



SHAPE YOUR **RED DEER**

CHART OUR COMMUNITY'S
PATH THROUGH 2040

WHAT WE HEARD REPORT

JULY 2022

PUBLIC PARTICIPATION ON THE STRATEGIC PLAN AND VISION 2040
THE CITY OF RED DEER



PROJECT OVERVIEW:

Shape your Red Deer, chart our community's path through 2040 was a public participation project The City of Red Deer undertook on behalf of City Council to help inform Council's 2022-2026 Strategic Plan as well as administration's plan for Vision 2040. Engagement was done on both projects in tandem to ensure strategic alignment in each plan and a shared path for Red Deer's future.

Prior to the public participation commencing, City Council identified their draft strategic priorities based on a number of factors including what was heard on the campaign trail and conversations with the community. A draft Strategic Plan was created this spring, which was taken out to the public for their input.

After analysis of the public participation, the Strategic Plan is being refined based on the input we heard from residents, businesses, community partners, staff and other stakeholders.

The 2022-2026 Strategic Plan is expected to be approved by City Council in fall 2022.

PUBLIC PARTICIPATION SUMMARY:

From late April to early June, we conducted public participation with the following goals:

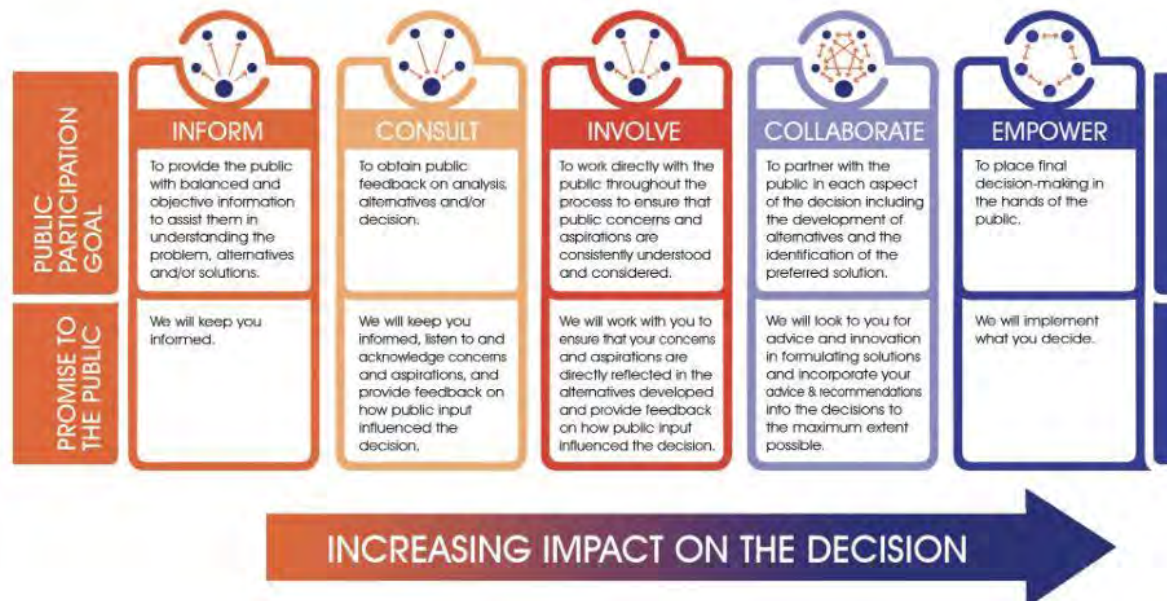
- Find out what people currently love about Red Deer
- Validate and refine the focus areas of the draft Strategic Plan
- Identify if anything is missing and what is important to the public in achieving each focus area
- Identify community's hopes and vision for Red Deer in 2040, and big ideas to get there
- Identify principles for decision making about Red Deer's long-term future
- Identify roles and opportunities for others in sharing, supporting and implementing The City's long-term vision

IAP2 LEVEL:

The public and Administration were engaged at the **CONSULT** level of the Public Participation Spectrum. Their input and feedback was used to confirm and clarify the direction of Council's draft strategic priorities.

City staff were also engaged at the **INVOLVE** level to gather greater details to inform development of the outcomes, results and initiatives to achieve the priorities and finalize the Strategic Plan.

Public Participation Spectrum



WHO WE HEARD FROM AND HOW:

We heard from 1,181 members of the public and 483 staff members. Targeted activities were also held to ensure we heard from newcomers, the Indigenous community, seniors, people with lived experience, youth and the business community.

April 21 – workshop with staff

April 26 – workshop with community partners

April 27 – workshop with business community

May 3 – online public workshop

May 6 – workshop with Indigenous Community

May 16 – in-person public workshop

May 17 – workshop with newcomers

May 7 – 21: Pop-up engagement events (transit, community centres, community events, etc)

June 10 – workshop with people with lived experience

In addition to the online and in-person workshops, we also had people contribute their ideas through an online engagement tool that mimicked the in-person workshops.

Host your Own Conversation kits were made available to teachers and high school students, and any others who wanted to bring together their own group and have their own conversation around the key questions and submit their responses to The City.

PARTICIPATION

April 21 - June 10, 2022



55
IN PERSON
WORKSHOP
PARTICIPANTS

- General Public
- Business
- Newcomers
- People With Lived Experience



30
ONLINE
WORKSHOP
PARTICIPANTS

- General Public
- Indigenous Community



907
ONLINE
VISITORS

- 118 active participants



175
POP UP
VISITORS

- 2 Community events
- Senior Centre
- Ross Street Patio
- Local Businesses
- Community Centres, Transit, etc



17
HOST YOUR OWN
PARTICIPANTS

- Youth

ENGAGEMENT EVALUATION

53%

of respondents agree or strongly agree that the City of Red Deer is listening

26% felt neutral

74%

of respondents felt this was a good use of their time

24% felt neutral

62%

of respondents felt a broad range of different ideas were shared

30% felt neutral

90%

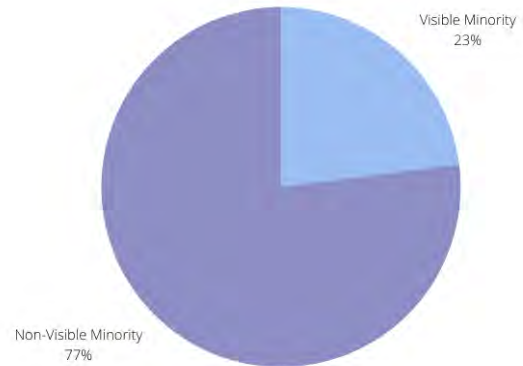
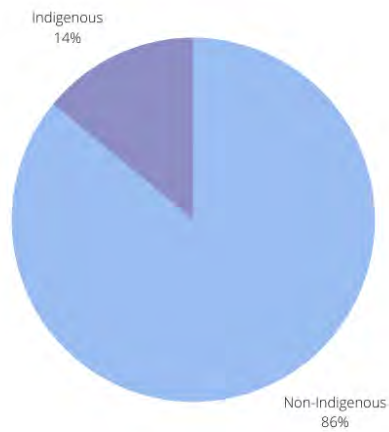
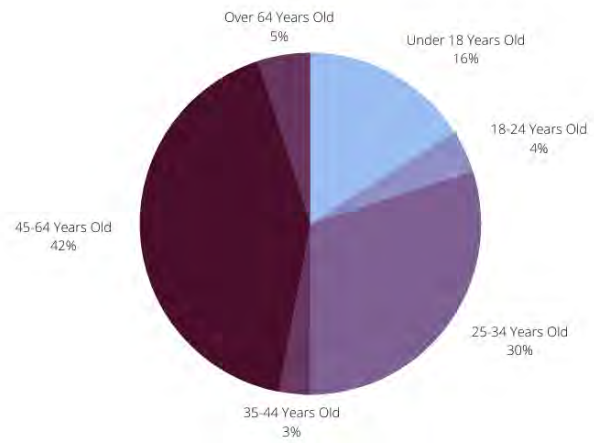
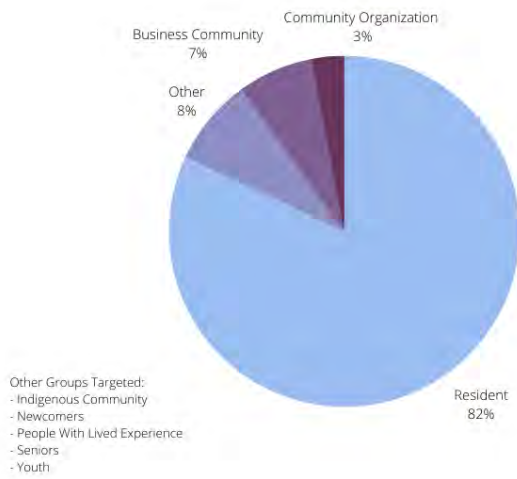
of respondents agreed or strongly agreed that they had an opportunity to provide their thoughts

49%

of respondents agree or strongly agree that the City Of Red Deer will consider their input

41% felt neutral

PARTICIPATION FROM THE PUBLIC:



WHAT WE HEARD ABOUT THE STRATEGIC PLAN:

WHAT PEOPLE LOVE ABOUT RED DEER:

At all public participation workshops, the following were the top three attributes participants said they love about Red Deer:

- Parks and trails
- The size and location
- Arts and culture, such as Ross Street Patio and events

WHAT THE PUBLIC SAID ABOUT THE DRAFT STRATEGIC PLAN:

99.6% of all participants (staff and public) agreed that the three priority areas in the draft Strategic Plan are the important ones to focus on in the next four years: Thriving City, Community Health & Wellbeing, Connected / Engaged City. No items were identified to be removed.

WHEN ASKED IF ANYTHING WAS MISSING:

Participants were asked what was important in achieving these priority areas and if anything was missing. Through all the public participation sessions, the top three themes heard across all workshops were:

- Specifics on how to protect the environment
- Downtown focus
- Welcoming and inclusivity

WHEN ASKED WHAT WAS IMPORTANT IN ACHIEVING EACH FOCUS AREA:

When participants were asked, “What is most important to you in achieving this focus area,” the following were the top themes for **THRIVING CITY** (ranked by frequency of comment):

1. Environment
2. Economy
3. Parks, Trails and Green Spaces
4. Safety and inclusion
5. Downtown
6. Housing
7. Development within city limit while protecting the environment
8. Sustainable transportation

When participants were asked, “What is most important to you in achieving this focus area,” the following were the top themes for **COMMUNITY HEALTH & WELLBEING** (ranked by frequency of comment):

1. Safe and clean
2. Maintain and expand indoor and outdoor infrastructure
3. Arts and culture
4. Accessibility, physically and financially
5. Downtown vision for arts, culture and safety

When participants were asked, “What is most important to you in achieving this focus area,” the following were the top themes for **CONNECTED AND ENGAGED CITY** (ranked by frequency of comment):

1. Provide meaningful opportunities
2. Transparency
3. Respond
4. Evidence-based decision making
5. Proactive communications with the public using multiple channels to reach people

See **Appendix A** for recommendations on changes to the draft Strategic Plan based on the public participation.

WHAT WE HEARD ABOUT VISION 2040

WHEN ASKED ABOUT HOPES FOR 2040:

Participants were asked what vision they have for Red Deer 20 years from now. The top three themes from participants were:

1. **Access to Nature:** Participants said they want to see more trails, paths and natural areas, with connections to surrounding communities. Participants wanted to see more trees (on boulevards), pet friendly areas, family friendly uses and activities, and safety considered.
2. **Community Events:** Participants said they want more free community events, including cultural, arts, theatre and music-based with infrastructure to support these events.
3. **Downtown:** Participants want to see a downtown that is vibrant, livable, walkable, clean and resilient. They envision a downtown that is an attraction and a community gathering space, with interesting shops, restaurants, events and housing. In 2040, people see Capstone fully developed with residential and mixed development.

Other themes included hopes for: affordable housing, less property crime, a strong economy, Red Deer's population is diverse and inclusive, ease of getting around (transit, biking, walking), healthy environment, and small-town feel is maintained while Red Deer grows.

WHEN ASKED ABOUT BIG IDEAS:

Participants were asked to share their big ideas to help Red Deer achieve their desired vision.

Hundreds of ideas were shared with us, with most ideas fitting into the following most common themes:

1. Downtown
2. Safety, cleanliness and crime prevention
3. Housing and supports
4. Recreation
5. Environment
6. Parks, trails and green spaces
7. Transportation
8. Culture

WHEN ASKED ABOUT GUIDING PRINCIPLES FOR FUTURE DECISION MAKING:

Participants were asked what guiding principles they want The City to guide future decision making. The top five themes for guiding principles were:

1. Financial sustainability (minimize future tax increases)
2. Safety (people feel safe everywhere in the city)
3. Diversity and Inclusion (the future should include everyone)
4. Growth within (keep footprint of City small, build up)
5. Coordination with others (work with community to get to shared future vision)

WHEN ASKED ABOUT OPPORTUNITIES TO WORK WITH OTHERS:

Participants were asked to tell us what opportunities The City should explore to work with others to achieve the shared future vision. The following were the top three most identified groups by participants were:

1. Provincial Government
2. Federal Government
3. Surrounding Municipalities

Specific ideas for collaboration with other orders of government included healthcare, transportation, housing and collaborative government systems.

Other groups identified to work collaboratively with was the Indigenous Community, service providers, RCMP, library, churches, non-for-profit organizations, businesses and vulnerable populations.

Additional Ideas for Collaboration:

- Develop shared priorities for central Alberta (ex. tourism, internet, economic development, new Canadians, environmental protection, cultural history)
- Central Alberta collaboration opportunities. Work collaboratively for things like the Great Canadian Trail, a bike path to Rocky Mountain House, developing business ideas/destinations (ex. brewers, micro businesses, coffee shops that are attractions)
- Annual gathering of area leaders to work collectively and build relationships
- Downtown retail and hospitality coalition (include tourism, Chamber of Commerce, CAEP, Downtown Business Association, Futures, Red Deer County)
- Work with the largest employers in the city, to help focus on addressing the needs of residents
- Monthly meetings with social advocacy groups and City administration to discuss issues, have these report to City Council, use non-traditional way
- Ensure welcoming spaces for those not part of mainstream culture

See **Appendix B** for more details on public input related to Vision 2040.

APPENDIX A: RECOMMENDED CHANGES TO THE DRAFT STRATEGIC PLAN

Based on the public participation response, the following changes are recommended to be made to the draft Strategic Plan.

THRIVING CITY:

Under Thriving City, consider adding the following items:

- o **Specific mention of businesses in downtown:**
This was heard multiple times from the public, as well as from businesses, Indigenous and newcomer communities. Support to businesses downtown would help contribute to revitalization, increased use and safety and is needed to support the other priority area of Community Health and Wellbeing. It was also heard from administration, noting however not to the exclusion of businesses in other areas of the city.
- o **Mention of business retention, expansion and attraction of a variety of sectors:**
This was repeatedly heard from the public who saw this leading to a stronger, more stable economy with less ebbs and flows, and increased job opportunities at all levels. Specific mention was to move beyond traditional oil and gas sectors to things like renewable energy, tourism, retail. The economy was the in the top four most common themes that are important across all audiences. It was highlighted from the Indigenous community that job opportunities would also help retain post-secondary students.
- o **Active modes of transportation and infrastructure:**
This is the eighth most common theme related to Thriving City, and was heard several times from the public and was also mentioned by the Indigenous community to reduce reliance on vehicles and as a tangible action to address climate change. They identified this action also supports active lifestyles and contributes to Community Health and Wellbeing.

ADDITIONAL CONSIDERATIONS:

The following items were also mentioned, but not by the majority of participants. These comments fit within this focus area.

- o Indigenous (to focus on individuals and community as much as business in the definition; and include specific focus on Indigenous business):
The Indigenous community mentioned this priority area is heavily focussed on businesses, and that a thriving city is one where individuals, especially vulnerable populations, and communities are also thriving. They would like to see specific mention of thriving Indigenous businesses to make forefront how existing or new policies or practices can be improved to support marginalized business owners.
- o Housing (to focus on different types, including affordable housing and where possible address issues related to access):
Housing was highlighted by almost all audiences as important to the next 20 years, and should be considered in these first four years to help with alignment. It was the sixth most common theme related to Thriving City. Administration identified focusing on sustainable, environmentally friendly, housing first and innovation. A handful of participants wanted to see homelessness and affordable housing addressed in the next four years and housing options downtown and for seniors. Housing was also brought up several times by the

Indigenous community and those with lived experience who are looking for transitional and affordable housing options, including for seniors, and reduced wait times.

- Development (to focus on building within existing city limits while protecting the environment):
Development was the seventh most common theme identified by the public. There may be serious negative impacts to the environment depending on how development is managed. Business development can be used to also support the economy.
- Protection of water:
This was mentioned from a handful participants from both the public and Indigenous community, and is not specifically referred to in the draft strategic plan. There was concern about future water supply and perspectives that healthy rivers provide life (opportunities to fish, play, recreate and heal), also contributing to Community Health and Wellbeing.

COMMUNITY HEALTH AND WELLBEING:

Under Community Health and Wellbeing, consider adding the following items:

1. Invest in existing and new infrastructure

The public identified infrastructure investment as part of the indoor/outdoor spaces and facilities theme, as it related to Community Health and Wellbeing. There was a sense that indoor and outdoor spaces and facilities are required and need to be kept up if they are to continue to provide opportunities to promote physical, mental and social wellbeing. This was also identified by business and Indigenous communities.

2. Facilities to support arts, cultural and other events

The public identified this infrastructure gap to support arts and cultural events.

3. Physically and financially accessible

This was the fourth most common theme related to Community Health and Wellbeing. Having spaces, places and experiences will contribute to Community Health and Wellbeing only if they are accessible to all. This was also identified by business, Indigenous and newcomer communities.

ADDITIONAL CONSIDERATIONS:

The following items were also mentioned, but not by the majority of participants. These comments fit within this focus area.

- Community-led events:
This was identified from public, from city staff and several times from Indigenous participants. It was important that The City not always lead community experiences, but rather support community to lead their own. This ensures community needs are considered and that they are being designed by and for those who will participate, versus the perspective of The City.
- Clear vision of downtown:
This was the fifth most common theme related to Community Health and Wellbeing. The public is looking for a vision that would result in people heading downtown for shopping, dining and entertainment. This was also identified as important from community partners

and business community.

- Indigenous-specific mental and physical health support
The Indigenous community would like to see this explicit to make forefront improvements in the design and delivery of these services that consider the needs and access of Indigenous people, and as current systems are often designed to support those of mainstream society.

ENGAGED AND CONNECTED CITY:

Under Engaged/Connected City, consider the following when implementing this focus area:

- 1. Variety of engagement opportunities provided**

This comment was heard numerous times as it related to Connected/Engaged City and was specifically heard from the newcomer community. This is important to ensure people will be heard. Those with lived experiences also want different opportunities brought to them and hosted in safe places. This is also best practice in public participation.

- 2. Reach marginalized and vulnerable populations**

This was part of the first most common theme (provide meaningful opportunities) related to Connected/Engaged and was mentioned by the public, community partners and Indigenous and newcomer communities. It is important considering the diversity of Red Deerians and the need to hear from those not part of visible mainstream society to ensure their voices and perspectives aren't missed. This is also a best practice in public participation.

- 3. Report back on progress and actions**

This was the third most common theme related to Connected/Engaged City heard from the public. This is important because it demonstrates The City is listening and public input is considered; it helps the public feel heard and valued. This helps build trust and relationships. This is also a best practice in public participation.

APPENDIX B: VISION 2040

HOPES FOR 2040 IN RED DEER:

Below are additional findings from targeted engagement, that were not themes in the public workshops:

Business Community:

- Red Deer is a western Canadian business development hub
- Downtown vacancy rate of 5-10%
- More synergies between communities

Indigenous Community:

- A greater sense of belonging, pride and ownership to Red Deer
- A safe place for people to heal and grow in their own way; traditional ways of healing
- People talk about and to each other in welcoming and inviting ways
- Environmental concerns aligned with Indigenous perspectives

Newcomer Community:

- People choose to stay in Red Deer
- Employment opportunities, especially for newcomers who don't have Canadian work experience
- Tourism employment
- More supports for the arts – more grants for artists, concerts, options for lower income to participate fully, free tickets for people (ex. immigrants)
- Pedestrian only areas
- Diversity is seen everywhere (ex. employees, help for new immigrants, truly welcoming)
- Loving and accepting society, without racism

BIG IDEAS FOR THE FUTURE:

Here are all the ideas for the future that were shared with us. They are grouped by theme:

DOWNTOWN

- A vibrant, innovative district that attracts businesses and people
- Allow for building up, get rid of building limits of 6 stories
- Future use for the current court house once the new justice center is built (ex. art gallery + archives)
- Use tax revenue generated by downtown re-invested into downtown (infrastructure, lighting, widen sidewalks, benches, garbage cans, signage)
- Offer more subsidies and long-term tax incentives for downtown housing development

SAFETY & CLEANLINESS

- Install closed-circuit cameras in all intersections, in front of businesses, in public areas (ex. parks, rec centers, schools)
- "Trail Buddies" for those who do not feel safe on the trails (ex. wildlife, getting lost). Especially for those new to the community, immigrants and visitors.
- Replace the RCMP with a provincial or City police force
- South side police station
- Impound facility with revenue coming back to the City
- Expand peace officer program (ex. parks, transit)

• Host interagency events, extend the downtown business association to all of downtown • Secure bike parking • Address reasons why downtown businesses are leaving and work to retain • More businesses and residential • Keep it clean and safe • Outdoor skating • Garden area behind Golden Circle with bocce court in summer and skating or sculptures in winter • More entertainment • Develop Capstone • Move main transit station to Capstone • Address neglected, unkept and abandoned properties • Increase population density • Partnerships with businesses for incentives to spend money and time in downtown • Car-free • Family-oriented (ex. day cares, health services) • Free, or 2-hour free parking • Shopping centre • Late night life options (patio) • Options for newcomer groups to have picnics and BBQs downtown	• Separate ambulance and fire • Address nuisance properties, increase taxes for repeat offenders • Address traffic safety, aggressive driving (ex. awareness campaign and enforcement) • Disband photo radar outside of school/construction zones. Invest in more red light and speed cameras • Neighbourhood watch • Enforce noise bylaws • Ensure safety from 5G radiation • Graffiti removal • Slower residential speeds on kids at play program • Beautification projects • Rebates for exterior aesthetic improvement for older homes and businesses • More attractive public lighting, to encourage longer use in public spaces • More plants and flower around the city and on main roads • Neighbourhood watch • Paid neighbourhood coordinators • Work program for young offenders • Public washrooms for everyone • Access to showers for those experiencing homelessness
HOUSING + SUPPORTS • Housing options for seniors, veterans and those experiencing homelessness • Task force to help those experiencing for example mental health issues or drug overdoses • Homes for Heroes for veterans and low income individuals (housing and services)	RECREATION • More swimming pools, make accessible (ex. 50 meter pool, Olympic size, deep end diving, Olympic pool at Red Deer Polytechnic, aquatic center) • Single track for biking

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| <ul style="list-style-type: none"> • Homeless shelter • End homelessness • Programs and services to support those experiencing homelessness and drug addiction • Seniors villages with stores, medical services, entertainment (like in Holland) • Rehabilitation facility for broader central Alberta communities • One-stop social service center (ex. to address mental health, addiction, poverty, homelessness, special needs) • Several nursing homes • Publicly funded seniors care centers • Look to other cities who've addressed homelessness (ex. Winnipeg, Medicine Hat) • Subdivisions with smaller sized lots that are affordable for families • Manufactured home park/subdivision/streets on the south side to allow for more affordable housing • Housing First initiative • Implement an Indigenous Housing Board | <ul style="list-style-type: none"> • City buy Canyon Ski Hill and turn into Alberta's only mountain biking resort • Off-leash dog parks in neighbourhoods • Single-use dog runs to play catch, or leave skating rinks fenced year round • Update animal bylaw (ex. use of anti-bark technology, using animals as form of harassment) • More recreation facilities that offer year round activities and spaces • Bigger public gymnasiums • Field house • Find sponsorships for recreation projects • Add family change rooms at Michener Pool (impacts physiotherapy offerings) • Indoor and outdoor football and soccer facilities • Senior "pick a class" • Northside aquatic and recreation centre • Water/theme park, with easy access off QE2 • Park to host large scale events (ex. expand the uses of Great Chief Park/Bower Ponds and relocate the sport venues to a better location) • Work with Red Deer Surf to bring in surfing • More for kids (ex. outdoor water parks) • More variety of recreation opportunities in the North end • Paid city supervision at play parks and community buildings • Make sports affordable for families (ex. tennis, squash, badminton, swimming) • Encourage, motivate and push people to move year round so our people are fit and healthy |
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ENVIRONMENT

- More complex recycling program, provide as a paid service to other municipalities
- Litter pickup or create a Clean Team for along the waterways and parks
- Become “Green Deer” by having the most green initiatives in the province (ex. idling, plastics)
- Attract green industries
- Compost/organic recycling for apartments, condominiums and businesses
- Improved plastic recycling
- Greenhouse gas reduction and asset management practices for public infrastructure
- Different energy sources (ex. solar)
- Green economy (ex. buildings built with zero emission standards, zero emission transportation)
- Build a Gigafactory
- Energy hub at Westerner (solar roof, battery storage)
- Natural landscaping, no spraying
- Environmental awareness learning opportunities
- Ban single-use shopping bags
- Solar/renewable energy
- Every house powered by renewable energy

PARKS, TRAILS + GREEN SPACES

- Improved litter pick up in parks
- Trails built where the old Michener building is
- Park and natural areas in the south east corner of the City (ex. similar to Bower Ponds)
- Expand and maintain green spaces
- Grass/rooftop spaces on buildings
- Sunscreen stations in parks and along paths
- Better trail connections: to the city from England Way; to connect Great Canadian Trail, Highway 11 and Blindman; to Sylvan Lake and Blindman River (North of Highway 11A)
- Expand Waskasoo Park, consider National Park status
- More native wildflowers and less grass (mowing) to provide habitat for birds, bees and insects to support food production
- Revitalize Centennial Plaza Park and address dead tress
- More trails, trashcans and free parking
- Park system around Hazlett Lake (ex. like Henderson Lake Park in Lethbridge)
- Have visible from QE2 to attract tourists
- Make cohesive across the city, particularly focus on improving north of the river
- Create beaches along the river
- Pedestrian bridge from Bower Ponds
- Botanical garden around Riverbend golf course, themed around endemic plants, trees and flowers, Indigenous section, culturally significant plants, indoor conservatory with tropical plants and live butterfly house. Liaise with Alberta Glad and Dahlia Society
- Edible gardens, fruit trees planted instead of trees for aesthetics
- More garbage cans and benches

	• Parks along riverfront and downtown • Vendors near parks • Designated enforcement personnel, address issues any time of day (ex. graffiti) • Preserve park space with trails around lakes (ex. Slacks Slough) • Consider rename park areas (ex. Slacks Slough) • Expand Oxbows to the south and reforest the entire area
TRANSPORTATION	CULTURE
• Improved transit (routes and hours, ex until 11:00 pm), more frequent bus routes (30 mins in winter is too long), quicker, increased ridership • Purchase and re-load bus passes online • There are mixed feelings about the idea of a gondola across the river. Some would prefer to see a pedestrian bridge. Some would like to see a city-wide gondola network • Pedestrian bridge to connect Capstone and Bower Ponds • Multi-modal transportation options, easier to bike, walk, scooter, separated from road network • Public transit connecting Red Deer to surrounding towns (ex. Blackfalds, Sylvan Lake) • Stop in Red Deer on the high speed rail between Calgary and Edmonton • Rebates for residents who purchase electric bikes • More scooters in downtown and in communities and more return locations (or leave anywhere) • More electric vehicle charging stations • Sidewalks in Cronquist business park • Car share, small e-cars • Cyclovia event without the fee to the city	• Performing arts and concert halls, venues and spaces to attract different performers than our current venues • Cultural Village to promote culture and tourism, used to host Canada's next EXPO (ex. Michener north grounds) • Cultural spaces to explore creative interests affordably • Purpose-built facilities (ex. theatres, community-led cultural spaces), that are accessible, affordable and available • Visual arts, performing arts, literary arts and cultural experiences where we see our diverse community • Artist-in-residence studio • Entertainment district • Musical events • Concert space • Pop-up cultural events • "History Park" that's fun and interactive, work in partnership with Red Deer Museum, Fort Normandeau and other historic societies • Galleries • New music hall to replace The Memorial Centre (ex. to hold 3000 people)

• Fewer cars on the streets • Build LRT from south to north between Springbank (airport) and Blackfalds with parking for residents from Innisfail and Lacombe to commute, minimal stops to make it efficient • Work with the province to tripe QE2 north to Highway 11A • Free transit for lower income, with some limitations	• Festivals (ex. Jazz, Shakespeare) • Community hall to accommodate >300 people • More community spaces like Ross Street • Public art installations, interactive displays • Community-oriented neighborhood events to engage and connect with youth • Multicultural centre • Indigenous cultural center • Métis graveyard • Cultural activities for youth • Small community events (ex. dances) • Different music scenes in different areas throughout the City (creates vibrancy and attachment to district)
DEVELOPMENT • Allow for taller buildings • Incorporate trails first/natural areas into all development and redevelopment • Attract and welcome green industries • Develop along the river (ex. like Capstone), with restaurants, entertainment with theatre for plays and concerts • Entertainment district • Become developer friendly • Focus on infill • Address vacant lots with mixed residential and commercial • Science center • Demolish derelict buildings • Wedding venue where the old BMO was in downtown • Keep existing city boundaries to increase density	ECONOMY • More businesses and retention • More private business input in decision making and Public/Private Partnerships • Make it easier for small local businesses • More shopping • Specific business: Rec Room, Golden Corral, Dave and Busters, Footlocker at Bower Mall • Circular economy • Economic development that focuses to attract young people to Red Deer • Leverage existing attributes (expand on airport, partnerships and Agri-Trade). • Grow evening entertainment options, for tourism and visitors • Connect hotels to events taking place in the City (ex. sidewalks, shuttles) • Streamlining business growth opportunities (ex. Infill established communities are expensive)

• Inclusive communities to reduce reliance on vehicles • Maintain historical attributes of older buildings, protect the character of the older historical neighborhoods • Plan in north and west areas • Build neighbourhoods with more boulevards, forests, distance between houses to allow for more street parking • Build more areas like the Michael O'Brian Wetlands/Bower Ponds • Expand overflow parking for Westerner Grounds (previous RV location), build a pedway and provide shuttle service to access	• Create districts, that are sellable assets (ex. University district) • Expand the city to include or incorporate the County • Invest in the airport; international capacity • More air cargo at airport
FACILITIES • Computer shops for youth to study or play games with friends • Race track and new driver learning facility • Convention centre • Team-building facility • World-class venues for sports, to hold Provincial-level tournaments (ex. hockey, volleyball, swimming) • Convention centre • Regional infrastructure	HEALTH CARE SERVICES • Increased funding for existing hospital • Larger hospital • New hospital with access to specialists avoiding need to travel to Calgary and Edmonton (ex. in northwest or Michener grounds) • Advocacy for second hospital • Comprehensive mental health services • More family doctors, anesthesiologist and specialists • Safe injection sites • Easier access to drug addiction services • Options for ambulance service + levels of service to keep Alberta Health Services ambulance available more often
INCLUSION • Promoted as a destination for new Canadians • Self-determined Indigenous space • 2SLGBTQ+ and BIPOC spaces • Welcoming day for newcomers	FOOD SUSTAINABILITY • Support local food production, more locally sourced food growing options and production • Expand community garden and edible “forests” initiatives, fruit trees, more community gardens and gardeners • Grower co-op

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| <ul style="list-style-type: none"> • Significant achievements in the Truth & Reconciliation Commission actions, with First Nations as a big part of this process and teaching their ways • Increased youth volunteerism (ex. fundraising, hospital, Mustard Seed) • Indigenous liaison between the community and The City to proactively address and respond to racial issues as they happen • Indigenous renaming of neighbourhoods and future wards • Larger Indigenous People's Day • Adopt a City of Red Deer Indigenous Framework • Fort Normandeau sweat lodges with transportation to get there • Healing centers/lodge with mental health at forefront • Indigenous curriculum in elementary to high school with traditional language, anyone can attend • Teachers get raises, have more power to deal with racism and bullying • Matriarchically system vs patriarchal • Keep doing the proud to be your neighbour campaign • Program to report racism where action is taken • Create opportunities to meet people and get to know each other • Focus on peace, love, acceptance, community, what we have in common vs. focussing on "anti racism" and our differences • Programs to start young – connect with parents, kids and schools • Interesting welcoming events for newcomers (ex. food, dancing) | <ul style="list-style-type: none"> • Food security on everyone's own property • Programs for stores to donate surplus food being thrown away • Community fridges on the street where those who need food can access • Program to teach people how to be self-sustaining |
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TOURISM

- More tourist attractions to inspire more tourism
- Suspension bridge
- “Red Deer Eye” like in Las Vegas and London
- Small permanent tourist park (Ex. Rattlesnake Canyon in Osoyoos BC, Niagara falls)
- Upgrade museum
- Leverage the river (ex. boating, rafting, fishing)

ROAD IMPROVEMENTS

- Make Gaetz Avenue six lanes in both directions from 43rd Street to 19th Street, or through entire city
- Connect the two 22nd Streets to help congestion on 32nd Street
- Repair streets (not just potholes) in lower Fairview and Olsen Street
- Further design and planning of ring road/north connector
- Finish the road and bridge that connects the area by Riverbend Golf Course to the north end.

OTHER IDEAS

- High school and junior high school north of the river
- Red Deer TV station
- Learn from sister-cities in other countries (ex. Norway, California)
- Guaranteed annual income
- Celebrate what we have and what is good
- Numbered streets as much as possible
- Youth focused
- Ways to retain youth, give them a voice, spaces that are about creating or technology, ensure job opportunities and affordability

ADMINISTRATION + COUNCIL

- Keep working with the public
- Report back on achievements and progress on plans
- Greater advocacy from City Council (ex. economy, environment)
- Greater access to City Council
- Evidence-based decision making
- Agree on and have clear priorities and alignment, have consistent messaging and clear brand (image)
- Address all actions in the protocol agreement.
- Different approach to permitting for building on lands owned by Indigenous Community
- Hire those who are from minority groups
- Administration work with community and consider input in making better decisions for the future
- Indigenous representation on City Council
- Access federal funding for truth and reconciliation
- Be accountable, have a plan with actions and regularly share information

APPENDIX C: Graphic Facilitation from the workshops



Thriving culture

- CREATING** (COLLABORATION)
- WELL-ORGANIZED COMMUNITIES**
- ACCESSIBLE** (EASY TO REACH)
- ACTIVITY OTHER THAN WORK** (CARE)
- ATTRACTIVE + VENUES**
- FESTIVALS**
- ADDRESS CLIMATE CHANGE**
- GLOBAL CITIZENSHIP**
- INCLUSION** (WORK TOGETHER + WIN-WIN)
- WALKABLE**

innovation (SOLUTIONS THROUGH INNOVATION)

- CONTINUOUS IMPROVEMENT**
 - LISTEN** (UNDERSTANDING NEEDS)
 - LEARN** (IMPROVED IDEAS)
 - SHARE** (OPPORTUNITIES TO BE USED)
- Place to come TOGETHER**
 - POLY-CULTURAL CITIES**
 - HYPER LOOP TERMINAL**
 - RED DATA**
 - E-CAR SHARE**
 - LESS CARS**

EXPAND GREEN (TREES)

What we love about Red Deer



(NEXT 4 YEARS)
FOCUS AREAS

→ Creates momentum for the community!

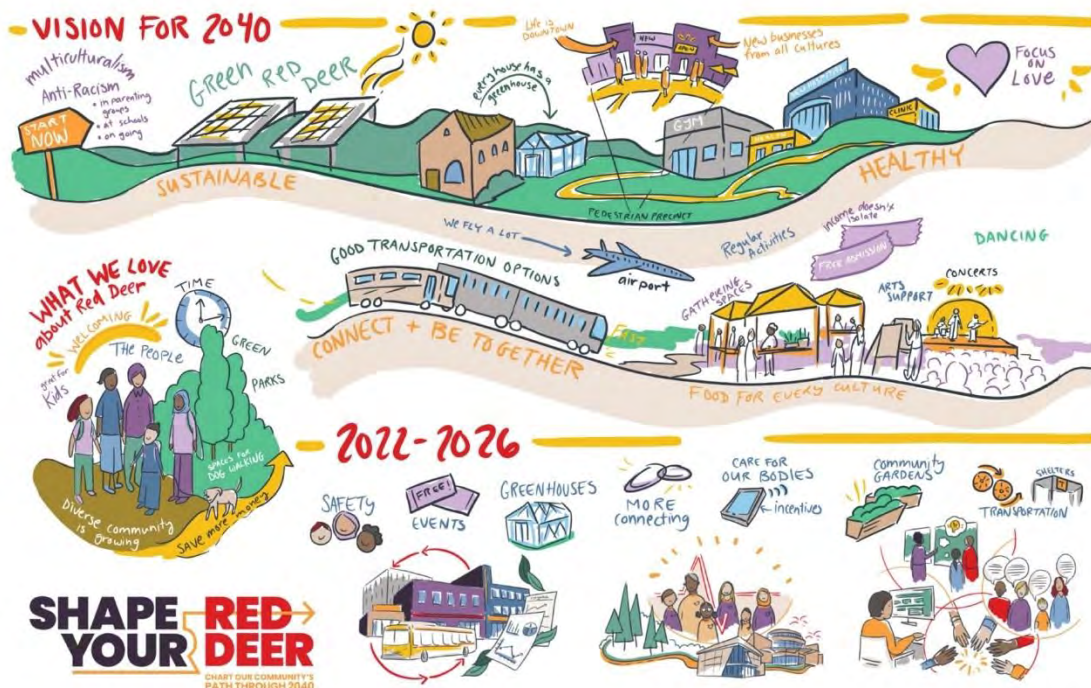
- > SUSTAINABLE ENERGY
 - > BREAK SILOS
- > REBRAND WHAT WE PAY TAXES FOR
 - > ENVIRONMENT
- > RESPONSIBLE ECONOMY
 - > ARTS + CULTURE
- > HEALTH CARE
 - > COLLABORATION
- > HEALING CENTRE
 - > SUSTAINABLE TRANSPORTATION
- > SOCIAL INTERACTION
 - > INVEST IN CIRCLES OF INFLUENCE





Shape Your Red Deer - May 16, 2022
Public Workshop

Graphic
recording by:
Kristen Elbow
elkplan.ca



Shape Your Red Deer - May 17, 2022
Newcomers Workshop

Graphic
recording by:
Kristen Elbow
elkplan.ca

