding agreements, protocols, frameworks, and advisory committees.

## Tourism / Event Hosting

All municipalities support tourism and event housing in their communities through frameworks, policies, strategies and guidelines. The goals and objective themes related to tourism and event hosting across the documents include enhancing community engagement, supporting economic development, leveraging municipal assets, strengthening partnerships, and promoting events and tourism initiatives that are welcoming and accessible to diverse populations.

## Provision Standards

Four (Kamloops, Airdrie, Edmonton and St. Albert) of the seven comparison communities had established provision standards for municipal services related to access to parks and open spaces, or recreation facility access. None of the communities had specific performance measures, but all communities have performance indicators to monitor their relative planning, policy or strategy initiatives. All municipalities were data-informed as an operating principle, except for Kamloops. Red Deer, Lethbridge, Kamloops, and St. Albert all perform resident satisfaction monitoring and measurement to understand residents' needs and desires.

## Grant Programs

All municipalities have a variety of grant opportunities. Common themes for grants include community events and recreation, arts and culture, social services and wellness, and environmental initiatives. Grants are available to local organizations, community groups and in some cases, individual residents through accessibility grants. Generally speaking, the grant programs in these communities are designed to reflect municipal priorities such as inclusion, sustainability, and economic development.



## Communications and Marketing

Grande Prairie and St. Albert were the only two communities to have a specific online and print version of a community guide. Other communities had online community calendars to share municipal information with the public. The City of Red Deer has a Visitor Guide in collaboration with Tourism Red Deer to share specific tourism experiences across the community. All communities, except Airdrie and Grande Prairie, had a recreation guide available online and/or in print. Edmonton and Red Deer were the only two communities with a recreation / sport brand across the municipal comparators. All communities except Airdrie and St. Albert have a tourism brand specific to their municipality. Websites, various social media channels (commonly Facebook, YouTube, Instagram, LinkedIn and X), and public notices were used by all municipalities to communicate services, programs, and events. All communities have brand guidelines to emphasize civic identity and community pride through tourism messaging and visual storytelling.

## Financials and Operating Budgets

The financial analysis included in the municipal comparator is based off the Alberta Government Municipal Financial and Statistical Data. The data is compiled from information that is submitted annually by all Alberta municipalities via the Financial Information Return (FIR) and Statistical Information Return. Only data from the FIR, was used for this analysis, specifically, data was drawn from the Revenue tab. To ensure consistency, The City of Kamloops has been removed from the financial analysis, as it is a BC community and does not have the same reporting structure. Please note that there may be inconsistencies across the financial analysis as all data is self-reported.



## 5.2 Key Considerations

The following considerations and leading practices provide general insight into how different topics or issues are changing and developing over time. Leading practices are influenced by the specific contexts in which they are developed. In services to the community, the following considerations can have a significant impact on the planning, operation and implementation of policies and procedures to best serve all segments of the community:

- Governance and public administration,
- Changing community demographics,
- Climate change, economy,
- Health and wellness,
- Spaces for all,
- Placemaking,
- Volunteerism,
- Aging infrastructure,
- The digital transformation, and
- Artificial intelligence



## Governance and Public Administration

Municipal governance in Canada is undergoing a dynamic transformation, shaped by both technological innovation and evolving community expectations. A growing trend is the adoption of data-driven decision-making, with municipalities increasingly leveraging artificial intelligence and analytics to enhance service delivery, optimize resource allocation, and improve citizen engagement. Recent reports indicate that nearly a quarter of Canadian municipalities are already using AI, and more than half are actively exploring its potential<sup>iv</sup>. This shift reflects a broader push toward modernization, with priorities such as cybersecurity, smart city infrastructure, and digital accessibility rising to the forefront.

At the structural level, Canadian municipalities are increasingly experimenting with governance models that emphasize flexibility and collaboration. While traditional single-tier and two-tier systems remain prevalent, there is a notable rise in “self-organizing” intermunicipal cooperation, in which neighbouring municipalities share services without pursuing formal amalgamation<sup>v</sup> or collaboration through formal legislation. This approach allows for tailored solutions that respect local autonomy and strategic intentions, while achieving cost efficiencies and avoiding duplication of services. However, challenges persist with this form of organization like with more traditional forms of relationships, including navigating political diversity, managing budget constraints, and ensuring equitable service delivery across varied communities<sup>vi</sup>. Together, these trends point to a future in which Canadian municipal governance is increasingly adaptive, inclusive, and technologically sophisticated.

## Changing Community Demographics

Over the last decade, there has been a significant rise in immigration. In Alberta, international migration drove most of the population increase in 2023–2024, representing 71.2 percent of the province’s total growth<sup>vii</sup>. In the past couple of years, Canada has welcomed newcomers to support the economy; however, there is now a desire to reduce immigration to better align with community capacity<sup>viii</sup>. The **Immigration Levels Plan** developed by the Government of Canada for 2025–2027 foresees a decrease in overall permanent resident admission to 395,000 in 2025, 380,000 in 2026 and 365,000 in 2027, and reductions for temporary residents such as students and workers. Canadian communities are being influenced by immigration, which will in turn impact services to the community<sup>iii</sup>. There is an opportunity for the sector to support the continued integration of New Canadians through the promotion of health, exposure to cultural norms, and fostering social connections. It is important that the sector continues to evolve to support the needs of New Canadians through co-design, collaboration, innovation and thinking beyond the barriers<sup>ix</sup>.

Another significant change to community demographics in Canada is the aging population. In Canada, 1 in 4 people will be older than 65 by 2035. In general, people are living longer, and it is expected that people over the age of 85 will triple by 2046 to 2.5 million in Canada<sup>x</sup>. The aging population presents many challenges and opportunities, it is important that social services, health care and economic systems be continually reviewed to ensure that the needs of all Canadians are being met. Coordination and collaboration between all levels of government are needed to meet the growing and changing needs of the aging population. Community services may address some of the challenges facing older adults by keeping them active and engaged in the community to support their physical, mental and social well-being. This, in turn, can reduce the burden on the health care system through fewer hospital visits and the increased ability to age in place<sup>xi</sup>.

## Climate Change

Climate change refers to the long-term changes in the Earth's temperature and weather patterns. Climate change can naturally occur, however, since the 1800s, human activities, such as the production and use of fossil fuels, have accelerated climate change causing global temperature warming. Community infrastructure and planning are part of the solution when it comes to climate change. For example, trees in public spaces play an important role in managing air pollution and providing shade to cool urban environments, while also providing opportunities for individuals to connect with nature and supporting vibrant and livable communities. While there is no single "correct" parkland provision ratio, comparing Red Deer's provision levels with those of other municipalities can offer a useful benchmark. On average, Canadian cities provide approximately 4.4 hectares of parkland per 1,000 residents<sup>xiii</sup>. Red Deer provides 9.85 hectares of parkland per 1000 residents, which is above the national average.

Fostering green space, accessible public areas, walking trails and active transportation options can help to reduce environmental impacts. If 1% of Canadians switched from private car use to active transportation, it is estimated that \$564 million could be saved annually in reduced greenhouse gas emissions. Active transportation not only supports emission reduction but also promotes physical activity, leading to positive individual outcomes and enhancing community health.

Municipalities can contribute to creating climate-resilient communities by providing facilities for emergency response during extreme weather events resulting from climate change, for example, cooling centres, emergency shelters and meeting points for people affected by natural disasters. Community services planning can contribute to the solutions for the challenges associated with climate change; there is a need for the continued adoption and advocacy for policies and practices that reduce climate change impacts across all levels of government.

## Economy

Recent economic challenges in Canada<sup>xiii</sup> have resulted in economic instability through supply chain disruptions, international conflict and inflation v. These economic conditions have led to increased costs of living including the cost of food, housing and other expenses. In 2024, almost half of Canadians (45%) noted that rising prices greatly affected their ability to meet day-to-day expenses, which is 12% higher than it was 2 years prior<sup>xiv</sup>. Young adults, families with children, people with disabilities and low-income groups experience greater financial adversity as a result of the affordability crisis<sup>x</sup>. These challenges may affect individuals and families' ability to participate in recreation and leisure services due to the cost of programs, transportation and equipment, potentially lowering participation rates.

The labour market in Canada has also undergone significant changes, with the COVID-19 pandemic resulting in the loss of 3.4 million jobs for Canadians. Market conditions have returned to pre-pandemic conditions for vacant positions as of September 2024. In 2025, cost pressures remain a significant concern, with 61.2% of businesses across Canada anticipating obstacles related to inflation, input costs, interest rates and debt servicing, insurance, real estate, leasing or property taxes, and transportation<sup>xv</sup>. Businesses also anticipate consistent challenges, with 10.4% expecting inflation to be a key issue and another 10.4% identifying the retention and recruitment of skilled employees as a concern<sup>xiv</sup>.



## Health and Wellness

Worldwide, around one third (31%) of adults do not meet the recommended levels of physical activity - 150 minutes of moderate activity or 75 minutes of vigorous activity in a week. The trend for physical inactivity is currently trending up, and it is projected that by 2030, it will rise to 35%<sup>xvi</sup>. In Canada, on average, only 45% of adults meet the recommended levels of physical activity<sup>xvii</sup> and are sedentary for 9.6 hours a day, not including sleep time<sup>xviii</sup>. Physical inactivity is the fourth leading risk factor of global mortality, as it is associated with elevated risks for chronic disease risk factors, mental health and non-communicable diseases<sup>xix</sup>. In Canada, the estimated healthcare costs of inactivity are \$3.9 billion annually<sup>xiv</sup>.

Physical activity has been found to be effective in managing mood, quality of life, mental health and noncommunicable diseases such as diabetes, stroke, hypertension, heart disease, and cancers. Economically developed countries such as Canada have increased levels of inactivity and sedentary behaviours as a result of transport habits, increased use of technology for work and leisure, and cultural values<sup>xx</sup>. Regular physical activity for adults and children can result in significant physical and mental health benefits. For children and youth, physical activity and play are essential for physical, social, and cognitive development. Engaging in play allows children and youth to develop gross motor skills, social behaviour, conflict management and teamwork, all while supporting creativity, exploring boundaries, risk management and testing the limits both personally and in a group setting<sup>xxi, xxii</sup>.

### Spaces for all

Publicly funded facilities should be designed to be accessible, available, and inclusive of all ages, incomes and abilities and work to address social isolation for groups that may face higher levels of isolation, like seniors, people with diverse abilities, Indigenous community members, and newcomers. Planning with an equity lens will include considering the impacts of gentrification, reducing social isolation, promoting walkability and multi-modal transportation options, and ensuring residents have access to the services they need to prosper. Organizations can support more intentional, equitable, and inclusive community facility spaces and program design through the following actions<sup>xxiii</sup>:

- Working with Indigenous and youth leaders to co-design services to the community.
- Partnering with minority groups to identify and eliminate barriers when accessing services to the community.
- Challenging all forms of gender inequity.
- Ensuring the design will allow for adapted and inclusive program for persons living with a disability.

Additionally, the role of City staff often goes beyond their municipal mandate, playing integral roles in support of underserved populations. In Canada, around 235,000 people experience homelessness annually, and 35,000 experience homelessness on any given day<sup>xi</sup>. Homelessness is a broad term that can be applied to those lacking safe, stable, permanent and affordable housing<sup>xxiv</sup>. Commonly, parks and public spaces become places of refuge for unhoused people who may also be combating addiction and mental instability. However, there is also an increasing public demand for clean and safe parks and public spaces. City staff and the services they provide to the community subsequently have to manage these conflicts with grace and compassion to support equitable access to all residents, fostering spaces for all<sup>xi</sup>. In 2025, the Living in Red Deer Survey identified homelessness and housing as the top community priority for Council over the next four years, highlighting the importance and relevance of this trend.

## Placemaking

Placemaking is the intentional process of shaping the physical and social characteristics of public spaces to foster connection between people and their environment. It captures the unique character, values, and aspirations of a community in creative, vibrant, and inclusive ways. Placemaking is about uniting communities to reimagine and revitalize underutilized spaces, turning them into engaging, welcoming environments that invite connection and foster a genuine sense of belonging<sup>xxv, xxvi, xxvii</sup>. When woven into facility and open space design, placemaking can leverage the creative potential of both space and community, celebrate diversity, and foster meaningful places that reflect the community's identity and nurture a shared sense of place.

In 2025, the Community Foundations of Canada, in collaboration with the Canadian Urban Institute and the Government of Canada, released the **Let's Talk About Placemaking Report**. The Report argues that placemaking should become a pan-Canadian priority and can be a powerful tool to strengthen social cohesion, support local economies, advance climate resilience and foster equitable and inclusive communities. It calls for continued investment in community-led placemaking, better data collection and evaluation around placemaking, creating stronger networks across Canada's placemaking practitioners, and centring indigenous knowledge and stewardship. The report specifically highlights the **Civic-Indigenous Placekeeping and Partnership Building Toolkit**, which is intended to serve as a resource for users, guiding them through community engagement, design, and planning processes related to Indigenous and intercultural placekeeping initiatives, as well as the re-imagining of public spaces.

## Volunteerism

Volunteerism is purposeful engagement in helping the fulfillment of activities without expectation of monetary compensation<sup>xxviii</sup>. In 2018, there was a large study done to gain insight into volunteering in Canada. As a result of the study, it was found that almost all Canadians (79%) over the age of 15 took part in some form of volunteering, amounting to 2.5 billion hours annually and \$55 billion in economic value<sup>xxix</sup>. In this study, there are several reasons why residents take part in volunteer opportunities, the main reason being contributing to their community (93%), using skills and experiences (78%) and being personally affected by the organization’s cause (59%)<sup>xxx</sup>. Volunteers are essential to the operation and prosperity of communities, as Community Organizations and Municipalities rely on dedicated volunteers. It is important to lift up volunteers and foster their sense of belonging and recognize their value to services to the community<sup>xxiv</sup>.

According to the 2025 Living in Red Deer Survey, volunteering patterns among residents are as follows:

- 5% volunteer daily
- 13% once or twice per week
- 17% a few times a month
- 40% a few times a year
- 19% never
- 7% prefer not to answer



## Aging Infrastructure

Managing aging infrastructure is of key concern for Canadian municipalities, including community services and amenities that are vital to the delivery of important community programming. Many municipalities are facing difficult realities related to sustaining current service levels for their residents. The Canadian Infrastructure Report Card (CIRC) assesses the condition of municipally owned infrastructure; the Report Card (a nationally conducted study) was first released in 2016. A follow-up report was completed in 2019. The Report Card assessed several infrastructure categories, including an analysis of the state of roads, bridges and tunnels, culture and recreation facilities, potable water, wastewater and storm water, public transit, and solid waste infrastructure in Canada<sup>xxxi</sup>.

It was found that almost 40% of Canada's core public infrastructure was in fair to very poor condition and are ageing, underperforming, or at risk of failure. The infrastructure in Canada will require significant attention in the coming decades to ensure that communities are able to maintain a high quality of life. Asset management practices are improving; however, there is a lack of consistency across municipalities. Small entities often lack the resources to implement robust systems. It is important to note that funding gaps are a large barrier to maintaining and upgrading municipal infrastructure. As Canadian municipalities face infrastructure challenges and upgrades, it is important that climate resilience and sustainability are integrated into infrastructure planning to mitigate the impact of extreme weather events such as flooding. The Report Card demonstrates that Canada's municipal infrastructure is at risk of rapid deterioration unless there is an immediate investment.

### Digital Transformation

Digital transformation is significantly reshaping how municipalities deliver community services, enhancing efficiency, accessibility, citizen engagement, and the overall customer experience. By integrating technologies such as cloud computing, artificial intelligence (AI), data analytics, and mobile platforms, local governments are modernizing operations across parks and recreation, transit, utilities, culture, and social services<sup>xxxii</sup>. Digital tools enable online program registration, virtual offerings, and AI-assisted planning for inclusive and accessible spaces, making services easier to navigate and more responsive to resident needs. For example, transit systems benefit from real-time tracking apps, contactless payment systems, and AI-powered route optimization, improving reliability and creating a smoother, more intuitive user experience. Utilities are undergoing a shift toward smart infrastructure, with digital meters, predictive maintenance, and automated reporting helping cities manage water, energy, and waste more sustainably, while improving service responsiveness for customers. In cultural services, digital platforms support virtual exhibits, online ticketing, and community engagement through social media and interactive storytelling, broadening access and enriching the visitor experience.

Across Canada, municipalities are streamlining permitting, automating service requests, and enhancing citizen interaction through mobile apps and online portals. These innovations not only improve operational efficiency but also foster transparency, inclusivity, and a more personalized customer experience. However, challenges remain, including cybersecurity, digital equity, and workforce readiness. Addressing these will be key to sustaining progress, supporting continued modernization and innovation, and ensuring all residents benefit from digital transformation, which in turn will enhance the overall customer experience for residents<sup>xxxiii</sup>.

## Artificial Intelligence

Artificial Intelligence (AI) is reshaping how municipalities deliver services to the community, with the aim of creating efficiency, responsiveness, and citizen engagement across departments like parks and recreation, transit, utilities, culture, and emergency response. AI supports automated content creation for program descriptions, customer service, public safety and environmental monitoring, analyzes community feedback, and optimizes maintenance schedules using predictive analytics. It also enhances accessibility by identifying areas needing inclusive design and monitors facilities for safety and usage<sup>xxxiv</sup>.

Public transit systems benefit from AI through route optimization, real-time traffic management, and predictive maintenance of vehicles and infrastructure. AI also powers Mobility-as-a-Service platforms, integrating transit with bike-share and ride-hailing, and supports planning for autonomous and electric vehicles. In utilities, AI enables smart grid management, predictive monitoring of water and wastewater systems, and infrastructure planning for energy conservation. It helps municipalities address aging infrastructure and cybersecurity threats while improving operational resilience<sup>xxxv</sup>.

Generally, AI can be leveraged to predict service demand, streamline service delivery, and automate processes. It can be used to analyze demographic data to tailor services and support digital transformation through citizen-facing platforms. Across all sectors, AI improves decision-making, reduces administrative burdens, and can even foster transparency when used appropriately.





The key considerations in Section 5.2 highlight the external forces and emerging trends that will shape how Red Deer will plan, deliver, and sustain services to the community over the coming decades. Together, they underscore that the City is operating in a rapidly changing environment, demographically, economically, technologically, and climatically, and that service delivery models must evolve accordingly.

- An aging and diversifying population. Combined with rising affordability pressures requires inclusion, accessible and culturally responsive services to the community.
- Climate impacts and aging infrastructure will continue to challenge the operations in The City; resilience and sustainability should be integrated into planning and investment decisions.
- Services to the community can positively support residents in an age of declining physical activity and increase mental health needs as a critical contributor to public health and social connection through programs and services.
- Digital transformation and emerging tools will reshape expectations for service access, requiring modernization and strong data governance.



A



# Appendices



# Appendix A PRIZM Profiles

24

## ALL-TERRAIN FAMILIES

Younger and middle-aged suburban families



**S3** UPPER-MIDDLE SUBURBIA  
**Y3** YOUNG FAMILIES

**Population:**  
427,334  
(1.12% of Canada)

**Households:**  
146,713  
0.98% of Canada)

**Average Household Income**  
\$137,843

**Average Household Net Worth:**  
\$394,068

**House Tenure:**  
Own

**Education:**  
College/Trade School/  
High School

**Occupation:**  
Blue Collar/Service  
Sector

**Cultural Diversity Index:**  
Low

**Sample Social Value:**  
*Flexible Families*

### Who They Are

The lure of good jobs in the mining, oil and gas industries fueled the rise of All-Terrain Families, an upper-middle class suburban lifestyle found mostly in Alberta's large and midsize cities like Airdrie, Grand Prairie, Edmonton and Calgary. These younger and middle-aged households are among the nation's most mobile, with 60 percent having moved in the last five years. Nearly two-thirds of the maintainers are under 45 years old, and most of the children in these households are between the ages of 5 and 24. Originally attracted to Alberta's oil boom during the early 2000s, residents have turned moderate educations into well-paying blue- and grey-collar jobs and upper-middle incomes. With three-quarters of the housing built since 2006, residents own a mix of single-detached, semi-detached and row houses valued around \$400,000. In their free time, these family households have high rates for participating in team sports like hockey, baseball and curling. Their idea of weekend entertainment is going to a sports bar, rock concert or food and wine show. Given their high-energy approach to life, it's not surprising they value a healthy diet and regular exercise (*Effort Toward Health*).

The suburban families of All-Terrain Families have created a child-centred lifestyle. They enroll their kids in lots of sports programs, typically shuttling them around in intermediate SUVs and large trucks. On weekends, they head to kid-friendly destinations like amusement parks, zoos and aquariums, making regular stops at burger joints and coffee shops. Parents in this cohort are looking forward to having their children back in school post-COVID, as it's a daily challenge to carve out me-time to do crafts, take a yoga class or enjoy a dinner date at a favourite steakhouse. Living close to rugged country, these households often own campers, boats and fishing and hunting equipment. As a result they have little interest in most media, too busy to read a newspaper or magazine other than *The Hockey News* or *Live Better* and mostly limiting their TV viewing to sports, reality shows and DIY programs. However, their mobile phones keep them connected to the digital world, where they often access news sites, personal banking applications, search maps and shop for essentials. On the road, these families pay attention to billboard ads.

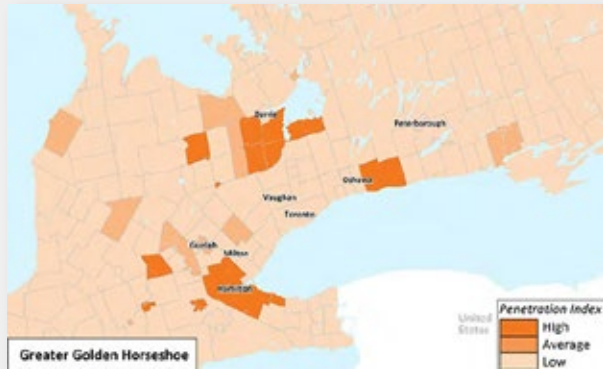
### How They Think

Members of All-Terrain Families are hard-working Canadians who believe people get what they deserve, for good or bad, based on the choices they make (*Just Deserts*). They highly value the idea of taking greater risks in life to get what they like (*Penchant for Risk*), and with many of their jobs in primary industries, they accept today's environmental problems as necessary for job creation and economic advancement (*Ecological Fatalism*). Financially secure and hopeful about the future, they use reason rather than emotion when making decisions (*Financial Security, Personal Optimism, Emotional Control*), but they also believe people need to take risks to succeed (*Penchant for Risk*). Occasionally, isolation and economic downturns lead this group to feelings of alienation as they strive to obtain the 'Canadian Dream', and the overwhelming stresses of their busy lives cause many to feel the *Need for Escape*. Status-conscious, they seek to gain the respect of others through their image and dress (*Concern for Appearance*). Indeed, they describe themselves as enthusiastic consumers who enjoy the thrill of the purchase (*Joy of Consumption*) and don't spend time researching products beforehand (*Buying on Impulse*).

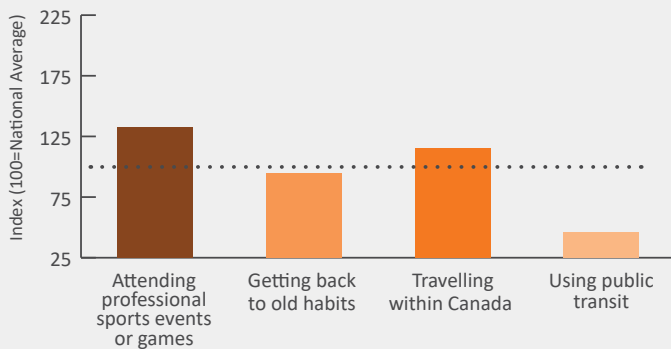


24. ALL-TERRAIN FAMILIES

Where They Live



Post-Pandemic, Looking Forward To:



How They Live



LEISURE

power boating  
hockey  
dancing/nightclubs  
travel by RV/camper



SHOPPING

Walmart  
Sport Chek  
big-box/warehouse stores  
gas station rewards programs



TRADITIONAL MEDIA

TV reality shows  
TSN  
modern rock radio  
Outdoor Canada



INTERNET

home improvement/décor sites  
download music/MP3 files online  
subscription-based  
video streaming  
purchase toys/games online



FOOD/DRINK

frozen peas, corn, cut green beans  
sports energy drinks  
burger restaurants  
taco restaurants



FINANCIAL

stocks/bonds  
mobile banking  
term life insurance  
overdraft protection



AUTOMOTIVE

large pickup trucks  
compact SUVs  
domestic vehicles  
2010-2016 model years



SOCIAL

Twitter  
Snapchat  
LinkedIn  
social media on mobile phone



MOBILE

access news on mobile phone  
play games on mobile phone  
listen to radio on tablet  
sports apps



HEALTH

are physically active

ATTITUDES

"Violence is a part of life. It's no big deal"

"To preserve jobs in this country, we must accept higher degrees of pollution in the future"

"How my personal information is used by companies and the government is not very important to me"

"I prefer people who pursue their own happiness above all else"



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## JUST GETTING BY

Younger, low-income city singles and families



**U5** YOUNGER URBAN MIX

**Y2** YOUNGER SINGLES & COUPLES

**Population:**

708,515  
(1.86% of Canada)

**Households:**

360,871  
(2.40% of Canada)

**Average Household Income**

\$47,731

**Average Household Net Worth:**

\$107,187

**House Tenure:**

Rent

**Education:**

Grade 9/High School/  
College

**Occupation:**

Service Sector/  
Blue Collar

**Cultural Diversity Index:**

Low

**Sample Social Value:**

Financial Concern  
Regarding the Future

### Who They Are

The most economically challenged of all segments, Just Getting By is home to younger, low-income singles and single-parent families located in large cities like London, St. Catharines, Windsor and Halifax. In their dense neighbourhoods, nearly 45 percent of maintainers are under 45 years old. More than half are single, divorced or separated, and over a third are lone-parent families, typically with younger children. Residents tend to be third-plus-generation Canadians with low education levels and low-level jobs in sales, the services, trades and manufacturing. Most households can only afford to rent units in older low-rise apartment buildings or own inexpensive single-detached houses. But being young and mobile has its advantages: more than half moved in the past five years with the hope of climbing the socioeconomic ladder. Surveys show a desire to improve their prospects in the popularity of online courses and management training programs. Without deep pockets, they engage in low-cost activities like going to parks, city gardens and auto shows. In this segment, budget-conscious residents score high for the value *Importance of Price*.

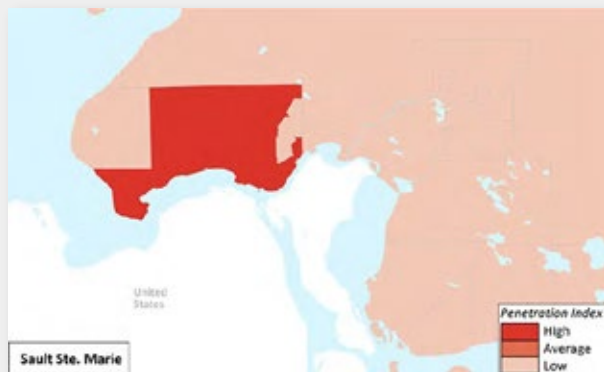
The young singles and families in Just Getting By pursue a youthful lifestyle on a budget. Their wide-ranging leisure activities include billiards and bowling, motorcycling and going to nightclubs. Nearly everyone in this segment shops at discount grocery, clothing and department stores; Walmart is a particular favourite. While dinner at a fancy restaurant may be a stretch, residents frequently patronize popular chains like Taco Bell, Burger King and Swiss Chalet. For a little excitement, they'll go to a casino, video arcade or horse race. At home, these on-the-go young people make a relatively light media audience. Their highest-rated TV shows include teen dramas, music videos and extreme sports, and their radios are tuned to stations that play dance, hip hop and classic rock music. While they rarely pick up a daily newspaper, they enjoy reading entertainment and celebrity magazines. Having cut their landlines years ago, they're increasingly turning to their mobile phones as their preferred media device. Overall they're still a mixed new media market, going online for selective activities, such as playing games, shopping and dating. Since the beginning of the COVID-19 pandemic, this segment has increased their consumption of digital magazines and newspapers.

### How They Think

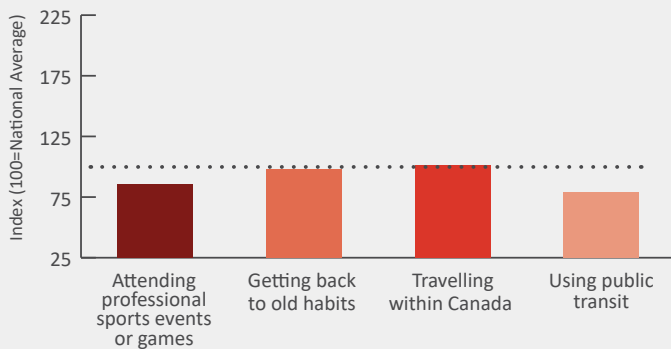
In their downscale neighbourhoods, the members of Just Getting By are accepting of *Multiculturalism* and diversity of the family (*Racial Fusion, Flexible Families*). Rather than being guided by reason and logic, they often make decisions based on feelings and emotions, and many are willing to take risks in order to get what they want in life (*Penchant for Risk*). They believe that getting involved in the political process is necessary to correct social inequalities and are interested in doing so (*Social Learning*). Not surprisingly, they have significant *Financial Concern Regarding the Future*, but they also feel threatened by life's uncertainties, intimidated by technological change and sense that they're at the mercy of forces beyond their control (*Technological Anxiety, Fatalism*). As a result, some express a *Need for Escape* from their routine and the confines of society's traditional moral code (*Rejection of Orderliness*). In the marketplace, Just Getting By consumers choose practicality over status in their purchase decisions and believe small businesses are more committed to ethical practices than large companies (*Utilitarian Consumerism, Confidence in Small Business*).



67. JUST GETTING BY  
Where They Live



Post-Pandemic, Looking Forward To:



How They Live



LEISURE

billiards  
nightclubs/bars  
craft shows  
parks/city gardens



TRADITIONAL MEDIA

TV teen dramas  
TV mixed martial arts  
classic rock radio  
entertainment/celebrity magazines



FOOD/DRINK

processed cheese  
value-priced domestic beer  
grocery store take-out  
buffet restaurants



AUTOMOTIVE

domestic intermediate cars  
one car  
under \$15,000 spent on vehicle  
2000-2009 model years



MOBILE

video apps  
play games on mobile phone  
research products and services on mobile  
discount coupons on tablet



SHOPPING

discount grocery stores  
craft supply stores  
Shoppers Drug Mart  
second-hand stores



INTERNET

beauty/fashion sites  
music streaming on computer  
online dating  
Amazon Prime Video



FINANCIAL

mobile e-payment for purchases  
changed financial institution in last year  
less than \$10,000 in investments/savings  
use tax preparation services



SOCIAL

Twitter  
YouTube  
Snapchat  
dating apps



HEALTH

take back pain relievers  
6+ times/month



ATTITUDES

*"No matter what I do, I have a lot of trouble changing the course of events that affect me"*

*"I have enough trouble taking care of myself without worrying about the needs of the poor"*

*"New technologies are causing more problems than they are solving"*

*"Young people should be taught to question authority"*

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**STRESSED IN SUBURBIA**

Middle-income, younger and middle-aged suburban families



**S5** MIDDLE-CLASS SUBURBIA

**F3** MIDDLE-AGE FAMILIES

**Population:**  
697,726  
(1.83% of Canada)

**Households:**  
254,633  
(1.69% of Canada)

**Average Household Income**  
\$105,873

**Average Household Net Worth:**  
\$319,195

**House Tenure:**  
Own

**Education:**  
College/High School

**Occupation:**  
Service Sector/  
Blue Collar

**Cultural Diversity Index:**  
Low

**Sample Social Value:**  
*Racial Fusion*

**Who They Are**

Located in the older suburban neighbourhoods of mostly midsize cities, Stressed in Suburbia offers a portrait of busy, working families in the burbs. Nearly 80 percent of households own their homes, a mix of singles, semis and row houses typically built between 1960 and 2000. An above-average two-thirds are third-plus-generation Canadians. But their streets are hardly homogenous: Households may contain couples, families with children and lone-parent families; maintainers range in age from 25 to 54; and children include toddlers and teenagers. Despite moderate educations that rarely go beyond college, many households enjoy solid midscale incomes thanks to the presence of two wage-earners. Most segment members hold blue-collar or service sector jobs. Given the variety of households in Stressed in Suburbia, top-scoring leisure pursuits range from outdoor sports like cross-country skiing and golf to cultural activities like attending country music concerts and dinner theatres. With their tendency for *Introspection & Empathy*, they seek to understand others in a non-judgmental way, and they score high for donating to cultural, environmental and international organizations.

The midscale incomes of Stressed in Suburbia residents afford them casual suburban lifestyles. This is no place for imported luxury cars, white tablecloth restaurants or European vacations. These middle-brow households are more likely to drive domestic pickups, eat at buffets and drive-throughs, and vacation in the Canadian Rockies, preferably using their camper and are looking forward to these kinds of trips once COVID-19 restrictions lift. Mindful of saving money, they stretch their budget by doing their own home improvements and landscaping. And they're unapologetic about their older homes and the usual clutter engulfing active families: multiple dogs, musical instruments, video game consoles and that ultimate gadget, a wearable smart device. Stressed in Suburbia residents look to media for information and entertainment. They're solid fans of TV sitcoms, DIY shows and sports programs typically geared for young males: martial arts, pro wrestling and poker. Their radios play any kind of music as long as it's rock—classic, mainstream or modern. Many families are too busy to sit down and read a newspaper or magazine. But they will go online to play games, clip coupons or browse social media sites like Facebook, Instagram, Snapchat and Twitter.

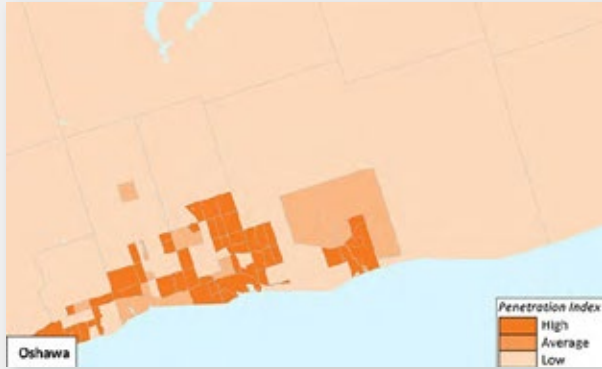
**How They Think**

Stressed in Suburbia residents are all about not playing by the rules (*Rejection of Authority*). When it comes to family, they believe in unconventional family structures and diversity in relationships (*Flexible Families, Racial Fusion*). They are proud Canadians for whom Canada represents the land of opportunity where anyone can achieve success, if they only try hard enough (*National Pride, American Dream*). In trying to achieve their goals, they feel pressure to juggle the demands of work and home, and many express a desire to take a break from their daily responsibilities (*Time Stress, Need for Escape*). One way they do this is by seeking an emotional high, which they may achieve by undertaking dangerous activities (*Penchant for Risks*). And though they strive to organize and control the direction of their lives, they are generally optimistic about their futures (*Personal Control, Personal Optimism*). As consumers, they tend to be thoughtful about the ethical and environmental impact of their product choices (*Ethical Consumerism, Ecological Lifestyle*). They make decisions based on emotions rather than rational thought, and change their opinions easily (*Intuition & Impulse*).

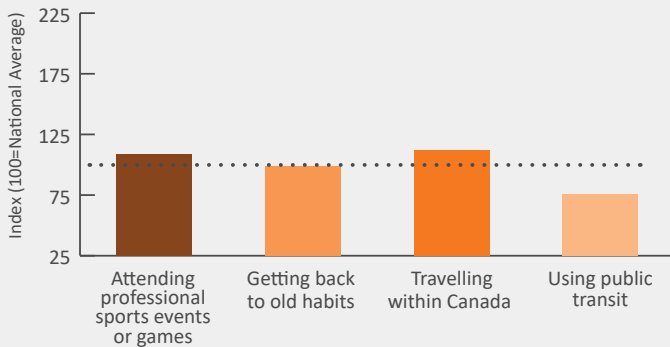


38. STRESSED IN SUBURBIA

Where They Live



Post-Pandemic, Looking Forward To:



How They Live



LEISURE

local arenas/rec centres  
crafts  
country music concerts  
pets



TRADITIONAL MEDIA

DIY  
Nat Geo Wild  
album rock/classic rock radio  
*Today's Parent*



FOOD/DRINK

canned fish/seafood  
cheese crackers  
flavoured coffee  
fast casual restaurants



AUTOMOTIVE

domestic brands  
pickup trucks  
SUVs  
vehicles bought used



MOBILE

e-book readers  
recipe apps  
shop online on mobile phone  
discount coupons on mobile phone



SHOPPING

Joe Fresh  
Old Navy  
Sport Check  
single-serve coffeemakers



INTERNET

auction sites  
stream music on computer  
purchase groceries online  
purchase tickets to sporting events online



FINANCIAL

mortgages  
personal overdraft protection  
online trading RESPs  
term life insurance



SOCIAL

Snapchat  
Pinterest  
Twitter  
read news feed daily on Facebook



HEALTH

use gel caps for headache pain relief



ATTITUDES

*"It is important to me that people admire the things I own"*

*"It is important to me to regularly get away from all responsibilities and burdens"*

*"Generally speaking, I feel that I don't really have any goals in life"*

*"I would never buy products from a company if I knew that they tested their products on animals"*

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# Appendix B Municipal Policies and Planning Documents

Document	Description	Relevance
<p>City of Red Deer Organizational Chart (2026)</p>	<p>Services to the community in Red Deer are captured under the Operations. There are two general managers, one of which is also the Chief of Emergency Services. The following areas fall under the general managers for Operations:</p> <ul style="list-style-type: none"> <li>• Municipal Policing</li> <li>• Emergency Services</li> <li>• Inspections and Licensing</li> <li>• Engineering</li> <li>• Growth and City Planning</li> <li>• Land and economic development</li> <li>• Parks and public works</li> <li>• Safe and Healthy communities</li> <li>• Transit and Fleet</li> <li>• Utilities</li> </ul>	<p>This document can be used to understand the structure and roles in The City for services to the community.</p>
<p>Financial Road Map: Transformation, Strategic Focus, and Future-Ready (2025)</p>	<p>The Financial Roadmap provides the City of Red Deer with a long-term strategy to strengthen financial sustainability, improve decision-making, and modernize financial management practices. It outlines key risks, opportunities, and actions needed to support responsible, transparent fiscal planning over the next 20 years.</p>	<p>The Road Map outlines a desired future state for financials in The City. The Report outlines a current state analysis and opportunities for the future, highlighting the focus areas of: policies and procedures, organizational structure and resources, financial reporting, and financial systems. The Report also includes an implementation plan, long-term financial model and financial scorecard.</p>

Document	Description	Relevance
Allocation of Budget (2025)	breaks down the 2025 allocation of the budget in graph.	Of the municipal portion of the budget 12% was recreation and community, 10% roads and maintenance, 10% Parks, 9% transit and fleet.
Allocation of Budget, excerpt from 2025 budget (2025)	Breaks down the budget graph in further detail.	\$25 a month goes towards recreation, \$22 a month for road infrastructure, \$22 a month for parks, \$20 a month for transit
City Organizational Chart (2025)	Outlines all of the departments in the City.	This document can be used to understand the structure and roles within the City.
Budget 2025	This is a website set up to educate residents on how the budget process works as well as provide residents an opportunity to provide input on the City's Budget.	The website has a budget overview, property tax increase scenarios based on assessed values and tax revenue, an opportunity for anonymous comments and a survey for the 2025 budget (closed now).
Budget 2025 What We heard report	The City of Red Deer embarked on a renewed approach to budget communications and public participation, shifting from a traditional once-per-year engagement toward a continuous, year-round strategy. This proactive approach sought to improve transparency, encourage earlier and broader community input, and ultimately build trust in the budget process through sustained communication and engagement efforts. This highlights a shift toward ongoing communications and engagement, outlines a communication strategy, enhanced public participation.	<p>Key Themes: Reduce services and focus on core functions. Staffing, efficiency and cost optimization. Adjust user fees and revenue generation.</p> <p>Feedback from Business Focus Group: Alternative ways of doing business. Reducing Services. Fees.</p>

Document	Description	Relevance
<p>List of Master Plan in scope community services departments and functions March/2025 – The Bridge</p>	<p>This document outlines the scope of community services departments and functions.</p>	<p>The functions and community services in scope are as follows:</p> <ul style="list-style-type: none"> <li>• Safe &amp; healthy communities</li> <li>• Municipal Policing</li> <li>• Parks and Public works</li> <li>• Inspections and licensing</li> <li>• transit and fleet</li> <li>• emergency services</li> <li>• utilities</li> <li>• planning services</li> <li>• economic development</li> </ul>
<p>Town Hall - 2025 City Manager Objectives</p>	<p>Outlines the City Managers Objectives for 2025. Council's Priorities are outlined and then each objective highlights council alignment, key focus areas and objective leads.</p>	<p>Councils 2025 Priorities: 1. Financial stewardship, 2. Economic development, 3. Community safety and wellbeing, 4. Community Acumen.</p> <p>2025 Objectives: 1. Strengthen the City's financial sustainability, 2. Advance community well-being, 3. Elevate red deer's economic identity, 4. Foster an "Our City, One Voice" community acumen.</p>
<p>User Fee Guide (2025)</p>	<p>User fee guide for parks, recreation and culture services in the City of Red Deer. This guide can be applied to the safe and healthy communities department (recreation and community development) and the Parks and Public works department. Section one of the document outlines user fees values, principles and markets served, section two covers admissions and cards, section three outlines the rental fees. The last section of the guide outlines the community services user fee review and adjustment annual work flow process.</p>	<p>The following element are key balances in establishing the user fees: facilitation of community needs community health and wellness, accessibility and affordability, safety, balance and sustainability. The guide outlines rental fee categories, definitions and practices. The categories for fees include: arenas/ovals, dry space, meeting/activity room, pools, community sport fields &amp; diamonds, great chief park, outdoor amenities, woody's athletic park, rental extra fees. Cemetery Services are also included in the fee guide.</p>

Document	Description	Relevance
<p>2024-2026 Community Consultations What we Heard Report-Policing</p>	<p>The Red Deer City and RCMP worked together to engage the public and gather feedback on sense of safety and experiences with the RCMP. An online survey and community focus groups were used to gather information.</p>	<p>Key themes include: concerns about the unhoused population and people living with addiction, negative impacts of rising crime rates and theft on residents personal wellbeing, overall frustrations with the justice system.</p> <p>Respondents emphasized the need to address the concerns and issues of vulnerable populations, increase resources and support for policing, and enhance traffic safety.</p> <p>Common complaints and satisfaction comments were highlighted. Key public recommendations included: d increasing police patrols, enhancing community engagement, improving public communication and education, justice system reforms and ensuring a responsive police force.</p>
<p>CSV Master Plan Input ELT (2024)</p>	<p>3 responses for the community service master plan input from staff members.</p> <p>The 4 questions asked are In your opinion, what will a good master plan accomplish?, What is something that's important for you to see in a master plan?, Administration believes the master plan will produce information such as guiding principles for community services and infrastructures priority plans for community services. What is something you see as critical to the process of developing this kind go plan?, What will the benefits of a good master plan be for our organization? For our community?</p>	<p>These responses will allow for insight into the thoughts and opinions of employees who filled out the survey.</p>

Document	Description	Relevance
<p>CSV Master Plan Input (2024)</p>	<p>1 responses for the community service master plan input from staff members.</p> <p>The 4 questions asked are In your opinion, what will a good master plan accomplish?, What is something that's important for you to see in a master plan?, Administration believes the master plan will produce information such as guiding principles for community services and infrastructures priority plans for community services. What is something you see as critical to the process of developing this kind go plan?, What will the benefits of a good master plan be for our organization? For our community?</p>	<p>These responses will allow for insight into the thoughts and opinions of employees who filled out the survey.</p>
<p>Red Deer's Vision for 2050 (2024)</p>	<p>The vision serves as the collective voice of Red Deerians, shaping the trajectory of our city towards the year 2050 and beyond. It serves as a testament to the vibrant tapestry of ideas, aspirations, and concerns woven together through community engagement.</p>	<p>Our guiding stars: connected, diverse, vibrant. Vision statement: grounded in connection growing in diversity, vibrant and visionary. A common vision creates opportunity for communities to: guide and direct, engage communities, attract investment and talent, be resilient and adaptable, realize high quality of life. Desired statements are under the 5 following categories: People, culture, places, prosperity and environment.</p>

Document	Description	Relevance
City of Red Deer Citizen Satisfaction Survey 2024	Conducted to gain residents insights to inform decision-making to serve the community. Research aimed to understand residents' opinions and perceptions on: top issues in the community, quality of life, level and quality of City services, City infrastructure maintenance, City communication and engagement with residents.	For satisfaction: recreational services received rates at 49%. Infrastructure maintenance parks and trails (67%) and indoor recreational facilities (65%). Majority believe they receive good value for their tax dollars (71%). Highest reason for life quality improvement was community events/activities (15%). Notable Values statement: 43% not regularly involved in neighbourhood and local community events. 48% agree they are proud to be a resident, 45% agree they have a sense of belonging. 46% have participated in an event/cultural activity downtown. 34% overall satisfaction with City Services. City run events were names at the highest satisfaction drivers at 40%.
Land Use Bylaw NO. 3357/2024	The purpose of this bylaw is to divide the City into Zones. Prescribes and regulates for each zone, the purpose for which the land and buildings may be used, permitted uses and discretionary used. Roles of development authorities, methods of decision making and procedures for notifying affected parties of a development permit or bylaw amendment	3.230 - 3.310 related to Parking 5.300 Recreation Sponsor Sign Regulations 9.30 is for parks and recreation.
Downtown Parking Experience (2024)	A public participation program occurred related to the downtown parking experience. We wanted to learn from the community on what their experience is like, and how we can make improvements.	Top themes included: Majority of Hot Spot app users say it is easy to use. Majority of community survey respondents said the new parking system was not easy to use. Downtown business and seniors both suggest more pay stations to improve the parking experience.

Document	Description	Relevance
2024 Community Services Revenues and Expenditures	This excel sheet breaks down the revenues and expenses for community services as a whole and then broken down into the individual departments of Parks and public works, safe and healthy community department, transit and feet and utilities department.	
Grant Programs & Recipients - Muni Tax Supported Funding	The Municipal Tax Supported funding folder contains 8 spread sheets outlining the following: CDV Policy Grant (Environmental), CDV Policy Grant (Sport and Rec), Community culture development, CREG 2022-2024 Payment Tracking, CREG Payment tracking 2024, Downtown activation grant (4 seasons), Downtown activation grant (vacant spaces), Public Art Grant Program	Each spread sheet details the funding details associated with each grant.
Grant Programs & Recipients - Family and Community Support Services (FCSS) Funding	The FCSS funding tracking folder contains 4 spread sheets outlining the following: Agency Capacity Building grant, Cost Share 2024, Emergent Issues Tracking, Spark Grant Tracking.	Each spread sheet details the funding details associated with each grant.
Environmental Master Plan at a glance 2024	This document is a progress update for the Environmental Master Plan.	The Plan highlights their current achievements, reiterate the 6 focus areas (water, waste, energy, ecology, community design and air), and a chart outlining the status of the metrics outlined in the plan and whether they are achieved, partially achieved or not achieved.

Document	Description	Relevance
<p>Red Deer Climate Adaptation Strategy (2024)</p>	<p>The Red Deer Climate Adaptation Strategy is a comprehensive collaborative cross-departmental plan for corporate climate resilience at the City of Red Deer to prepare for and respond to the effects of climate change. The purpose of the plan is to increase community resilience and reduce climate-related risks by identifying vulnerabilities and implementing adaptation actions.</p>	<p>The Plan highlights key climate challenges such as warmer temperatures, extreme weather events, drier summer and changes in snowfall and snowmelt timing to name a few. The goals of the strategy are to understand climate impacts, assess vulnerabilities in Red Deer, engage stakeholders develop adaption actions, and implement and monitor the actions outlined in the plan.</p> <p>The plan highlights the importance of investing in climate adaptation and breaks down the cost of inaction.</p> <p>The Plan presents a vision for climate resilience in Red Deer along with 20 key actions which are categorized under the following themes: bylaw and governance, city administration, city operations and projects, climate resilient and natural landscapes, disaster resilience and emergency preparedness, enhanced stormwater management, and sustainable buildings and assets.</p> <p>Section 6 of the plan directly connects climate change to the goals outlined in the environmental master plan. Followed by implementation considerations.</p>

Document	Description	Relevance
Sustainable building Strategy (2024)	This strategy provides a framework for sustainable building practices, addressing energy, water, waste, and greenhouse gas (GHG) reduction across City facilities. It provides guidance for the plan, design, construction, renovation, and management of City-owned facilities to achieve environmental targets set in the Environmental Master Plan (EMP).	The plan takes key inputs (stakeholder feedback, policy and gap analysis and sustainability standards) into account to craft the subsequent recommendations. The recommendations include immediate actions (year 1): establish metrics for key building performance targets, and develop owner's project requirements. Intermediate actions (year 2): procure a dedicated resources to support portfolio, and provide training and role clarity for individuals across the building lifecycle. Project-initiated recommendations: Provide operations and maintenance training and documentation to building operators, prioritize sustainability investment based on data (feasibility studies or case studies), and conduct regular project and portfolio check-in's. Following the recommendations is an implementation strategy.
2023 Recreation Satisfaction Survey Results	At the end of 2023 we conducted the second iteration of the Recreation Customer Satisfaction Survey. There were a total of 2184 responses collected online through the Intelli system and onsite at facilities throughout the city. Findings are provided at the pooled level for the purposes of general planning, and at the facility level for the purposes of prioritizing and action planning.	Overall, customer service and facility ratings are up. 2023 saw improvements in average customer service ratings and facility satisfaction ratings, where comparisons over time were possible. Specific breakdowns are in site sections of the report.  Smaller response facilities included Servus, Kinsmen, GCP/Setter, community fields, and Intermediate School. These sites should use feedback for information only and not for benchmarking. Responses were too low to allow comparison over time.

Document	Description	Relevance
Public Participation and Engagement (2023)	This document outlines the City's approach to Public Participation and corporate engagement. The public participation supports decision-making processes related to City policies, projects and services.	City employees must adhere to the IAP2 Core Values. City employees who lead public participation programs, processes and activities must be in collaboration with the community and public relations department and have a minimum of level 2 from IAP2 and be aware of all engagement activities.
Strategic Plan 2023 - 2026 (2023)	The City's Strategic Plan guides us along a path and provides focus and purpose to all that we do. It is our most important plan as it shapes our organization, the municipal programs and services we provide to the citizens of Red Deer.	Vision Statement: Innovative thinking, strategic results, vibrant community. Strategic plan principles: respect, new ways of doing, future-focused, citizen-centric service, financial sustainability. Strategic focus areas: thriving city, community health and wellbeing, engaged and connected City. The focus areas are supported by a WHY statement and associated outcomes. The document has an indicator summary, the indicators will be reported on regularly and shared publicly at <a href="http://reddeer.ca/strategic-plan">reddeer.ca/strategic-plan</a>
Land Use Bylaw Review Project (2023)	The primary intent of the project is to review the fundamentals and regulations of the Land Use Bylaw, endeavouring to increase flexibility and adaptability by reducing regulations where they are not necessary. This will also help to improve the document's usability and reviewing the related processes to improve the customer experience.	<p>Feedback tied to economic development and recreation – pages 16 &amp; 22 of WWHR, page 21 – parks &amp; playgrounds. P. 16 recommendations: expand industrial commercial mixed use zone to accommodate indoor recreation and professional offices. P. 22 Feedback: Need more affordable places for recreation facilities to be built. Downtown should be zoned to attract arts and culture community. P. 21 Feedback: encourage gardens for food production over lawns. we need more trees. Recommendations: only plant species which are considered sustainable landscape materials.</p> <p>Enhanced engagement related to parks and environmental preservation will be included in Phase 2 in 2025 P2 plan.</p>

Document	Description	Relevance
<p>Capstone Area Redevelopment Plan (2023)</p>	<p>This report was first adopted in 2016 and was amended in 2023. the purpose of the Plan is to guide future growth and redevelopment of the Capstone are of Downtown Red Deer. The Plan covers the planning area, history and existing conditions, vision and development concept, policies and key actions.</p>	<p>Relevant Policies and Key actions include:</p> <ul style="list-style-type: none"> <li>• Residential Development and a sense of community</li> <li>• Commercial development, arts, culture, entertainment and recreation</li> <li>• The public Realm</li> <li>• Transportation and parking</li> <li>• utility improvements</li> <li>• sustainable development</li> <li>• land use districts</li> </ul>
<p>Environmental Sustainability (2023)</p>	<p>The purpose of this policy is to demonstrate the City's leadership in environmental sustainability and to communicate the expectations of employees related to environmentally sustainable practices in the workplace.</p>	<p>There are 6 overarching areas of this policy regarding environmental sustainability. 1. The City - impact of infrastructure and practices, operational practices, working within budget constraints but still being environmentally conscious, staff contribution to environmentally sustainable working conditions. 2. Cigarette Butt Disposal, 3. Green Events - Support City events and city support events, informed by the green events guide and planning checklist, specifically waste management and green transportation. 4. High efficiency light bulb standards, 5. Recycled printer paper. 6. Refundable beverage containers. This policy outlines the focus areas and goals for The City of Red Deer regarding environmental sustainability.</p>
<p>Snow and Ice (2023)</p>	<p>The purpose of this policy is to set standards for snow and ice clearing on City Assets in alignment with Council's integrated and accessible transportation policy. The policy is to be review every 3 years.</p>	<p>The policy is outlined to align with the principles of Council's integrated and accessible transportation policy which are: Safe, accessible, well-maintained, accountability. This policy applies to employees and departments working collaboratively to address snow and ice at City Assets.</p>

Document	Description	Relevance
Integrated & Accessible Transportation (2023)	This policy aim to ensure the community has access to an integrated and accessible transportation network.	The guiding principles include safe, accessible, well maintained and accountability.
Customer Service Strategy (2023)	This purpose of this strategy is to improve how the organization delivers services and engages customers.	The customer service strategy framework has a service vision: we provide exceptional experiences to each other and our community, and is made up of 4 goals: embodied, empowered, easy and effective. Each goal has prioritized actions, outcomes and recommendations to guide custom service in the City.
Shape your Red Deer What We Heard Report (2022)	What we heard report from public participation on the strategic plan and Vision 2040. Engagement for the two projects was done in tandem to ensure strategic alignment with each plan for a shared vision moving forward.	<p>Strategic Plan: Parks and Trails/Arts and Culture were listed as things people loved about Red Deer. Of the top themes for a thriving city 1. environment, 3. parks, trails and green spaces, 4. safety and inclusion, 8. sustainable transportation. Top themes for Community Health and Wellbeing, 1. safe and clean, 2. maintain and expand outdoor and indoor infrastructure, 3. Arts and Culture, 4. Accessibility, physically, financially, 5. Vision for arts, culture and safety. Top themes for connected and engaged city. 1. provide meaningful opportunities, 2. transparency, 3. respond, 4. evidence-based decision making, 5. Proactive Communications with the public using multiple channels to reach people.</p> <p>Vision 2040: three themes for Red Deer in 20 years, 1. Access to Nature, 2. Community Events, 3. Downtown. Common themes for Big Ideas 4. Recreation, 5. Environment, 6. Parks, trails and green spaces, 7. Transportation, 8. Culture. Top themes for future decision making: 1 financial sustainability, 2. safety, 3. diversity and inclusion, 4. growth within, 5. coordination with others.</p>

Document	Description	Relevance
Community Consultations (2022) Red Deer RCMP	The Red Deer City and RCMP worked together to engage the public and gather feedback about community safety and public wellbeing to inform policing priorities for the annual policing plan. An online survey and community focus groups were used to gather information.	Public Survey Results included: quality of life, feelings of safety, policing interventions, experience of victims of crime, reasons for not reporting crime, general interactions with RCMP, community concerns, additional comments, demographics and experiences of harassment or discrimination. Community Focus Group Results: Negative impacts to safety and wellbeing, actions to address safety concerns.
Downtown Red Deer Activation Playbook (DAP) (2022)	The DAP aims to position and maintain Downtown red Deer as a vibrant hub at the heart of the City, it highlights the community vision for Downtown and a clear direction on how to make the area more active and a desirable place to visit. This 5 year plan (2022-2026) to guide the community and City in action implementation in an intentional and timely manner.	The vision for the Framework is a that Downtown is the vibrant heart of Red Deer, animated by spaces to gather, connect, entertain and reflect. Developing and maintaining relationships between businesses, community members and organizations and the municipality are essential to success of the Playbook's vision.  The Playbook is comprised of 5 main components: <ul style="list-style-type: none"> <li>• vision and conditions for success</li> <li>• streams of action</li> <li>• strategic moves</li> <li>• additional recommendations</li> <li>• implementation</li> </ul>

Document	Description	Relevance
<p>River Bend Golf and Recreation Area Master Plan (2022)</p>	<p>This long term 20 year plan offers a vision, guiding principles, strategies and recommended action plan for future decisions in Red Deer's River Bend Gold and Rec Area with his a 420 acre park.</p> <p>Key themes are identified, followed by a vision for the future, guiding principles for decision making, goals and recommended actions are all outlined.</p>	<p>Vision: Connecting us to nature, each other, our past, and ourselves.</p> <p>Guiding Principles: Protecting the natural environment, connecting people and nature, supporting accessibility for the general public, educating people about the natural environment, encouraging drop in use, supporting inclusivity, balancing structured and drop-in uses of the site, supporting tourism and encouraging visitation, developing new amenities/ facilities, encouraging structured uses of the site, increasing revenue generation and cost recovery.</p> <p>Recommended actions summarized: 1. Establish distinct zones for planning and decision making purposes, 2. Support ecology and protect wildlife habitat, 3. 4-season activation framework for year round recreation, 4. Feasibility study for parking capacity expansion, 5. Develop trails master plan and snow making feasibility study, 6. Enhance perimeter trail, 7. Enhance year round rec, culture and nature based programming, 8. Business case for redeveloping the concession building, 9. Business case for enhancing boat launch and picnic area, 10. Business case for phased golf course analysis.</p>

Document	Description	Relevance
Annual Policing Plan (2022 - 2024)	Outlines the Annual Policing Plan for Red Deer from 2022 - 2024.	<p>The three priorities in this plan are as follows:</p> <ol style="list-style-type: none"> <li>1. Police Response and Visibility                             <ul style="list-style-type: none"> <li>» enhance response to mental health</li> <li>» provide enhanced community education and communications</li> <li>» increase feelings of safety in the downtown and trail systems</li> <li>» improve road safety</li> </ul> </li> <li>2. Crime Reduction                             <ul style="list-style-type: none"> <li>» reduce all types of property crime</li> <li>» develop crime prevention initiatives</li> <li>» member training and development</li> </ul> </li> <li>3. Engaged community partners                             <ul style="list-style-type: none"> <li>» develop a diversity and inclusion strategy</li> <li>» increase youth diversion</li> <li>» improve relationship with justice partners</li> </ul> </li> </ol>
Red Deer 2021 Census Data by Neighbourhood	Excel Spreadsheet with data from the 2021 census broken down into neighbourhoods	Can be used to inform the population and demographics section

Document	Description	Relevance
<p>Value for Money Review of Culture, Recreation and Parks Services (2021)</p>	<p>In recent years, the City of Red Deer service departments have been restructured, as such the City undertook a value for money evaluation in 2021 of their Parks, Recreation and Culture services to understand the current value delivered by these service areas, as well as opportunities to improve their value to the City and residents.</p>	<p>The review includes a value or money evaluation, the criteria being effectiveness (not been met), economy (partially met), efficiency (partially met), fairness (mostly met) and environment (mostly met). Following the evaluation there are recommendations provided for strategic guidance and decision making, program and service level changes, sustainability of service delivery, operational efficiency, and sustainability of service delivery. Each recommendation is connected to a value for money criteria, outlines ease of implementation, potential benefit and considerations.</p> <p>Recommendation 1 under strategic guidance and decision making is the development of a community services master plan.</p>

Document	Description	Relevance
<p>Major Event Strategy and Destination Development Framework (2021)</p>	<p>This Framework provides a strategic direction to advance Red Deer towards its vision to become recognized as a top major event destination among mid-sized cities in Canada. The framework provides a vision, mission and strategic focus. The Framework calls the establishment of a new consolidated destination development organization, where the three main functions include Tourism Marketing, Major Events and Destination Development. This organization will allow for the integration of major events into the broader destination development and brand alignment. The plan highlights key roles in implementation for the City, the new Destination Development Corporation and local stakeholders. The Action Plan is comprised of 4 major steps: gain support, get organized, build capacity and attract new major events and become a premier host destination.</p>	<p>The roles identified for the City of Red Deer include sitting on the Board of the Destination Development Corporation. Being a key roles in implementation by being an active partner to ensure the strategy is moving along in an effective and cohesive manner. The city will have a high degree of collaboration with stakeholder groups. The City will also have a role in evaluating major event opportunities, providing support for partners and leveraging resources and funds moving forward. This will engage the community services department.</p>

Document	Description	Relevance
<p>Municipal Development Plan (MDP) (2021 amendment)</p>	<p>Originally adopted in 2008, the MDP is a long-term strategic document that guides and directs future growth and development in Red Deer to ensure orderly, economic and beneficial development while balancing the environmental, social and economic needs and desires of the community. It is primarily a policy document that is a framework for the physical development of The City.</p> <p>The MDP pulls guidance from many other strategic documents already in place at The City. The MDP provides a direction and a City-Wide framework to guide more detailed plans and policies.</p> <p>The MDP is a requirement of the Province of Alberta Municipal Government Act (MGA).</p>	<p>The Vision and guiding principles of a Plan draw from and expand on what is outlined in the Vision 2020 document. The plan is then split into different sections with specific goals, objectives and policy actions and recommendations. Relevant to the CSMP are: 6.0 Economic Development and Tourism, 9.0 Environmental and ecological management, 11.0 Greater Downtown, 12.0 Commercial Development, 14.0 Parks, Recreation and Culture, 15.0 Community Services, 16.0 Transportation, 17.0 Utilities. While those are the large sections of the Plan that can be directly connected to community services, there could be other connections found in sections not directly mentioned.</p>

Document	Description	Relevance
<p>Bylaw 3669/2021 - Community Standards Bylaw (2021)</p>	<p>The purpose of this bylaw is to regulate nuisances, public disturbances and neighbourhood livability issues.</p>	<p>The bylaw outlines 6 parts of enforcement that are in scope of the bylaw, 1. Noise - general, industrial/construction, exceptions. 2. Nuisance and property maintenance - nuisance prohibition, unoccupied buildings, accumulation of materials, maintenance of grass, graffiti, construction waste, repair of motor vehicles, charity collection sites, nuisance enforcement. 3. Chronic Nuisance - chronic nuisance, costs imposition, cost recovery, amount of cost recoverable, appeal of designation. 4. Disruptive public behaviours - littering, spitting/urinating, flyers, placards, posters, fighting and loitering, yelling and screaming, bullying, panhandling. 5. Offences and Penalties - Municipal tag, payment in lieu of prosecution, violation ticket, voluntary payment. 6. General - boulevards, powers of the City Manager, servability, repeal. Schedule A outlines a schedule of fines associated with each offence outlined in the bylaw.</p>
<p>Economic Development Strategy Update (2020)</p>	<p>In 2020, the City provided a data update for their economic development strategy.</p>	<p>The purpose of the update was to do a demand, supply and gap analysis. The main focus of data was population projections, residential analysis, industrial analysis, office analysis and a retail analysis.</p>
<p>Red Deer Transit Network Improvements - Implementation (2020)</p>	<p>This document is a summary for the Red Deer Transit Network Improvement Strategy, highlighting network restructuring implementation, covid-19 impacts and public participation.</p>	<p>This document outlines the changes that were made to transit as a result of the covid-19 pandemic coming into affect in the fall of 2020. Based on public feedback following the initial implementation in August, this report highlights the changes that were made to best meet the needs of residents.</p>

Document	Description	Relevance
Red Deer Transit TNI - Appendix A (2020)	This documents outlines the Red Deer transit service standards and performance guidelines.	<p>The City uses the following criteria for measuring transit quality in the City: Quality, Comfort, Connection, and Safety (accessibility).</p> <p>The overarching system design principles include: 1. Quality: be direct and easy to understand, 2. Comfort: offer frequent service that align with long term land use, 3. Connection: link to the larger transportation network, 4 Safety: ensure safety and accessibility, 5. Efficiency and effectiveness: ensure alignment with long term strategy.</p> <p>The document outlines the design standards by service type including service spend and frequency standards, vehicle type and capacity standards, transit infrastructure guidelines and amenity standards, on time performance standards, performance guideline purpose and use, establishing a comprehensive performance framework, and proposed performance measures.</p>
Public Art (2020)	This policy defines what public art is and then provides direction to the City Manager with parameters regarding public art.	The City Manager will not fail to ensure that: A minimum of 1% capital construction cost allocation for public art is included for each project. There is a procurement process. The location and placement of artwork is assessed based on public visibility and impact. Developer, corporate and private contribution are a sponsorship. The policy is applied to new construction over 1 million dollars, and outlines construction that is exempt. The public art commission provides expert and community input for public art in the City and the City Manager will develop a public art reserve.

Document	Description	Relevance
Continuing our Journey: Goals arising from our Protocol Agreement (2020)	The City of Red Deer and the Urban Aboriginal Voices Society (UAVS) have jointly developed a five-year implementation strategy to advance their 2017 Protocol Agreement.	The plan outlines shared goals focused on collaborative governance, cultural integration, reconciliation, and inclusive community engagement. Two recommendations were made to council, approve these goals and restructure the oversight committee into a governance-only body, enabling City Administration to operationalize the strategy while maintaining respectful government-to-government relations.

Document	Description	Relevance
<p>Environmental Master Plan (2019)</p>	<p>This plan is built around a 25 year vision for Red Deer's environmental future that was developed in collaboration with the people of Red Deer.</p> <p>The 6 focus areas of the Plan are Water, Waste, Energy, Ecology, Community Design and Air.</p> <p>The plan also has a framework for action, the four elements of the framework are Act, Report, Assess and Adjust.</p>	<p>The following are relevant to community services:</p> <p>Ecology, goal: to protect and enhance the terrestrial and aquatic health of the natural heritage system. metrics: protected areas, integrated pest management, tree species suitability, tree species diversity.</p> <p>Community Design, goal: to plan and build a well-connected, sustainable community that contributes to a quality of life for residents to live, work, move around and enjoy recreation and cultural pursuits. Metrics: length of bicycle and pedestrian routes, fuel consumption, emissions from transportation, transit ridership, land development footprint, community garden plots.</p> <p>Relevant actions: 10. Develop a Biodiversity Strategy, 11. Implement Initial Management Period Actions of Urban Forest Management Plan, 12. All City-owned trees have been inventoried and classified, 13. Explore Naturescaping options with the development community, 16. Develop a Greener Neighbourhood Strategy, 17. Develop public transit and active transportation programs for the community, 19. Advance Red Deer's Leadership in addressing climate change through comprehensive adaptation and mitigation planning</p>

Document	Description	Relevance
5029-CA Integrated Risk Management Policy (2018)	The purpose of this policy is outline a proactive and systematic corporate approach to managing risks that impact The City's ability to achieve its objectives.	The policy outlines components of integrated risk management, including: responsibilities, consistent communication, cultivating a risk intelligent culture, embedding risk consideration and supporting an equitable, transparent and communicative approach. The document outlines resources guiding risk management in Red Deer, along with the roles and responsibilities for council, the city manager and the leadership team, and employees. Risk is an uncertainty that affects The City. This policy provides a proactive process to make informed decisions to manage and mitigate risk.
City of Red Deer Cultural Facility Needs Assessment (2018)	<p>This needs assessment focused on the City of Red Deer but also considered the surrounding area in its analysis. The study focus on articulating a vision for a cultural facility to meet the needs of Red Deer residents, provide facility recommendations to meet this vision and provide a site criteria to consider for a future location.</p> <p>The Report identifies facility gaps, an overview of public input, a vision for a cultural facility, along with facility recommendations and a site criteria, followed by next steps.</p>	<p>When proposing a new cultural facility the following facility priorities were highlighted: creating a sense of community pride and connection, enabling affordable programming offers, designing space that is accessible to a wide range of citizens. Respondents in the study desired a space for the performing arts. Specific programming desires included space for live performances, space to create/design art, display/exhibition space, diversity of programming, storage space, recreational facilities, public library, and accessibility.</p> <p>The needs assessment outlines a facility and site assessment, as well as a timeline for future steps.</p>

Document	Description	Relevance
<p>Protocol Agreement Between the Red Deer Urban Aboriginal Voices Society and the City of Red Deer (2017)</p>	<p>The document is a Protocol Agreement between the City of Red Deer and the Red Deer Urban Aboriginal Voices Society and provides a framework for ongoing cooperation. The core purpose of the agreement is to formalize a shared commitment to work respectfully, collaboratively, and transparently with Indigenous Peoples in Red Deer.</p>	<p>The agreement represents a shared commitment between The City and the Red Deer Urban Aboriginal Voices Society. There is a recognition of Indigenous rights and history, as Red Deer is part of Treaty No. 6 and No. 7, and is a historic Métis gathering place. The guiding principles of the agreement include: equity, leadership, collaborative action, and participation and diversity.</p>
<p>Multimodal Transportation Plan Moving Red Deer Forward (2017)</p>	<p>This multimodal transportation plan aims to work towards a balanced network that gives residents choice when it comes to how they move in throughout the City. The key features of the plan include:</p> <ul style="list-style-type: none"> <li>• outcomes for each transportation mode (driving, walking, cycling, transit and future rail)</li> <li>• Priority routes for each mode</li> <li>• A new tool to measure and evaluate the walking, cycling and transit experience.</li> </ul>	<p>The 6 benefits of the Plan include: 1. Data-based, methodical approach to measure quality, 2. An overall view of how we move in the City, 3. Consideration for land use in transportation planning, 4. Multimodal direction for operational implementation, 5. Flexibility in speed and degree of implementation, 6. Ensures the community is engaged in decision making at the appropriate time</p> <p>For each mode of transportation the desired outcomes are highlighted, criteria for measuring quality (quality, comfort, connection, safety), followed by a plan for implementation.</p>
<p>Relationships with other entities (2017)</p>	<p>The purpose of this policy is to ensure the City Manager does not enter into or renew agreements or collaborative relationships with other persons or entities that jeopardized the organizations ability to achieve Council stated Purposes.</p>	<p>This policy outlines what the City Manager sale not enter into or renew anu agreement or relationship which is outlined in the policy.</p>

Document	Description	Relevance
Grow (2017)	This policy provides direction to the City Manager when recommending future growth opportunities. It ensures that the City pursues sustainable growth to achieve the community vision and goals through ongoing maintenance and improvement of City infrastructure. Integrated decision making provides a holistic view of City growth factors to support informed city growth planning.	The policy outlines a number of considerations for the City Manager to consider before providing recommendations related to growth including budgeting, financing and funding, land supply, service delivery, prioritizing and sequencing and monitoring and analysis.
Cosmetic Pesticide Use, City Maintained Parks and Public Land (2017)	This policy outlines that the City Manager will not allow the use of pesticides on land owned and/or maintained by The City except where necessary.	The policy lists exceptions for pesticide use, adopt management practices that do not rely on the use of pesticides, policy connects to the goals outlined in the Environmental Master Plan, specific pesticides are not allowed to be used and when sparingly used, must be Health Canada approved.
General Purpose (2017)	This policy is the general purpose statement for the City.	The city of Red Deer is a sustainable, vibrant, thriving community contributing to citizens enjoying a high quality of life wherein acceptable levels of service will be articulated and maintained.
Civic Pride and Ownership (2017)	This policy is the purpose statement for community sense of civic pride and ownership.	The policy states that Citizens have a sense of ownership and belonging by creating an understanding of who live in the community and how they are connected to this place and one another, citizens understand their communities' history and cultural historical resources are preserved, citizens value and respect diversity and enjoy the uniqueness of their neighbours.

Document	Description	Relevance
Wellbeing of the Community (2017)	This policy is the purpose statement for the wellbeing of the community.	The policy states that citizens have opportunities for healthy active lifestyles, creative expression and innovation, public art in municipal infrastructure, housing options for all, reduced inequalities resulting from disparity in income and social states, city spaces and places are welcoming and citizens have access to utilities to provide their basic needs.
Safety (2017)	This policy is a purpose statement for community safety.	The policy outlines what a safe community looks like: 1. people and property are safe from crime, harmful activities and other hazards. 2. Community needs are met through established policing standards, 3. Citizens and organizations comply with/ abide by the community's standards, 4. An environment conducive to citizen awareness of potential hazards and dangers exists.
Sustained & Enhanced Prosperity (2017)	This policy is a purpose statement for how the community experiences a sustained and enhance prosperity.	The conditions outlined in the policy include: 1. Conditions conducive to a diversified, stable, resilient economy, 2. An environment conducive to a vibrant downtown, 3. An environment conducive to being nationally and internationally competitive for talent and investment, 4. Community has access to business friendly services
Sustainable use of resources (2017)	This policy is a purpose statement for the community to use its resources wisely for the needs of current and future generations.	This includes: 1. land use maximizes the potential of the natural environment, 2. resource use minimizes the impact on the natural environment, 3. an environment where citizens/organizations minimize their ecological footprint, 4. neighborhoods can accommodate a variety of future uses that will allow buildings, public spaces, and neighbourhood amenities to be converted, salvaged, or reused

Document	Description	Relevance
Financial Sustainability (2017)	This policy is a purpose statement for how the city operates in a financial sustainable manner, ensuring fiscal health now and in the future.	This statement is supported by acting as good stewards of financial resources, consider all of the options when making a financial decision, being flexible and balanced, citizens are confident in the present and future position of the City and citizen experience and understand the value of services the City provides.
Water Conservation, Efficiency and Productivity Plan (2016 - 2035)	This plan aims to ensure the long-term sustainability of Red Deer's potable water supply by reducing water waste, improving resource efficiency, and addressing growing water demands due to population growth, climate change, and regional water competition. It builds upon existing strategies, replacing the 2007 Water Conservation Strategy and aligning with Alberta's Water for Life Strategy.	The Plan highlights water use trends in Red Deer (Residential, Industrial, Commercial, and Institutional (ICI) users contribute significantly to water demand. Seasonal and outdoor water use during warmer months are particular challenges). Water conservation, efficiency and productivity tools are presented along with a projection of future water demands. The plan outlines targets and initiatives which will have environmental and economic benefits for Red Deer. An implementation plan is presented with funding sources, a schedule and monitoring and evaluation recommendations.

Document	Description	Relevance
<p>City of Red Deer Ice Facilities Plan (2016)</p>	<p>This plan outlines a future direction for indoor and outdoor ice facilities in Red Deer. The Plan assess the current situation, areas of opportunity and enhancement, analyze local and regional demographics and clarifies future needs for ice infrastructure.</p>	<p>The outcomes of the plan include infrastructure planning, partnerships and collaborations, allocations, inventory management, service delivery approach and philosophy, and user group support and communication.</p> <p>The plan provides a vision for ice facilities in Red Deer along with ice facility goals. The strategic directions of the plan are organized for indoor ice facilities and outdoor ice facilities. Indoor ice facility strategic direction includes: inventory management, current infrastructure, future infrastructure, partnerships and collaborations. Outdoor ice facility strategic direction includes: current inventory management, future infrastructure planning, and partnerships and collaborations. There is then an implementation plan presented to fulfill the recommendations outlined in the plan.</p>
<p>City of Red Deer Ice Facilities Plan Research Report (2016)</p>	<p>This research report is a supporting documents for the Red Deer Ice Facilities Plan.</p>	<p>The document outlines the project background and process, background review, trends and leading practices, population and demographics analysis, inventory and mapping, current provision analysis (utilization, operations, facility condition), benchmarking, consultation, and summary of key findings.</p>

Document	Description	Relevance
Facility Use Allocation (2016)	The purpose of this policy is to 1. facilitate and support opportunities for all citizen to participating in activities aimed at increasing the health and wellbeing of residents, 2. provide safe facilities and well-trained staff that enable the direct and indirect provision of a variety of programs and activities for all participants.	<p>The policy statements include identifying facility availability for allocation to community groups and individuals and to allocation the available facility time in a manner that is fair ad equitable, distributes time between youth and adults, ensure wide access of program availability, viability of programs offered by user groups, a balance of regular programming and special events, and maximizes available facility times.</p> <p>The policy is applied to all users of the facilities, and is implemented by the Recreation, parks and culture manager. The policy is linked to a number of other planning documents in the City.</p>
Access for Support Persons (2016)	To allow a patron with a disability, who needs the assistance of a support person, to take part in one of our programs or activities.	The policy outlines the procedure to ensure the support person meets the criteria through a series of action steps, the responsibility of each action is also outlined. The policy also outlines what a disability is, and provides reference to other relevant policy documents. All recreation staff are included in the scope of this policy. The procedure is to be reviewed every three years.
Community Safety Strategy (2016)	Developed by the Community Safety Ad Hoc Committee, the Community Safety Strategic Report is an actionable, strategic planning document that provides both a background on the community and a sound basis for implementing sustainable solutions for community safety in Red Deer.	This strategy presents a safety vision and strategy mission. The main focus areas are education, prevention, intervention and enforcement. There are six strategic directions with recommended actions: 1. Lead the way, 2. Form a collaborative, 3. Personal investment and social connection, 4. Identify and address the root causes, 5. Focus on downtown, 6. Governance and funding.

Document	Description	Relevance
<p>City of Red Deer and Red Deer County Intermunicipal Development Plan (2015)</p>	<p>This Plan is based upon a shared vision of Red Deer County and The City of Red Deer of a future growth framework and reflects the mutual agreement on Growth Areas for each municipality. The Plan establishes a broad growth framework and policies to be further implemented through amendments in this plan.</p> <p>The Principles of the Plan are trust, respect, understanding, equity, cooperation, collaboration, coordination and communication. The Goals are to enhance quality of life, facilitate economic opportunities and ensure that developers have access to land for development, coordinate infrastructure and services, and facilitate intermunicipal communication in planning matters.</p>	<p>Relevant objectives and Policies: 3.2 Natural Capital. 3.4 Long Range Planning. 3.5 Infrastructure and Services. 3.7 Communication</p>
<p>Social Policy Framework (2015)</p>	<p>The City has 5 Pillars of Sustainability, social being one of them.</p> <p>This framework supports the implementation of City initiatives which have social effects. The framework is viewed as a mechanism for evaluation, a foundation for coordinating strategic actions, a lens to identify community wants in the social sphere and provide guidance, and a system to consider complex social goals more deliberately across City departments. The goal of this framework is to help the City sustain the social-wellbeing of the community.</p>	<p>The Framework sets out a strategic direction followed by a strategic implementation. The strategic direction includes: the pillar of sustaining social well-being (pillar definition, community goals and guiding principles), under this pillar is setting priorities (prioritization framework), support progress (responsibilities and roles, supportive environment) and sharing insight (participating, monitoring and reporting). The Strategic implementation includes: Plans and activities, the following contributes to this goal: assessment tools and recommendations, fiscal, human and technology supports, monitoring, learning/ sharing and evaluation.</p>

Document	Description	Relevance
Program Policy (2015)	The purpose of this policy is to guide the delivery of efficient, effective and collaborative programming internally and externally for consistent, high quality and inclusive programming for all. The policy ensures that programs are accessible and affordable, diverse, inclusive and community building, a holistic approach and operationally sustainable. This policy is intended to be reviewed every 2 years.	The policy outlines 1. Recreation, Parks and Culture will provide a level of tax-support intro and skill development programs, 2. direct program delivery, 3. pursue and foster collaboration and partnerships to deliver coordinated and cooperative programs, 4. Build community capacity and enable community-led and driven program delivery, and 5. provide specialized programming to be responsive to community needs and industry trends. The policy provides insight into the operations and grounding philosophies for programming in Red Deer. Relevant policies and documents are listed in connection to this policy.
Recreation, Parks and Culture Outdoor Sport Fields Part A: Inventory, Assessment & Analysis (2014)	This document is part A of the recreation, parks and culture outdoor sport fields strategic direction report. This report includes the inventory, assessment and analysis.	<p>The key objectives of this document are to provide an inventory of all existing sport fields, assess the condition and playability of the fields, identify issues with field quality, and create a foundations for future recommendations (part B).</p> <p>The field inventory found that over 180 fields were assessed across more than 50 site, fields were categorized, a wide variety of quality and maintenance standards were found across the fields. The findings included: common issues (poor drainage, uneven, compacted soil and insufficient rest periods),, High-use fields have accelerated wear and tear, lighting and irrigation are limited, some fields lack support amenities. The document provides a field condition summary. Strategic recommendations and provided in Part B.</p>

Document	Description	Relevance
<p>Recreation, Parks and Culture Outdoor Sport Fields Part B: Strategic Direction Report (2014)</p>	<p>This report builds on Part A and provides strategic recommendations to guide the planning, management, and investment in Red Deer’s sport field network. It helps the City align future development with community needs, user trends, and field conditions.</p>	<p>The report provides inventory, assessment and analysis highlights from part A. The strategic direction is presented with along with a rationale, strategy identification and overview of actions. Governance and processes are outlined. The plan presents redevelopment and enhancement strategies as well as a hosting and tournament site development strategy. Special development considerations for performance fields are outlined along with next steps.</p> <p>Key recommendations include infrastructure improvements, policy and management, partnerships and collaboration, and sustainability and equity. The action plan contains short term (1-3 yrs), mid-term (3 - 5 yrs) and long - term goals (5+ yrs).</p>
<p>What's Missing (2014)</p>	<p>"This Report is in response to Council questions leading up to the 2015 budget process and bidding for the 2019 Canada Winter Games a process for public consultation was presented to assist with decision making regarding amenities that should be included in the capital budget. The public consultation process includes 1. Development Phase, 2. Prioritization Phase, 3. Confirmation Phase "</p>	<p>As a result of the community consultation process and council review the City compiled a list of community amenities for future development.</p> <p>The results are presented in a table, the lower the total score equates to the higher the priority. The top 5 priorities presented include: 1. More Trails, 2. Multi-Use Aquatic Centre/50 m pool, 3. Bower Ponds Pavilion Expansion, 4. performing Arts/Concert Hall 5. Roland Michener Aquatic Building</p>

Document	Description	Relevance
Greening the Fleet (2014)	This study report focuses on strategies to reduce fuel consumption, greenhouse gas (GHG) emissions, and operational costs for the city’s diverse vehicle fleet. The study evaluates existing initiatives, potential solutions, and provides a roadmap for future implementation in Red Deer.	The study conducted a baseline assessment of the City's Fleet and identified the current initiatives in place designed to reduce emissions. The document proposes solutions such as fleet efficiency measures and alternative fuels and technologies such as hybrids. A strategy and roadmap is presented for short, medium and long term goals. The outcomes of the implementation of this plan include: potential to reduce petroleum fuel consumption, reduction of emissions and cost savings.
Facility Exclusive Space Rental Rates (2014)	The purpose of this policy is to 1. provide a consistent and transparent process for exclusive rental rates in City owned facilities, 2. Identify types of rentals based on their function, 3. establish a consistent rental rate structure, 4. guide rates for new exclusive spaces and/or functions.	Applied to all parks, recreation and culture user groups, this policy covers a variety of topics for facility rentals including: rates can be determined by their use and size of facility, exclusive space rentals, types of lease spaces, differential rates for non profit vs commercial, rate review, rate change notice to affected groups, City access to rented facilities, termination/suspension rules, facility lease and use agreements, storage fees, and rental rates. This allows for an understanding of how the City manages their facility rentals for exclusive space rentals.
City of Red Deer Economic Development Strategy (2013)	This document provides strategies and desired outcomes to be used as a Framework for economic development in Red Deer.	Based on research and data analysis for this project, there were 6 desired outcomes and strategies developed to move forward economic development in Red Deer. These strategies include: 1. Strategic Positioning, 2. Economic Diversification, 3. Land Use, 4. Labour and Education, 5. Small Businesses, 6. Downtown Revitalization.

Document	Description	Relevance
<p>Mobility Playbook Red Deer (2013)</p>	<p>This Playbook is a tool for action and positive change that identifies strategies and actions for more mobility choices in Red Deer. The playbook focuses on three chapters: 1. Ready - why Red Deer is ready for integrated mobility, 2. Set - existing opportunities and challenges, 3. Go! - key plays for balanced, sustainable and integrated transportation systems for all.</p>	<p>Top three things valued in Red Deer by residents: 1. Overall quality of life, 2. Active living and recreation, 3. Economy</p> <p>Expanding transportation options from the single choice of a personal vehicle, to multiple choices of public transit, pedestrian personal vehicles and cycling can have a positive impact on residents. Some things to consider include seasonal considerations, recreation impact, how to grow a 20 min city, amenity proximity, and car share opportunities.</p> <p>The plan then continues to highlights the current state, challenges and potential of pedestrians, cyclists, transit and drivers. Additionally, a mobility quality criteria is established which encompasses safety, accessibility and enjoyable.</p> <p>The 6 plays include: 1. Put pedestrians first, 2. create a balanced network, 3. Tie land-use and mobility together, 4. make transit part of the journey, 5. connect the trails, 6. nurture the culture of change.</p>
<p>Recreation Facility Hours of Operation (2013)</p>	<p>The purpose of this policy is to provide direction for determining the hours of operation for Recreation facilities owned by the City and should be reviewed every 3 years.</p>	<p>This policy helps to maximize facility access, outlines direction for facility hours of operation for everyday use, special events, holiday hours, public vs private use, balance of access based on demand to create the best access to each facility.</p>

Document	Description	Relevance
<p>Waskasoo Park Interpretive Master Plan (2012)</p>	<p>The park was originally established in the 1980s along with an interpretive master plan. This interpretive Master Plan builds on the original master plan, updating messages, themes and delivery methods of interpretation that respond to the Park’s growing and changing audiences, and the Park’s focus on environmental stewardship.</p>	<p>The document outlines the goals of the plan. Building on the original themes of history, geology and ecology, a thematic framework was developed to enable interpretation to link visitors personal connects with the park, appreciate the Park and inspire environmental stewardship. High and medium priority interpretive areas are identified along with linkage areas. Plans for interpretive centres, personal/ non-personal interpretation and expansion areas are highlighted along with an implementation framework and next steps moving forward.</p>
<p>City of Red Deer Great Chief Park Enhancement Concept Plan (2012)</p>	<p>This report contains a recreational concept plan for sports field related activities in great Chief park and site assessments to determine an appropriate new location within the city for the existing speed skating oval. The document provides a project overview and context, preliminary concept plan development, enhancement plan and implementation plan.</p>	<p>The main goals and objectives of the project include: staff and user needs, level of service, four season programming, site opportunities and constraints, implementation strategy, and infrastructure and support facilities.</p> <p>For the concept plan development an existing conditions analysis and stakeholder needs assessment was conducted. The enhancement plan includes recommendations for football/soccer/speed skating area recommendations, baseball/ fastball recommendations, and general site improvements recommendations.</p>

Document	Description	Relevance
Red Deer Multi-Use Aquatic Centre (2011)	This document is phase 1: comparative site analysis of the Red Deer Multi-Use Aquatic Centre final report. This report contains a qualitative and quantitative analysis of the two proposed locations for the new multi-use aquatics centre, which informed the recommendation.	<p>There is a location comparison conducted between the 2 proposed sites which looks are the following: road access, parking, site servicing, transit access, pedestrian access, program diversity and overlap, site selection. The community impact comparison looks at: economic synergies, urban regeneration, diversity of activity, parking sharing opportunities, cultural contribution healthy community, reinvestment in existing infrastructure, synergies of recreation and leisure amenities, maintaining the vision of other planning documents. lastly, the document outlines the development, capital and operational costs of the proposed locations.</p> <p>The resulting recommendation is that the Rotary recreation Park is the preferred site for the placements of the Multi-Use Aquatic Centre.</p>
Red Deer Multi-Use Aquatic Centre Business Plan (2011)	The document is a comprehensive business plan for the proposed Red Deer Multi-use Aquatic Centre. It outlines the strategy for developing and operating the facility, including the economic, demographic, and community context, facility features, projected usage, financial projections, and marketing plans.	The document covers the community profile and trends including population growth, recreation and health trends aging population and increased demand for flexible leisure activities. The facility overview includes information of the location, design, and sustainability features. The financial and operational highlights include capital costs, revenue projections, and operating costs. For marketing and customer service positioning, customer service and retention along with a marketing strategy are outlined.

Document	Description	Relevance
Red Deer Multi-Use Aquatic Centre Phase 2 (2011)	This document is phase 2: conceptual model of the Red Deer Multi-Use Aquatic Centre final report.	The key elements of this document include the location and site configuration, facility features, design philosophy, sustainability features, cost estimate and program/space inventory. The document includes many different diagrams and figures to help the reader visualize the end product of this project.
Red Deer's Community Culture Vision (2010)	As a result of consulting residents, businesses etc. in Red Deer, a broad vision for culture was developed as well as a greater understanding of the role culture plays in everyday life. This Vision reflects what is important to the community.	<p>Through community consultation, there were 4 main values and 5 major themes that are the foundation of the Community Culture Vision.</p> <p>Values: rural roots leadership, authenticity, connections, and diversity.</p> <p>Themes: diversity, green space, built space, agora space, activities and programming. The vision contains 12 recommendations and the City's commitment. The recommended strategies and initiative are meant for a 10 year timeframe.</p>
Red Deer Rotary Recreation Park and South Site Study Report (2010)	The purpose of this master plan is to create a cohesive park plan to ensure the continue use of the park for community enjoyment and to enhance this enjoyment. The master plan looks to maximize the opportunities and potential connections between facilities.	the key elements of the plan include: Site context and background, engagement and consultation process, guiding principles (1. people first, 2. preserve the 'park', 3. connect and unify, 4. strength and identity of the park, 5. all season place, 6. support a variety of activities, 7. safe and secure place, 8. celebrate historic activities, 9. sustainable development). The plan outlines a concept plan and design features including new and upgraded amenities, enhancing natural features and improved vehicle and pedestrian access. Lastly the plan presents an implementation plan for the proposed components of the master plan.

Document	Description	Relevance
Fees and Charges (2010)	The purpose of this policy is to establish parameters around fees and charges for community service programs and facilities.	There are 4 policy statements to support the purpose of the document. 1. Each department will assess the appropriate degree of subsidy for all community service programs and facilities and adopt the 'user pay' principle where appropriate, as well as regularly perform a cost/benefit evaluation to ensure financial resources are best utilized. 2. Fees and charges policy shall address free programming, subsidized programming, full user-pay basis, and profit generating programs and services. 3. consistency across common services/ facilities. 4. Annual fees and charges are approved during budget by boards and City Council.
City of Red Deer Heritage Ranch Concept Plan (2009)	This concept plan is to guide the development and operations of the Heritage Ranch from 2009-2019. This plan is designed to be an appendix to the 2005 Special Gathering Places study.	The Plan provides a biophysical overview for vegetation, wildlife, and sensitivities. It highlights the opportunities and constraints of the project and provides a site concept plan which includes: Access and awareness, Site features and amenities, lower lands, and utility servicing. The building evaluation and concept plan includes a facility condition evaluation and a visitor centre concept plan. The report then provides a capital costs and phasing plan followed by the business case.

Document	Description	Relevance
Part A Recreation, Parks and Culture Community Assets Needs Assessment (2008)	The purpose of this assessment is to identify the needs and requirements for Parks, rec and Culture assets for the City. Part A provides a directional plan for the City. The report provides a strategic direction for a 25 year period.	Firs the foundation principles are outlines then, strategies and potential initiatives are presented for the following: 1. Recreation, parks and culture mandate and policy, 2. Parks and Outdoor Recreation, 3. Indoor Recreation Facilities, and 4. Culture. Each topic is outlined with a short description, followed by specific strategies for action. Then a priority setting process is presented, the process follows a flow chart, a standardized opportunity description and the model which is comprised of 5 major criteria.
Part B Recreation, Parks and Culture Community Assets Needs Assessment (2008)	The purpose of this assessment is to identify the needs and requirements for Parks, rec and Culture assets for the City. Part B outlines community feedback, inventory and gap analysis providing the rationale for the directions and initiatives in Part A.	Part B of this report outlines the purpose and scope of the project along with the method and approach taken. The Community profile and context is outlined along with community needs and expectations. An inventory of recreation, parks and culture facilities was conducted.
Red Deer Community Culture Vision and Outline for Action (2008)	Building and expanding on the 2001 Culture plan, this document outlines a vision for cultural development in Red Deer, focusing on themes such as community engagement, sustainability, arts and heritage, spaces and places, and leadership and collaboration. The document includes guiding principles, recommendations, and opportunities for fostering a vibrant cultural identity in the city.	<p>Values: Rural Roots Leadership, Authenticity, Connections, Diversity.</p> <p>Themes: Diversity, green Space, Agora Space,, Built Space and Activities.</p> <p>Guiding Principles: Foster and encourage, coordinate and champion and physically connect infrastructure.</p>

Document	Description	Relevance
Heritage Management Plan/ Executive Summary (2006)	This plan aims to coordinate community heritage initiatives and strategies . To do that, the plan assesses structures, guides the existing heritage protection program and explores new heritage tools and initiatives.	The Plan sets out a vision for the community heritage program, completes a gap analysis and provides a recommendation and implementation strategy. The main recommendations in the plan are as follows: 1. Adopt a City heritage stewardship policy, 2. Improved heritage administration and planning, 3. Heritage conservation incentives, 4. develop a downtown heritage conservation plan, 5. Improved heritage education and awareness.
Red Deer Community Culture Master Plan (2001)	The purpose of this plan is to develop an effective planning design and feedback process to create a Master Plan that represents and promotes cultural diversity, cultural amenities, facilities and mandates for culture and the inclusion of culture in all aspects of the community.	The Plan defines culture, provides a summary of needs, and highlights what the community has said about culture. The plan outlines the challenges and vision. Following that a community culture master plan strategy is presented containing a wide variety of recommendations in relation to: leadership development Awareness and Marketing, and Spaces and Places. The plan also presents Development Opportunities for performance venues, public art gallery, arts studios, museum, and archives.
BYLAW NO. 3255/2000 - Parks and Public Facilities Bylaw (2000)	This bylaw applies to all parks and public facilities owned or operated by The City of Red Deer. This bylaw outlines the rules and regulations of parks and public spaces along with the penalties associated with breaking the rules outlined in the bylaw.	The bylaw outlines definitions, offences, park hours/public gatherings and special events, authority of the park control officer, penalties and exceptions.

Document	Description	Relevance
<p>RISE Values (Internal)</p>	<p>This document outlines the vision purpose and cornerstone values of Red Deer. Specifically outlined is the vision, mission, values and associated guiding principles.</p>	<p>Vision: Innovative thinking, inspired results, vibrant community                      Mission: The City of Red Deer works together to provide leadership with sustainable municipal services for our community.</p> <p>Values: RISE, Respect, Integrity, Service, Excellence</p> <p>Understanding the vision, mission, and goals of the municipality will help to guide all parts of the community master plan process.</p>
<p>City of Red Deer Partnership Agreements</p>	<p>This document outlines partnerships for City. The document outlines the agreement categories followed by a summary of agreements by department.</p> <p>There is a list at the bottom of the document that outlines the agreements that are uploaded into the Common Folder.</p> <p>The Summary list does not include contracted services secured through competitive procurement processes.</p>	<p>The agreement categories include:</p> <ul style="list-style-type: none"> <li>Access Agreements</li> <li>Capital Funding Agreements</li> <li>Construction agreements</li> <li>Consultation Agreements</li> <li>Donation Agreements</li> <li>Grant Funding</li> <li>Lease/License to Occupy/Operate Agreements</li> <li>Letters/MOU Agreements</li> <li>Maintenance Agreements</li> <li>Reciprocal Use Agreements</li> <li>Service Agreements</li> <li>Sponsorship Agreements</li> <li>Public Art Agreements</li> </ul> <p>A summary of Agreements are provided for the following departments: Comms and PR, CSV Business Excellence, Emergency Responses, Engineering, Growth &amp; Finance GM, HR, IT, I&amp;L, LED, Legal and Leg, Planning, R&amp;A, SHC, Transit/Fleet, Utilities,</p>

Document	Description	Relevance
City of Red Deer Department Executive Summaries	This folder contains the executive summaries for community services in Red Deer. Executive summaries are provided for the following community and public relations, emergency services, engineering, financial services, inspection and licensing, land and economic development, municipal policing, planning, PPW Budget, safe and healthy community, transit and fleet budget, utilities, CBE Budget	Each Summary contains the following information about each community service: Purpose, Core functions, Service Provided and current service level, focus areas, organizational charts, anticipated resourcing levels, budget summary (revenues, expenses and financial implications and/or conditions).
In scope infrastructure assets	This list includes the infrastructure assets for community access/service. It does not include linear assets like trails, roads, utility infrastructure, civic administration or garage/ storage spaces. The departments that contributed to this list are Parks, Neighbourhood Facilities, Community Development, and Recreation Facilities.	The spreadsheet covers the facility, department, facility size, facility measure unit, date the facility was built, current replacement value, asset class, asset age and insured value.
Financial Leadership Framework	The Goal of this document is to create a sustainable financial foundation for the City of Red Deer. The purpose and principles are outlined along with a vision to achieve a sustainable financial foundation for citizens, council and administration.	This document is used to guide all financial decisions in the City. The guiding principles specific to Financial Leadership include: transparency, stewardship, accountability, balanced and forward thinking, and flexibility. There are actions for citizens, council and administration to take to support a sustainable financial foundation. The City also have a monitoring and reporting system to support this goal, the three categories include financial performance, communication and organizational excellence.
<a href="https://www.reddeerfoodmap.ca/">https://www.reddeerfoodmap.ca/</a>	This website is a food asset map for Red Deer. It hosts an online map that is designed to help you find local food resources, producers and initiatives that support food security in the community.	

Document	Description	Relevance
Public Participation toolbox	This document is a comprehensive guide designed to help public agencies and organizations engage the public effectively in decision-making processes. The document provide practical tools and methods for encouraging meaningful public participation in planning and policy decisions.	<p>There are 4 main parts to this toolkit:</p> <ol style="list-style-type: none"> <li>1. The context for effective public participation in Red Deer (core concepts, success factors for engagement, guiding principles, creating consistent public participation processes)</li> <li>2. Getting Ready for Engagement (step by step guide to public participation There are 8 worksheets associated with this section to guide public engagement)</li> <li>3. Core Practices (implementing your public participation strategy, strategize and prepare, raise awareness - there is a checklist on p. 58, educate and frame, facilitation strategies - event checklist on p. 68, data analysis and reporting back, evaluation strategies)</li> <li>4. Appendix - Tools and Techniques (Key Informant Interviews, Advisory Groups/Committees, Person on the Street Interviews, Art/Photo/Video Contest, information Hub/Storefront, Newsletter, In-depth Backgrounder, Self-directed Workbook, Hopes and Fears , Day in the Life, Mailbox to the Future, Fill in the Blank Visioning Wall, SMS Fill in the Blank Campaign, Graffiti Wall, Superheroes, Sustain-a-bucks, Walk in my Shoes, Dotmocracy, Community Mapping, Community Field-Asset Mapping, Now, Wow, How, Global Issues, Local Challenges, World’s Easiest Facilitation Method, Interview Matrix, Community Circles / Kitchen Table Conversations, World Cafe, Questionnaire, Event Feedback Form)</li> </ol>

Document	Description	Relevance
From Strategy to action PP	Framework for Enterprize Alignment: Translating vision into structured plans, policies and budgetary priorities.	<ol style="list-style-type: none"> <li>1. Strategic Direction                             <ul style="list-style-type: none"> <li>» Red Deer 2050</li> <li>» Official City Plan</li> <li>» Council's Strategic Direction (Continuous Improvement and Evaluation)</li> </ul> </li> <li>2. Strategic translation and planning                             <ul style="list-style-type: none"> <li>» Frameworks and Master Plans</li> <li>» Annual objective setting</li> <li>» policy direction</li> <li>» enterprise budget</li> </ul> </li> <li>3. Action and Implementation                             <ul style="list-style-type: none"> <li>» division/department profiles</li> <li>» departmental resourcing</li> <li>» service provision</li> </ul> </li> </ol>

# Appendix C Municipal Comparator Research

## Community Comparison

Municipality	Red Deer, AB	Lethbridge, AB	Kamloops, BC	Airdrie, AB	Grande Prairie, AB	Edmonton, AB	St. Albert, AB
<b>Population</b>	<b>100,844</b>	<b>98,406</b>	<b>97,902</b>	<b>74,100</b>	<b>63,166</b>	<b>1,010,899</b>	<b>68,232</b>
<b>General Services</b>							
<b>Definition of community services</b>	The City of Red Deer considers all public-facing services including: recreation, parks, transit, arts and culture, social supports, emergency response, and more.	The City of Lethbridge is dedicated to creating a supportive and empowering environment for residents, reflecting the broader role of community services and supports.	Formerly the Bylaw Services Division, the Community Services Division supports public safety, community harmony, and quality of life for residents of Kamloops by promoting compliance with municipal bylaws, regulations, and programs.	Airdrie Community Services department which provides access to the City's various recreation facilities, recreation services and programs, arts programs, and community events.	In Grande Prairie, the city provides residents with high-quality cultural, recreational, and social amenities, creating healthy community spaces while supporting safety through the diverse functions of the Public and Protective Services Department.	The City of Edmonton's Community Services Department values its residents and communities with the utmost care through managing a variety of activities that ultimately provide a safe, healthy and thriving space for all.	In St. Albert, the Community Services Advisory Committee reviews the budgets of local social service agencies funded under the Family and Community Support Services Act and its regulations and makes recommendations to Council regarding grant allocations.

Municipality	Red Deer, AB	Lethbridge, AB	Kamloops, BC	Airdrie, AB	Grande Prairie, AB	Edmonton, AB	St. Albert, AB
<p><b>Municipal organizational structure related to community services</b></p>	<p>The municipal organizational structure for The City of Red Deer includes two general managers who oversee services to the community. These general managers oversee the following areas:</p> <ul style="list-style-type: none"> <li>• Municipal Policing</li> <li>• Emergency Services</li> <li>• Inspections and Licensing</li> <li>• Engineering</li> <li>• Growth and City Planning</li> <li>• Land and economic development</li> <li>• Parks and public works</li> <li>• Safe and Healthy communities</li> <li>• Transit and Fleet</li> <li>• Utilities</li> </ul>	<p>Within Lethbridge, they have various community services departments that report to the Director of Community Services. Those departments include the following:</p> <ul style="list-style-type: none"> <li>• Community Social Development</li> <li>• Parks and Cemeteries</li> <li>• Galt Museum and Archives</li> <li>• Lethbridge Fire and Emergency Services</li> <li>• VisitLethbridge.com Arena</li> <li>• Recreation and Culture</li> </ul>	<p>The City of Kamloops CAO oversees various directors who manage a variety of departments. One of which is the Protective Services Director/Fire Chief, who is responsible for the following:</p> <ul style="list-style-type: none"> <li>• Executive Assistant</li> <li>• Municipal Support Services Manager-RCMP</li> <li>• Community Services Manager</li> <li>• Emergency Preparedness Manager</li> </ul> <p>Within community services, the manager helps to facilitate department duties of:</p> <ul style="list-style-type: none"> <li>• Request for service (non-emergency number)</li> <li>• Parking services</li> <li>• Accessible parking</li> <li>• Parking apps</li> <li>• Tickets, violations and notices</li> <li>• Dog licences</li> <li>• Bylaw Inquires, and more.</li> </ul>	<p>The City of Airdrie operated municipally with three standing committees, which are made up of elected officials and community members. The committees are:</p> <ul style="list-style-type: none"> <li>• Aquatic Services</li> <li>• Arena Operations</li> <li>• Central booking and customer services</li> <li>• Recreation Operations</li> <li>• Active Living</li> <li>• Culture and Heritage</li> <li>• Culture and Events Services</li> </ul>	<p>Within the City of Grande Prairie's Public and Protective Services branch, one of the four main areas within City Council, there are five departments overseen by the Chief Public &amp; Protect:</p> <ul style="list-style-type: none"> <li>• Recreation</li> <li>• Events &amp; Programming</li> <li>• Housing &amp; Community Development</li> <li>• Grande Prairie Fire Department</li> <li>• Emergency Management</li> </ul>	<p>In the City of Edmonton's leadership structure (formerly the organizational structure), the Community Services Department includes:</p> <ul style="list-style-type: none"> <li>• Deputy City Manager</li> <li>• Community Recreation and Culture</li> <li>• Standards/Bylaw Enforcement</li> <li>• Fire Rescue Services</li> <li>• Social Development</li> <li>• Strategy Director</li> <li>• Account Director</li> </ul>	<p>The municipal organization for the City of St. Albert's community services, their director is one of three under the managing director of operations. The other two include the director of public operations, and the director of recreation and parks.</p>

Municipality	Red Deer, AB	Lethbridge, AB	Kamloops, BC	Airdrie, AB	Grande Prairie, AB	Edmonton, AB	St. Albert, AB
<b>Types of facilities and spaces (municipal owned / supported)</b>	<p>The following is a non-exhaustive list of facilities and spaces that are municipally owned and/or supported in Red Deer:</p> <ul style="list-style-type: none"> <li>• Recreation facilities</li> <li>• Parks</li> <li>• Community Centres</li> <li>• Neighbourhood facilities (e.g. pavilion)</li> <li>• Community development (e.g. library, museum, etc.).</li> </ul>	<p>Municipally owned and operated facilities and spaces include, but are not limited to, libraries, public art installations, museums, arts and culture centers, arenas, parks, playgrounds, pools, and trails or pathways.</p>	<p>Municipally owned and operated facilities consist of a range of spaces, such as pool facilities, the Tournament Capital Centre (TCC), skating and recreation centres, parks, sports fields, museums, heritage buildings, and public art.</p>	<p>Municipally owned and operated facilities include, among others, parks, pathways, playgrounds, recreation centres, pools, theatres and arts centres, and arenas.</p>	<p>Some municipally owned and operated facilities include:</p> <ul style="list-style-type: none"> <li>• Pools</li> <li>• Museums</li> <li>• Cultural</li> <li>• Recreation centres/ gyms</li> <li>• Ice rinks</li> <li>• Sports fields</li> <li>• Parks/trails</li> <li>• Orchards.</li> </ul>	<p>The City of Edmonton has a variety of Municipally owned/ supported facilities, which include, but are not limited to the following:</p> <ul style="list-style-type: none"> <li>• Zoo</li> <li>• Recreation centres</li> <li>• Outdoor pools/ spray parks</li> <li>• Golf courses/driving ranges</li> <li>• Parks/trails</li> <li>• Stadium</li> <li>• Sports fields</li> <li>• Arts centre</li> </ul>	<p>The array of municipally owned/supported facilities vary from recreation, parks, playgrounds and trails to transit, theatres and libraries.</p>
<b>Operating and capital budgets for community services (\$)</b>	<b>*SEE Operating Budgets Sheet</b>	<b>*SEE Operating Budgets Sheet</b>	<b>*SEE Operating Budgets Sheet</b>	<b>*SEE Operating Budgets Sheet</b>	<b>*SEE Operating Budgets Sheet</b>	<b>*SEE Operating Budgets Sheet</b>	<b>*SEE Operating Budgets Sheet</b>
<b>Cost per capita for service delivery (\$)</b>	<b>*See Cost per Capita Sheet</b>	<b>*See Cost per Capita Sheet</b>	<b>*See Cost per Capita Sheet</b>	<b>*See Cost per Capita Sheet</b>	<b>*See Cost per Capita Sheet</b>	<b>*See Cost per Capita Sheet</b>	<b>*See Cost per Capita Sheet</b>

Municipality	Red Deer, AB	Lethbridge, AB	Kamloops, BC	Airdrie, AB	Grande Prairie, AB	Edmonton, AB	St. Albert, AB
<b>Capital Budget (\$ (2024 unless noted otherwise)</b>		In 2024, the capital budget for Lethbridge was \$2,977,660, with some assets including land, land improvement, buildings, infrastructure and more.	The capital budget, as of 2024, was \$1,453,900, with some capital assets which included items such as land, vehicles, water/sewer infrastructure, buildings/ building improvements and more.	The Capital budget approved by Council (2024) was for \$131,618,910 to support the assets in Airdrie.	Capital project asset types vary from buildings/building improvements and parks/land development to information technology and special events. The capital budget for 2024 was approved at \$48,290,600 for the variety of assets managed.	Overall, from 2023 to 2026 the approved total capital budget totals \$7.91 billion, of which, \$4.443 relates to previously approved projects.	As of 2024 the total approved capital budget was \$41.6million, with some notable assets which included civic facilities, master plan studies, parks and trails, and more.
<b>Types of revenue generation (user fees, partnerships. Etc.)</b>	Revenue generation varies for Red Deer, however a main source comes from user fee generation, which includes a range of fees and charges for recreation, parks and Cemetery services.	Within Lethbridge, the municipality generate revenue from various sources which include: <ul style="list-style-type: none"> <li>• Grants</li> <li>• User fees</li> <li>• Partnerships</li> <li>• Net taxes</li> <li>• Fines/penalties</li> <li>• Government transfers</li> <li>• Franchise fees</li> <li>• Return on investments</li> </ul>	A variety of revenue generation streams are present for Kamloops, which include sources such as: <ul style="list-style-type: none"> <li>• Government transfers (grants)</li> <li>• Taxes</li> <li>• Fees and rate</li> <li>• Sales of service</li> <li>• Developer cost charges</li> <li>• Private contributions</li> </ul>	In Airdrie, the types of revenue generation include, but is not limited to, the following: <ul style="list-style-type: none"> <li>• Community revitalization levy (tax growth for a defined area)</li> <li>• Permits</li> <li>• User fees</li> <li>• Sales of goods</li> <li>• Property taxes</li> <li>• Government transfers (grants)</li> </ul>	Revenue generation comes from various sources, such as: <ul style="list-style-type: none"> <li>• Naming rights partnerships</li> <li>• Net municipal taxes</li> <li>• Grants</li> <li>• User fees and sales of goods</li> <li>• Interest and investment income</li> <li>• Penalties</li> <li>• Development levies</li> <li>• Franchise and concession contracts</li> <li>• Rentals, licenses, permits</li> <li>• Fines</li> </ul>	In Edmonton, the types of revenue generated for the City include, but is not limited to, the following: <ul style="list-style-type: none"> <li>• User Fees</li> <li>• Government transfers (grants)</li> <li>• Community revitalization levy</li> <li>• Property taxes</li> <li>• Net taxes</li> <li>• Sales of goods</li> <li>• Franchise fees</li> <li>• Licensing and permits</li> <li>• Fines and penalties</li> <li>• Transit fares</li> </ul>	Some of the following are sources of revenue generation for St. Albert, please note this is not an exhaustive list: <ul style="list-style-type: none"> <li>• Property taxes</li> <li>• Sales and user fees</li> <li>• Fines and penalties</li> <li>• Government transfers (grants)</li> <li>• Franchise fees,</li> <li>• Investment income</li> <li>• Licence and permits</li> <li>• Contracted services, and more.</li> </ul>

Municipality	Red Deer, AB	Lethbridge, AB	Kamloops, BC	Airdrie, AB	Grande Prairie, AB	Edmonton, AB	St. Albert, AB
<b>Enforcement standards / approaches</b>	In the City of Red Deer, the enforcement services consist of two detachments of municipal policing who focus on traffic, major crimes, domestic violence and fraud. They also have general duty policing services which often provide first response aid to most emergency incidents.	Enforcement consists of the Lethbridge Police Services (LPS), which is comprised of community peace officers whose primary role is to enforce bylaws. In the surrounding County, it is overseen by RCMP.	Community Safety is enforced by the City of Kamloops Crime Prevention unit, which is located within the North Shore Community Policing Office. This is the headquarters for delivering crime prevention and community safety programs. Along with general policing, Kamloops has an RCMP auxiliary constable program, and crime prevention section which operates restorative justice, crime watch, and speed watch among others.	Citizens of Airdrie are kept safe through the Airdrie Municipal Enforcement, which has eleven community peace officers who are based out of the Municipal Police building and are integrated with the Airdrie RCMP. Beyond resident Safety, their main role is to ensure bylaw compliance.	Grande Prairie Enforcement Services (GPES) provides a streamlined municipal law enforcement through the amalgamation of the Grande Prairie Police Service (GPPS), RCMP, and Mobile Outreach. Responsibilities include: <ul style="list-style-type: none"> <li>• Animal control</li> <li>• Bylaw enforcement</li> <li>• Community engagement and public Safety</li> <li>• Parking control</li> <li>• Traffic enforcement</li> <li>• Vehicle for hire and licensing</li> </ul>	The City of Edmonton has their own Municipal Police Officers, in addition to Municipal Enforcement Officers, Transit Peace Officers, Animal Control Peace Officers and Park Rangers. All together, these officer are responsible for supporting community safety and compliance with set standards.	Municipal enforcement is overseen by St. Albert's Peace Officers, who work collaboratively with the RMP out of the St. Albert RCMP detachment. Some of their responsibilities for ensuring community Safety include (but are not limited to) the following: <ul style="list-style-type: none"> <li>• Enforcing the traffic Safety act</li> <li>• Dealing with Traffic Bylaw violations</li> <li>• Enforcing Animal Bylaw, and more.</li> </ul>
<b>Other Notes</b>		<a href="#"><u>Lethbridge Police roles and other municipal roles including fire/emergency services</u></a>	<a href="#"><u>Protective Services Department Organizational Chart</u></a>	<a href="#"><u>there is also a policing committee</u></a>	They also have an AGENT program, modelled after the City of Edmonton governed under the Province of Alberta.	<a href="#"><u>Edmonton Police Service</u></a>	

Municipality	Red Deer, AB	Lethbridge, AB	Kamloops, BC	Airdrie, AB	Grande Prairie, AB	Edmonton, AB	St. Albert, AB
<b>Strategic Planning and Alignment</b>							
<b>Official Community Plan / Municipal Development Plan (Y/N - Key Goals)</b>	<p>Red Deer's strategic plan (2023-2026) has key focus areas which include:</p> <ul style="list-style-type: none"> <li>• Thriving City</li> <li>• Community Health and Wellbeing</li> <li>• Engaged and Connected City</li> </ul> <p>Additionally, there is <i>The Place to Be Red Deer 2050 Plan</i> which sets the tone for the City's vision into 2050 and beyond. It is intended to inspire, create focus and intention towards a clear target of, <i>"Red Deer is vibrant and visionary, grounded in connection and growing in diversity."</i></p>	<p>Lethbridge is guided by their Municipal Development Plan, created in 2021, there are six desired outcomes which drive the City forward. These include the following:</p> <ul style="list-style-type: none"> <li>• Economically Prosperous</li> <li>• Healthy and Diverse</li> <li>• Culturally Vibrant</li> <li>• Well-designed</li> <li>• Environmentally Responsible</li> <li>• Supportive of the region</li> </ul>	<p>The Official Community Plan, commonly known as the KAMPLAN, sets a vision for the City of Kamloops to help align their actions towards various goals. The KAMPLAN was created in 2018 and is set for an update in 2025. The following the plans visions which propel the City:</p> <ul style="list-style-type: none"> <li>• Sustainable Community</li> <li>• Healthy People</li> <li>• Resilient Economy</li> <li>• Inclusive Housing</li> <li>• Vibrant Neighbourhoods</li> </ul>	<p>The City of Airdrie is anchored by their Municipal Development Plan (2014) which guides not only future planning documents, but also reflects other guiding planning documents. Guiding the policies in this Plan is the following visionary statement; <i>"Airdrie is a vibrant, caring community rich in urban amenities and opportunities for everyone. We value a healthy, sustainable environment connecting people and places."</i></p>	<p>The overall vision for Grande Prairies Municipal Development Plan (2024) focuses on having a high-quality of life for its residents, with the availability of attractive, safe and green communities. Overall, the goals in this plan revolve around:</p> <ul style="list-style-type: none"> <li>• Growth Management</li> <li>• Urban Design</li> <li>• Infrastructure</li> <li>• Intermunicipal Planning</li> <li>• Implementation</li> </ul>	<p>The most recent Edmonton City Plan (2025) is rooted in four strategic goals, which include:</p> <ul style="list-style-type: none"> <li>• Healthy City</li> <li>• Urban Place</li> <li>• Climate Resilience</li> <li>• Regional Prosperity</li> </ul>	<p>St. Albert's Municipal Development Plan, Flourish Growing to 100k, establishes nine interconnected goals for the City, ultimately rooted in helping the community prosper by overcoming challenges together. The overall goals, in no hierarchy, include:</p> <ul style="list-style-type: none"> <li>• Green Environment</li> <li>• Robust Economy</li> <li>• Housing Options</li> <li>• Mobility Choices</li> <li>• Cultural Richness</li> <li>• Resilient Infrastructure</li> <li>• Community Well-being</li> <li>• Great Places</li> <li>• Sustainable Growth</li> </ul>

Municipality	Red Deer, AB	Lethbridge, AB	Kamloops, BC	Airdrie, AB	Grande Prairie, AB	Edmonton, AB	St. Albert, AB
<b>Equity, inclusion and access policy / planning (Y/N - document type)</b>	<a href="#"><u>Social Policy Framework (2015), Access for Support Persons (2016).</u></a>	<a href="#"><u>Mobility Accessibility Master Plan (2020)</u></a>	<a href="#"><u>Accessibility and Inclusion Plan (2023)</u></a>	<a href="#"><u>In 2023, Council joined the Coalition of Inclusive Municipalities (CIM), in council agenda notes, there is recommendation for Council to endorse the proposed equity, diversity and inclusion plan forward.</u></a>	<a href="#"><u>Social Sustainability Framework (2018)</u></a>	<a href="#"><u>The Art of Inclusion: Our Diversity &amp; Inclusion Framework (2019)</u></a>	<a href="#"><u>Social Development Policy (2017)</u></a>
<b>Climate and sustainability policy/planning (Y/N - document type)</b>	<a href="#"><u>Red Deer Climate Change Adaptation Strategy (2024), Sustainable Building Strategy (2024), Environmental Master Plan at a glance (2024), Environmental Sustainability policy (2023), Environmental Master Plan (2019), Sustainable use of resource policy (2017).</u></a>	<a href="#"><u>Climate Adaptation Strategy and Action Plan (CASAP) (2024)</u></a>	<a href="#"><u>Community Climate Action Plan (CCAP) (2021)</u></a>	<a href="#"><u>*****Climate Mitigation Strategy (see below for link) and the AirdrieONE Sustainability Plan (2012)</u></a>	<a href="#"><u>Energy Strategy (2021)</u></a>	***Climate Resilient Edmonton (2018), and ****Climate Resilience Planning/Development Action Plan (2024)	*Environmental Sustainability Policy (2019), and **Climate Adaptation Plan (2022)
<b>Community safety policy / planning (Y/N - document type)</b>	Annual Policing Plan (2022-2024), Community Standards Bylaw 3669/2021, Safety policy (2017). Document found in workbook excel Document Review for Red Deer.	<a href="#"><u>A Path Forward: Community Wellbeing and Safety Strategy Update (2024)</u></a>	<a href="#"><u>*Safety and Security is a council priority set in council strategic plan (2023-2026) areas of focus include Safety, housing, social supports, emergency preparedness/ response, built environment.</u></a>	<a href="#"><u>The City of Airdrie currently has a Municipal Emergency Management Plan. It is currently contracting out a community safety plan.</u></a>	<a href="#"><u>Grande Prairie Regional Emergency Partnership (GPREP)</u></a>	<a href="#"><u>Community Safety and Well-being Strategy (2023)- within report there is the safety for all report to.</u></a>	<a href="#"><u>11-Protective Services C-PS-01 Provision of Emergency Services Policy and C-PS-02 Policing Services Policy</u></a>

Municipality	Red Deer, AB	Lethbridge, AB	Kamloops, BC	Airdrie, AB	Grande Prairie, AB	Edmonton, AB	St. Albert, AB
Transit policy / planning (Y/N - document type)	<a href="#"><u>Red Deer Transit Network Improvements Implementation (2020), Red Deer Transit TNI Appendix A (2020).</u></a>	Transportation Master Plan (2023)* (replace/update from the Transit Master Plan, 2017)	<a href="#"><u>Transit Future Action Plan (TFAP) (2020)</u></a>	<a href="#"><u>Transit Master Plan (2016), and *****ACCESS Airdrie Paratransit Policy</u></a>	<a href="#"><u>transit information included I the Transportation Master Plan (2020 see link below) and Bylaw C-1282 (click here)</u></a>	<a href="#"><u>Transit Strategy (2017)</u></a>	***Transit Services Policy (2019), and ****Transportation Master Plan (2015)
Active transportation planning (Y/N - document type)	<a href="#"><u>Multimodal Transportation Plan Moving Red Deer Forward (2017) also has transit info in it.</u></a>	Cycling Master Plan (2017)** Transportation Master Plan (2023)*	<a href="#"><u>**Transportation Master Plan (2018)</u></a>	<a href="#"><u>Included within The 140K Plan: 2020 Transportation Master Plan Update</u></a>	<a href="#"><u>included within the Grande Prairie Transportation Master Plan (2020)</u></a>	<a href="#"><u>The Bike Plan (2020), and 2023-2026 budget approval to proceed with an active transportation network expansion</u></a>	<a href="#"><u>Active transportation strategy embedded within the MDP and Transportation Master Plan</u></a>
Economic development planning (Y/N - document type)	<a href="#"><u>Y- within the Red Deer City/County Intermunicipal Development Plan (2015), also the City of Red Deer Economic Development Strategy (2013) Linked here.</u></a>	<a href="#"><u>Heart of our City Master Plan</u></a>	<a href="#"><u>Economic Development (within KAMPLAN section D)</u></a>	<a href="#"><u>Economic Strategy and Airdrie's Growth Report: Tracking Development and Change</u></a>	<a href="#"><u>Included within the Council Strategic Plan</u></a>	<a href="#"><u>Economic Action Plan (2021)</u></a>	<a href="#"><u>Economic prosperity/ development embedded within the Corporate Business Plan (2022-2025)</u></a>
Recreation planning (Y/N - document type)	<a href="#"><u>Recreation Satisfaction Survey Results (2023), River Bend Golf and Recreation Area Master Plan (2022), Value of Money for Review of Culture, Recreation and Culture Services (2021), Recreation, Parks and Culture Outdoor Sports Fields Part A and Part B (201</u></a>	<a href="#"><u>Recreation and Culture Master Plan (2021)</u></a>	<a href="#"><u>Recreation Master Plan (2019)</u></a>	<a href="#"><u>SW Recreation Centre Site Master Plan underway (2025 engagement WWH Report). The AirdrieONE Plan also has a section which addresses recreation (see link in cell E16)</u></a>	<a href="#"><u>Recreation and Culture Strategy (2024)</u></a>	<a href="#"><u>Community and Recreation Facility Master Plan (2020)</u></a>	<a href="#"><u>St. Albert Recreation Master Plan (2012)</u></a>

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<b>Parks planning (Y/N - document type)</b>	<u><a href="#">Red Deer Rotary Recreation Park and South Site Study Report (2010), City of Red Deer Great Chief Park Enhancement Concept Plan (2012), Waskasoo Park Interpretive Master Plan (2012).</a></u>	<u><a href="#">Development of updated/new Parks Master Plan to guide the direction of the department for the next 15-20yrs.</a></u>	<u><a href="#">***Oasis of Activity: City of Kamloops Parks Master Plan (2013)</a></u>	<u><a href="#">Great Places Plan City of Airdrie (2016)</a></u>	<u><a href="#">Parks and Open Space Master Plan (2012)</a></u>	<u><a href="#">Urban Parks Management Plan (2006)</a></u>	<u><a href="#">Various Parks Master plans specific to different areas/parks, not an overall parks/trail plan.</a></u>
<b>Art and Culture planning (Y/N - document type)</b>	<u><a href="#">Red Deer Community Culture Master Plan (2001), also the Red Deer Community Culture Vision and Outline for Action (2008) builds on the 2001 plan, outlining vision for cultural development in Red Deer focusing on themes such as community engagement, sustainability, arts/heritage, spaces/ places, leadership/ collaboration. Values include rural roots leadership, authenticity, connections, diversity.</a></u>	Civic Culture Plan (2024-2033) <sup>***</sup> and Public Art Work Plan (2022-2025) <sup>****</sup>	<u><a href="#">Cultural Strategic Plan (2024)</a></u>	<u><a href="#">No specific plan, but addressed within the AirdrieONE Plan (Pg. 15-16).</a></u>	<u><a href="#">Cultural Heritage Master Plan</a></u>	<u><a href="#">Connections &amp; Exchanges: A 10-Year Plan to Transform Arts and Heritage in Edmonton (2019)</a></u>	<u><a href="#">Cultural Master Plan (2012)</a></u>

Municipality	Red Deer, AB	Lethbridge, AB	Kamloops, BC	Airdrie, AB	Grande Prairie, AB	Edmonton, AB	St. Albert, AB
<b>Service delivery policy/planning (Y/N- document type)</b>	Y- in the Grow (2017), City of Red Deer Ice Facilities Plan (2016), Values for Money Review of Culture Recreation and Parks Services (2021). Links can be found in excel workbook Red Deer Document Review.	Service delivery mentioned in 2023-2026 operating budget: Rec and culture programming provided through direct delivery programming- service delivery for arenas, yates, hele schuler nature centre, Canada day festivities (pg. 144), community partnerships with 3rd party organizations. *****partnership with AHS for EMS services.	N	Council Asset Management Policy (2018) pg. 2 includes service delivery and asset management practices.	<a href="#"><u>Grande Prairie Regional Recreation Committee (GPRRC) (2017)</u></a>	<a href="#"><u>Capital Infrastructure- C555A (2024)and *****Fire Rescue Service Delivery (2012)</u></a>	service delivery mentioned within the corporate business plan, and council strategic plan (2022-2025) but no specific plan/policy
<b>Heritage Management Plan (Y/N)</b>	<a href="#"><u>Heritage Management Plan/Executive Summary (2006)</u></a>	<a href="#"><u>Heritage Management Plan (2023)</u></a>	<a href="#"><u>One of the five key strategies listed in the Kamloops Cultural Strategic Plan "Focus on Heritage: Celebration, Commemoration, and Preservation"</u></a>	<a href="#"><u>No specific plan, but addressed within the AirdrieONE Plan (railway heritage)</u></a>	<a href="#"><u>City has a heritage inventory, and developed a Heritage Management Plan in 2008 but it was not adopted by Council.</u></a>	<a href="#"><u>Historic Resource Management Plan (2009)</u></a>	<a href="#"><u>Heritage Management Plan (2013), there is also a heritage inventory and heritage properties of interest PDFs.</u></a>
<b>Asset Management (Y/N)</b>	<a href="#"><u>Y</u></a>	<a href="#"><u>Assets and Infrastructure Standing Policy Committee and Asset Management Policy CC-68 (2024)</u></a>	<a href="#"><u>Asset management is an area of focus for their governance &amp; accountability strategic priority, page 7 has a list of council direction for asset management which includes creating an asset management plan that reflect the needs of community and long-term s</u></a>	<a href="#"><u>Asset Management Policy (2018), an asset management program also commenced in 2015.</u></a>	<a href="#"><u>Asset Management Program and Corporate Asset Management Policy 360 (2024)</u></a>	<a href="#"><u>Asset Management Council Policy C598A (2024) and *****Asset Management Collaboration</u></a>	<a href="#"><u>Asset Management Policy C463-2014</u></a>

Municipality	Red Deer, AB	Lethbridge, AB	Kamloops, BC	Airdrie, AB	Grande Prairie, AB	Edmonton, AB	St. Albert, AB
Housing and homelessness supports (Y/N)	<u>Y- variety of support services and initiatives</u>	<u>Homeless Individuals &amp; Families Information System (HIFIS) Support, and *****Encampment Strategy (2024)</u>	<u>Housing affordability, diversity and housing for vulnerable population identified in KAMPLAN and OCP, and strategic plan (2023-2026). Also resources for people experiencing homelessness such as vulnerability assessment tools, emergency shelter information</u>	<u>Housing and rental assistance programs residents can apply for. Also there was a *****Houselessness estimation study complete, with a 2024 report. *****There is also an Affordable Housing Incentive Policy P-DEV-15-C</u>	<u>There is a community advisory board on housing and homelessness (CABH) which acts as an advisor to the City for grant funding received from Federal and Provincial government for current/future priorities for affordable housing/ ending homelessness. There is also a *****Homelessness Strategy (2021-2023).</u>	<u>Housing section on their website with supports for affordable housing development, Indigenous Housing programs resources for affordable housing developers, support for tenants, and housing options. Also, there is a Homelessness and Housing Services Plan (</u>	<u>Mayor's Task Force to End Homelessness Final Report (2020)</u>
Inspections and licensing (Y/N)	<u>Y</u>	<u>application, licenses &amp; permits available through City website, licences include animal &amp; business. Inspections can be scheduled through contacting the City building inspections.</u>	<u>Variety of licences and inspections through the city website application forms and guides</u>	Animal licences, business licences pre-inspections checklist (2016) from City and Fire Department, permit inspection booking through MyAirdrie.	<u>City services- permits/licenses/ forms list- licensing ranges from animal, business, to Safety code inspections, engineering.</u>	<u>Residential Inspections, business licensing, there is also a community standards and license appeal committee.</u>	<u>City's licences/ applications/permits. Licensing ranges from backyard hens, dogs, and beekeeping.</u>
Utilities (Y/N)	<u>Utility Bylaw 3606/2018</u>	<u>Section 5.2 (pg. 37) of IDP Plan including utilities and servicing goal and related policies.</u>	<u>Utilities Services is part of the Civic operation department, key areas include city water, sanitary sewer, drainage/flood protection systems/ facilities.</u>	<u>Bylaw no. B-11/2015.</u>	<u>Utility Bylaw for regulating water, wastewater, solid waste utility services provided by Aquatera Utilities in the City of Grande Prairie. Bylaw C-1365.</u>	<u>Utilities includes waste services, sewer/storm water systems. Waste management services are pilled through EPCOR.</u>	<u>Municipal Public Utilities Bylaw (2019)</u>

Municipality	Red Deer, AB	Lethbridge, AB	Kamloops, BC	Airdrie, AB	Grande Prairie, AB	Edmonton, AB	St. Albert, AB
<b>Partnership</b>							
<b>Regional municipal partnerships</b>	<p>The City of Red Deer and County of Red Deer jointly collaborate through an Intermunicipal Development Plan (2015). Some notable policies and objectives include:</p> <ul style="list-style-type: none"> <li>• Natural Capital</li> <li>• Long Range Planning</li> <li>• Infrastructure and Services</li> <li>• Communication</li> </ul>	<p>The City and County of Lethbridge are committed to collaboration through the Intermunicipal Development Plan, adopted in 2016, this Plan provides a framework for long-range planning for lands of common interest.</p>	<p>The City of Kamloops has a Service Agreement established with Thompson-Nicola Regional District with the aim of improving community safety.</p>	<p>The City of Airdrie and Rocky View County have been aligned through an Intermunicipal Development Plan since 2001. Some of the regional servicing agreements and regional bodies that both Municipalities belong to include:</p> <ul style="list-style-type: none"> <li>• Alberts South Centre Mutual Aid Agreement</li> <li>• Marigold Library System</li> <li>• Rocky View Foundation</li> <li>• Nose Creek Watershed Partnership</li> <li>• Calgary Metro Region Board</li> </ul>	<p>The City and County of Grande Prairie (No. 1) are aligned through an Intermunicipal Development Plan (IDP). While not a regional plan, the IDP is informed by existing regional characteristics to ensure that the land use vision and policy framework remain connected to the broader region.</p>	<p>The City of Edmonton entered an Intermunicipal Planning Framework in 2018 with Leduc County and the Town of Beaumont to work collaboratively through joint planning for sustainable and livable communities within the Edmonton Metropolitan Region.</p>	<p>St. Albert commits to maintaining collaborative relationships with neighbouring municipalities, guided by policies in its Municipal Development Plan (<i>Flourish Growing to 100k</i>).</p>

Municipality	Red Deer, AB	Lethbridge, AB	Kamloops, BC	Airdrie, AB	Grande Prairie, AB	Edmonton, AB	St. Albert, AB
<b>Service delivery partnerships (e.g., programming, utilities, waste)</b>	<p>The City of Red Deer has a variety of service delivery partnerships categories which include, but is not limited to, the following:</p> <ul style="list-style-type: none"> <li>• Access Agreements</li> <li>• Capital Funding</li> <li>• Reciprocal Use</li> <li>• Public Art</li> <li>• Construction</li> <li>• Consultation, and more.</li> </ul>	<p>The City of Lethbridge delivers its recreation services through a third party, Healthy Lethbridge, and others for parks and leisure. As well, they have a memorandum of understanding (MOU) with the University of Lethbridge, and a joint use agreement with the Lethbridge School division for community use of facilities.</p>	<p>The City of Kamloops works with community partner organizations (KidSport, JumpStart, School District No. 73) to facilitate greater recreation programs and opportunities for its residents. As well, they have a service agreement with TNRD to provide security services in City libraries and civic buildings.</p>	<p>"The City of Airdrie and Rocky View County have a Master Shared Services Agreement (2024), which outlines service delivery partnerships for the following:</p> <ul style="list-style-type: none"> <li>• Emergency Services (fire)</li> <li>• Solid Waste and Recycling</li> <li>• Recreation (cost sharing agreement)</li> </ul> <p>Future service agreements noted include transit, road maintenance and Cemetery services. They are currently partners with Transdev for transit delivery. "</p>	<p>For recreation services, the City and County have a Joint Recreation Master Plan (2016) which led to the development of the Grande Prairie Regional Recreation Committee (2017) to lead municipal collaboration for recreational opportunities. For the cities emergency response services, it entered a Mutual Aid Agreement with the County in 2022 to improve its fire and EMS services. As well, the Grande Prairie Regional Emergency Partnership aligns various municipalities to prepare for, respond to and recover from major emergencies/disasters.</p>	<p>Edmonton has various recreation partnerships and a service delivery partner (EPCOR) for its water/sewer services.</p>	<p>The City of St. Albert's Recreation and Parks Department maintains relationships with many organizations for recreation and parks opportunities, as well as delivering direct provision of recreation facilities, programs and services. They value partnerships role in recreation and parks, and have a framework established (Partnerships in Recreation and Parks) for community recreation partner groups.</p>

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<b>Facility operations partnerships</b>	<p>The City of Red Deer has various partnership agreements, the categories include:</p> <ul style="list-style-type: none"> <li>• Capital Funding</li> <li>• Construction</li> <li>• Consultation</li> <li>• Donation</li> <li>• Grant</li> <li>• Lease/License</li> <li>• Letters/MOU</li> <li>• Maintenance</li> <li>• Reciprocal Use</li> <li>• Service Sponsorship</li> <li>• Public Art</li> </ul>	<p>The Parks and Cemeteries team partnered with Lethbridge Trail Alliance to help manage trails throughout the City. As well, the Lethbridge airport operated under an regional partnership (IDP).</p>	<p>There is a Joint Use Agreement in place between the City and School District (N0. 73) to support shared use of gymnasium space, and the bookings for such spaces are managed through the City.</p>	<p>In Airdrie, there is currently joint land ownership between Mattamy Homes and Rocky View School Division for a new South West Recreation Centre.</p>	<p>There is a variety of city partner operated recreation and culture facilities in Grande Prairie, which include:</p> <ul style="list-style-type: none"> <li>• 55 North Community Centre</li> <li>• Art Gallery of Grande Prairie</li> <li>• Centre 2000</li> <li>• Centre for Creative Arts</li> <li>• Grande Prairie Public Library</li> <li>• Montrose Cultural Centre (MCC)</li> <li>• Rising Above Building</li> </ul>	<p>The Edmonton Convention Centre and EXPO Centre are operated and maintained by Explore Edmonton, as per the City of Edmonton's lease agreement.</p>	<p>The City of St. Albert and Sturgeon County entered a new recreation cost-sharing agreement in 2023, which provides recreational amenities for both county and city residents, in addition to the County supporting existing operational costs for City recreational services/facilities/amenities. The only recreational amenity that is not part of this agreement is swimming lessons.</p>

Municipality	Red Deer, AB	Lethbridge, AB	Kamloops, BC	Airdrie, AB	Grande Prairie, AB	Edmonton, AB	St. Albert, AB
<b>Indigenous partnerships / relationships</b>	<p>The City of Red Deer outlines their truth and reconciliation commitment on their website, highlighting the importance of working alongside Indigenous Peoples to create a welcoming and inclusive community. As well, the City provides a list of local organizations, special events, resources and learning opportunities to aid in respectful learning.</p> <p>The City also has an intergovernmental protocol with the Urban Indigenous Voices Society.</p>	<p>The City of Lethbridge has a Reconciliation Lethbridge Advisory Committee, which works alongside local indigenous communities to build relationships with the Blackfoot Confederacy and Lethbridge and Area Métis Association. The Committee also hosts a range of local events to promote truth and reconciliation.</p>	<p>In 2019 a Letter of Understanding (LOU) agreement was signed between the Tk'emlúps te Secwépemc and the City, to not only showcase clear commitment to values, but also build towards a future cultural heritage agreement.</p>	<p>The Heritage and Culture team at the City continue to develop their relationships through their commitment to truth and reconciliation and through applying an archeological lens to land use. As well, in July of 2025, there was note made in a Council Agenda Report that the City is developing an Indigenous Framework, to guide its actions advancing reconciliation and align with some of their 2023-2026 strategic focus areas.</p>	<p>The City Council endorsed an Indigenous Relations Framework, in response to TRC and UNDRIP, emphasizing a local focus with key areas including:</p> <ul style="list-style-type: none"> <li>• Building Connections</li> <li>• Community Culture</li> <li>• Commerce &amp; Creativity</li> <li>• City Services</li> <li>• Education &amp; Acknowledgment</li> </ul>	<p>The City of Edmonton has an Indigenous Relations Office, aligned with the Edmonton Urban Aboriginal Accord (a principle-based relationship agreement), this office focuses on developing, promoting and supporting Indigenous relations within the City. As well, the City has an Indigenous Relations framework, which strives to answer the question:</p> <ul style="list-style-type: none"> <li>• "How can the City of Edmonton best support and build strong relationships with Indigenous Peoples in Edmonton?"</li> </ul>	<p>In 2019, an engagement report was completed, Payhonin Reconciliation St. Albert, which aims to bring forward actions for truth, healing and reconciliation in the form of key recommendations. Some recommendations include:</p> <ul style="list-style-type: none"> <li>• Develop a detailed Reconciliation Plan for the City</li> <li>• Adopt formal and informal land acknowledgments to be used at City events.</li> <li>• Seek input on project specific methods of dialogue with Indigenous communities.</li> </ul>

Municipality	Red Deer, AB	Lethbridge, AB	Kamloops, BC	Airdrie, AB	Grande Prairie, AB	Edmonton, AB	St. Albert, AB
<b>Tourism / Event Hosting</b>							
<b>Tourism / Event Hosting Policy (Y/N - document title / year)</b>	<a href="#"><u>Red Deer Major Events Strategy and Destination Development Framework (2021)</u></a>	<a href="#"><u>Major Community Event Hosting/Policy CC-55/2024</u></a>	<a href="#"><u>Event Planning Guidelines outlined on their website with supporting information/links</u></a>	<a href="#"><u>City of Airdrie Special Events Guidelines for Event Organizers</u></a>	<a href="#"><u>Policy 317 Funding for Large Scale Tourism Events (community services department) (2019)</u></a>	*Events Policy C603 (2018), **Event Growth & Attraction Strategy (approved by council in 2018)	<a href="#"><u>City Council Event Policy C-CS-26</u></a>
<b>Goals / Objectives</b>	<p>Outlined in the Red Deer Major Events Strategy and Destination Development Framework is its vision and mission to become a major event destination for mid-sized cities in Canada (by 2030) and that these events deliver sustainable social and economic benefits to its residents.</p>	<p>When hosting a major community event in Lethbridge, the City has outlined a clear list of what events must do, as per their Policy (2024):</p> <ul style="list-style-type: none"> <li>• Enhance profile/visibility</li> <li>• Be open to public</li> <li>• Attract spectators/participants from outside city</li> <li>• Engage with corporate community/other funding sources</li> <li>• Be organized in conjunction with a local committee.</li> </ul>	<p>Known as the Tournament Capital Kamloops boasts an impressive record of hosting world-class events in premier facilities for athletes and spectators alike. They base their vision and goal around the governing body of the Canadian Sport Policy. Some of their objectives include:</p> <ul style="list-style-type: none"> <li>• increased participation</li> <li>• economic generation through sport tourism</li> <li>• development of first-class facilities</li> </ul>	<p>The City of Airdrie has a Special Events Guide for event organizers, to help them navigate permit/safety requirements and promote events. Ultimately, Airdrie's objective is to create vibrant, active and inspired city.</p>	<p>The goals and objectives of Grande Prairies Funding for Large Scale Tourism Events Policy (137) is to:</p> <ul style="list-style-type: none"> <li>• Attract people</li> <li>• Encourage a variety of events</li> <li>• Increase/grow tourism</li> <li>• Strengthen volunteerism</li> <li>• Promote diversity, culture, heritage and/or sport</li> <li>• Provide a safe community.</li> </ul>	<p>The City of Edmonton's Event Growth and Attraction Strategy outlines 10-year strategic goals alongside various objectives to meet its vision. Ultimately the City strives to be a healthy place for residents and businesses alike, and visitors are attracted to the energy of the City coming for a variety of year round events. Their goals are built on 4 pillars which include:</p> <ul style="list-style-type: none"> <li>• Healthy City</li> <li>• Urban Places</li> <li>• Regional Prosperity</li> <li>• Climate Resilience</li> </ul>	<p>The City views events as essential to achieving its goals of fostering community well-being, celebrating culture, creating sustainable and vibrant places, and supporting a strong economy.</p>

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<b>Other Notes (if applicable)</b>	The two types of events that Red Deer will focus on include major sporting events, and major arts/culture events.	Eligible events include major provincial, interprovincial, national and international events.	Within the Cultural Strategic Plan, there is mention to strengthen tourism through cultural development.	A special event is defined as an organized one-time/annual event that temporarily restricts typical public access to City of Airdrie property.	<b><u>They also provide an outdoor event permit planning guide and checklist.</u></b>	Aligns with Vision 2050, 10 year principles and 10 year strategic goals.	
<b>Other Notes (if applicable)</b>			<b><u>Tourism Kamloops Strategic Plan (2023-2027) mentions it is co-creating a Destination Master Plan with the City of Kamloops.</u></b>				
<b>Provision Standards</b>							
<b>Established Provision Standards for municipal services (Y / N - outline standards)</b>	N	N	<b><u>Has current provision ratios in the Recreation Master Plan, for example, arts and cultural facilities page 38. 1 theatre for every 90,280 residents, aquatics facilities 1 indoor aquatic facility for every 30,093 residents, indoor ice arenas 1 ice sheet for</u></b>	<b><u>Open space standards pg. 55-56 within the Great Places Plan- for example standards established include 0.5/2,000 for tennis courts, 1.4/2,000 soccer fields, 0.5/5,000 basketball courts (based on projected populations for 2025-2028), and 2-4ha area per 1000population for open space (campgrounds, day use, picnic areas)</u></b>	N	<b><u>Not for recreation, but have acquisition guidelines for parks (pg.60-61 of urban parks management plan), for example, one pocket park will be developed for every 2,250people, one district activity park will be developed for every area structure plan, one</u></b>	<b><u>Yes- Parks and open space direction to be applied during park system planning, pages 8-15, some examples include- every resident must be within a 400m unobstructed walk on a active transport network/park/open space. Also must have minimum 2 access point. And in the Recreation master plan on page 14 it notes that residents should be the priority for recreation provision.</u></b>

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<b>Performance Measures</b>							
<b>Performance indicators to monitor strategic planning (Y /N)</b>	Y	<u>Corporate Strategic Plan - has progress reports that report on performance measures/data</u>	<u>Council Strategic Plan (2023-2026)</u>	<u>City Council Strategic Focus Areas (2023-2026)</u>	<u>City of Grande Prairie Strategic Plan (2022-2025)- built on 3 pillars- innovative efficiencies &amp; economic readiness, inclusive caring community, engaging relationships.</u>	<u>Connect Edmonton- Edmonton's Strategic Plan ( 2019-2028)</u>	<u>Council Strategic Plan 2022-2025</u>
<b>Data informed (Y / N)</b>	Y	Y	N	N	N	Y - monitor impact and indicator summary	Y- monitor strategic priority through a list of performance measures for each, as well as intended results.
<b>Resident satisfaction monitoring and measurement (Y/N)</b>	Y	Y- for example, % of customer satisfaction parks and pathways used as performance measure for services/ service levels (pg. 53 corporate progress report 2020). Their operating budget report (2023-2026) is also data informed through service level performance targets.	<u>Every 3 years the City completes an in-depth survey (completed by reputable auditor) to gauge citizen satisfaction and rate city services (2022 Report)</u>	Offer public participation opportunities, but do not measure/monitor satisfaction	N	N- but their is monitoring/indicator for personal wellness	Y- some performance measures relate to resident satisfaction such as, "percent of residents that are satisfied with the communication regarding budget and other financial information" (pg. 10)
<b>Other Notes (if applicable)</b>					Quality of life is main priority of the plan.		5 strategic priorities- economic prosperity, vibrant downtown, community well-being, environment, financial sustainability.

Municipality	Red Deer, AB	Lethbridge, AB	Kamloops, BC	Airdrie, AB	Grande Prairie, AB	Edmonton, AB	St. Albert, AB
<b>Grant Programs</b>							
<b>Identify current programs / requirements</b>	<p>The City has a variety of grant opportunities including: agency capacity building grant, collaboration in sport grant, community culture grants, community recreation enhancement grant, community safety and wellness grant, environmental initiatives grant, REconnect community initiative grant, spark grant and the youth FCSS grant.</p>	<p>The City offers an array of grants and funding opportunities for its residents, some notable grants include:</p> <ul style="list-style-type: none"> <li>• Community Event Support Grant</li> <li>• Community Capital Projects Grant</li> <li>• Major Community Event Hosting Grant</li> <li>• Affordable and Social Housing Capital Grant</li> <li>• Make you Mark One Time Funding (for non-profit organizations)</li> </ul>	<p>There is a variety of grant and funding opportunities for residents of Kamloops, which are grouped into the following categories:</p> <ul style="list-style-type: none"> <li>• Sport and Athlete Support</li> <li>• Arts and Culture Support</li> <li>• Community Support</li> <li>• Sustainability</li> </ul>	<p>The City of Airdrie provides a variety of grants for individuals, families or local organizations, including (but not limited to) a subsidy program known as Airdrie Fair Access, which provides low-income households with a variety of municipal services (e.g. transit, theatre, recreation, etc.) for a subsidized rate.</p>	<p>The City of Grande Prairie offers a variety of grants ranging from sport/recreation, arts/cultural to community group funding.</p>	<p>The City of Edmonton has a multitude of grant and funding opportunities, to help reach their outlined goals in Connect(Ed) monton. Broad grant categories include:</p> <ul style="list-style-type: none"> <li>• Business Support</li> <li>• Community</li> <li>• Housing</li> <li>• General</li> </ul>	<p>There are nine established civic grants through the City of St. Albert, to enhance the overall quality of life for its residents by offsetting costs associated with programs, projects, activities, and events. In 2024, the allocated budget was grants was \$1millions, and 37 grants were approved, totaling \$779.76k in approved funding. Civic grants include:</p> <ul style="list-style-type: none"> <li>• Beautification Program</li> <li>• Community Capital Program Grant</li> <li>• Community Events Grant Program</li> <li>• Green Community Grant Program</li> <li>• Outside Agencies Operating Grant Program</li> <li>• Young Artists Legacy Award Program</li> </ul>

Municipality	Red Deer, AB	Lethbridge, AB	Kamloops, BC	Airdrie, AB	Grande Prairie, AB	Edmonton, AB	St. Albert, AB
<b>Other Notes (if applicable)</b>		Varies from community capital project/event support/event hosting grants to downtown activation grants, one time funding grant, and business improvement loan (see link above for full list)		<a href="#"><u>Airdrie Fair Access</u></a>		Allows the City to invest in programs, services, and organization that help reach goals identified in Connect(Ed)monton	<a href="#"><u>Grant 2024 Summary Report</u></a>
<b>Communications and Marketing</b>							
<b>Community Guide (Y/N - Print / Online)</b>	Not specifically a community guide, but the City does have an online community calendar and visitor guide.	Not specifically, but overlaps within the Recreation and Culture Guide, has calendar of events, public info/ events and more in addition to recreation specific info.	Not specifically, has community information within the Activity Guide.	<a href="#"><u>No guide, there is a community events calendar online.</u></a>	<a href="#"><u>Grande Prairie Guide (online &amp; print)</u></a>	<a href="#"><u>No, but they do have community and partner calendars for events.</u></a>	<a href="#"><u>Community Information and Help Directory Online PDF</u></a>
<b>Recreation Guide (Y/N - Print / Online)</b>	Y- Online	<a href="#"><u>Recreation and Culture Guide (monthly, online/print)</u></a>	<a href="#"><u>Activity Guide by seasons (e.g. 2025 Spring and Summer Activity Guide) online and city website provides a list of locations for where to pickup a print copy.</u></a>	N	N	<a href="#"><u>Printable Recreation activity schedules</u></a>	<a href="#"><u>Online PDF recreation activity program guides</u></a>
<b>Recreation / Sport Brand</b>	Y	N	N	N	N	<a href="#"><u>move.learn.play tagline but same brand/logo as city</u></a>	N
<b>Tourism Brand</b>	<a href="#"><u>Tourism Red Deer</u></a>	<a href="#"><u>Tourism Lethbridge</u></a>	<a href="#"><u>Tourism Kamloops</u></a>	N	<a href="#"><u>Grande Prairie Regional Tourism Association</u></a>	<a href="#"><u>Explore Edmonton-brand guidelines</u></a>	N

Municipality	Red Deer, AB	Lethbridge, AB	Kamloops, BC	Airdrie, AB	Grande Prairie, AB	Edmonton, AB	St. Albert, AB
<b>Social Media</b>	<a href="#"><u>Facebook, YouTube, RSS, Instagram</u></a>	<a href="#"><u>Twitter, Facebook, Instagram, LinkedIn, YouTube</u></a>	<a href="#"><u>Engage through LetsTalkKamloops, connect on social media through Facebook, LinkedIn, YouTube, Instagram, Bluesky, Threads.</u></a>	<a href="#"><u>Facebook, LinkedIn, Instagram. Residents can also get updates through registering for my Airdrie.</u></a>	<a href="#"><u>Facebook, Twitter, YouTube, Instagram-directory for City account (main) and other City Accounts.</u></a>	<a href="#"><u>Facebook Instagram, X, Threads, LinkedIn, YouTube</u></a>	<a href="#"><u>various social media account for corporate and department/event.</u></a>
<b>Brand Guidelines</b>	<a href="#"><u>Logo and corporate identity standards</u></a>	<a href="#"><u>Brand Guidelines (2021)</u></a>	<a href="#"><u>Logo Request Form</u></a>	<a href="#"><u>Trademark &amp; copyright guidelines on their website</u></a>	<a href="#"><u>Policy 15</u></a>	<a href="#"><u>Visual Identity Standards: Foundational Elements and Policy, and Official Symbols, and design resources.</u></a>	<a href="#"><u>Community Brand Policy C-CA0-17</u></a>
<b>Other- Links/references</b>							
	<a href="#"><u>*Red Deer Municipal Plan (2008)</u></a>	<a href="#"><u>*Transportation Master Plan (2023)</u></a>	<a href="#"><u>*the City also has an emergency response plan (2012), an evolving document in alignment with BCERMS.</u></a>	<a href="#"><u>*Master Shared Services Agreement</u></a>	<a href="#"><u>*Fire Mutual Aid Agreement</u></a>	<a href="#"><u>*Events Policy</u></a>	<a href="#"><u>*Environmental Sustainability Policy (2019)</u></a>
	<a href="#"><u>**The Place to be Red Deer 2050</u></a>	<a href="#"><u>**Cycling Master Plan (2017)</u></a>	<a href="#"><u>*Vision Zero Strategy and Action Plan to reduce transportation fatalities and serious injuries (2023)</u></a>	<a href="#"><u>**Transdev transit partnership</u></a>	<a href="#"><u>**GPREP</u></a>	<a href="#"><u>**Event Growth &amp; Attraction Strategy</u></a>	<a href="#"><u>**A Climate of Resilience St. Albert Climate Adaptation Plan (2022)</u></a>
		<a href="#"><u>***Civic Culture Plan</u></a>	<a href="#"><u>**There is also a EV and E-Bike Strategy to support the Cities transition to Evs and Ebikes (2020)</u></a>	<a href="#"><u>***New SW Rec centre</u></a>	<a href="#"><u>***Joint Recreation Master Plan (2016)</u></a>	<a href="#"><u>**2018 approved by council</u></a>	<a href="#"><u>***Transit Services Policy (2019)</u></a>

Municipality	Red Deer, AB	Lethbridge, AB	Kamloops, BC	Airdrie, AB	Grande Prairie, AB	Edmonton, AB	St. Albert, AB
		<a href="#"><u>****Public Art Work Plan</u></a>	<a href="#"><u>***Trails Master Plan (2013)</u></a>	<a href="#"><u>****Library</u></a>	<a href="#"><u>****Activity and Reception Centre Partnership Opportunity</u></a>	<a href="#"><u>***Climate Resilient Edmonton (2018)</u></a>	<a href="#"><u>****Transportation Master Plan (2015)</u></a>
		<b>Service Delivery Partnership Links:</b>		<a href="#"><u>*****Climate Mitigation Strategy</u></a>	<a href="#"><u>*****Homelessness Strategy (2021-2023)</u></a>	<a href="#"><u>****Climate Resilience Planning and Development Action Plan (2024)</u></a>	<a href="#"><u>*****Intermunicipal Collab with Town of Morinville</u></a>
		<a href="#"><u>University and City MOU</u></a>		<a href="#"><u>*****Houselessness Study (2024)</u></a>		<a href="#"><u>*****Asset Management Collaboration</u></a>	<a href="#"><u>*****Intermunicipal Collab with City of Edmonton</u></a>
		<a href="#"><u>Healthy Lethbridge Partners</u></a>		<a href="#"><u>*****Affordable Housing Incentive Policy P-DEV-15-C</u></a>		<a href="#"><u>*****Fire Service Delivery (2012)</u></a>	
		<a href="#"><u>Recreation excellence Lethbridge</u></a>		<a href="#"><u>*****ACCESS Airdrie Paratransit Policy</u></a>			
		<a href="#"><u>*****Encampment Strategy (2024)</u></a>					
		<a href="#"><u>*****master services agreement AHS</u></a>					

## Operating Budget

Municipality	Red Deer, AB	Lethbridge, AB	Airdrie, AB	Grande Prairie, AB	Edmonton, AB	St. Albert, AB
<b>Community Services (*compare all, if available, to Red Deer for Calculations)</b>	Safe & Healthy Communities: Recreation, Facility & Asset Management/Maintenance, Community & Neighbourhood Development, Environmental Initiatives, Family and Community Support Services, Housing and Homelessness Supports, Safety and Resiliency supports, Emergency Social Services, Art & Culture. Municipal Policing, Parks & Public Works: Parks, Roads, Infrastructure Management. Inspections & Licensing. Transit & Fleet. Emergency Services: fire, ambulance.. Economic Development.					
<b>Police</b>	47,410,463	51,891,000	16,152,881	33,083,996	587,580,000	16,976,190
<b>Fire</b>	32,318,909	40,219,000	17,541,599	19,969,767	239,633,000	29,053,449
<b>Ambulance and First Aid</b>	13,626,195	4,121,000	0	0	0	3,566,949
<b>Bylaws Enforcement</b>	13,626,195	5,651,000	5,244,464	7,288,372	82,033,000	1,996,081
<b>Other Protective Services</b>	1,106,080	6,948,000	0	0	0	0
<b>Roads, Streets, Walks Lighting</b>	50,417,815	37,612,000	28,312,251	38,677,164	490,482,000	34,658,585
<b>Public Transit</b>	15,602,294	25,803,000	5,467,755	7,735,929	590,403,000	20,042,623
<b>Storm Sewage and Drainage</b>	5,179,367	4,071,000	3,787,608	3,806,195	0	4,606,293
<b>Water Supply &amp; Distribution</b>	23,061,622	20,996,000	16,167,981	0	0	9,498,274

Municipality	Red Deer, AB	Lethbridge, AB	Airdrie, AB	Grande Prairie, AB	Edmonton, AB	St. Albert, AB
<b>Wastewater Treatment and Disposal</b>	22,308,564	21,833,000	17,216,355	0	0	18,187,428
<b>Waste Management</b>	14,821,920	22,266,000	10,758,781	0	236,861,000	6,448,764
<b>Family and Community Support</b>	4,520,456	5,632,000	2,669,536	12,866,020	71,688,000	3,256,666
<b>Cemetaries and Crematoriums</b>	917,787	1,503,000	82,512	217,065	1,402,000	100,352
<b>Economic/Agricultural Development</b>	3,106,940	3,343,000	1,711,800	0	0	0
<b>Recreation Boards and/or other recreation and culture</b>	7,582,160	15,231,000	0	440,709	0	0
<b>Parks &amp; Recreation</b>	42,495,993	53,935,000	24,444,848	48,571,318	342,819,000	31,095,332
<b>Culture: libraries, museums, halls</b>	9,894,188	15,593,000	5,393,751	9,508,999	89,999,000	14,254,038
<b>Electric</b>	48,042,367	79,804,000	0	0	0	0
<b>Operating budgets for community services (\$)</b>	<b>356,039,315</b>	<b>416,452,000</b>	<b>154,952,122</b>	<b>182,165,534</b>	<b>2,732,900,000</b>	<b>193,741,024</b>
<b>Population</b>	100,844	98,406	74,100	63,166	1,010,899	68,232
<b>Cost Per Capita (rounded up to nearest whole number)</b>	<b>3,531</b>	<b>4,232</b>	<b>2,091</b>	<b>2,884</b>	<b>2,703</b>	<b>2,839</b>

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