May 5, 2026

Mayor Jeffries, City Councillors, and City Administration
City of Red Deer
Box 5008
Red Deer, AB, T4N 3T4

Re: Red Deer Homeless Foundation Development Permit Application for 7740 40 Ave

On behalf of the Red Deer Homeless Foundation, I am pleased to submit this Development Permit application for Project Nexus.

Project Nexus represents an opportunity to move from a fragmented service model toward a coordinated system of care that improves access to supports, strengthens pathways to housing and recovery, and reduces pressures across emergency, health, and community safety systems. Project Nexus will be developed in a series of phases, the first of which is focused specifically on the emergency shelter component operated by Hope Mission. Project Nexus is being advanced within a broader phased vision for the site that includes complementary health, social, and housing-related services to be defined through an ongoing Site Services Master Planning process.

This application has been prepared with an understanding that projects of this nature require both technical rigor and community responsiveness. In developing this submission, we have sought to reflect feedback received through the zoning process, including over 1,000 pages of written submissions, extensive public hearing participation, direct engagement with neighbours, agencies, Indigenous organizations, and operational learning drawn from comparable facilities in other jurisdictions. That input has informed both the design of the application and the mitigation strategies incorporated throughout the submission.

We recognize that Development Permit review is an important step in ensuring the site is designed and operated in a manner that aligns with municipal requirements and community expectations. To that end, the application includes detailed materials related to site planning, operations, transportation and mobility, community integration, and a Good Neighbour framework intended to support ongoing accountability, communication, and adaptive management. A CPTED assessment has been completed and is included for your consideration.

A central premise of this submission is that Project Nexus should not be understood simply as a shelter proposal, but as the phased development of a campus model designed to improve system coordination and community outcomes over time. The emergency shelter component is intended as an anchor use—an important first step in establishing the broader coordinated model envisioned for the site.

Project Nexus – Development Permit Application
Letter of Intent

I would like to take a moment to recognize and thank the volunteer members of the Project Nexus Renovation Committee, who have met on a weekly basis since the zoning decision to carefully review the significant volume of community input received. Their commitment and thoughtful engagement have been instrumental in shaping a collaborative, comprehensive, and well-considered application. The members of the committee are:

- Jim Cramer (Committee Chair)[1]
- Dale Russell (Owner, RE/MAX Real Estate Central Alberta)
- Dan Owehand (Development Officer, Red Deer County)[1]
- Guy Pelletier (Retired, Melcor Developments)
- Jack Brady (Owner, Tar-ific Construction Ltd.)
- Mark Jones (CEO, Central Alberta Child Advocacy Centre)
- Peter Clow (Senior Partner, Cognidyn)
- Reg Radford (Retired, IFR Workwear)
- Ryan Krutzfeldt (Chief Operating Officer, Collicutt Energy)[1]

I would also like to extend our sincere appreciation to Hope Mission for their partnership in advancing Project Nexus, and in particular to Tim Pasma and Adeoluwa Adeoye for their leadership and collaboration throughout this process. Their operational expertise and thoughtful input have been invaluable in ensuring that the application is grounded in practical, experience-informed approaches to shelter operations.

Finally, we appreciate the guidance provided by Administration to date and the constructive dialogue that has helped shape this application. We submit this package in the spirit of collaboration and welcome continued engagement through the review process should clarification or additional information be helpful.

Thank you for your consideration of this application and for your work in supporting thoughtful development in our community.

Sincerely,

Darcy Mykytyshyn

Darcy Mykytyshyn, CEO
Red Deer Homeless Foundation

[1] Board Member – Red Deer Homeless Foundation

RED DEER
HOMELESS FOUNDATION

1. Executive Summary

1.1. *Purpose of Application*

The purpose of this application is to obtain Development Permit approval for Phase 1 of Project Nexus, enabling the establishment of an emergency shelter within an integrated campus model. This submission also establishes the foundation for a broader coordinated system of care to be developed over time on the site.

1.2. *Overview of Project Nexus*

Project Nexus is a purpose-designed social care campus that brings together multiple services within a single, coordinated environment to better support individuals experiencing homelessness. The model is structured to function as a series of complementary service "tenancies," similar to a commercial lease bay arrangement, operating in alignment rather than isolation.

1.3. *Vision: A Coordinated System of Care for Red Deer*

The vision for Project Nexus is to transition from a fragmented service model to a coordinated system of care where individuals can access shelter, health, recovery, and housing supports through a single point of entry. By co-locating and aligning service providers, the campus is intended to reduce system inefficiencies and improve long-term outcomes for both individuals and the community.

1.4. *Phased Development Approach*

Project Nexus will be developed in phases, beginning with the establishment of an emergency shelter operated by Hope Mission as the initial "anchor tenant," followed by a Site Services Master Plan to define complementary service needs, and ultimately the integration of additional providers to complete the campus model. Over time, this phased, lease bay-style approach will enable the site to evolve into a fully coordinated system of care that stabilizes immediate needs while supporting pathways to recovery, housing, and long-term community wellbeing.

2. Applicant, Ownership & Governance Structure

2.1. *Applicant: Red Deer Homeless Foundation*

The applicant for this Development Permit is the Red Deer Homeless Foundation, which is leading the development and coordination of Project Nexus. The Foundation is responsible for advancing the vision of a coordinated system of care and facilitating partnerships required to support the campus model.

2.2. *Ownership Structure*

The subject property is currently owned by NEXUS Reit, which is being purchased by Nexus Homestart, who is holding title to enable the advancement of the project through the development and financing stages. It is anticipated that ownership will transition to the Red Deer Homeless Foundation as the project progresses and long-term governance and operational structures are finalized. Confirmation of these details can be found in Appendix A.

2.3. *Letter of Authorization*

A Letter of Authorization from the registered property owner has been provided to support this application. Please refer to Appendix A for the executed document.

3. Proposed Uses

We are seeking Council support for the following uses at Project Nexus, in alignment with Direct Control Zone No.36: DC (36) of the City of Red Deer Zoning Bylaw 3357/2024.

Permitted Uses

- Accessory Building
- Accessory Use
- Building Sign
- Community Garden
- Health and Medical Services
- Information Service Provider
- Lease Bay Building
- Professional Office
- Security Suite
- Transportation Servies

Discretionary Uses:

- Courtyard
- Emergency Shelter
- Mixed-use Building
- Public Assembly

4. Project Nexus – System Overview

Project Nexus is being advanced as a coordinated system of care designed to improve how individuals access services and transition toward stability. To support clarity within the Development Permit process, this section distinguishes between the proposed uses associated with Phase 1 (Hope Mission) and the broader range of uses envisioned for the balance of the building under the direction of the Red Deer Homeless Foundation.

4.1. Proposed Uses – Hope Mission (Phase 1: Emergency Shelter Operations)

The initial phase of Project Nexus will establish an emergency shelter and stabilization environment operated by Hope Mission, functioning as the anchor use within the campus. The specific scope of services includes:

- 24/7 continuous-stay emergency shelter
- Intake, assessment, and client registration
- Sleeping accommodations and day-use space
- Meal services and basic needs supports (hygiene, laundry, clothing)
- On-site social supports and case management
- Health supports, including nursing and paramedic response
- Recovery-oriented supports and referrals
- Outreach and transportation support (including the Hope Mission Rescue Van)

A detailed description of these operations is provided in Appendix B – Hope Mission Operating Plan.

4.2. Proposed Uses – Red Deer Homeless Foundation (Future Campus Development)
The balance of the Project Nexus campus is intended to function as a series of complementary service "tenancies," similar to a commercial lease bay model, where multiple providers operate in a coordinated and aligned environment. While the final mix of services will be confirmed through a structured planning process, the range of potential uses includes:

- Primary and urgent care services
- Mental health and addictions treatment and recovery programming
- Housing navigation and placement supports
- Transitional and supportive housing services
- Indigenous-led and culturally appropriate services
- Income support, identification, and legal assistance services
- Employment readiness, training, and social enterprise opportunities
- Food security and nutrition programming
- Personal care services (showers, laundry, storage)
- Community programming and peer support spaces

The Red Deer Homeless Foundation is currently advancing a Site Services Master Plan through a structured, facilitated engagement process involving members of the Red Deer System Navigators network and Executive Directors of homeless-serving agencies. This process is designed to move beyond consultation toward co-design, bringing together frontline experience, organizational leadership, and lived experience to define the optimal mix and configuration of services for the campus.

Through this process, participants are identifying critical service gaps, opportunities for co-location, and functions best suited to a campus model, with the goal of developing a practical, experience-informed operating concept that reflects real-world client pathways and system needs.

4.3. Intended Outcomes
The combined effect of these uses is to create a coordinated system of care that reduces fragmentation, improves access to services, and supports more effective transitions from homelessness to stability. Over time, Project Nexus is intended to contribute to improved housing outcomes, increased recovery engagement, and reduced pressure on emergency, health, and enforcement systems across the community.

5. Site Plan & Built Form

5.1. Site Plan Overview – See Appendix C
5.2. Building Layout and Massing – See Appendix D
5.3. Exterior Elevations – See Appendix E

6. Safety, Security & CPTED Strategy

(Intentionally left to be completed upon receipt of final report)
6.1. Introduction to Safety Approach
6.2. Integration of Final CPTED Report (Appendix F)
6.3. Site Safety Integration (Appendix G)

6.4. Encampment Prevention and Response Protocol

Project Nexus recognizes that unmanaged encampments can present risks related to safety, health, environmental impact, and community well-being. The approach to encampments on the Project Nexus site is grounded in compliance with applicable municipal bylaws, provincial legislation, and a proactive operational model designed to prevent encampment formation. Encampments are not permitted on the Project Nexus site. The use of private property for unauthorized temporary structures or overnight occupation is subject to enforcement under applicable municipal bylaws, including the City of Red Deer's provisions related to unauthorized use of property, nuisance conditions, and public safety. Where required, coordination with Community Peace Officers and the RCMP will ensure compliance with applicable legislation.

Project Nexus will implement a proactive approach to encampment prevention through:

- *24/7 staffed operations on-site*
- *Controlled access points and defined areas of use*
- *Regular perimeter monitoring and outreach*
- *Immediate identification of unauthorized structures or activity*

Where an encampment or temporary structure is identified on-site, the response will follow a structured escalation process:

1. ***Initial Engagement***
   Staff will engage individuals in a respectful and non-confrontational manner, with the goal of directing them to appropriate on-site services, including shelter, supports, and intake processes.
2. ***Voluntary Compliance***
   Individuals will be requested to dismantle any temporary structures and relocate into appropriate, authorized areas of the site.
3. ***Coordinated Response***
   If voluntary compliance is not achieved, Project Nexus will coordinate with Community Peace Officers and/or RCMP to ensure the situation is addressed in accordance with municipal bylaws and applicable legislation.
4. ***Site Restoration***
   Any materials associated with the encampment will be removed, and the area will be restored to maintain site cleanliness, safety, and accessibility.

This approach is intended to ensure that activity is drawn into the structured, supervised environment of Project Nexus rather than occurring in unmanaged or unsafe conditions. It reflects a balance between compliance with legal requirements, proactive site management, and a commitment to connecting individuals with appropriate supports.

Encampment response will be supported through ongoing monitoring, documentation, and coordination with community partners, with practices refined over time through the Project Nexus Good Neighbour Policy and Neighbour Advisory Committee structure.

The intent of Project Nexus is to reduce the need for encampments by providing accessible, appropriate, and immediate alternatives within a managed environment.

7. Transportation & Mobility Strategy

7.1. Overview of Transportation Approach

Transportation between Project Nexus and the broader Red Deer community is recognized as a critical component of the project's overall success. The approach to mobility has been intentionally designed as a multi-layered system that provides flexibility, redundancy, and accessibility for a diverse range of users.

At the same time, it is important to recognize that as core services are progressively integrated into the Project Nexus campus, the reliance on transportation to access those services will decrease. The long-term objective is to reduce the need for frequent travel by co-locating key supports within a coordinated system of care.

7.2. Public Transit Integration

7.2.1. Use of Route 18 – Riverside Industrial

Project Nexus is directly supported by the City of Red Deer's Route 18 – Riverside Industrial, which provides regular transit service connecting the site to key areas of the city (see Appendix H).

7.2.2. Direct Connection Between Downtown and Site

Route 18 provides a direct connection between the downtown core, including Sorensen Station, and the Project Nexus site, allowing individuals to travel between service hubs without requiring multiple transfers.

7.2.3. Frequent Weekday Service

The route operates at regular intervals throughout the day, with approximately 30-minute service frequency during peak periods, supporting predictable and reliable access for users (See Appendix I).

The route alignment connects Sorensen Station to the Riverside Industrial area, providing a structured and established transit corridor to the site

7.3. On-Demand Transit (City of Red Deer)

7.3.1. Evening Dynamic Shuttle Service

The City of Red Deer offers an on-demand dynamic shuttle service operating during evening hours, providing additional mobility options outside of standard transit service times.

7.3.2. Flexible Routing from Sorensen Station

This service enables flexible routing from Sorensen Station to other locations throughout the city, allowing users to access transportation based on need rather than fixed schedules.

7.4. Supplemental Transportation Supports

7.4.1. Hope Mission Rescue Van

Hope Mission will provide transportation support through its Rescue Van service, which is designed to facilitate movement for individuals who may not be able to access public transit. This service will play a key role in supporting outreach, intake, and transportation during non-standard hours.

7.4.2. Additional Transportation Supports

As additional service providers are integrated into the Project Nexus campus it is anticipated that supplementary transportation resources will be incorporated into the overall mobility framework, further enhancing access and coordination.

7.5. Coordinated Mobility Strategy

7.5.1. Blended Approach to Ensure Continuous Access

The Project Nexus transportation model is intentionally structured as a blended system, combining public transit, on-demand services, and provider-supported transportation to ensure continuous access throughout the day and evening.

7.5.2. Reducing Barriers

This coordinated approach is designed to reduce barriers to movement between the downtown core and Project Nexus, ensuring individuals can access services, maintain connections, and transition effectively between locations as needed.

Insights from comparable jurisdictions support this approach. In Calgary, approximately 70% of shelter occupants at facilities located approximately 12 km from the downtown core utilize public transit for travel. In Edmonton, Hope Mission's experience at CarePoint (approximately 9 km from downtown) indicates that approximately 70% of transportation needs are met through their Rescue Van service. These examples demonstrate that a combination of transit and provider-supported transportation can effectively meet mobility needs in similar contexts.

7.6. Transit Collaboration with the City of Red Deer

The Red Deer Homeless Foundation has engaged with the City of Red Deer Transit Services to explore and confirm transportation options that support Project Nexus. These discussions have focused on ensuring alignment between existing services and anticipated demand.

7.7. Ongoing Coordination with Transit Services

Ongoing coordination with Transit Services will continue as the project advances, allowing for adjustments to service levels, routing, and operational considerations based on real-world usage patterns and demand.

7.8. Exploration of Fare Support and Service Alignment

The Foundation and its partners will explore opportunities related to fare support, education on transit use, and service alignment to ensure that transportation remains accessible and does not present a barrier to service access.

8. Community Integration & Good Neighbour Framework

8.1. Community Context and Importance of Integration

Project Nexus is being developed within a community that has demonstrated a high level of engagement, interest, and investment in how homelessness services are delivered in Red Deer. The Red Deer Homeless Foundation recognizes that the long-term success of the project is directly tied to its ability to integrate effectively within the surrounding community and operate in a manner that is responsive, accountable, and adaptive.

8.2. Engagement to Date

Community engagement related to Project Nexus has occurred through multiple channels and has informed the development of both the project concept and this Development Permit application. During the zoning application process, the Red Deer Homeless Foundation actively encouraged community participation, resulting in over 1,000 pages of written submissions, both in support of and in opposition to the project, which were formally considered as part of the public hearing process.
In addition, more than 72 individuals spoke at the public hearing, representing a broad range of perspectives; this feedback has been reviewed and has informed the development of this application.

Beyond the formal hearing process, engagement has included direct meetings with surrounding landowners at the outset of the zoning process, discussions with the Pines Community Association, and two public open houses designed to gather questions, feedback, and suggestions related to Project Nexus. The Foundation has also engaged directly with Indigenous organizations, including Shining Mountains, the Red Deer Native Friendship Centre, and Urban Indigenous Voices, as well as numerous agencies and organizations supporting those experiencing homelessness, to ensure a diversity of perspectives has informed the project.

This engagement has extended beyond local consultation to include operational learning and best-practice review. Representatives of the Foundation have met with and toured facilities operated by Hope Mission and The Mustard Seed in Edmonton and Calgary to strengthen understanding of shelter operations in industrial settings and have hosted approximately a dozen tours of the Project Nexus site for interested stakeholders to invite ongoing feedback and input.

Engagement is also continuing through the facilitated Site Services Master Planning process currently underway with frontline practitioners, Executive Directors, and lived-experience voices, reinforcing the Foundation's commitment to ensuring Project Nexus is shaped **for the community, with the community.**

8.3. Risk Mitigation through Project Design & Operations

Community feedback received through the zoning process has been carefully reviewed and organized to reflect the range of considerations associated with both site operations and the broader system within which Project Nexus will function. This Development Permit application focuses on those elements that can be directly addressed through site design and operations, with corresponding mitigation measures outlined in Appendix J – Risk Mitigation.

Project Nexus approaches risk mitigation as an integrated system, not a series of isolated responses. This integrated approach ensures that risks related to land use, safety, movement, and community impact are addressed through coordinated design, operations, and governance, rather than stand-alone interventions.

The Foundation is committed to maintaining a high standard of site management, including ongoing cleanliness and maintenance, proactive outreach and encampment response, and the development of strong, collaborative relationships with surrounding businesses and community members.

8.4. *Establishment of the Project Nexus Neighbour Advisory Committee*
The Red Deer Homeless Foundation will establish a Project Nexus Neighbour Advisory Committee to support ongoing dialogue, transparency, and collaborative problem-solving. The purpose of this committee is to provide a structured forum for sharing information, identifying emerging issues, and working collectively toward practical solutions.

Membership will include representatives from the surrounding community, local businesses, service providers, and other stakeholders, with a mandate to support ongoing engagement and continuous improvement. The committee will play an active role in monitoring community impacts, reviewing concerns, and informing adjustments to operations as required.

8.5. *Community Communication Protocols*
Clear and accessible communication channels will be established to ensure community members and businesses are able to raise questions, provide feedback, and receive timely responses. Contact information for Project Nexus operations will be made available, and communication protocols will be supported through both direct outreach and structured engagement mechanisms.

8.6. *Issue Resolution and Escalation Pathways*
Project Nexus will implement a defined process for addressing concerns as they arise, beginning with direct response from on-site operations and escalating, where necessary, through the Neighbour Advisory Committee structure. This approach is intended to ensure that issues are addressed in a timely, transparent, and accountable manner, with a focus on resolution and continuous improvement.

8.7. *Contribution to Neighbourhood Safety and Stability*
While some stakeholders are seeking definitive, “black and white” answers to all potential concerns, the Foundation recognizes that Project Nexus represents a new and evolving model that requires flexibility and adaptability in its implementation.
As such, the primary mechanism for ensuring community safety and stability will be a collaborative, ongoing process supported by a formal Good Neighbour Policy and Advisory Committee structure (Appendix K), allowing the project to respond effectively to real-world conditions while maintaining a strong commitment to positive community outcomes.

8.8. Summary of Mitigations

Please see Appendix L for a summary of the Mitigation Matrix that summarizes our proposed methodologies for the identified risks.

9. Conclusion

Project Nexus represents a deliberate shift from a fragmented, corridor-based system to a coordinated, campus model designed to improve how individuals access services and move toward stability. By establishing an emergency shelter as the Phase 1 "anchor tenant" and advancing a structured, community-informed process to define and integrate complementary services over time, the project is positioned to deliver both immediate stabilization and long-term system transformation. The Development Permit application reflects a balanced approach—grounded in operational clarity, responsive to community feedback, and designed to evolve through collaboration and continuous improvement.

The rationale for approval is rooted in both need and opportunity: the need to address existing system pressures and inefficiencies, and the opportunity to implement a model that improves outcomes for individuals while enhancing community safety and coordination. Project Nexus is supported by a defined transportation strategy, a proactive Good Neighbour framework, and a clear commitment to partnership with the City, Province, and community stakeholders. With site control established, key partnerships in place, and Phase 1 operations clearly defined, the project is ready to proceed, with the flexibility and governance structure required to adapt and succeed as a long-term community asset.

Appendices

- Appendix A – Ownership and Authorization
- Appendix B – Hope Mission – Project Nexus Operating Plan
- Appendix C – Site Plan
- Appendix D – Building Layout & Massing
- Appendix E – Exterior Elevations
- Appendix F – CPTED Report (Pending)
- Appendix G - Site Safety Integration (Pending)
- Appendix H – Transit Route Map
- Appendix I – Transit Schedule
- Appendix J – Risk Mitigation Measures
- Appendix K – Good Neighbour Framework
- Appendix L –Mitigation Matrix

Appendix B

Hope Mission – Operating Plan

RED DEER
HOMELESS FOUNDATION

HOPE MISSION

Project Nexus Development Permit Application

Prepared for	City of Red Deer Development Permit Application
Prepared by	Hope Mission Operations Leadership
Date	April 2026

1. Admission Policies, Procedures, and Tracking

1.1 Eligibility

Hope Mission will operate as a low-barrier, 24/7 continuous-stay shelter. Any individual aged 16 or older who is unhoused or experiencing housing insecurity is eligible to access services. Intake is available around the clock; no appointment is required.

1.2 Exclusion Criteria

Individuals may be assessed as requiring a level of care beyond what Hope Mission can safely provide if they:

- Require physical assistance with activities of daily living (dressing, toileting, eating, or transferring/mobilizing)
- Are dependent on supplemental oxygen

1.3 Admission Procedure

Guests seeking shelter admission will enter through the designated intake entrance. The admission process follows these steps:

- Guest approaches the intake station, which is staffed 24/7.
- Staff conduct a name-check in the Hope Mission case management database to confirm identity and verify that no active service restriction is in place.
- New guests are registered in the database (name, date of birth, presenting needs, and any relevant health or safety flags) before being assigned a bed.
- Returning guests with no active service restriction are admitted directly to an available bed.
- Guests waiting for bed assignment may wait in the designated lobby area.

1.4 Database and Tracking Platform

All admissions, bed assignments, restrictions, exits, and case notes are recorded in Hope Mission's integrated case management and shelter database platform. The system enables:

- Real-time bed occupancy tracking
- Guest history and return-visit logging
- Active service restriction visible to all guest service attendants
- Reporting on nightly census, length of stay, and demographic data for operational reporting

1.5 Bed Capacity and Census Reporting

Hope Mission will operate 200 beds. Occupancy data will be available to City of Red Deer and GoA representatives upon request.

2. Staff-to-Resident Ratios: Day and Night Shifts

2.1 Staffing Structure Overview

Hope Mission Shelter will be staffed 24 hours a day, 7 days a week. The staffing model comprises nine Core Shelter Staff and supplementary teams:

- Nine Core Shelter Staff — known as Guest Services Attendants, responsible for shelter operations, intake, resident safety, and floor supervision
- Rapid Response Team (RRT) — at least two primary care paramedics and/or emergency medical technicians available on every shift for medical response
- Four Social Supports Staff — available 9:00 AM–5:00 PM, Monday to Friday
- Community Outreach Team — dedicated to exterior and community engagement, 12 hours per day, 7 days per week

Shift / Time	Core Staff	Rapid Response Team	Outreach / Support Staff	Total On-Site
Day Shift 8:00 AM – 8:00 PM	9 Shelter Guest Services Attendants	2 paramedics / EMTs	4 social support staff (Mon–Fri, 9 AM–5 PM); 2 outreach workers	10–15
Night Shift 8:00 PM – 8:00 AM	9 Shelter Guest Services Attendants	2 paramedics / EMTs	2 outreach workers	10–13

Note: Hope Mission Shelter operates at an approximate staffing ratio of 10 staff per 200 clients (1:20). Shift-level allocations are distributed across day and night shifts as shown above. This ratio applies across all operational shifts and is maintained regardless of occupancy fluctuations.

2.2 Security Coverage

Security functions are integrated into the shelter staff role. All shelter staff are trained in non-violent crisis intervention and de-escalation. Law enforcement (Red Deer RCMP / City Police) will be engaged for incidents beyond the scope of staff training.

3. Policies on Drugs, Alcohol, Curfews, and Move-Out Procedures

3.1 Drug and Alcohol Policy

Hope Mission maintains a drug- and alcohol-free environment across all shelter facilities. Substance use disorders and addiction are addressed through a trauma-informed care framework, recognizing the complex nature of these challenges among vulnerable populations. In alignment with this approach,

comprehensive support services are made available to all shelter guests experiencing addiction, including nursing and medical support, recovery programming, housing assistance, and referrals to appropriate community-based services.

3.2 Drug Poisoning Response

All shelter staff are trained in the administration of naloxone. Naloxone kits are accessible throughout the facility. Any guest experiencing a drug poisoning while on the shelter premises will receive immediate care, including:

- Administration of naloxone by trained staff
- CPR and first aid conducted by staff and/or the paramedic team
- Activation of EMS (911) for all suspected overdoses
- Incident documentation and review

3.3 Curfew Policy

Hope Mission operates as a 24/7 open-access shelter. There is no hard curfew for guests who are registered and have an assigned bed. Guests may enter or exit the facility at any time.

3.4 Service Restriction ("Move-Out") Procedure

Service restrictions are a last resort when responding to violations of shelter policies, procedures, and codes of conduct. This procedure has been developed with a lens toward compassion, empathy, kindness, and cultural awareness, while still ensuring accountability for policy violations and behavior expectations.

The definition of safety that guides this policy is centered on three main categories:

- Physical safety of guests, staff, volunteers, and others using Hope Mission facilities
- Psychological safety of guests, staff, volunteers, and others using Hope Mission facilities
- Building and asset preservation to ensure Hope Mission can continue to serve the community with a high level of care

The process for implementing service restrictions includes:

- Explanation of shelter policies and codes of conduct with a request for the guest to correct their behavior
- In the event of a service restriction, a guest who is already in the building will be asked to leave
- The guest will be given reasonable time to gather personal belongings
- If the guest refuses to leave and the situation escalates, Red Deer RCMP will be contacted
- All service restrictions are logged in the case management system with the reason, duration, and the name of the staff member involved

4. Point of Contact for Neighbors and Emergency Contacts

4.1 Neighbor Liaison

Hope Mission is committed to being a responsible neighbor. A dedicated point of contact will be made available to neighboring residents, businesses, and the broader community for questions, concerns, or feedback related to shelter operations.

4.2 Emergency Contacts

In the event of an emergency at Hope Mission Shelter, the following escalation contacts apply:

- 911
- Hope Mission On-Site Supervisor, available 24/7 via the site supervisor's phone (4035982734)
- Hope Mission Operations Manager (8255229606)
- Hope Mission Emergency Care & Housing Director (3062034072)

5. Plan for Maintaining the Perimeter of the Property

5.1 Fencing and Physical Perimeter

The property perimeter will be secured with the following key measures:

- The parking lot and rear areas will be fully enclosed with secure fencing, limiting public access
- Mini-mesh and corrugated sheet fencing are the preferred fencing types for new installation segments
- Gated access will be maintained for essential vehicle entry (e.g., snow removal, deliveries, and emergency vehicles)
- Fencing will incorporate designated emergency entry and egress points meeting fire code requirements

5.2 Surveillance

Camera surveillance will cover all primary exterior areas of the property, including blind spots. Footage will be retained in accordance with applicable privacy legislation.

5.3 Staff Rounds

Shelter staff will conduct regular perimeter checks:

- Interior rounds: every 30 minutes, 24/7
- Exterior rounds: every 60 minutes, 24/7

5.4 Signage

Clear Hope Mission signage will be installed at property boundaries, designating the Hope Mission property and outlining behavioral expectations. Wayfinding signage will direct guests and visitors to the appropriate entrance. Trespassing notices will be posted on all fencing in accordance with City bylaws.

5.5 Snow and Ice Management

Snow removal from all walkways, entry points, and the parking lot access lane will be conducted regularly to maintain a safe environment during the winter season.

6. Waste Management Policies and Procedures

6.1 General Waste

Hope Mission Shelter will contract with a licensed waste hauler approved by the City of Red Deer for regular waste collection. Waste bins will be:

- Located at designated exterior stations (away from the main entrance and property boundary fences)
- Enclosed or lidded to minimize odor, pest attraction, and wind dispersion
- Collected a minimum of twice per week (to be confirmed with contractor), or more frequently during high-occupancy periods

Interior waste collection is managed by operations staff and volunteers daily, with waste consolidated to the exterior staging area each evening.

6.2 Recycling

Recycling receptacles will be available in all common areas and the kitchen/food service area. Recyclable materials (paper, cardboard, plastics, and cans) will be sorted and collected on the City of Red Deer recycling schedule.

6.3 Food and Organic Waste

Food waste from meal service will be bagged and sealed daily and placed in the designated waste enclosure. Hope Mission will explore composting options in partnership with the City and local agricultural operators. All food-waste storage areas will be kept clean to prevent pest access.

6.4 Sharp Item (Needle) Disposal

Sharp item disposal containers (puncture-resistant, sealed, and clearly labeled) will be installed at the following locations:

- All washrooms accessible to guests
- Nursing/medical clinic area
- Exterior locations near building entry points (freestanding sharps kiosks)

Sharp item containers will be collected by medical waste disposal contractors.

6.5 Biohazard and Medical Waste

Medical waste (bandaging, single-use clinical supplies, etc.) generated by the nursing clinic will be collected in approved biohazard containers and removed by a licensed medical waste disposal contractor on a scheduled basis. The contractor's credentials and service agreement will be maintained on file.

6.6 Litter and Common Area Cleanliness

The Community Outreach Team is responsible for daily exterior litter sweeps of the full property perimeter, including the sidewalk. Interior common areas are cleaned by janitorial staff on a daily schedule. Spill response and spot cleaning will occur as needed throughout each shift.

7. Security Protocols

7.1 Security Philosophy

Hope Mission's security approach is built on trauma-informed, community-centered principles. The goal is to create a safe environment through relationship, consistent presence, and de-escalation — not through enforcement alone. Shelter Guest Services Attendants are the primary security presence, supplemented by law enforcement when necessary.

7.2 Staff Training

All shelter staff will complete the following training prior to working at Hope Mission:

- Hope Approach Training
- First Aid and CPR
- Knowledge of Programs and Services
- Naloxone administration
- Hope Mission Code of Conduct
- Emergency procedures (fire evacuation, medical emergency, violence/threat response)
- WHMIS and workplace safety

7.3 Access Control

Access to the facility is controlled as follows:

- The main guest entrance is staffed 24/7; all individuals entering are identified and logged
- Staff-only areas (offices, medication storage, server room) are secured by key or access code
- The rear and parking areas are fenced and gated; access is granted only to authorized individuals and vehicles
- Visiting service providers (health, housing, legal) must sign in at the front desk and are escorted as needed

7.4 Interior and Exterior Surveillance

Camera systems cover all primary interior common areas and exterior zones. Footage is monitored by staff and retained for a minimum of 30 days in compliance with Alberta PIPA.

7.5 Law Enforcement Partnership

Hope Mission will proactively establish a working relationship with Red Deer RCMP / City Police. This will include:

- An introductory briefing with the local detachment prior to opening
- Agreement on a consistent non-emergency contact protocol for staff use

Police will be engaged for incidents involving weapons, physical assault, trafficking, or any situation where the safety of staff or guests cannot be maintained through internal protocols.

7.6 Emergency Evacuation

A full fire and emergency evacuation plan will be developed in coordination with the City of Red Deer Fire Department and posted throughout the facility. Evacuation drills will be conducted a minimum of twice annually. The evacuation plan will account for guests with mobility limitations.

Appendix C

Site Plan

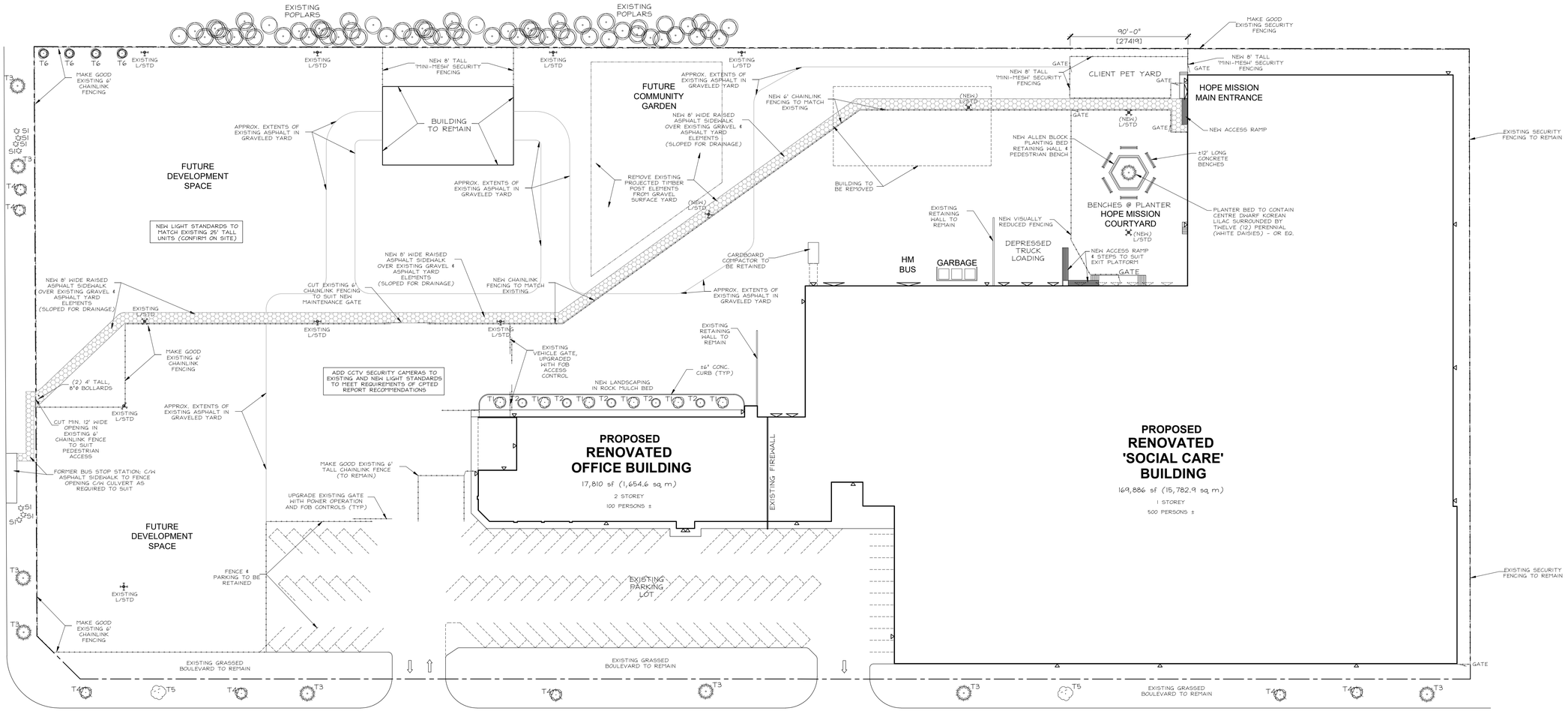
RED DEER
HOMELESS FOUNDATION

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77th STREET



CAMPUS SITE PLAN

SCALE: 1"=40'

NEW SITE SIGNAGE DETAILS TO BE CONFIRMED WITH BUILDING TENANTS, U.N.O.

LANDSCAPING SCHEDULE:

- ☆SI — JUNIPER (7)
- T1 — PURPLE SPIRE COLUMNAR CRABAPPLE (6)
- T2 — HYDRANGEA STRAWBERRY SUNDAY (5)
- T3 — BLUE SPRUCE (8)
- T4 — MOUNTAIN ASH (7)
- T5 — STD ASH (2)
- T6 — COLUMNAR SPRUCE (4)

ZONING USAGE SCHEDULE:

THE FOLLOWING PERMITTED & DISCRESSIONARY USES WILL APPLY TO THIS RE-DEVELOPMENT APPLICATION:

1) ACCESSORY BUILDING; 2) BUILDING SIGN; 3) COMMUNITY GARDEN
4) HEALTH/MEDICAL SERVICES; 5)LEASEBAY (VARIOUS FUTURE TENANTS)
6) INFORMATION SERVICES; 7) PROFESSIONAL OFFICE; 8) SECURITY SITE
9) TRANSPORTATION SERVICES; 10) COURTYARD; 11) MIXED USE BUILDING
12) EMERGENCY SHELTER; 13) PUBLIC ASSEMBLY; 14) ACCESSORY USE

REVISIONS

NO.	DATE:	COMMENTS:
0	24 MAR 26	ISSUED FOR CLIENT REVIEW & COMMENTS
1	24 MAR 26	DISCUSSED CHANGES
2	09 APR 26	ISSUED FOR HPT TENANT REVIEW
3	09 APR 26	ISSUED FOR FINAL REVIEW
4	05 MAY 26	ISSUED FOR DP PERMITS

PRELIMINARY
FOR DP APPLICATION

DESIGN: RDHF/PC
DRAWN: PJC
CHECK: RDHF
DATE: 05 MAY 2026
SCALE: AS NOTED
REV: 4

BUILDING CONSULTANTS
COGNIDYN ENGINEERING & DESIGN
SUITE 150, 2810 BRENNER AVENUE, RED DEER, AB T4R 1M9 P: 403-342-5757

PROJECT: PROPOSED
NEXUS SOCIAL CARE FACILITY
CAMPUS REDEVELOPMENT
RED DEER, ALBERTA
DRAWING: CAMPUS SITE PLAN

FILE NO: 26-120
DWG NO: DP1
3 OF 3

Notes to Site Plan

1. Movement on the Site The site is organized into four compounds:
   1.1. Compound A - Parking on the east side of the property. The site is private property, however, access to this space is not restricted.
   1.2. Compound B - Future Development along the southeast corner of the property. This space is secured by fences and gates. Movement in this space is restricted.
   1.3. Compound C – Rear Building Access. This space is secured by fences and gates. Movement in this space is restricted.
   1.4. Compound D - Future Development / Shelter Entrance is located along the west side of the property. This space is fenced, limiting access from all sides except for the south entrance on 77th Street.

2. Gates.
   2.1. There are three vehicular gates located on the property. All vehicular gates will be controlled electronically by authorized users.
      2.1.1. East Gate controls access to Compound B from Compound A.
      2.1.2. North Gate is inside Compound B to access Compound C.
      2.1.3. West Gate is inside Compound B to access Compound D.
   2.2. There are six person gates which are intended to provide controlled and emergency egress from the site
      2.2.1. Northeast Gate will have restricted access and only allow egress from the property.
      2.2.2. Northwest Gate near the Hope Mission Entrance will be secured and primarily serve as a Service Access point for building maintenance (HVAC, etc.). Secondarily, it will allow emergency egress from the Pet Yard along the west and north side of the site to the Northeast Gate.
      2.2.3. Pet Yard North allows access to the Pet Yard for registered Shelter Guests (no public access)
      2.2.4. Pet Yard South is restricted with the purpose of providing emergency egress from the Pet Yard to the south.
      2.2.5. Courtyard North is restricted and allows access to the Courtyard for registered Shelter Guests (no public access)
      2.2.6. Courtyard South is restricted with the purpose of providing emergency egress from the Courtyard to the south.

3. Parking. The entire site will be marked as Private Property with appropriate signage
   3.1. Staff Parking encouraged in the Parking Lot adjacent to the Office Building
   3.2. Patron Parking will be encouraged in the South Parking Lot. Clients will be asked to walk around the east and south of permitter (outside the site) to the Main Entrance of Hope Mission on 77th Street.

4. Storage areas. In consultation with Hope Mission, plans for storage are as follows:
   4.1. Shopping Carts. There will be no storage on site. We do not expect shopping carts to be regularly used by patrons, however, in cases when they are they will be returned the establishment from which they were sourced.
   4.2. Personal Belongings. Hope Mission has designated a significant portion of their footprint to secure client storage which will include bicycles.

Appendix D

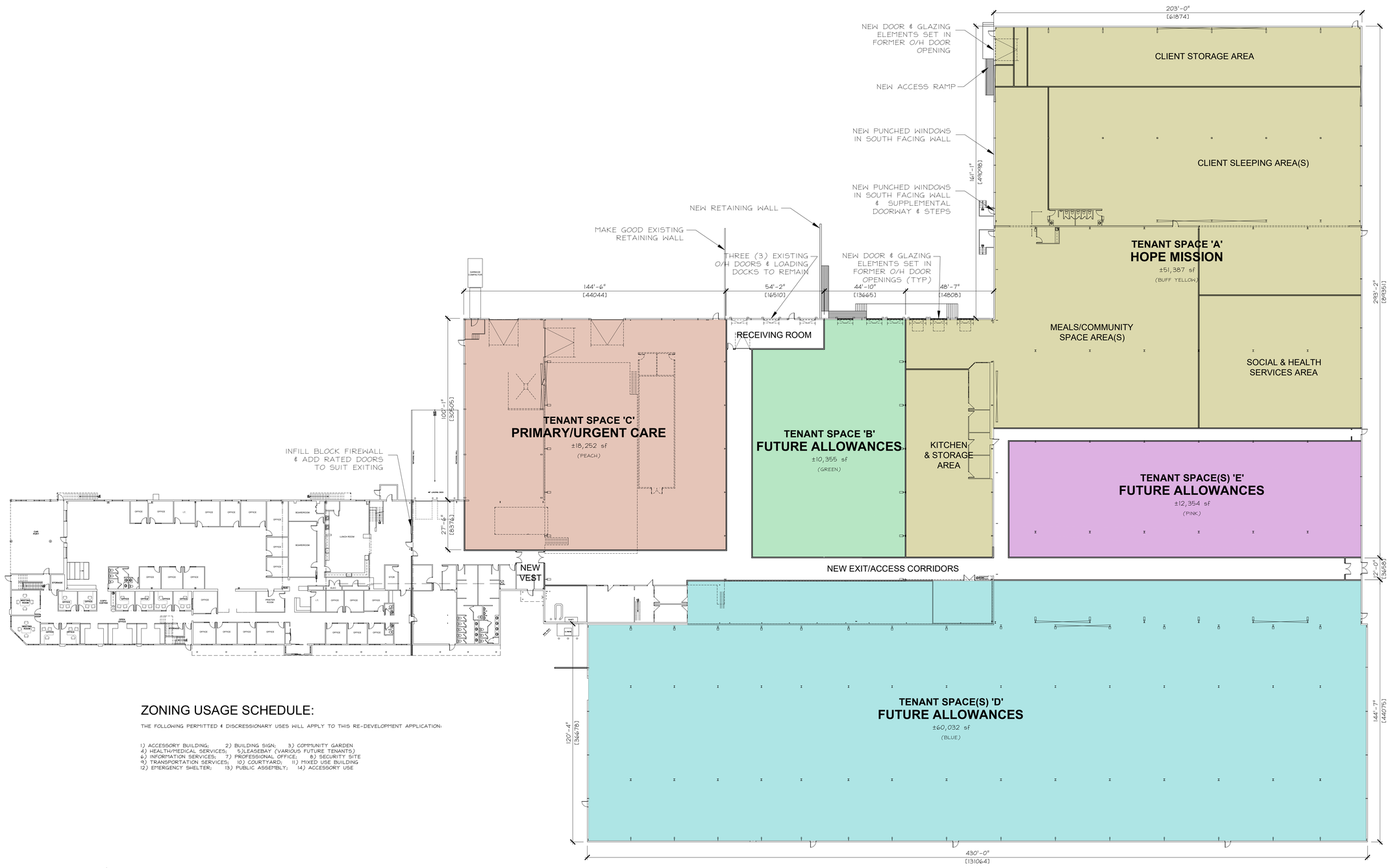
Building Layout & Massing

RED DEER
HOMELESS FOUNDATION

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ZONING USAGE SCHEDULE:

THE FOLLOWING PERMITTED & DISCRESSIONARY USES WILL APPLY TO THIS RE-DEVELOPMENT APPLICATION:

1) ACCESSORY BUILDING; 2) BUILDING SIGN; 3) COMMUNITY GARDEN
4) HEALTH/MEDICAL SERVICES; 5)LEASEBAY (VARIOUS FUTURE TENANTS)
6) INFORMATION SERVICES; 7) PROFESSIONAL OFFICE; 8) SECURITY SITE
9) TRANSPORTATION SERVICES; 10) COURTYARD; 11) MIXED USE BUILDING
12) EMERGENCY SHELTER; 13) PUBLIC ASSEMBLY; 14) ACCESSORY USE

N

MAIN FLOOR PLAN

SCALE: 1"= 25'

REVISIONS

NO.	DATE:	COMMENTS:
2	05 MAY 26	ISSUED FOR DP APPLICATION
1	09 APR 26	ISSUED FOR FINAL REVIEW
0	04 MAR 26	ISSUED FOR CLIENT REVIEW & COMMENTS

PRELIMINARY
FOR DP APPLICATION

DESIGN: RDHF/PC
DRAWN: PC
CHECK:
DATE: 05 MAY 2026
SCALE: AS NOTED
REV: 2

BUILDING CONSULTANTS
COGNIDYN ENGINEERING & DESIGN
SUITE 150, 2810 BRENNER AVENUE, RED DEER, AB T4R 1M9 P: 403 342 - 2757

PROJECT: PROPOSED
NEXUS SOCIAL CARE FACILITY CAMPUS RENOVATIONS
RED DEER, ALBERTA
DRAWING: MASSING FLOOR PLAN

FILE NO: **26-120**
DWG NO: **DP2**
OF 3

Appendix E

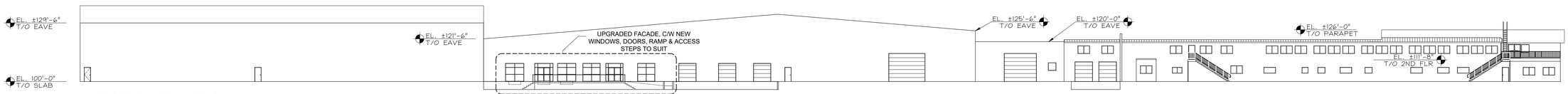
Exterior Elevations

RED DEER
HOMELESS FOUNDATION

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WEST ELEVATION

SCALE: 1" = 25'-0"

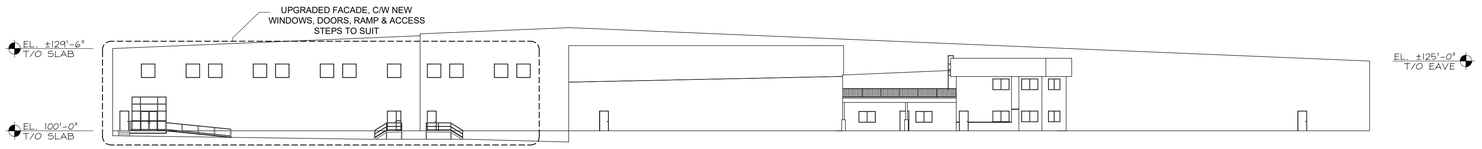
EXCEPT WHERE NOTED, ALL EXISING FACADE DETAILS TO REMAIN, WITH MINOR MATERIAL UPGRADES AS NEEDED



EAST ELEVATION

SCALE: 1" = 25'-0"

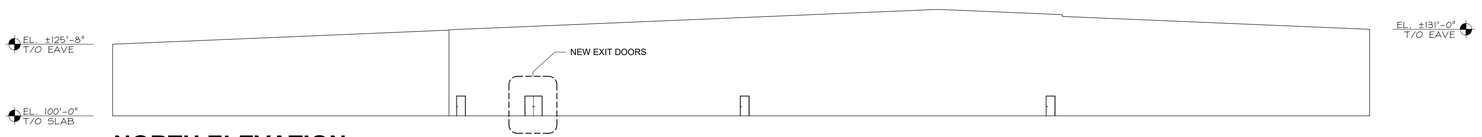
EXCEPT WHERE NOTED, ALL EXISING FACADE DETAILS TO REMAIN, WITH MINOR MATERIAL UPGRADES AS NEEDED



SOUTH ELEVATION

SCALE: 1" = 25'-0"

EXCEPT WHERE NOTED, ALL EXISING FACADE DETAILS TO REMAIN, WITH MINOR MATERIAL UPGRADES AS NEEDED



NORTH ELEVATION

SCALE: 1" = 25'-0"

EXCEPT WHERE NOTED, ALL EXISING FACADE DETAILS TO REMAIN, WITH MINOR MATERIAL UPGRADES AS NEEDED

REVISIONS

NO.	DATE:	ISSUED FOR DP APPLICATION	COMMENTS:
0	05 MAY 26		

PRELIMINARY
FOR DP APPLICATION

BUILDING CONSULTANTS

COGNIDYN ENGINEERING & DESIGN

SUITE 150, 2810 BRENNER AVENUE, RED DEER, AB T4R 1M9 P: 403 342 - 7937

DESIGN: RGHF/PC
DRAWN: PC
CHECK: PC
DATE: 05 MAY 2026
SCALE: AS NOTED
REV: 1

PROJECT: PROPOSED
NEXUS SOCIAL CARE FACILITY CAMPUS RENOVATIONS
RED DEER, ALBERTA
DRAWING: ELEVATIONS
MINOR FACADE CHANGES

FILE NO: **26-120**
DWG NO: **DP3**
OF 3

Appendix F

CPTED Report

RED DEER
HOMELESS FOUNDATION

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Crime Prevention Through Environmental Design Assessment

Project Nexus



Prepared by:

Gregory N. Smith, CPP

Date: May 11, 2026

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Darcy Mykytyshyn, B.Comm, ICD.D
CEO
Red Deer Homeless Foundation

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Disclaimer:

CPTED strategies must work in conjunction with other crime prevention strategies and police operations. By using recommendations contained within this document, any person who does so must acknowledge that:

- *it is not possible to make areas assessed completely safe for the community and their property;*
- *recommendations are based upon information provided to, and observations made at the time the document was prepared; and*
- *This document does not guarantee that all risks have been identified, or that the area evaluated will be free from criminal activity if its recommendations are followed.*

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Introduction

This Crime Prevention through Environmental Design (CPTED) assessment is based on the premise that the proper design and effective use of the built environment can lead to a reduction in the incidence and fear of crime and an improvement in the quality of life. The three main principles of CPTED are: Natural Surveillance; Natural Access Control; and Territoriality.

Natural Surveillance:	Limits the opportunity for crime by taking steps to increase the perception that people can be seen.
Natural Access Control:	Placing walkways, building entrances, signs, fences, landscaping, and lighting to discourage access to crime targets, and create a perception of risk to the offender.
Territorial Reinforcement:	Showing a sense of ownership and care for private property and the surrounding neighborhood through appropriate fencing, pavement, landscaping, lighting, and other physical improvements that transition space from public, to semi-private to private.

The following CPTED Assessment includes:

- Architectural Design Plans
- Municipal CPTED Design Guide Standards
- International Best Practices

This assessment and the recommendations it include are not intended to make the property crime proof but can reduce the probability of losses occurring if properly applied and maintained.

Crime prevention, like all management responsibilities will require constant review, upgrading, and attention to keep abreast of the changing operational needs of the site.

Purpose

Urban Security Innovation was contacted by Darcy Mykytyshyn, CEO, with Red Deer Homeless Foundation, to conduct a CPTED review of a proposed a proposed comprehensive homeless support campus in Red Deer, Alberta, aiming to centralize emergency shelter, health, addiction recovery, and housing services.

This report will review the following supplied drawings & supplementary documents from Homeless Foundation:

- Shelter Program & Design Requirements
- Existing Site Plan
- Massing Site Plan

Areas of Review

- The site plan for the structure and surrounding property

The CPTED principles applied to this project are:

- Territoriality
- Natural Surveillance
- Access Control
- Image
- Conflicting User Groups
- Activity Support
- Crime Generators
- Land Use Mix
- Movement Predictors

The Nexus facility will serve individuals experiencing homelessness in Red Deer and the Central Alberta region, operating continuously 24 hours per day, 7 days per week. The facility is designed to provide low-barrier emergency shelter and will integrate on-site health and social support services.

The operational demands of high-volume, 24/7 shelter environments, including safety, sightlines, client flow, staff efficiency, and durable material choices appropriate for high-traffic institutional settings.

When considering perceptions of safety and security within the concepts of Crime Prevention Through Environmental Design there are various integrated principles that contribute to a holistic sense of safety and security and influences positive behaviours that mitigate anti-social behaviours impacting the site and operational efficiencies and effectiveness.

Circulation patterns relating to how clients access the site and services in a safe and efficient manner that minimizes impacts on site operations, staff, and surrounding areas. Consideration is also given to how clients transition from the public realm onto the site and navigate through service access points.

Minimize the conflict of design that impacts the basic principles of CPTED; Access Control, Natural Surveillance and Territoriality.

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Exterior Observations

Site Accessibility

Site accessibility is a critical element for the operations of this project. Clients will need accessible transportation to the services the project will offer in a timely manner. There are options offered by the city and the Project Nexus Social Services groups.

1. There is City Transit access from the downtown to the site. However, times are limited during a 12-hour schedule during the week and primarily servicing workers at nearby businesses. The Project Team stated there will be some monitoring on client use of the public transit and depending on frequency and volume of client use will determine future discussions between the city and the project.
2. City Transit also offers a "Demand" form of transportation service when the public can request transit services from specific Hubs to destinations. This is another accessible option.
3. In review of this project, it has been researched that in similar jurisdictions and similar projects that client reliance on public transportation is minimal, approximately 30-50% (data from Project Team) of clients use public transportation while a majority of clients use alternative transportation to access services.
4. Hope Mission offers a mobile transportation service for clients that is accessible and frequently used. This is anticipated to be one of the main transportation uses for clients.

West Side Exterior Area

The project design concepts offer innovation and opportunity to provide supportive services to at-risk-populations seeking the services of Hope Mission. There are elements of safe design and innovative use concepts within the space to create an environment that is welcoming to the clients. The following observations of the supplied plans will outline design concepts to support elements of the design and areas and offer areas of risk.

1. The perimeter fence line is worth noting in the context of accessibility, security, maintenance and perception. The project is planning to keep the existing perimeter chain-link fence with barb wire top guard. This design is appropriate for an industrial site that wishes to mitigate unauthorize access. For a project that emphasizes access to social services for at-risk populations and persons with lived trauma, the sight of barb wire fencing may create a sense of unease and institutionalization for these groups. It is recognized that modifying or replacing the current fence with a different and more appropriate fencing design has significant costs. Chain-link fencing also is a maintenance concern. It is easily damaged, can be damaged and cut, and with Alberta climate the freeze/thaw cycle can cause ground heave and warp the fence line.
2. Along 77th Street there is minimal landscaping that would interfere with natural surveillance and limited potential opportunities for the public to access space to the site. Minimal landscaping along this area also mitigates hidden areas and makes loitering activities obvious to the site owners and the public.

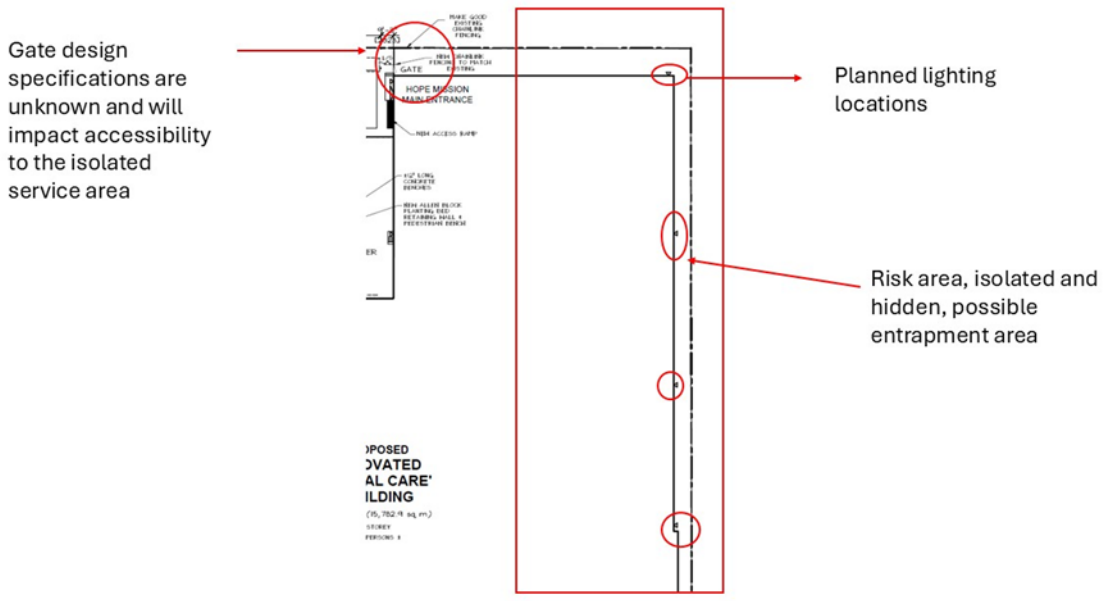
3. Accessing services from Hope Mission for clients will be through a dedicated opening in the fence line at the retired bus stop area. The plan is for an opening rather than a gate. This design and operational decision will allow unfettered access to the site. It also will reduce the operational complexities of maintaining a gate system. However, the risk of 24/7 access to the site and associated risk of anti-social behaviours or unauthorized loitering is a foreseeable risk.
4. The design plans, at this stage of development, do not indicate wayfinding and signage for access to the site.
5. Accessing services of Hope Mission from the 77th street area is planned to utilize a designated walkway. The west side of the property will be accessible. To ensure clients are directed towards the Hope Mission facility the designated walkway will be obvious with a raised asphalt surface and a chain-link fence design running the length of the walkway along the east side. The purpose of this fence and walkway is to ensure clients do not wander off the walkway onto other areas of the project and conflict with peripheral site operations and vehicle traffic.
6. The design and operational plan is to offer enough space for clients to minimize restrictive accessibility and to ensure the design elements promote the walkway to the Hope Mission area.
7. The west side of the project side is an open area giving good sightlines and natural surveillance opportunities. There is a foreseeable risk of unauthorized loitering or possible encampments as clients wait for services, however, these activities will be obvious and site staff will be able to observe and action anti-social activities.
8. The planned chain-link fence has some challenges. It is a cost-effective design element to visually direct people and keep casual activities from accessing the east area of the project. However, chain-link fencing is easily accessible to climb and cut through. As well chain-link fencing is a maintenance challenge as it is easily damaged, susceptible to climate (freeze/thaw ground heave), corrosion, and fence fabric losing tension over time. Lastly chain-link fencing is very industrial and institutional in appearance and may induce hesitancy or lived trauma for users of the services the project will offer.
9. There is an existing building in the west area that will be accessible to users of the space. There is a foreseeable risk of vandalism for this area. The structure is placed a few meters form the west property fenceline. This creates a hidden area where loitering and anti-social activities could occur. The project drawings acknowledge this, and a 2.5-meter-high security type fence is depicted to reduce the risk.
10. A creative design element is depicted in the drawings, a space for a community garden. This is a creative idea to make use of open space and give clients opportunities for constructive use and skills.
11. The area around the entry point of the Hope Mission area makes use of the space for a courtyard and a potential “pet yard”. These areas are segregated and separated from the walkway by fencing. This controls access and ensures authorized circulation route to the Hope Mission entry.

12. It is not known how the Hope Mission entry point will be designed in terms of visual appearance, or how the courtyard design will enhance or detract from a visual presence of the entry area for client users.
13. The courtyard is contained by a 2.5-meter security fence to ensure users do not trespass into the service areas of the project. Minimal design elements within the courtyard will assist in sightlines and reduce hidden areas. The seating areas are planned as concrete benches, which will reduce maintenance issues. However, the surface materials are not specified which can impact resistance to vandalism or extreme use.
14. Wayfinding has not been included at this time of development, but will be an important factor.
15. There is mention of lighting in the drawings, use of existing light standards on the property and new lighting positions along the walkway. At this time no lighting specifications have been supplied at time of review.

North-side Area

The north side of the Hope Mission facility has an accessible service area that is meant for facility service people. There is a proposed gate on the northwest side by the main entry but no design specifications for this fence. The north area is very isolated and hidden from natural surveillance opportunities. At the Northeast corner by 40 Ave., it is unknown the type of fence or barrier to be used to prevent unauthorized access.

There are some light locations and during this stage of the plan unknown if light pattern is adequate.



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Existing Parking Lot Area

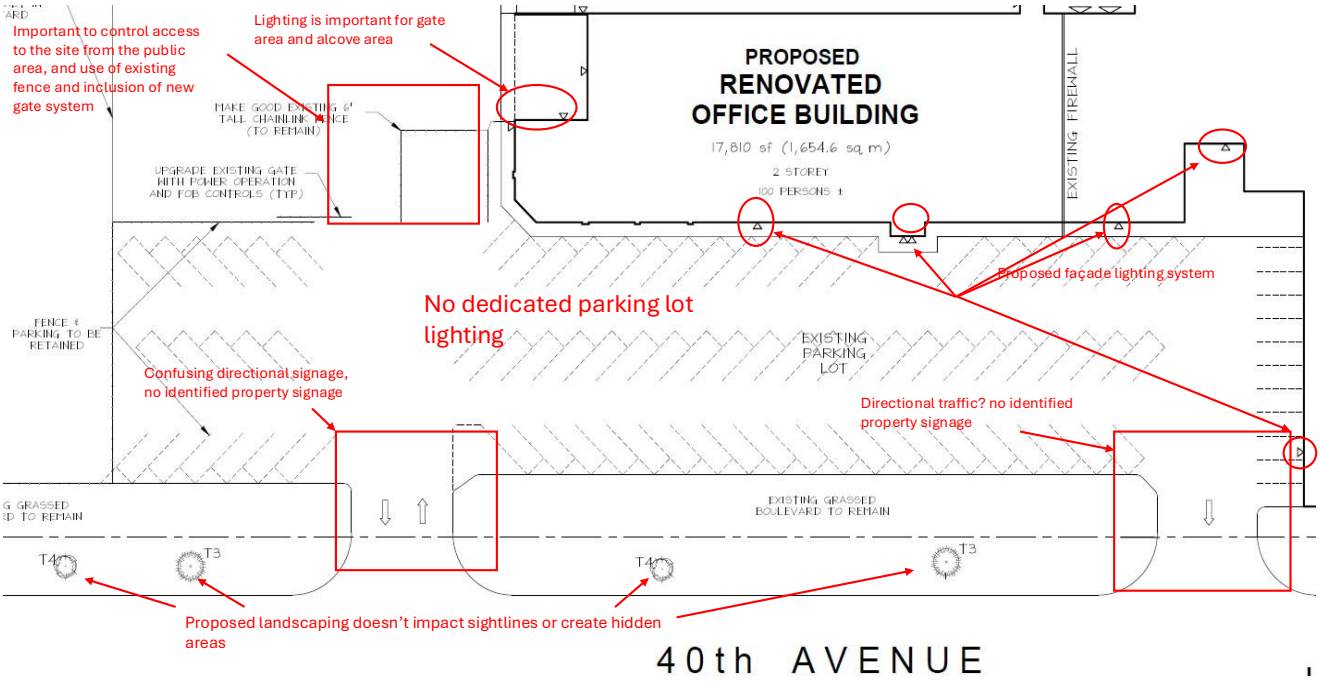
The existing site parking lot is accessible off 40th Ave. There are two driveways that are accessible for vehicles. The drawings indicate direction of travel for each, but this is to be determined. The south entry driveway has plans for entry and exit vehicle flow, which could be confusing compared to the north driveway entry which is planned for entry only.

At this time of the design plans there is no information on placement of accessible parking, information signage for vehicles or marquee signage at entry points.

The plans indicate a possible sliding gate attached to the existing south-fence line

Supplied plans do not indicate dedicated lighting for the parking area; there appears to be indicated light sources on the facility buildings.

Planned landscaping doesn't impact sightlines nor creates hidden areas.



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Recommendations

The Nexus Project is an important and needed service delivery model for at-risk populations in Red Deer. In order for staff, volunteers, and the community to assist and deliver services in a welcoming and safe environment, the first engagement users and the community will have is the exterior design and how the design influences behaviours of all involved.

The project team is attempting to re-purpose existing land and structures to provide these needed services; however, a design, and the elements of that design will contribute to a successful, safe, and secure set of outcomes. The current planned design certainly has some opportunities to provide a safe and secure environment to co-exist in the community and a safe environment for users and staff.

The current proposed design plan is challenged by competing requirements and desires from the community and functionality of the existing buildings. The project team is trying to provide services to at-risk populations while minimizing perceived and potential risks to the community.

Recommendations based on existing DP Site Plan

Strong Design Elements

This section will highlight changes the Project team has made throughout the design process to strengthen safety and security elements in the project design of the site, this is an aside over the general recommendations:

- The walkway from 77th Street to the Hope Mission entry is a raised paved design. To help ensure clients and visitors access the property through the intended circulation route, a fence line is proposed along the east side of the walkway. This design feature is intended to discourage unauthorized access and trespassing into the eastern portion of the property.
- The project, in an effort to create a positive perception for clients and an environment of safety, has plans for a community garden which is a positive activity generator and a creative outlet for clients undergoing treatment.
- The project is also planning a pet yard and courtyard area. The pet yard is another creative positive activity generators as clients with pets will have reduced stress if they have an area where their pets have an area. The courtyard will provide a designated gathering space. The design of the courtyard and pet area has fencing to ensure the areas are used as designed. The courtyard has plans to use materials to withstand use and minimize maintenance. However, the surface coatings of the concrete benches should be considered to minimize vandalism and graffiti and reduce maintenance efforts. A good sealant product should be considered.
- Refuse container area design shall not create hidden areas and be secured from unauthorized access. Its place in an area of good sightlines and observation and is separated from clients.
- Current landscaping plan is good, enough elements to “soften” the industrial environment while minimizing hidden areas and impacting sightlines.

Accessibility

- The Hope Mission Team is experienced and knowledgeable with their clients and have a well-established transportation model using their transportation vehicle. This will be an important element in ensuring clients can access the Projects services.
- Transit use will have some form of monitoring by the projects social services and future discussions may occur on volume and frequency of services.

Westside Exterior Area

The design concept of an open area along the westside of the property to allow clients access to the Hope Mission has some beneficial merits. The concept of an open area with a visible and identifiable pathway has good potential for the operations of the site and positive environment for clients.

1. The opening along 77th Street is accessible for all clients to access services. The absence of a formal gate system has some risk of allowing trespassing onto the property. However, the absence of the gate places less strain of operations and is safer for staff who have to attend to it. The openness of the west-side area and positive sightlines will allow staff, law enforcement, and the community to view the property and report antisocial and/or criminal activities. Coupled with security technologies such as CCTV surveillance, as well as comprehensive safety and site security plans, overall security risks can be significantly reduced.
2. Perimeter signage is required along the 77th Street fence line. Private property signage placed on the fence at regular intervals is recommended to inform the public and clients the property is private which satisfies legal requirements. At the fence opening, additional signage identifying the property, dedicated private property information, CCTV information signage and overall code of conduct information should be considered.
3. The existing building on the west-side could be an issue for vandalism and graffiti or serve as a central loitering area. Constant surveillance and a response to issues should be in a security plan. As well, there is a gap between the structure and the fence-line. The plans address this with planned security fence. This area should be in a security plan for observation and surveillance to address any maintenance issues or attempts to access a hidden area.
4. Throughout the west-side area there needs to be very well thought out signage. Signage for wayfinding and directions as well as instructions and details of the expected code of conduct.
5. Lighting will be very important for this area. Dedicated lighting along the walkway, lighting for the existing structure building, the courtyard, and pet area is required. Lighting must be adequate enough to identify a person from at least 10 meters, no shadowed areas, no glare are some basic principles of a good lighting design. Light poles and fixtures to be vandal resistant. A lighting engineer should be consulted.

Existing Parking Lot Area

- Marquee signage should be conserved at both entry points off 40 Ave. Signage at a minimum detailing its “Private Property” is recommended to ensure traffic parking bylaws and trespassing laws can be enforced with information for the public accessing the site.
- Lighting may be an issue for this area since there is no existing dedicated lighting, only building mounted light sources available. Lighting engineer should be consulted on type of system to ensure it meets safety and security standards. Glare and shadow pool areas must be avoided. Light poles and fixtures to be vandal resistant.
- Informational signage within the parking is required such as accessible parking spaces, no-parking zones and any directional information for users.
- All parking lines and directions on the pavement should be highly visible.

Service Area & Hope Mission Main Entry

This may be a main area of concern as there is a concentration of conflicting uses and design.

Users of the space transiting towards, or from, Hope Mission have access to the facility services and infrastructure as well as the safety issue of vehicle traffic.

- All designated entry points secured against unauthorized entry.
- Appropriate informational and directional signage.
- Planned lighting should be conducted by light engineer to ensure adequate light levels, reduce glare and shadowed areas.
- Hope Mission Main entry should be celebrated and highly visible.

North Side Area

This area is will a dedicated service area and not expected for client use or public access. However, this is an area that is isolated and a natural loitering area for unauthorized users and use.

- Planned gate by the Hope Mission entry should be high and secure to ensure to unauthorized access.
- Lighting is a consideration for this area to ensure no dark or shadowed areas.
- The northeast corner (by 40th Ave) gate must ensure no unauthorized access to this area and should be high, and robust, enough to mitigate access to this area.

Electronic Security Systems & Security Design Features

Given the nature of the services provided on-site, the CPTED design principles incorporated into the property will be supported by electronic security systems. These systems enhance the overall safety and security of the site by assisting in the detection of incidents, supporting timely response measures, and providing documentation and evidentiary records when required.

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Approximate Camera Locations:

1. A 360-degree camera placed approximately around the southwest area viewing the fence opening on 77th Street and the open space and walkway area.
2. Two CCTV cameras placed strategically on the existing structure on the westside.
3. CCTV camera placed to view the walkway around the northwest area.
4. 360-degree camera viewing the parking lot
5. 360-degree camera viewing the east gate and laneway
6. 360-degree camera viewing walkway
7. 360-degree camera viewing the south service area
8. 360-degree camera viewing north service area and receiving area
9. 360-degree camera viewing courtyard area
10. 360-degree camera viewing Hope Mission Entry, Gate and pet area
11. CCTV camera viewing northwest area of service alley
12. CCTV camera viewing southeast area of service alley
13. CCTV camera viewing northwest corner maintenance walkway
14. CCTV camera viewing northeast corner maintenance walkway

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Conclusion

The Nexus Social Care Facility is a positive project for the City of Red Deer and its at-risk populations. The combined social and clinical service model will be of benefit to those who require a continuum of care without having to travel to various facilities.

The repurposing of an existing site and structures to accommodate these services will have advantageous with challenges in safe design.

The project team and its advisors are very knowledgeable and experienced working with these groups requiring the services and have brought forward a good compromise of design and operational services. The current design provides good overall security and crime prevention through environmental design concepts. This review offers further enhancements to the safe design and security of operations at this facility to mitigate antisocial and criminal behaviours in and around the facility

For a successful security management plan to mitigate adverse events there are three areas that must work in unison and be practiced by the facility:

1. CPTED and safe design concepts
2. Security Technology
3. Administrative/procedural controls (Security Plan)

Greg Smith, CPP

Urban Security Innovation



We would like to thank Urban Security Information for the time, expertise, and thoughtful consideration invested in the preparation of this CPTED review. Urban Security Information was recommended to the Foundation by Steve Woolrich, whose experience and reputation are well known in our community, and we appreciate the professionalism, balanced perspective, and constructive approach reflected throughout the report.

The review demonstrates a clear understanding of both the opportunities and complexities associated with creating integrated community infrastructure of this nature, while recognizing that meaningful community safety is achieved through the thoughtful integration of environmental design, operational practices, programming, and ongoing community collaboration. The recommendations and observations provided will assist the Red Deer Homeless Foundation in continuing to strengthen Project Nexus as a safe, accountable, and community-oriented development, and we are grateful for the important contribution this work makes to the broader planning and development process.

Observations	Response
The perimeter fence line is worth noting in the context of accessibility, security, maintenance and perception. The project is planning to keep the existing perimeter chain link fence with barb wire top guard. This design is appropriate for an industrial site that wishes to mitigate unauthorized access. For a project that emphasizes access to social services for at risk populations and people with lived trauma, the sight of barb wire fencing may create a sense of unease and institutionalization for these groups. It is recognized that modifying or replacing the current fence with a different and more appropriate fencing design has significant costs. Chain link fencing also is a maintenance concern. It is easily damaged, can be damaged and cut, and with Alberta climate the freeze/thaw cycle can cause ground heave and warp the fence line.	We appreciate this observation and recognize the importance of balancing security, durability, and overall site perception. All new fencing installations are planned to utilize mini mesh fencing to provide a more durable and appropriate design solution. Existing perimeter fencing will be monitored as part of ongoing security and maintenance protocols and, where deemed appropriate, may be replaced with mini mesh fencing over time.
Accessing services from Hope Mission for clients will be through a dedicated opening in the fence line at the retired bus stop area. The plan is for an opening rather than a gate. This design and operational decision will allow unfettered access to the site. It also will reduce the operational complexities of maintaining a gate system. However, the risk of 24/7 access to the site and associated risk of anti-social behaviours or unauthorized loitering is a foreseeable risk.	We acknowledge this observation and recognize the importance of balancing accessible service entry with effective site management and security. The Site Security Plan will specifically consider the operational risks associated with the open access point, including potential loitering and anti-social behaviour, and will incorporate appropriate monitoring, surveillance, staffing, and response protocols intended to support both accessibility and safe site operations.

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The west side of the project is an open area giving good sightlines and natural surveillance opportunities. There is a foreseeable risk of unauthorized loitering or possible encampments as clients wait for services, however these activities will be obvious and site staff will be able to observe and action anti social activities.	We have shared our intentions related to encampments earlier in the document.

The Red Deer Homeless Foundation values the recommendations provided in this CPTED review and believes it is important to respond to each individually to demonstrate how safety, operational planning, and community considerations are being incorporated into the ongoing development of Project Nexus.

Recommendation	Response
Perimeter signage is required along 77th street fence line. Private property signage placed on the fence at regular intervals is recommended to inform the public and clients the property is private which satisfies legal requirements. At the fence opening additional signage identifying the property, dedicated private property information, CCTV information signage and overall code of conduct information should be considered	Agree and will follow recommendation, including as part of Site Security Plan.
The existing building on the westside could be an issue for vandalism and graffiti or serve as a central loitering area. Constant surveillance and a response to issues should be in a security plan. As well there is a gap between the structure and the fence line. The plans address this with planned security fence. This area should be in a security plan for observation and surveillance to address any maintenance issues or attempts to access a hidden area.	Agree with this recommendation and will address the area through the site's operational security and surveillance plan, including monitoring, maintenance, and response protocols.
The surface coatings of the concrete benches should be considered to minimize vandalism and graffiti and reduce maintenance efforts. A good sealant product should be considered.	Agree with this recommendation and will consider appropriate surface treatments and sealant products to reduce vandalism, graffiti, and long-term maintenance requirements.
Throughout the westside area there needs to be very well thought out signage. Signage for wayfinding and directions as well as instructions and expected code of conduct.	Agree with this recommendation and will incorporate clear, intentional signage throughout the site.
Marquee signage should be conserved at both entry points off 40 ave. Signage at a minimum detailing its "Private Property" is recommended to ensure traffic parking bylaws and trespassing laws can be enforced with information for the public accessing the sight.	Agree with this recommendation and will incorporate clear, intentional signage throughout the site.

Informational signage within the car park is required such as accessible parking spaces, no parking zones and any directional information for users.	Agree with this recommendation and will incorporate clear, intentional signage throughout the site.
All parking lines and directions on the pavement should be highly visible.	Agree with this recommendation and will ensure clear, intentional markings throughout the site.
Appropriate informational and directional signage	Agree with this recommendation and will incorporate clear, intentional signage throughout the site.
Hope Mission Main entry should be celebrated and highly visible	Agree with this recommendation and will incorporate clear, intentional signage throughout the site.
Planned lighting should be conducted by light engineer to ensure adequate light levels, reduce glare and shadowed areas.	Agree and are consulting with a Light Engineer.
Planned gate by the Hope Mission entry (to access the west side of the building) should be high and secure to ensure to unauthorized access	Agree and will be installing an updated fence and gate at this location.
The northeast corner by 40th ave gate to ensure no unauthorized access to this area should be heigh and robust enough mitigate access to this area	Agree and will be installing a updated fence and gate at this location.
The nature of the services offered at the site and the design of the site CPTED design principles will need to be supported by electronic security systems. These systems further augment a safe design space. Electronic security systems can detect and initiate a response to issues as well as provide evidence and documentation of issues.	Will incorporate the suggestions offered as part of the Site Security Plan.

Appendix G

Site Safety Integration

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Project Nexus Internal Security Plan



Version 1.0

May 13, 2026

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Overview of Project Nexus

Project Nexus is a purpose-designed social care campus that brings together multiple services within a single, coordinated environment to better support individuals experiencing homelessness. The model is structured to function as a series of complementary service "tenancies," similar to a commercial lease bay arrangement, operating in alignment rather than isolation.

Purpose

This Security Plan establishes the framework, procedures, staffing, and operational controls required to maintain a safe, secure, trauma-informed, and recovery-oriented environment for an emergency shelter and stabilization facility operating 24/7.

The plan supports an integrated service environment where multiple providers deliver coordinated supports including shelter, healthcare, mental health and addictions treatment, outreach, housing stabilization, cultural services, and community programming.

The security approach prioritizes:

- Safety of clients, staff, visitors, and community
- Trauma-informed and culturally safe practices
- De-escalation and harm reduction
- Protection of vulnerable populations
- Collaboration between service providers
- Incident prevention and rapid response
- Dignity, respect, and recovery-oriented engagement

Facility Overview

The facility may include:

- 24/7 emergency shelter beds
- Intake and assessment areas
- Medical and stabilization rooms
- Day-use and common areas
- Dining and meal service areas
- Hygiene and laundry facilities
- Administrative offices
- Counseling and case management rooms
- Medication storage and health support spaces
- Peer support and programming rooms
- Exterior gathering and smoking areas
- Transportation staging areas
- Storage lockers and personal property areas

Security Objectives

The primary security objectives are to:

1. Maintain a safe environment for all occupants
2. Prevent violence, overdose, theft, vandalism, and unauthorized access
3. Support emergency response readiness
4. Minimize disruption to services
5. Ensure coordinated communication between providers
6. Protect sensitive information and medications
7. Reduce risks associated with behavioral health crises
8. Promote community safety surrounding the site

Security Governance Structure

Security Management

The facility should consider implementing a staff compliment that provides adequate security support, including such positions as:

- Security Manager or Security Coordinator
- Shift Supervisors
- Contracted or in-house security personnel
- Incident Response Lead
- Emergency Preparedness Coordinator

While not all positions may be required, staff will be determined based on achievement of the Security Objectives.

Integrated Safety Committee

A multidisciplinary committee should meet regularly and include representatives from:

- Shelter operations
- Healthcare providers
- Outreach teams
- Indigenous-led organizations
- Mental health and addictions staff
- Facilities management
- Security services
- Peer support teams

Responsibilities include:

- Incident review
- Risk assessment
- Safety improvements
- Policy updates
- Community concerns
- Training oversight

Access Control

Public Access Zones

Publicly accessible areas may include:

- Reception
- Intake waiting area
- Outreach support desk
- Day-use services
- Public washrooms (if applicable)

Restricted Areas

Restricted access areas include:

- Sleeping quarters
- Medical and medication rooms
- Staff offices
- Records storage
- IT/server rooms
- Mechanical/electrical rooms
- Supply storage
- Staff-only respite areas

Access Control Measures

Measures should include:

- Controlled entry points
- Electronic key card access
- Visitor sign-in procedures
- Staff identification badges
- Security screening protocols where appropriate
- Lockable medication and sharps storage
- Alarmed emergency exits

Surveillance and Monitoring

CCTV System

Install monitored CCTV coverage in:

- Entrances/exits
- Hallways
- Exterior perimeter
- Parking/loading areas
- Common spaces
- Dining areas
- Reception and intake zones

Security Cameras shall be installed in common areas or areas of high risk where the expectation of privacy or safety considerations are elevated. For example, Cameras should NOT be installed in:

- Washrooms
- Showers
- Sleeping areas where privacy is expected
- Clinical counseling rooms unless legally authorized

Monitoring

- Live monitoring during high-risk periods, determined by on going analysis by staff.
- Minimum 30–90 day video retention
- Secure access to recordings
- Privacy-compliant data storage

Intake and Screening Procedures

Intake Safety Assessment

All clients shall undergo:

- Initial wellness check
- Behavioral risk assessment
- Violence risk indicators review
- Overdose risk screening
- Mental health crisis assessment
- Contraband screening policy application

Hope Mission guests seeking shelter admission will enter through the designated intake entrance. The admission process follows these steps:

- Guest approaches the intake station, which is staffed 24/7.
- Staff conduct a name-check in the Hope Mission case management database to confirm identity and verify that no active service restriction is in place.
- New guests are registered in the database (name, date of birth, presenting needs, and any relevant health or safety flags) before being assigned a bed.
- Returning guests with no active service restriction are admitted directly to an available bed.
- Guests waiting for bed assignment may wait in the designated lobby area.

Contraband and Weapons

Policies developed to address:

- Prohibited items/weapons
- Safe storage procedures
- Harm reduction approaches
- Needle disposal
- Substance-use management protocols

The approach should emphasize safety and de-escalation over punitive enforcement whenever possible.

Incident Prevention and De-escalation

Trauma-Informed Care & Security

It is important to provide compassion and empathy for the people we serve. The language we use and the emotional, relational and spiritual elements we take into consideration as we interact with each other are important. Beining aware of trauma informed practice is essential to providing care that does not intentionally re-traumatize the individuals who seek it.

Staff must be trained in:

- Trauma-informed practice
- Nonviolent crisis intervention
- Cultural safety
- Indigenous awareness
- Mental health response
- Harm reduction
- Suicide intervention
- Conflict mediation

Behavioral Crisis Response

A tiered response system should include:

1. Verbal de-escalation
2. Clinical intervention
3. Peer support engagement
4. Medical response
5. Security intervention
6. Emergency services activation

Physical intervention should only occur when necessary to prevent imminent harm.

Medical and Overdose Response

Health Emergency Protocols

During any apparent Health Emergency always call emergency services at 911 prior to any living saving or first aid care.

Protocols should address:

- Overdose response
- Naloxone deployment
- Medical emergencies
- Psychiatric crises
- Infectious disease control
- Bloodborne pathogen exposure

Emergency Equipment

Maintain:

- Naloxone kits
- AED units
- First aid kits
- PPE supplies
- Biohazard disposal containers
- Emergency oxygen if authorized

A documented program will be established to ensure all equipment is in specified working order.

Coordination with Emergency Services

Establish communication protocols with:

- EMS
- Fire services
- Police
- Hospital emergency departments
- Crisis response teams

There is a planned presence for a community police liaison officer for the site and neighbourhood. RCMP plans to use the site as a coronation centre for a local neighbourhood community policing presence.

Exterior Security and Community Safety

Exterior Management

Security measures should include:

- Regular perimeter patrols
- Adequate lighting
- CPTED (Crime Prevention Through Environmental Design)
- Controlled smoking areas
- Needle disposal stations
- Loitering management
- Safe transportation coordination

All security needs on site will be primarily managed by ***Site*** staff. All staff will be trained on non-violent crisis de-escalation protocols which would include involving law enforcement teams for incidents that portend security risks that are beyond the scope of their training**. *A Site based team*** will be dedicated to street-level engagement with stakeholders (community members, business owners, etc.), encampment mitigation, litter clean-ups, general site surveillance, and crisis intervention and diversion.

Staff will conduct both interior and exterior rounds to support the safety and well-being of individuals in and around the facility. The frequency and scope of these rounds will be developed collaboratively with tenants and service providers operating within Project Nexus to ensure they appropriately reflect the nature of services being delivered and the operational needs of the site. In addition, camera surveillance will operate concurrently with on-site operations to support the overall safety and security of the premises.

Neighborhood Relations

Develop a Community Safety Liaison program including:

- Community contact process
- Complaint resolution
- Business and resident engagement
- Joint safety meetings
- Good-neighbor policies

A phone number and/or email address for the Operations leadership team including the supervisor and operations manager will be made available to the community.

Emergency Management

Emergency Response Plans

The facility should maintain written procedures for:

- Fire
- Evacuation
- Shelter-in-place
- Violent incidents
- Active threat situations
- Missing persons
- Hazardous materials
- Utility failure
- Extreme weather
- Pandemic/infectious disease outbreaks

Drills and Exercises

Conduct:

- Quarterly evacuation drills
- Annual tabletop exercises
- Medical emergency simulations
- Active threat awareness training

Staff Safety Measures

Staff Protection

Provide:

- Duress alarms/panic buttons
- Radio communication systems
- Safe interview room layouts
- Buddy systems during high-risk situations
- Secure staff-only areas

Wellness Supports

Support staff through:

- Critical incident debriefing
- Psychological support access
- Burnout prevention strategies
- Peer support programs

Transportation and Outreach Security

Outreach Operations

Outreach staff should have:

- Communication devices
- GPS-enabled vehicles if applicable
- Check-in/check-out procedures
- Two-person response protocols for high-risk calls

Transportation Safety

Protocols should address:

- Client transport eligibility
- Vehicle safety inspections
- Incident reporting
- Driver safety procedures

Indigenous and Cultural Safety Considerations

Security operations should support:

- Indigenous-led programming
- Ceremonial practices where appropriate
- Elders and knowledge keepers
- Cultural humility training
- Anti-racism and anti-discrimination practices

Security personnel should work collaboratively with Indigenous service providers to ensure culturally appropriate engagement.

Incident Reporting and Review

Incident Documentation

All incidents should be documented including:

- Date/time
- Persons involved
- Nature of incident
- Actions taken
- Injuries or property damage
- Follow-up recommendations

Review Process

Serious incidents should trigger:

- Immediate supervisory review
- Multi-agency debrief
- Corrective action planning
- Policy review if necessary

Training Requirements

Mandatory training should include:

- Crisis intervention
- De-escalation
- Trauma-informed care
- Mental health first aid
- Naloxone administration
- Occupational health and safety
- Fire safety
- Indigenous cultural safety
- Privacy and confidentiality
- Workplace violence prevention

Annual refresher training is recommended.

Security Technology Recommendations

Recommended systems include:

- Integrated CCTV
- Access control software
- Incident reporting platform
- Panic alarm systems
- Portable radios
- Visitor management systems
- Emergency notification systems

Conclusion

This Security Plan supports a coordinated, compassionate, and safety-focused emergency shelter and stabilization environment. The plan balances security requirements with trauma-informed and recovery-oriented practices while enabling integrated service delivery for vulnerable populations with complex health, housing, and social support needs.

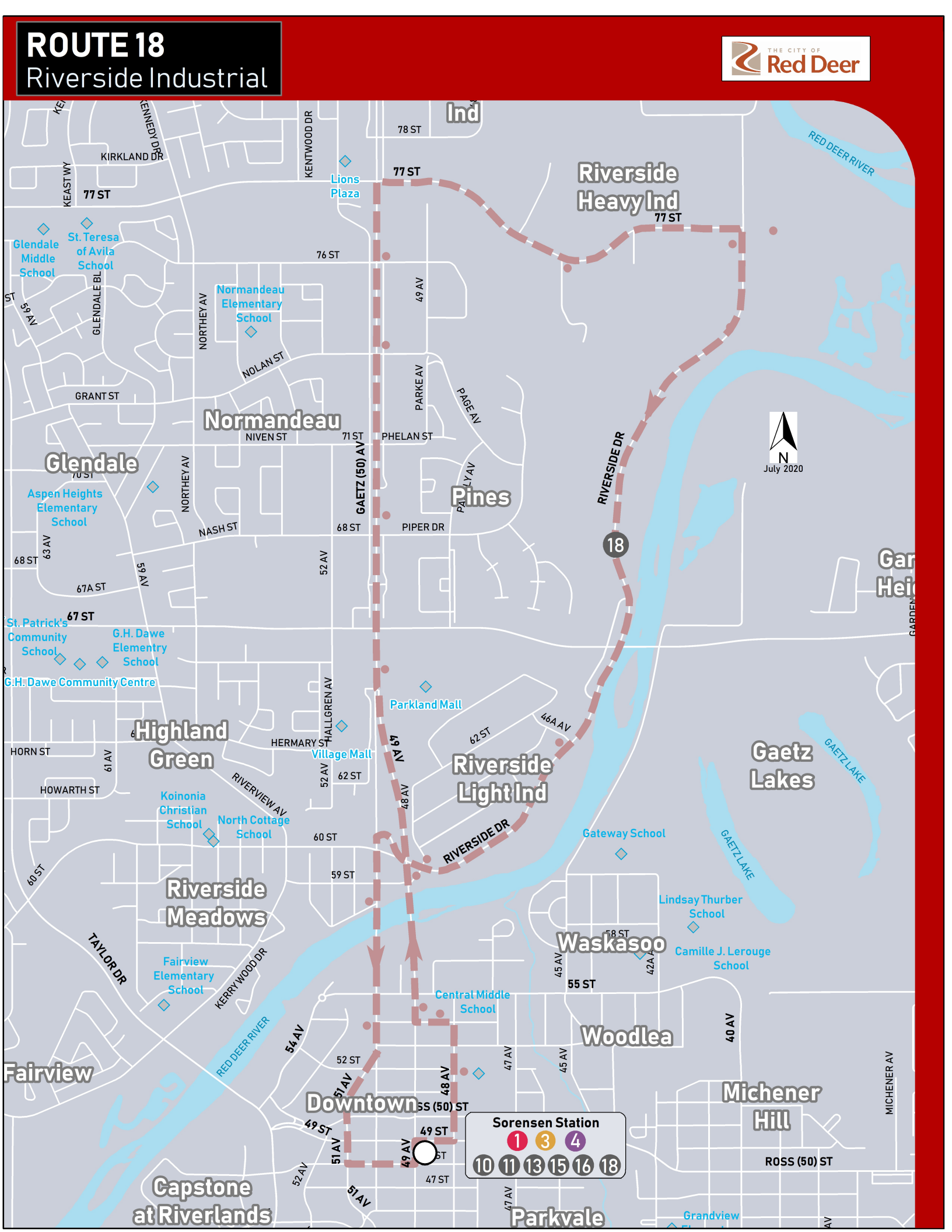
The overall objective is to create a secure environment that promotes stabilization, dignity, recovery, cultural safety, and pathways toward long-term housing and wellness.

Appendix H

Transit Route Map

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ROUTE 18
Riverside Industrial



Appendix I

Transit Schedule

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18 - RIVERSIDE INDUSTRIAL

To Parkland Mall, Riverside Industrial Area

Lv. Downtown				Ar. Downtown
Sorensen Stn	**Gaetz Av Parkland Mall**	**Civic Yards**	**Riverside Dr 76 St**	**Sorensen Stn**
Stop # 1267	*Stop # 1059*	*Stop # 1083*	*Stop # 1080*	*Stop # 1267*
WEEKDAY Except Statutory Holidays				
-	-	4:57 AM	4:59 AM	5:10 AM
5:15 AM	5:20 AM	5:27 AM	5:29 AM	5:40 AM
5:45 AM	5:50 AM	5:57 AM	5:59 AM	6:10 AM
6:15 AM	6:20 AM	6:27 AM	6:29 AM	6:40 AM
6:45 AM	6:50 AM	6:57 AM	6:59 AM	7:10 AM
7:15 AM	7:20 AM	7:27 AM	7:29 AM	7:40 AM
7:45 AM	7:50 AM	7:57 AM	7:59 AM	8:10 AM
8:15 AM	8:20 AM	8:27 AM	8:29 AM	8:40 AM
8:45 AM	8:50 AM	8:57 AM	8:59 AM	9:10 AM
9:15 AM	9:20 AM	9:27 AM	9:29 AM	9:40 AM
9:45 AM	9:50 AM	9:57 AM	9:59 AM	10:10 AM
10:15 AM	10:20 AM	10:27 AM	10:29 AM	10:40 AM
10:45 AM	10:50 AM	10:57 AM	10:59 AM	11:10 AM
11:15 AM	11:20 AM	11:27 AM	11:29 AM	11:40 AM
11:45 AM	11:50 AM	11:57 AM	11:59 AM	12:10 PM
12:15 PM	12:20 PM	12:27 PM	12:29 PM	12:40 PM
12:45 PM	12:50 PM	12:57 PM	12:59 PM	1:10 PM
1:15 PM	1:20 PM	1:27 PM	1:29 PM	1:40 PM
1:45 PM	1:50 PM	1:57 PM	1:59 PM	2:10 PM
2:15 PM	2:20 PM	2:27 PM	2:29 PM	2:40 PM
2:45 PM	2:50 PM	2:57 PM	2:59 PM	3:10 PM
3:15 PM	3:20 PM	3:27 PM	3:29 PM	3:40 PM
3:45 PM	3:50 PM	3:57 PM	3:59 PM	4:10 PM
4:15 PM	4:20 PM	4:27 PM	4:29 PM	4:40 PM
4:45 PM	4:50 PM	4:57 PM	4:59 PM	5:10 PM
5:15 PM	5:20 PM	5:27 PM		

Appendix J

Risk Mitigation Measures

RED DEER
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Risk Mitigation

Introduction

Project Nexus represents a transformative, community-led response to homelessness in Red Deer through the development of an integrated, campus-based model that aligns housing, health, mental health, addiction recovery, and social services within a single, coordinated environment.

Through the rezoning and public engagement process, a number of risks and concerns were identified by stakeholders, including:

- Land use compatibility and site suitability
- Traffic, access, and pedestrian safety
- Neighbourhood and community impact
- Public safety and crime perception
- Scale, capacity, and concentration
- Operational model and service delivery

This document provides a detailed response to each of these concerns. It outlines how Project Nexus addresses risk not through isolated mitigation measures, but through a coordinated system of design, operations, governance, and accountability.

The intent of this document is to demonstrate that Project Nexus is not only responsive to identified risks, but is structurally designed to reduce, manage, and improve the conditions that give rise to those risks.

Risk Mitigation Philosophy

At the core of Project Nexus is a fundamental reframing of the issue:

> **The risks identified through the development process are not new — they exist today. What is new is the opportunity to manage them intentionally.**

The current homelessness response system is characterized by:

- Fragmented service delivery across multiple locations
- High levels of unmanaged client movement throughout the city
- Gaps between service providers
- Dispersed impacts across downtown, parks, and neighbourhoods
- Heavy reliance on emergency services (EMS, ER, policing)

This fragmented model creates an environment where risk is:

- Unpredictable
- Uncoordinated
- Difficult to manage
- Dispersed across the community

Project Nexus replaces this model with a system that is:

- Integrated (services aligned in one location)
- Structured (clear pathways and processes)
- Managed (active oversight and supervision)
- Accountable (defined roles and governance)

The shift is from a reactive system to a proactive system.

Risks

Land Use Compatibility & Site Suitability Risk

Concerns that an industrial site is not appropriate for a vulnerable population and may conflict with existing planning policies.

Mitigation Strategy

Project Nexus requires a site that can accommodate:

- A large-scale integrated campus
- Multiple service providers
- Controlled access and security infrastructure
- Future adaptability along the housing continuum

The selected site provides:

- Physical separation from residential neighbourhoods
- Existing infrastructure suited to high-intensity use
- Capacity for buffering and controlled access

Mitigation measures include:

- Use of Direct Control zoning to ensure continued municipal oversight
- Implementation of buffering strategies (landscaping, fencing, setbacks)
- Clear articulation of why this site is preferable to alternatives

Outcome

The site is not simply acceptable—it is functionally appropriate and strategically aligned with the requirements of an integrated campus model.

Traffic, Access & Pedestrian Safety Risk

Unsafe interaction between vulnerable pedestrians and industrial traffic.

Mitigation Strategy

A comprehensive transportation strategy includes:

- Construction of defined pedestrian corridors from 77th Street to Hope Mission
- Clear separation between pedestrian and industrial traffic flows
- Integration with existing transit routes
- Dedicated shuttle service to connect clients to key locations

Outcome

Movement transitions from unstructured and risky to planned, predictable, and safe.

Neighbourhood & Community Impact Risk
Potential spillover effects into surrounding neighbourhoods, parks, and businesses.

Mitigation Strategy
Project Nexus addresses this by reducing the need for off-site movement and actively managing the site:

- On-site delivery of essential services (food, hygiene, healthcare, supports)
- Formal Good Neighbour Policy outlining expectations and responsibilities (see Appendix K)
- Neighbour Advisory Committee to ensure ongoing dialogue
- Defined perimeter management strategy
- Complaint intake and escalation process
- Ongoing reporting and transparency

Outcome
Impacts are no longer dispersed—they are contained, managed, and continuously monitored.

Public Safety & Crime Perception Risk
Concerns about crime, disorder, and personal safety.

Mitigation Strategy
Safety is embedded into both the physical design and operational model:

- CPTED-informed site design (see Appendix G)
- 24/7 security presence
- Collaboration with RCMP and enforcement agencies
- Lighting, surveillance, and patrol systems
- Defined protocols for incident response

Outcome
Improved real safety outcomes and increased community confidence.

Transportation & Mobility of Clients Risk
Unmanaged movement patterns and isolation of clients.

Mitigation Strategy

- Dedicated shuttle system
- Public transit integration
- On-site service delivery to reduce travel needs
- Clearly defined movement pathways

Outcome
Movement becomes supported and intentional, rather than reactive and unpredictable.

Scale, Capacity & Concentration Risk
Concerns about concentration of vulnerable individuals.

Mitigation Strategy

- Defined maximum capacity for Emergency Shelter operations (~200 beds)
- Overflow management protocols
- Phased implementation approach
- Ongoing monitoring of utilization and impact

Outcome
Scale is actively managed and controlled, not left to chance.

Operational Model & Service Delivery Risk
Uncertainty regarding how the site will function.

Mitigation Strategy

- Clearly defined operator roles (Hope Mission)
- Integrated service model (housing, health, recovery, employment)
- Structured daytime programming

Outcome
A transparent, accountable, and structured system of care.

How Risk Mitigation Works in Practice

Dimension	Current System	Project Nexus Model
Access to Services	Clients move between multiple locations	Single intake (“one door”)
Service Coordination	Services are disconnected	Immediate connection to integrated services
Case Management	Limited coordination between providers	Coordinated case management
Daily Structure	Significant unsupervised time	Structured daily programming
Community Presence	High visibility in public spaces	Reduced need to leave site
System Interaction	Frequent emergency system interaction	Reduced reliance on emergency services

Community Impact Comparison

Area	Current System	Project Nexus
Downtown	High disorder	Reduced pressure
Parks/Trails	Unmanaged	Reduced spillover
Neighbourhoods	Unpredictable	Structured
Emergency Services	High demand	Reduced demand

Evidence-Based Validation
Integrated campus models consistently demonstrate:

- Increased housing placement rates
- Reduced emergency service usage
- Improved public safety outcomes
- Lower long-term system costs

These outcomes are driven by:

- Co-location of services
- Coordinated access
- Shared data systems
- Centralized accountability

Project Nexus is a locally adapted application of a proven model.

Myth vs Reality

This will increase crime	Structured environments improve safety
This is just a shelter	It is integrated infrastructure
It concentrates problems	It manages existing impacts
The location is inappropriate	It is purpose-fit for the model
There is no accountability	Governance is clearly defined
This approach is unproven	It is evidence-based

9. Conclusion
Project Nexus represents a fundamental shift in how homelessness is addressed in Red Deer.

The risks identified through the development process are real—but they are not new. What has been missing is a system designed to manage them effectively.

Project Nexus provides that system.

Through integrated design, structured operations, and strong governance, the project transforms:

- Fragmentation into coordination
- Uncertainty into predictability
- Risk into managed outcomes

Project Nexus does not introduce new risk—it replaces unmanaged risk with structured, accountable, and evidence-based solutions that improve outcomes for the entire community.

Project Nexus
Good Neighbor Policy

Purpose

Project Nexus is committed to being a responsible, transparent, and accountable member of the Red Deer community.

This Good Neighbor Policy establishes clear expectations for how Project Nexus will:

- Operate in a manner that protects neighbourhood safety and well-being
- Maintain open, respectful communication with surrounding stakeholders
- Ensure issues are addressed quickly, transparently, and collaboratively

This policy reflects our commitment that Project Nexus is "for the community, by the community"

The objective of Project Nexus is not to suggest impacts will never arise, but to ensure there is a clear, accountable, and collaborative framework to mitigate and respond to them when they do.

Guiding Principles

1. **Respect for Neighbourhoods**
   We recognize that surrounding residents, businesses, and landowners have a right to:
   - Safety
   - Predictability
   - Peaceful enjoyment of their property
2. **Accountability**
   Project Nexus will:
   - Take responsibility for impacts associated with operations
   - Act quickly to resolve issues
   - Report transparently on performance
3. **Proactive Management**
   Project Nexus will emphasize proactive management designed to anticipate and mitigate issues early, while responding quickly and collaboratively when concerns arise.. We will:
   - Design operations to prevent disorder, not react to it
   - Implement clear protocols for safety, loitering, and conduct
4. **Collaboration**
   We are a connector and convener, not a standalone operator.
   We will work closely with:
   - RCMP / Community Peace Officers
   - Service providers
   - The City of Red Deer
   - Neighbouring stakeholders
5. **Continuous Improvement**
   Feedback will be actively gathered and used to:
   - Adjust operations
   - Improve outcomes
   - Strengthen community trust
6. **Responsive Adaptation**
   - Project Nexus recognizes that innovative models require ongoing learning. Operations will be informed by monitoring, neighbour feedback, and adaptive management practices designed to respond to emerging issues in real time.

Appendix K

Good Neighbour Framework

RED DEER
HOMELESS FOUNDATION

Project Nexus
Good Neighbor Policy

Operational Commitments

1. **Site Management & Safety**
   Project Nexus will:
   - Security within the Hope Mission operational footprint and security coordination for shared campus areas will be supported through complementary but distinct roles, with campus-wide security oversight addressed through Project Nexus management and operating agreements.
   - Implement controlled access points
   - Utilize CPTED-informed design (lighting, visibility, movement flow)
   - Maintain a clean, well-managed property at all times
2. **Neighbourhood Conduct Expectations**
   Clear expectations will be in place for all individuals accessing the site:
   - No loitering off-site
   - No open drug use or illegal activity
   - No aggressive or disruptive behaviour
   - Respect for neighbouring properties and public spaces

   Failure to meet expectations will result in:
   - Escalation protocols
   - Service restrictions where appropriate
   - Coordination with enforcement where required
3. **Perimeter & Community Interface**
   Project Nexus will:
   - Actively monitor surrounding areas for spillover impacts
   - Conduct regular perimeter walks and outreach
   - Partner with RCMP and outreach teams to address concerns quickly
   - Ensure activity is drawn into the site, not pushed into the neighbourhood
4. **Cleanliness & Maintenance**
   - Daily site and perimeter cleaning protocols
   - Waste management standards exceeding typical commercial operations
5. **Communication & Responsiveness**
   Project Nexus will establish:
   - Project Nexus management will serve as the primary point of contact for community concerns, coordinating responses directly and, where appropriate, with Hope Mission and other site partners.Response timelines:
     - Urgent issues: Immediate response
     - General concerns: Within 24 hours
6. **Data & Transparency**
   We will publicly report (quarterly):
   - Calls for service (site vs surrounding area)
   - Incident types and resolution times
   - Community concerns received and addressed
   - Housing and program outcomes (to reinforce system value)

   This aligns with the model of data-driven, coordinated systems improvement

Project Nexus
Good Neighbor Policy

Good Neighbor Outcomes (What Success Looks Like)

Project Nexus will be considered successful when:

- Neighbourhood impacts are actively monitored, mitigated, and addressed in a manner intended to reduce disorder and improve coordination over time.Concerns are resolved quickly and respectfully
- The community sees clear improvements in safety and coordination
- Trust is built through consistent, transparent engagement

RED DEER HOMELESS FOUNDATION

PROJECT NEXUS NEIGHBOR ADVISORY COUNCIL - TERMS OF REFERENCE

PURPOSE:

The Project Nexus Neighbor Advisory Council (NAC) exists to ensure that the operation of Project Nexus reflects the Foundation's commitment to:

- Neighbourhood safety and well-being
- Transparent, accountable operations
- Community-informed continuous improvement

The objective of Project Nexus is not to suggest impacts will never arise, but to ensure there is a clear, accountable, and collaborative framework to mitigate and respond to them when they do.

MANDATE:

The NAC is an advisory body to Management (not the Board), designed to:

- Provide structured community input into Project Nexus operations
- Identify emerging risks, concerns, and opportunities
- Support two-way communication between Project Nexus and the surrounding community
- Reinforce public trust and transparency

OPERATING PRINCIPLES

The NAC will operate in accordance with the following principles:

1. *Respect.* All participants engage in respectful, constructive dialogue
2. *Evidence-Based Discussion.* Focused on data, trends, and verified experiences (not solely anecdotal escalation)
3. *Solutions Orientation.* Discussions are: Forward-looking and focused on practical solutions
4. *Shared Responsibility.* Recognizes that community outcomes are shared and solutions require collaboration

AUTHORITY & ACCOUNTABILITY

1. *Authority*
   - The NAC operates under the authority of the CEO of the Red Deer Homeless Foundation.
2. *Accountability*
   - The NAC is accountable to: Management (CEO and Project Nexus leadership)
   - Management is accountable to: The Board of Directors

SCOPE OF WORK

1. *In Scope.* The NAC will:
   - Review neighbourhood-related operational impacts, including:
     - Safety and security trends
     - Community concerns and complaints
     - Site management practices
   - Provide advice on:
     - Good neighbor policy implementation
     - Communication approaches
     - Mitigation strategies
   - Review data and reporting related to:
     - Incidents and responses
     - Community feedback
     - System performance indicators

- Identify opportunities to:
    - Improve neighbour relations
    - Strengthen trust and transparency

2. *Out Of Scope.* The NAC will not:
    - Direct day-to-day operations
    - Override management decisions
    - Act as a regulatory, enforcement, or approval body
    - Serve as a forum for individual case management

COMPOSITION & MEMBERSHIP

1. *Membership Principles.* Membership will reflect:
    - balance of perspectives
    - credibility within the community
    - constructive, solutions-oriented participation

2. *Core Membership.* The NAC will include representation from:
    - One representative from each of the addresses within 100 meters of Project Nexus
    - One representative of the Pines Community Association
    - One representative from Riverbend Golf Course
    - One representative of Hope Mission
    - RCMP / community safety (liaison role)
    - Red Deer Homeless Foundation (management representatives)
    - One Representative with lived or living experience

CHAIR & FACILITATION

1. *Chair*
    - CEO, Red Deer Homeless Foundation (or their designate)
2. *Role of Chair*
    - Facilitate meetings
    - Ensure balanced participation
    - Maintain focus on mandate and outcomes

MEETINGS

1. *Frequency*
    - Minimum: Quarterly
    - Additional meetings:
        - During first year of operations
        - When significant issues arise

FORMAT

- In-person preferred
- Virtual option available

QUORUM

- Majority of members present

Appendix L

Mitigation Matrix

RED DEER
HOMELESS FOUNDATION

Introduction

This Mitigation Matrix translates community feedback into defined operational responses. It demonstrates how Project Nexus will proactively manage, monitor, and respond to identified considerations through a combination of site design, operational practices, and ongoing community engagement, supported by continuous improvement through the Good Neighbour Policy and Neighbour Advisory Committee.

Community Considerations & Mitigation Framework

Community Consideration	Potential Risk	Mitigation Strategy	Operational Measures	Monitoring & Accountability
Formation of encampments on-site	Safety, sanitation, fire risk, perception of disorder	Encampments not permitted; proactive prevention and response approach	24/7 staffing; controlled access; defined use areas; active site supervision; structured response protocol (engage → voluntary compliance → coordinated response → site restoration)	Daily monitoring logs; incident tracking; review through Good Neighbor Advisory Committee (GNAC)
Spillover encampments in surrounding area	Impact on neighbouring lands, trails, and businesses	Proactive perimeter management and coordinated outreach	Regular perimeter walks; outreach engagement; coordination with City and RCMP	Perimeter inspection logs; community feedback tracking; NAC review
Congregation and loitering near the site	Perceived disorder and impact on neighbouring properties	Draw activity into structured, supervised spaces	Defined outdoor/smoking areas; staff presence; clear conduct expectations; redirection to on-site services	Staff logs; incident tracking; neighbor feedback through GNAC
Crime and safety perception	Increased calls for service or perceived lack of safety	Maintain a highly managed, supervised environment with coordinated enforcement support	24/7 staffing; controlled access; CPTED-informed design; coordination with RCMP and Community Peace Officers	Tracking of calls for service (site vs surrounding area); quarterly reporting; NAC review
Transportation and movement between downtown and site	Unmanaged travel patterns or unsafe pedestrian movement	Provide multiple structured transportation options and reduce reliance over time	Route 18 access; on-demand transit; Hope Mission Rescue Van; future partner transportation; integration of services on-site	Transit usage monitoring; coordination with City Transit; issues reviewed through NAC
Cleanliness and environmental impact	Litter, waste, and needle debris	Maintain enhanced cleaning and rapid response protocols	Daily site and perimeter cleaning; needle debris response procedures; waste management exceeding typical commercial standards	Cleaning logs; response tracking; community reporting through NAC

Community Consideration	Potential Risk	Mitigation Strategy	Operational Measures	Monitoring & Accountability
Scale and concentration of services	Perception of over-concentration and associated impacts	Phased development with controlled operations and ongoing evaluation	Phase 1 anchor tenant model; future services added through Master Plan; coordinated case management	Phased reporting; system performance metrics; NAC review and feedback integration
Uncertainty associated with a new model	Lack of confidence in how the model will function in practice	Adaptive management supported by structured engagement and data	Good Neighbour Policy; NAC; defined response protocols; continuous improvement approach	Quarterly reporting; NAC oversight; operational adjustments based on feedback
Long-term reliance on encampments in the community	Continued system fragmentation leading to unmanaged outdoor habitation	Establish a coordinated system of care to reduce conditions that lead to encampments	Co-location of shelter, health, housing, and support services; low-barrier access; integrated case management; transportation supports	Tracking of shelter utilization, housing placements, and system flow metrics; NAC review