



**YEAR OF 2016
ANNUAL REPORT**

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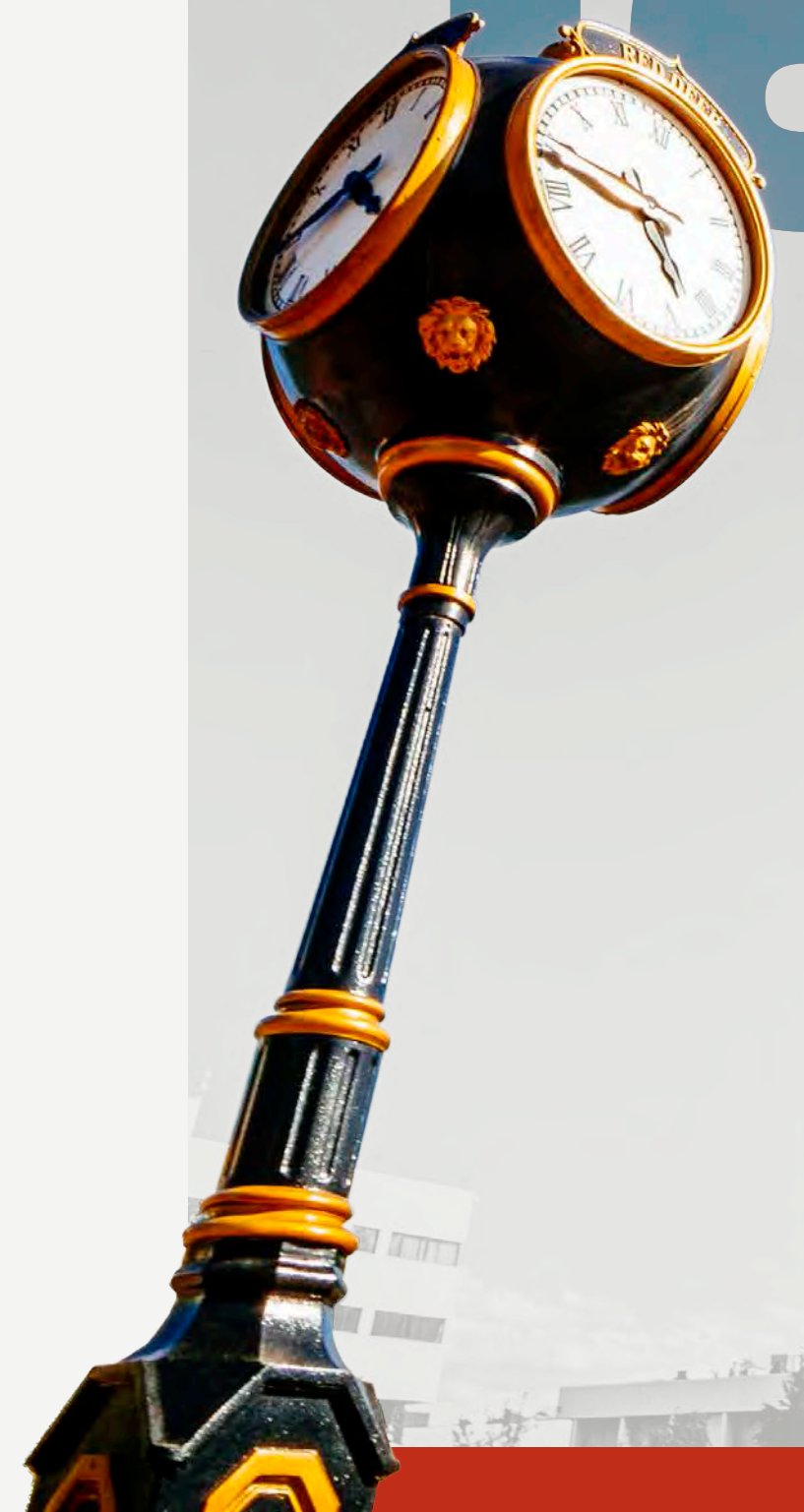
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2016





MAYOR'S MESSAGE

Tara Veer

“Two thousand and sixteen was a defining year for Red Deer. It was a year of progress as we worked to fulfill our commitment to good governance and financial, social, environmental and cultural sustainability. Our community started ramping up for the 2019 Canada Winter Games with capital and infrastructure investment that saw a number of roadway projects wrapped up and many recreation and facility enhancements get underway.

Perhaps one of the most significant milestones we saw this year was the historical celebration of the former Red Deer Arena before it was decommissioned. This milestone was bitter sweet with the 64 year old facility holding a great deal of community history for many teams, athletes and citizens who hosted countless tournaments, games and events at the arena in its day. But with this change comes an enhanced facility with not only more space and amenities, but one designed to meet modernized environmental and sport standards as well as more efficient operations.

In addition to the many facility enhancements that got underway in the preparation for the Canada Winter Games, there was construction in 2016 with two firehalls and a number of roadway improvements taking place across the city. The City also continued to make progress on the redevelopment of Riverlands in our downtown.

This is a sure sign of progress in our community, but with a struggling economy, the need to bring stability to our city is increasingly important, and City Council continues to advocate to the provincial government about our needs and issues facing Red Deer.

In 2016, our advocacy efforts related primarily to the need for funding of a new courthouse as well as social programming and support services for the vulnerable in our community.

In 2016, crime and safety became a high priority for our citizens. A new courthouse will ensure increasingly timely legal processes and proceedings that result in the safety and security for all people in our community. With the ever increasing population Red Deer's courthouse serves, this need is more pronounced than ever before. We will continue to advocate emerging provincial infrastructure needs for our community.

As we move into 2017, City Council will continue to focus on being a citizen focused government that aims to enhance your quality of life and to build our community. This annual report will give you an opportunity to look back and see how far we've come, with an overview into what's in store in 2017 and 2018.

We are proud to be Red Deerians with you and thank, the citizens of Red Deer for the opportunity City Council has to serve you. ■

CITY MANAGER'S MESSAGE

Craig Curtis

“On behalf of The City of Red Deer, I am pleased to present the 2016 Annual Report, which highlights some of our accomplishments over the last year and provides a snapshot of what lies ahead for our community.

While we faced challenges in 2016 with respect to economic conditions, with a strong strategic vision set by City Council, we stayed the course and remained focused on our priorities and continued to deliver programs, services and initiatives that strengthen our community and improve quality of life for residents.

Like in past years, this year's report highlights the breadth of projects that staff have undertaken that transform our community - everything from building two-lane roundabouts to building new recreational facilities. A major highlight in 2016 was the steps we took to ready ourselves to host the 2019 Canada Winter Games. The upgrades to our current facilities such as Great Chief Park and the rebuilding of the Red Deer Arena will not only be integral components to a successful event, but also for citizen's recreational use for years to come.

Our newest neighbourhood, Riverlands, also saw changes in 2016. Administration worked hard to revise the Riverlands Area Redevelopment Plan and the Land Use Bylaw to create a new plan that creates a sustainable, vibrant and authentic mixed use neighbourhood in the downtown core. The plan for the area is the first of it's kind for Red Deer, it will incorporate safe and active public spaces and designs that encourage living, working and playing in Riverlands.

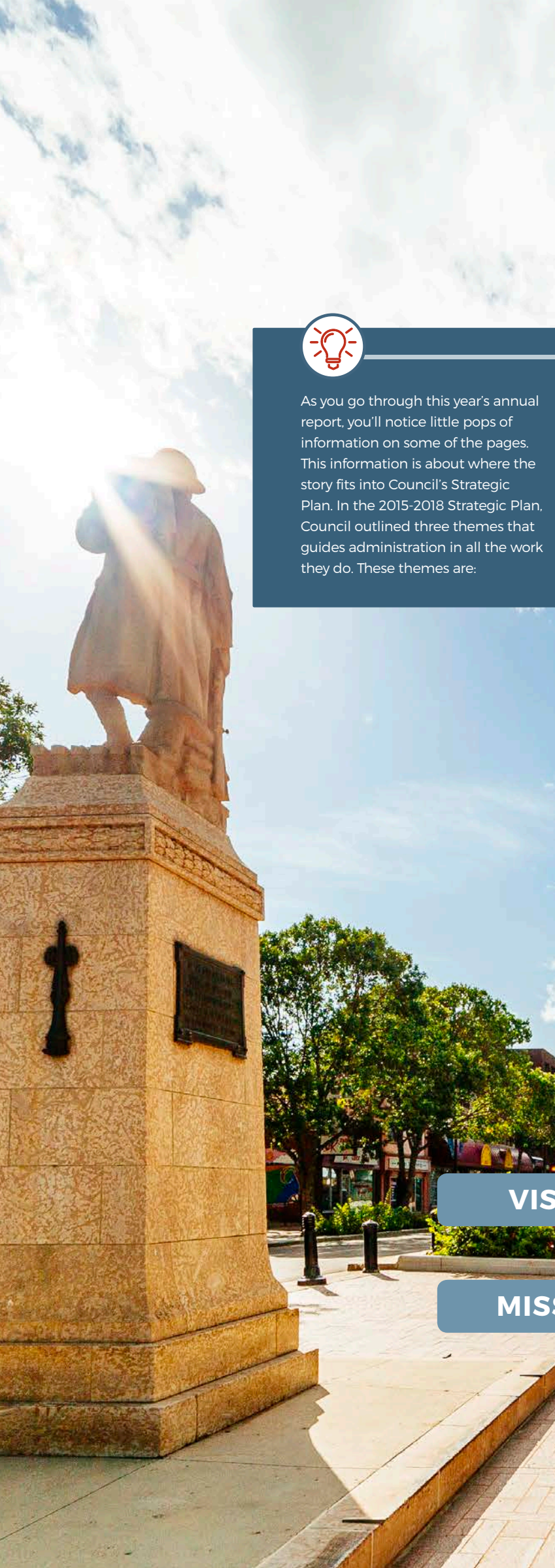
Our community is also transforming in more subtle ways. This year we unveiled our new community narrative, which uncovers Red Deer's unique identity. The narrative truly tells the story of Red Deer - we're connected, hard working, entrepreneurial, and welcoming. And it certainly hasn't gone unnoticed with Red Deer named one of North America's most breathtaking places, by Expedia, this year.

Being welcoming is part of our identity, and this spirit is reflected in our commitment to building a welcoming and inclusive community, which we're making significant progress on. As you'll read, The City has been recognized for several initiatives related to diversity and inclusiveness, both within our organization and in the broader community.

Citizen engagement also played a big role in 2016. From the budget bus to the ice study, citizens had more opportunities than ever to have their say in decisions being made by Administration and Council. We're continuing to build our public participation program in 2017, so there will be many more opportunities for residents to participate in the decision making process in the future.

We hope you enjoy reading this year in review, which covers just a fraction of the projects and initiatives happening behind the scenes at The City. As we continue to deal with economic volatility, we remain committed to strong leadership, financial sustainability and, most importantly, delivering high-quality services to citizens. ■





As you go through this year's annual report, you'll notice little pops of information on some of the pages. This information is about where the story fits into Council's Strategic Plan. In the 2015-2018 Strategic Plan, Council outlined three themes that guides administration in all the work they do. These themes are:

VISION

**Innovative Thinking
Inspired Results
Vibrant Community**

MISSION

The City of Red Deer works together to provide leadership and sustainable municipal services for our community.

STRATEGIC PLAN



DIALOGUE

Engaging our community and enhancing our relationships



COMMUNITY AMENITIES

Planning great spaces and places for community living



FINANCIAL LEADERSHIP

Creating a sustainable financial foundation

Along with the themes from the current strategic plan, work continues to be completed on the five themes from the previous one. These are:



IDENTITY

Identify and promote our Red Deer identity



SAFETY

Enable and promote a safer community



MOVEMENT

Design and facilitate integrated movement



DESIGN

Design and plan our community to reflect our character and values



ECONOMY

Shift our primary economic development focus and activity to within Red Deer

AWARDS & ACCOLADES



DIVERSITY AWARD

Cultural Diversity in Public Sectors
Diversity Magazine (2016)

The City of Red Deer was pleased to accept this award based on the following initiatives:

- Creating a staff position focused on diversity and inclusion
- Establishing the corporate Diversity Team to review City policies related to diversity and inclusion
- Creating a mandatory training program for employees to better understand diversity in the workplace
- Launching the Welcoming and Inclusive Communities (WIC) Network
- Housing the Fostering Diverse Communities Conference that brought representatives from The City, community and other municipalities together to hear from leaders in an effort to overcome racism and discrimination

See more on inclusion and diversity in Red Deer on page 14. ■



BLUE SKIES AWARD

Clean Air Technology - Collicutt Centre
Parkland Airshed Management Zone (2016)

The City of Red Deer, in partnership with ATCO Gas, installed Combined Heat and Power (CHP) in 2014. Using CHP, the Collicutt Centre generates its own power and heat for a lower cost than if The City would have to pay for both heat and power from a utility company. ATCO estimates that the CHP unit, combined with its waste-heat recovery technology will save the facility nearly \$35,000 per year in energy costs over the life of the project. In 2015 conventional electricity use at this facility was reduced by 1.6 million kWh (>30%) and GHG emissions by 760 tonnes, comparable to taking 160 cars off the road. ■

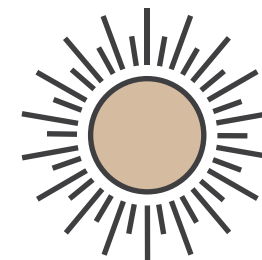


TOP 10 MICRO CITIES

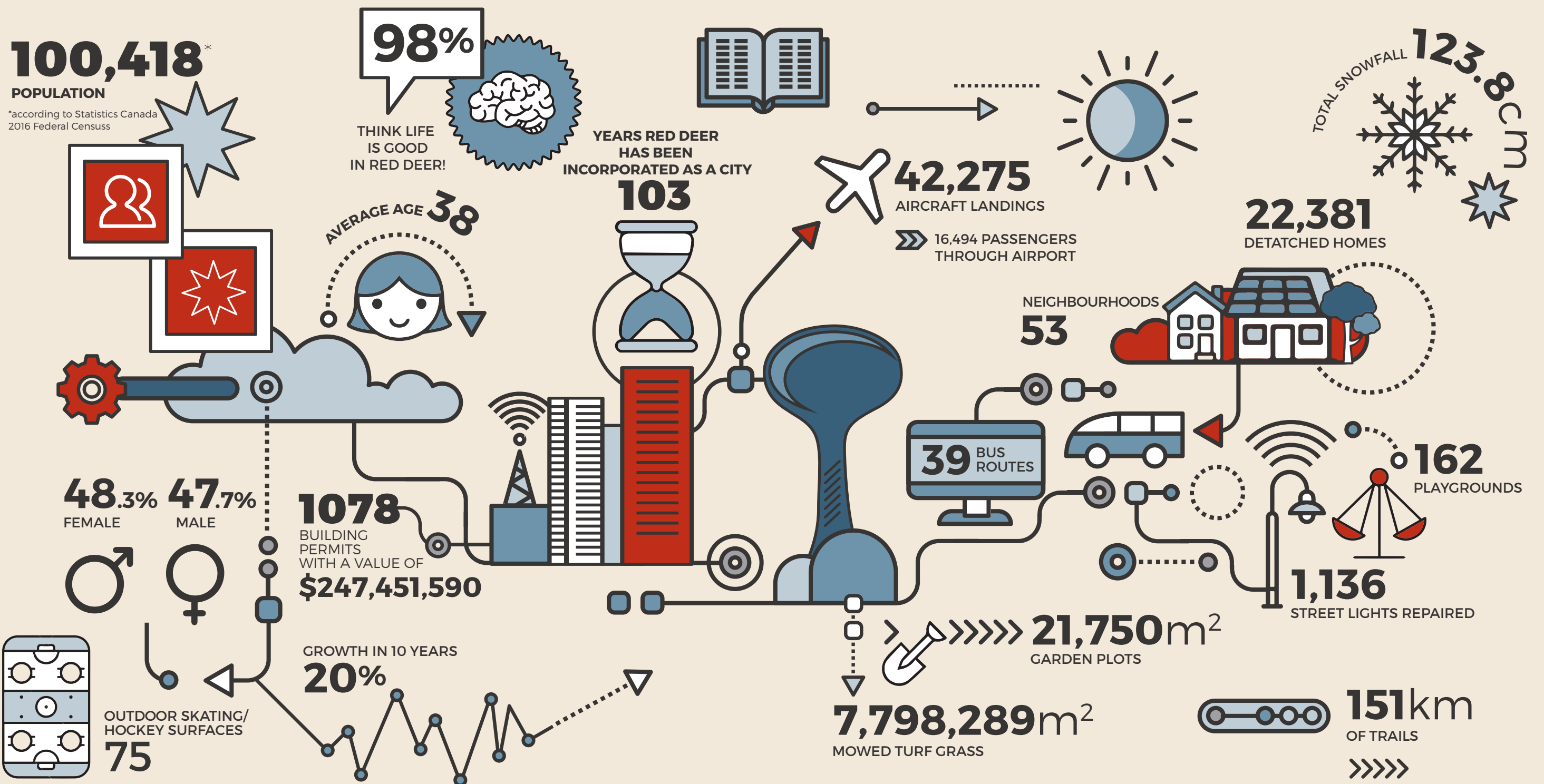
Cost Effectiveness & Foreign Direct Investment Strategy
American Cities of the Future (2015/2016)

Red Deer ranked among the top North American micro-cities for cost effectiveness, foreign direct investment strategy and entrepreneurialism according to FDI Intelligence, a division of the Financial Times.

The judging criteria for Cost Effectiveness include average salaries, annual rent for commercial and industrial space, electricity rates, cost to export/import, cost of establishing business and tax rates. Judges considered economic development, attraction and retention of foreign investment, and plans, strategies and policies in the Foreign Direct Investment category. ■



THE CITY OF RED DEER BY THE NUMBERS



RED DEER, A WELCOMING AND INCLUSIVE COMMUNITY

Red Deer is known for many things, such as our beautiful trails, public art and elite athletes, just to name a few, and now being a welcoming and inclusive community is making that list.

Starting from the inside out, The City implemented several initiatives to get the ball rolling on creating a vibrant, healthy and diverse organization and community.

Tymmarah Sheculski, Diversity and Inclusion Specialist with The City of Red Deer, is at the helm of this initiative. The priorities in her role are to increase employee awareness of diversity and inclusion, assess The City's policies, procedures and practices related to diversity and inclusion and help Red Deer be a welcoming and inclusive community.

Since taking on this role, Tymmarah has been working with City employees and community members to implement internal and external initiatives to meet these goals.

"Internally, we have created training modules that focus on inclusion in the workplace, developed a Diversity Team that works together to create a more inclusive workplace, and have hosted events such as lunch and learns where we've had people from different faiths, cultures and agencies speak," said Sheculski. "I'm also here as a resource to all staff, whether it be to act as a mediator during tough conversations about discrimination, or with supervisors who need guidance on policies. My door is always open."

Externally, on behalf of The City of Red Deer, Tymmarah led the creation of

the Red Deer Welcoming and Inclusive Communities (WIC) Network. The WIC Network provides education and awareness of racism and discrimination, promotes empathy and compassion, is working to build a safe environment where people have an equitable voice, and promotes good practices in inclusion.

The network is made up of more than 45 representatives from community organizations and businesses as well as individuals who represent the diversity in the community.

"Since the network was created, we have finalized our Terms of Reference and completed a needs assessment in which we identified three priorities, including Indigenous people, people with complex needs, and the lack of capacity to address incidents of discrimination," Sheculski said. "The WIC Network is in the process of addressing these priorities through the development of an action plan being presented to Council in 2017."

In May 2016, The City hosted the Fostering Diverse Communities Conference that welcomed more than 130 people from all over Alberta, and even some from Saskatchewan. Conference attendees came together to share best practices in diversity and inclusion, highlight their challenges and collaborate on solutions. Throughout the two day conference, there were breakout sessions, wisdom circles, entertainment and several guest speakers. Speakers included Tanya Kappo who spoke on Idle no More and Walking With Our Sisters, Ahmed "Knowmadic" Ali, a Somali-born Canadian slam poet shared his experience as a young newcomer to Canada, and Zarqa Nawaz, creator of Little Mosque on the Prairie, who spoke during an evening session on Islam.



"Breaking down stereotypes, exploring gender identity, and welcoming newcomers were all part of the event," Sheculski said. "This conference is one example of The City's commitment to being a more welcoming organization. We want to lead by example by starting and facilitating these conversations and creating more awareness and understanding in the greater community."

But that's not all. Two thousand and sixteen also saw The City continue its work with the aboriginal community and Urban Aboriginal Voices in actioning the recommendations of the Truth and Reconciliation Commission, which aims to inspire positive change in communities through Canada.

"This City values its relationships with our urban aboriginal community, and called public attention to the need for an inquiry into Missing and Murdered Indigenous Women. We remain committed to Reconciliation, and will continue to implement recommendations from the TRC in the coming year," said Mayor Tara Veer.

Coming up in 2017, The City will continue to support and participate in the WIC Network, and the Diversity Team will continue to meet with and train staff. The City will also put Employee Resource Groups in place for staff who belong to various diversity groups such as LGBTQ+ and newcomers. There will also be an internal assessment of the levels of inclusion through the organization using a tool developed by the Alberta Urban Municipalities Association (AUMA). Also in 2017, the Diversity Team and the WIC Network will collaborate to develop an "Everyone's Welcome" campaign.

"We want to have a respectful, inclusive workplace where people feel comfortable bringing their whole selves to work," said Sheculski. "Creating this type of work environment and continuing with the community initiatives is a recipe for success in making Red Deer a community that embraces everyone, no matter their background."



DIVERSITY AND INCLUSION SUCCESSES IN 2016:

- Alberta Global Talent: Certificate of Excellence, April 13, 2016
- Diversity Magazine: Diversity in Public Sectors Award, June 25, 2016
- Alberta Venture: Finalist - Alberta's Best Workplaces for Diversity Competition
- Canadian Race Relations Foundation: Finalist - Award of Excellence in the Government/Public Sector



SAFETY
When we create a more welcoming and inclusive community, all members of our community have a greater sense of safety.



SHARING OUR IDENTITY

Since 2013, The City has been collaborating with community partners to uncover Red Deer's unique identity so we can show the world who we are. Working together we have developed a community story that we share through The City's and our partners' marketing materials, social media channels and uncoverreddeer.ca. In 2016, we took it one step further and launched a series of videos to help promote who we are as a community. Local businesses, organizations and individuals are welcome to the materials created to help promote Red Deer.

These materials are located at uncoverreddeer.ca

OUR STORY....

- **Red Deer is a centred city, uniquely connected.**
- **Our promise is real balance.** We work hard and make living easy. An active city rooted in an expansive park, here you'll find balance like nowhere else. Step out your door and onto a nature trail. Step up the ladder and onto your path to prosperity.
- **Our attitude is all in.** We pitch in, we chime in and we're all in, especially when it comes to building our community. We work together to make our city better.
- **Our legacy is our path.** Our history is steeped in the character of inspired leaders who carved paths to the river's edge — and built bridges over it. We've earned our reputation for entrepreneurialism. Innovation is in our DNA.
- **Our possibility is welcoming.** Our inclusive and diverse nature attracts those who appreciate a modern city that still retains its small town charm.



The Gary W. Harris Canada Games Centre/Centre des Jeux du Canada Gary W. Harris will be a world-class inclusive facility that integrates education and learning with sport and training at Red Deer College. This facility will be the proud host venue for five sports during the 2019 Canada Winter Games. It will also provide a remarkable legacy, filled with programs and classes for RDC students and community access that is inclusive and multi-generational, promoting healthy lifestyle development. rdc.ab.ca/thecentre

GARY W. HARRIS CANADA GAMES CENTRE/CENTRE DES JEUX DU CANADA GARY W. HARRIS

WE'RE GETTING READY FOR YOU



While Canadian athletes dream of winning a gold medal in 2019, The City is creating gold-medal standard facilities to host the Canada Winter Games (CWG). With just two years left before thousands of athletes, coaches, officials and fans roll into town, our community is buzzing with construction to ensure we're ready for the Games. Once the Games have wrapped up, these facilities will provide lasting recreational opportunities for our citizens for decades to come.

MOVING THE OVAL

Another major project that kicked off in 2016 was the enhancements at Great Chief Park, which will play host to long-track speed skating during the CWG, and will also be used for activities year round.

Once complete, it will be home to a synthetic sports field and a 400 meter speed skating oval, a field house/pavilion that will include a concession, public washrooms, change rooms, meeting space, timekeeper and a media area. All electrical services are being upgraded, the parking area is being reconfigured and a new maintenance building is being built.

"Great Chief Park provides recreation and sport amenities for dozens of different types of user groups in and around Red Deer," said Cockerill. "Moving the speed skating oval from the Golden Circle to the park gives us an opportunity to extend the use of the park to be a year round facility."

The enhancements to Great Chief Park are expected to be completed in the Fall of 2017. The total cost of the project is \$12.757 million.



CANYON SKI RESORT

In preparation for the upcoming Games, Canyon Ski Resort is also getting a facelift. Alberta's largest non-mountain ski area will see improved terrain, widened runs, enhanced snow making equipment and building upgrades to meet accessibility requirements. It will play a key role in the 2019 Games hosting the snowboarding and freestyle skiing competitions. Upgrades to the resort will put Red Deer on the map for competitions long after the Games wrap up. Work began in fall 2016 and will be complete for fall 2018.

From slopes to trails, cross country skiers who frequent River Bend Golf and Recreation Area will see an improvement in the next year. Starting in 2017, work includes widening 5.5km of the existing 15 km of trails to accommodate skate skiing and to improve snow coverage. River Bend Golf and Recreation trails will be used for the biathlon and cross-country ski competitions in 2019. The widened trails will accommodate future multi-use for enhanced recreational opportunities for all Red Deerians. Additional enhancements include upgrading the biathlon range and constructing a new stadium area.



RED DEER PLAYS HOST TO THE MEMORIAL CUP

In May 2016, hockey teams from across Canada came to Red Deer to play in the Mastercard Memorial Cup, the highest honour for teams in the Canadian Hockey League.

The 10 day tournament included the champions of the WHL, OHL, QMJHL and the host team, the Red Deer Rebels, with OHL's London Knights taking the cup. The event was a major success with the help of hundreds of volunteers, sponsors and local businesses and organizations. The City of Red Deer made a cash contribution of \$200,000 to the host communities, with the community reaping the benefits of an estimated \$13 million in economic impact from the tournament.

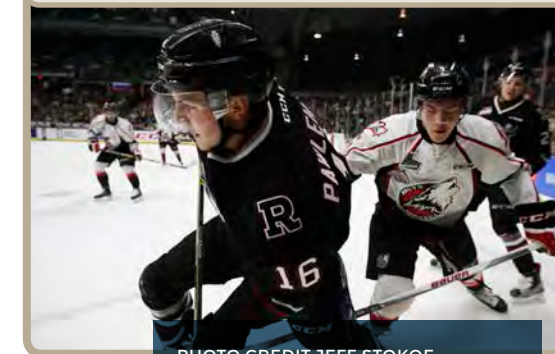
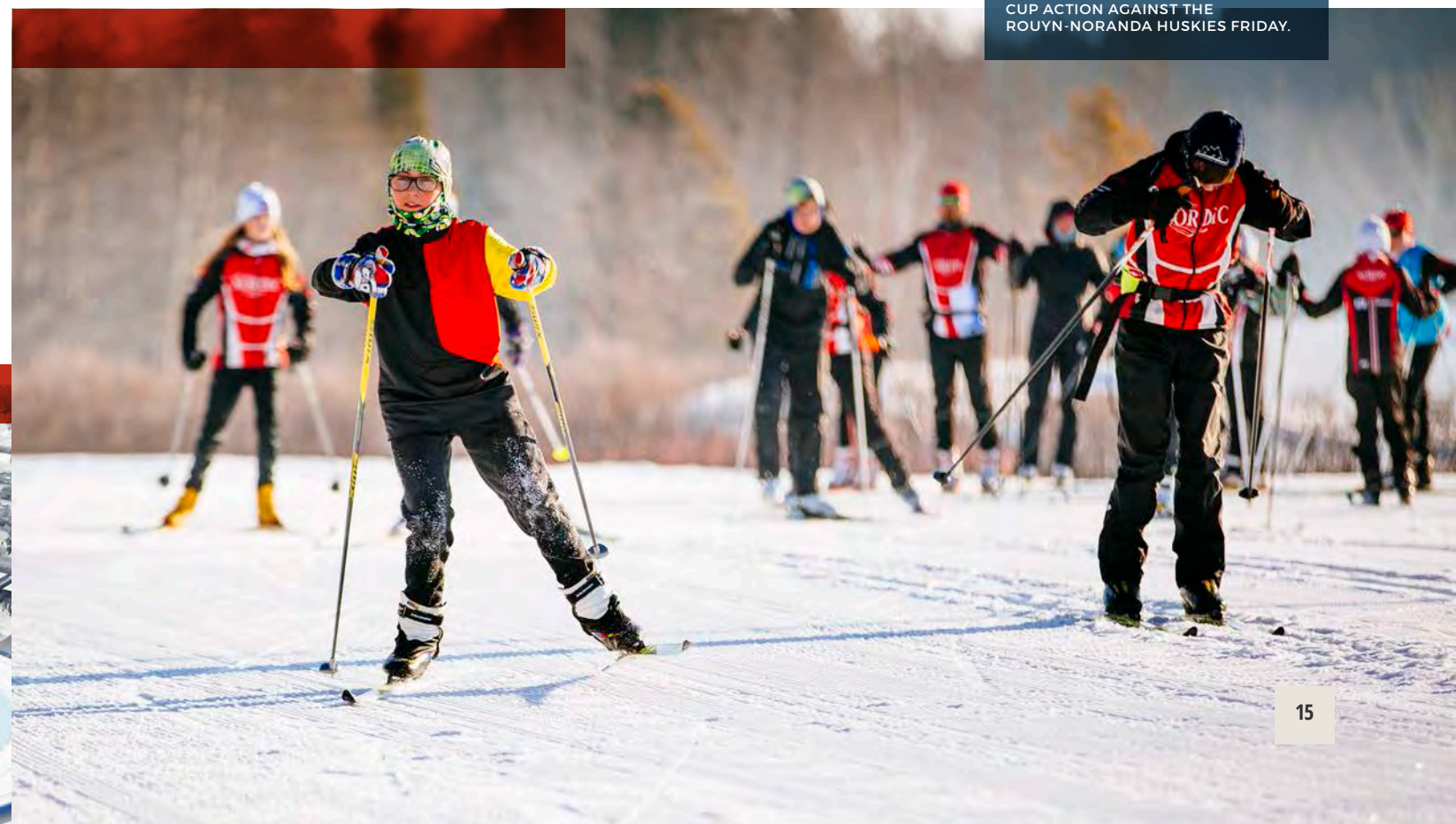


PHOTO CREDIT JEFF STOKOE, RED DEER ADVOCATE

RED DEER REBEL GRAYSON PAWLENCHUK DIGS THE PUCK OUT OF THE CORNER DURING SEMI-FINAL MASTERCARD MEMORIAL CUP ACTION AGAINST THE ROUYN-NORANDA HUSKIES FRIDAY.





A NEW ERA FOR ARENA-GOERS

It was a bitter sweet moment when the Red Deer Arena came down in 2016, but as the new facility is constructed, Red Deerians are increasing excited to see what's in store for the 1,400 seat arena that will play host to hockey during the 2019 Canada Winter Games.

Over the years, the iconic arena was home for many athletes in our community who grew up watching or playing on the ice at the Red Deer Arena. Unfortunately, it became clear, that the 64 year old facility was beyond the point of repair, and The City was faced with the hard decision to decommission the facility and start new. The good news - we have a unique opportunity to make some much needed improvements.

"The new downtown arena, which will now be known as the Servus Arena, will not only offer all the amenities the old facility did, but will also meet environmental and modernized sport standards for a greener and more efficient operation," said Sara Cockerill, Community Services Director.

The arena will include room temperature seating, welcoming and gathering spaces, interior connection to the Pidherney Centre, an indoor walking track, larger and modernized change rooms, team warm up areas and team space, to name a few.

But don't worry, keeping the history alive is certainly part of the plan. We want to honour our roots, and all those skaters, hockey and ringette players, spectators and citizens who got their start in the arena, or simply feel that innate sense of connection to this community space.

Arguably one of the most iconic elements of the former Red Deer Arena is the neon sign that hung prominently on the outside of the facility. "When the new arena is up and running, the sign will be too - an homage to our past," said Cockerill.

Many other items such as fixtures, seating, arena glass and heating systems are being re-purposed, where possible, in other City facilities.

Construction is already well underway, and the soon to be Servus Arena is taking shape with the arena set to open for the 2018-19 season. The total cost of the demolition and replacement is \$21.6 million.

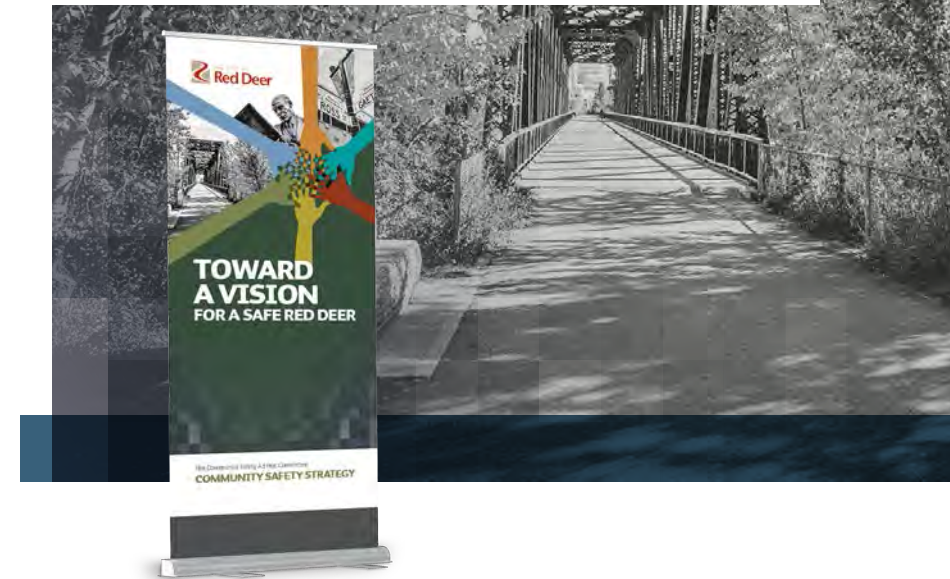


COMMUNITY AMENITIES

The facilities being upgraded and constructed are not only for the Games, but will also provide Red Deerians recreational opportunities for years to come.



SAFETY TOP OF MIND



SAFETY

The Community Safety Strategy along with the Social Policy Framework, and the Annual Policing Plan stem from this theme and continue to be in effect in an effort to increase safety and reduce crime in our community.

Crime, policing and safety continues to be top of mind for Red Deerians according to the citizen satisfaction survey conducted in 2016. These concerns are being addressed through multiple avenues, which included City Council approving, in principle, the Community Safety Strategy. The approved strategy, developed by the Community Safety Ad Hoc Committee, focuses on education, prevention, intervention and enforcement. The strategy was developed as a planning tool to drive safety work in the community.

"It was developed over two years and incorporates community feedback, local data and research on effective principles of practices in community safety and crime prevention," said Sarah Cockerill, Director of Community Services "Our primary goal with the strategy is to bring individuals, agencies and organizations together to build on existing community assets while recognizing challenges that cannot be resolved on their own."

Over the two years of research, it was found that the conventional ways of increasing community safety aren't the answer moving forward. It will require



City of Red Deer Safety Vision:

We live, work and play in a safe and secure community and contribute to the actual and perceived safety and security of ourselves and others.

a coordinated effort to create a community that citizens and visitors feel safe and secure.

The City continues to focus on reducing the impact of organized crime through an intelligence led, coordinated and multi-jurisdictional approach - the Regional Priorities Crimes Task Force. This task force has exceeded expectations, successfully targeting organized crime in our city.

"We know that policing and enforcement are a crucial component of community safety, but we also understand that the community needs to take ownership of creating a sense of security in where they work, live, learn and play," Cockerill said. "Our four areas of focus, education, prevention, intervention and enforcement, will incorporate our citizens into the process. We want to ensure our citizens are equipped with the tools necessary to be involved in creating a safer community with less criminal activity."

According to the 2016 crime stats, the overall numbers are similar to 2015. There was a slight decrease in persons

crimes while property crimes continued to drive the overall increase in Criminal Code offenses. The total amount of robberies was comparable from 2015 to 2016, however, there was a significant decrease in the final quarter, from 64 in 2015 to 39 in 2016 - the notable decrease at the end of the year is encouraging.

"We are going to work together towards the vision of community safety through collaboration, information sharing, and outcome-focused perspectives," Cockerill said. "It will require a lot of hard work and commitment by us as an organization, as well as individuals, neighbourhoods, community groups, and stakeholders at the provincial and federal level."



Community Safety Strategy

Mission: To inspire citizen engagement and coordinated action to strengthen and sustain community safety in Red Deer through education, prevention, intervention and enforcement.



RED DEER SETS FOOD FREE

The worldwide issue of food waste was brought to a local level when Red Deer hosted a Feed 500 lunch in September 2016. The City of Red Deer partnered with Red Deer College (RDC) and the Recycling Council of Alberta (RCA) to set food free by serving up a free lunch prepared entirely from food rescued from local growers, producers and grocery stores.

"More than 800 kilograms of fruit, vegetables, meat and poultry, 250 loaves of bread, 15.6 litres of juices and other items such as spices, oils and condiments were rescued and diverted from the landfill," said Lauren Maris, Environmental Program Specialist. "Reducing waste, including food waste, is a key component of our Environmental Master Plan, and Feed 500 was a great way to educate citizens on how to reduce waste."

Students from all three levels of RDC's Cook Apprentice Program showcased their culinary skills by preparing a meal made from food that would have otherwise been thrown away. The menu included borscht, curry chicken and potato hash, bread pudding with plum sauce and medley madness smoothie.

Throughout the two hour event, approximately 1750 portions were served and there was no food leftover. On top of the reduced food waste, all food was served on compostable servingware.

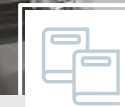
"After the clean up was done, the remaining items that would typically all be thrown in the garbage, 86 per cent was composted and five per cent was recycled," Maris said. "That meant that only nine per cent of the waste at the end of the meal ended up in the landfill."



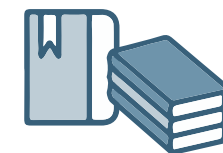
Feeding the 5000 originated in London, England. It was started as a way to shed light on the issue of food waste. The concept is simple - feed 5000 (or 500 in Red Deer's case) with food that would otherwise be thrown away.



MAYOR VEER, GEORGE PENNY, SCOTT CAMERON



Children, youth and adult paperback books can be donated at the Collicutt Centre, Dawe Centre, Rec Centre, Sorenson Station, COSMOS North location and City Hall.



RIDE THE BUS, READ A BOOK



Take it. Read it. Share it. Simple, isn't it? That's the basis behind the new Books on the Bus program launched in 2016. The project aims at providing free books to everyone riding Red Deer Transit.

Throughout the year, more than 10,000 books were donated through donation bins located around the city and during a Red Deer Rebels Game on December 3.

"The program was spearheaded to encourage social engagement and reduce barriers to literacy," said Dianna Souveny, Community Facilitator with Social Planning. "We've received so much positive feedback from those making use of the books and from the people wanting to donate."

Books on the Bus is funded by Red Deer & District Family and Community Support Services (FCSS), and with help from our partners, including Central Alberta Poverty Reduction Alliance (CAPRA), Red Deer Transit, Red Deer Public Library (RDPL), and COSMOS Group of Companies, it has been a huge success.

"The start up cost of the program was approximately \$25,000 including advertising on four Red Deer Transit Buses with in-kind support coming from each of the partners," said Souveny. "The cost to continue the program is minimal, as it is mostly based on donations received through our drop-off centres."

The Books on the Bus program will continue into 2017.



TRANSIT CELEBRATING OUR HISTORY,

AND PLANNING FOR THE FUTURE

Celebrating Red Deer Transit was a trend in 2016 for milestones and funding. In early June, a celebration was held at Sorenson Station to commemorate 50 years of City-run service.

Since The City took over public transit in 1966, the service has grown from nine buses to a city-wide, seven day a week, reliable, consistent and accessible service. The City's fleet includes 62 low floor buses, three community shuttles and 24 Action Buses.

"We have a lot of pride in how our transit service has grown - we know it's an essential service for our citizens and want to ensure that we continue to provide the best service possible," George Penny, Transit Manager said. "Our transit service balances environmental, economic and social aspects, and we consider all these aspects when planning our routes in order to continue making it a viable and beneficial service."

And this service will continue to evolve, thanks to a funding announcement by the provincial and federal government. Through the Public Transit Infrastructure Fund (PTIF) and the Green Trip Incentives Program (GreenTrip), Red Deer Transit received \$13.17 million to make transit more accessible than ever before.

The funding is being used for local improvements and accessibility upgrades at bus stops, replacement of conventional transit buses and system wide intelligent transit which will enhance the rider experience. Customers can expect to see changes beginning in late 2017 or early 2018. ■

R.D.T.S. 501/1948 BRILL C36



GEORGE PENNY AT ANNOUNCEMENT



CURRENT SORENSON STATION



R.D.T.S. 7118 / 1970 GMC "NEW LOOK"



THE CART CLUB IS GROWING

The much-envied Green Cart club grew this past year, not by households, but by carts. The blue and black carts joined the club as an extension of the cart pilot program that originally rolled out in 2015.

"After rolling out the Green Cart program, we received a lot of positive response from the 2,000 participating households, so rolling out phase two of the program was very exciting," said Janet Whitesell, Waste Management Superintendent. "The extension to the pilot program is part of the long term plan to divert more waste from the landfill and to optimize and improve the collection system."

The new cart system is part of the waste diversion strategy in The City's Waste Management Plan. Approximately 40 per cent of household waste is compostable, making the new cart system a perfect opportunity to increase diversion from the landfill and produce valuable compost. Blue and Black carts are picked up bi-weekly on an alternating schedule, while Green cart collection remains weekly. Since the Green Carts can reduce a household

waste by 40 per cent, and the Blue Carts are much larger than the current blue bins, every other week collection of garbage and recycling becomes achievable.

"The pilot households play a crucial role in helping us to understand what works with this program," said Whitesell. "Throughout the whole pilot program we have been collecting feedback from the households which are helping to lay the groundwork for what could be the future of waste collection in Red Deer."

Since every other week Blue and Black Cart collection began in 2016, pilot households have set out an average of 27 kilograms of garbage per household a month. During the same time period, non-pilot households set out an average of 44 kilograms per household a month. This represents a 39 per cent reduction in garbage, in line with the pre-pilot estimate that 40 per cent of a household's waste could be diverted through an organics program

Once the two-year pilot program has wrapped up, it will be determined if it was successful and at that time Council will make a decision as to whether or not it will go city-wide. ■



WHAT CAN BE PUT INTO THE CARTS?

GREEN

- Branches, leaves, grass and garden debris
- Table scraps and plate scrapings
- Fruits and vegetables (raw and cooked)
- Meat, fish and bones
- Dairy products
- Bread and baked goods
- Coffee grounds/filters and tea bags
- Pasta, rice, grains and beans
- Eggs and eggshells
- Food-soiled paper towels, napkins and tissues
- Pet waste and kitty litter
- Hair, pet fur and feathers
- Dryer lint
- Wooden popsicle sticks, stir sticks and toothpicks
- Compostable bags

BLUE

- Newspaper
- Magazines
- Mixed paper - e.g. office paper, junk mail, envelopes and flyers
- Telephone books
- Corrugated cardboard
- Boxboard - e.g. cereal boxes, shoe boxes and tissue boxes
- Number 1 to 7 plastic containers and lids - e.g. yogurt cups, detergent containers, food platter trays, and plant pots.
- Metal cans

BLACK

- Styrofoam
- Diapers
- Plastic films
- Aluminum foil
- Gift wrap and ribbons
- Laminated paper
- Wax paper
- Small lids
- Multi-material packaging (e.g. chip bags, frozen food trays, deodorant, toothpaste and pet food bags)



CELEBRATING OUR ACHIEVEMENTS IN INNOVATION

Innovation is truly in our DNA, according to our citizens and our staff. We heard it loud and clear in our community story, which was unveiled in 2016 and we, at The City of Red Deer, live it daily. We work to find ways to save time and/or money, and we do it all with a continued commitment to deliver the high quality programs and services you expect.

Sometimes it's a change in how we work, sometimes it is about the technology we use, and sometimes it is simply about working better together and finding ways to combine our efforts for a better result. Nonetheless, here are just a handful of the innovations we implemented in 2016.

REDUCED COST

- Implementation of Notify Red Deer to share messages with our citizens the way they want, when they want.
- The online Activity Guide now allows users to search and register for programs with the click of a button, with the enhanced search function designed internally, saving The City \$75,000.
- Implementation of MyRide, a new transit fare system that uses prepaid, reloadable cards and has reduced fare evasion and boarding time.

INCREASED EFFICIENCIES

- A shift from annual to permanent dog tags saved approximately \$7,000
- New LED lights in the Collicutt Centre parking lot is expected to reduce utility consumption costs.
- A focus on self-service online tools for citizens making it easier for citizens to connect with The City and streamlining processes, which in some cases, saves staff time.
- Working with partner agencies such as the Red Deer Airport, RDC and Tourism Red Deer, to name a few, through the launch of UncoverRedDeer.ca, an initiative that enables the sharing of photography, videography and information across partner organizations.

HIGHER QUALITY

- Work with local agencies and businesses to increase needle awareness and community safety.
- Increased community partnerships with local businesses and nonprofits to support local programs such as Idle Free Schools with Lafarge, Yellowfish Road with Trout Unlimited and Earth Day with WEES.



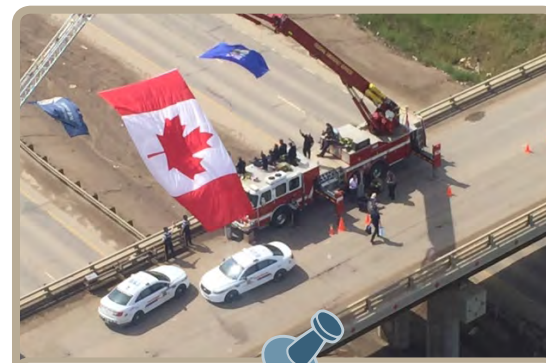
LIVE, WORK, PLAY

IN DOWNTOWN RED DEER



DESIGN

Red Deer's newest neighbourhood will incorporate new features we've never seen in Red Deer – it'll be our first mixed-use neighbourhood that will incorporate professional, commercial and residential districts.



#ALBERTASTRONG

When the wildfire devastated the community of Fort McMurray in May 2016, The City of Red Deer responded to the crisis and also opened its doors to evacuees. A provincial state of emergency was declared on May 4, 2016 and from then until the end of May, 77 City staff were deployed to support the Regional Municipality of Wood Buffalo with their emergency response, including firefighters, emergency management specialist, emergency social services, a critical incident stress management team, RCMP, water treatment plant operators, communication specialists, call centre support team, 911 emergency dispatcher, geographical information system specialist, and members of Canada Task Force 2 Urban Search & Rescue.

More than 2000 evacuees from Ft. McMurray also came to Red Deer. The City provided many supports for these evacuees including free recreation, transit and camping and also helped connect evacuees with available resources. The Red Cross reports that many of these evacuees have since made Red Deer their home. In addition, many Red Deerians opened their hearts, homes and wallets to evacuees, showing the true meaning behind the sentiment #AlbertaStrong.

Nestled along the Red Deer River, in the heart of our downtown, there is an exciting new mixed use neighbourhood taking shape. It is the soon-to-be one of kind riverfront community, currently known as Riverlands, and 2016 marked a number of notable milestones for this redevelopment project.

When it is all said and done, the Riverlands neighbourhood will be unlike anything we have in Red Deer right now. With a mix of professional, commercial and residential districts, all within approximately 45 hectares, the neighbourhood will feature vibrant streets, active public spaces and building designs that draw people in to live, work, visit and play.

And while big changes are on the horizon, Riverlands is already a hidden gem in our city. A number of locally owned and operated businesses got their legs in Riverlands, many of them still calling it home today.

Professionals, gym goers and artists alike are known to make the occasional pit stop in the neighbourhood – appreciating it for how it is today – that easy-to-get-to sweet spot on the edge of Red Deer's historic downtown – a stopover for some and home sweet home for others.

The Riverlands redevelopment project has been in the works for many years, but until now. The City has focused primarily on planning and working with the community to set out the vision for the area.

"This project is about building on what we already have and enhancing connections throughout the neighbourhood – connections to the greater downtown, existing Waskasoo Park, the trail system and the Red Deer River," said Cory Edinga, Riverlands Project Manager

As for the milestones achieved in 2016, City Council approved an updated Area Redevelopment Plan (ARP) and Land Use Bylaw, two critical pieces that essentially serve as the blueprints for future redevelopment.

In addition, The City also initiated the detailed design of Alexander Way and the Riverwalk, and construction is set to get underway in 2017. The Riverwalk will be just one of many unique public spaces located here, a public space that aims to connect people and place.

With these two milestones under our belt, land sales are just around the corner with The City seeking out projects that fit with the overall vision of the neighbourhood.

"This is the first time we, as a City, has undertaken an infill of this scale," said Edinga. "And we know redevelopment takes time, but, we will get it right."

thanks to many contributions made by citizens, property owners and businesses. Over the last number of years, we've worked with our community and character to create a vision that honours the history of the neighbourhood while acknowledging the Greater Downtown Action Plan, Culture Vision and Riverlands Urban Design Concept, which are all being considered as we develop out the area."

Riverlands currently includes the former City public works yards, Cronquist Business Park, Carnival Cinemas, the Quarry and the Old Brew Plaza as well as several other commercial and professional businesses.

"While the redevelopment of Riverlands may take more years to see the area fully redeveloped, there are a number of opportunities just around the corner - everything from restaurants, to retail stores, public markets and gathering spaces, to name a few. Over the course of the next few years, people will start to see this area change and develop, and we can't wait to see what's in store as we explore the many opportunities that lie ahead," said Edinga. ■



For more information visit reddeer.ca/riverlands



RED DEER GOES ROUND



MOVEMENT

Our City continues to grow so we are making the necessary enhancements to facilitate this growth. Roundabouts are known to reduce traffic congestion and are safer for both motorists and pedestrians.

Anyone using the 67 Street / 30 Avenue or Johnstone Drive / 67 Street intersections would have noticed a major change in 2016. It was a shift from signalized intersections to roundabouts – a modern shift in traffic flow. This shift took months of planning, construction and public education in order to open up the lanes to motorists.

"As Red Deer continues to grow, we need to adjust our infrastructure to better service traffic volume needs," Wayne Gustafson, Manager of Engineering Services said. "Modern roundabouts improve traffic flow, and reduce delays, vehicle noise and fuel emissions because drivers yield rather than stop at a red light."

Along with reducing traffic congestion, roundabouts are proven to be safer for both motorists and pedestrians compared to traditional intersections. Serious and fatal collisions are shown to be reduced by 80 per cent. With lower traffic speeds and shorter crossing distance compared signalized intersections, roundabouts are also statistically safer for pedestrians.

Although modern two lane roundabouts were new on community arterials and there was some initial apprehension, the roundabouts are functioning well and have received a lot of positive feedback.

"How to safely navigate a modern roundabout and the difference between them and traffic circles were among the main concerns we heard from citizens during the planning and construction phases," Gustafson said. "Our communication specialists developed and implemented a public education campaign that helped ease any apprehensions the public had. The successful outcome of this campaign allowed us to focus on the project delivery and engineering side of things while they focused on the community side."

The roundabout at 67 Street and 30 Avenue fully opened in the fall and came in under the estimated budget. This budget not only covered the cost of building the roundabout, but also extending 67 Street and 30 Avenue and all associated utility infrastructure. Final landscaping will take place in 2017.

The 67 Street and Johnstone Drive roundabout opened in the fall. Some final work needs to take place in 2017, including permanent line painting, trails and landscaping.

"Both the roundabouts were major projects for The City as they are located at major intersections, and we thank residents for their patience throughout construction," said Gustafson. "We're already seeing the positive impact the roundabouts are having on traffic flow and we know the learning from these projects will help us as we continue to plan for infrastructure upgrades throughout the community."

DON'T BE A SQUARE



GO ROUND!

For more information on these projects and to learn more about using the modern roundabouts, check out roundabout.how



TOYS FOR TICKETS CELEBRATES A DECADE OF GIVING

For 10 years, The City's Toys for Tickets program has helped to ensure no child who celebrates Christmas in Red Deer wakes up on December 25 without a gift. Since it started, the program has collected more than 5,000 new toys, which people have given in lieu of paying for parking tickets. All toys are given to the Red Deer Christmas Bureau.



FRED DIENO, PARKING COORDINATOR, ACCEPTED MORE THAN 400 NEW TOYS IN LIEU OF PAYMENT FOR PARKING TICKETS ON DECEMBER 1 AND 2, 2016.



CUSTOMER SERVICE ENHANCED THROUGH TECHNOLOGY

Accessing City services is easier than ever before for residents, business and property owners thanks to The City's new online system. Launched in early 2016, MyCity gives 24 hour a day, 7 days a week access to City services including utilities, business licenses, dog licenses and tax information. It also allows registrants to view permits and applications and schedule inspections through a private account.

"We are focused on developing services that allow our customers to access City information with ease," said Paul Goranson, Director of Corporate Services. "With the advancement in technology, it's important to adjust our practices to ensure we are keeping up with the times. In allowing citizens to access City information with the click of a button, that is what we're doing."

Registering for MyCity is simple - residents can go to the MyCity site and create a profile. The information inputted is safe and secure and helps The City link you with your information. Once the form is sent in, an email confirmation is sent to your email address and your MyCity Account is ready to be used. City accounts can be added to profiles using account numbers, access codes found at the top of licenses, tax notices, permits, downtown parkade bills or utility bills.

"More than 12,000 people have registered for MyCity - that means that thousands of Red Deerians are paying, scheduling, and monitoring their accounts from anywhere in the world, rather than having to come into City Hall," said Goranson. "This feature has not only reduced the amount of staff time required for these items, but it also reduces inaccuracies when inputting information manually."

MyCity will continue to expand the services available, with the spring launch of application and payment of electrical, gas, plumbing, heating, and service connection permits online - creating a true one stop shop for City business, allowing you to work with The City on your time, not ours.

MyCity is one of several system upgrades from the Enterprise Business Applications (EBA) project. The EBA is a City wide project focused on integrating and replacing dated software applications where needed. Although much of the work is done in the background, it will enhance the ways in which residents can interact with The City. ■

For more information and to register for MyCity, visit redder.ca/MyCity



email



text



phone

NOTIFICATIONS YOUR WAY.

What's happening? What should I do? Where do I go? All questions running through every person's mind in an emergency situation. All questions that can be answered by text, email or phone call through The City's new notification system.

Notify Red Deer was implemented in 2016 and is being used to notify Red Deerians and those who signed up, about emergency notifications and residential plowing.

"It's a way of modernizing the way we communicate with our citizens, ensuring that people are aware of what is happening and what to do during an emergency is a priority for us," said Julia Harvie-Shemko, Director of Communications & Strategic Planning. "Notify Red Deer is simple, all residents have to do is take a few minutes and register online, the rest is up to us."

The registration process is easy, and can be done on any device connected to the Internet. If residents don't have personal access to the Internet they can go to any public computer or go to City Hall to sign up.

The system allows registrants to personalize their account and it can be adjusted at any time. Multiple locations can be selected to receive notifications about, such as home, work or daycare and registrants select how they want to be notified by text, email or phone call.

"Being able to narrow down the areas affected in an emergency is key to ensuring the right people are getting the right information in a fast and reliable way," said Harvie-Shemko. "If the situation only affects people within a two block perimeter, then only those who are in that area will be given the necessary information and instructions on what to do if the situation requires it."

Another great feature of the system is when a notification is sent out, it asks recipients to respond that the message was received. If the message is not immediately confirmed through the preferred contact method, it will cycle through the other communications methods provided.

Notify Red Deer also allows residents to receive a text, not a ticket, when residential plowing is underway. Those who've signed up, receive an alert (text, email or phone call), when their Snow Zone is scheduled for plowing, with a reminder to not park on either a Green or Grey Route.

Notify Red Deer is the fastest way to receive information during an emergency, and the easiest way to find out when plowing is happening in your Snow Zone. ■

To register, visit redder.ca/notifyredder



Notify Red Deer was first put to use during the first residential plow in the winter of 2016. Registrants received a notification to move their vehicles when the plows were coming to avoid being ticketed. Register now to get a text instead of a ticket!



Residents who have a landline and would like it added to the notification system didn't have to register. All listed landline numbers were automatically added to the Notify Red Deer system.



211 is a free, confidential, multilingual, 24 hour information and referral system for thousands of community and social services available across the province. 211 benefits the public by making it simple to navigate the complex maze of health, government and community services information.

Dial 2-1-1 to speak to an Information & Referral Specialist or go to www.ab.211.ca to search for information on:

- Community Services
- Financial & social assistance
- Housing & utility help
- Food assistance & meal programs
- Seniors' services & home care
- Parenting & family programs
- Government program assistance
- Disability support services
- Volunteer organizations
- Newcomer services
- Mental health support
- and much more...



DIALOGUE / FINANCIAL LEADERSHIP

We are always looking for citizen feedback with the decisions we make that affect our community. Including everyone in the budget process not only is part of our goal to increase communication, but to also be financial leaders who are planning for the future.



PUBLIC PARTICIPATION KEY TO SHAPING OUR COMMUNITY

Open houses, surveys and even a bus dedicated to speaking to citizens – all ways in which The City works to keep the lines of communications open with Red Deerians. Obtaining citizen input is one of the key components to making informed decisions on future services and infrastructure.

"We are working on becoming a citizen focused government, and what this means is that the decisions we make are based on what citizens truly need and want for our community," said Mayor Tara Veer. "Our administration is always searching for new and innovative ways to help us hear from residents in a manner that works best for them."

One of the major public participation methods used in 2016 was for budget. Along with hosting a budget open house, holding an online and in-person survey and speaking to attendees at the annual Let's Talk event, The City hosted a Budget Bus. The bus was essentially an open house on wheels. Popping up at several locations around the city throughout June, citizens were invited to come aboard and chat to members of City Council and administration about their thoughts on what the 2017 budget should look like.

"The Budget Bus travelled around the city to several public locations, such as the Farmers Market, Bower Ponds and Olymel to talk to residents as they went about their day," said Dean Krejci, Chief

Financial Officer. "Being able to take the bus to these different locations gave us the opportunity to reach Red Deerians who may not have had the opportunity to speak to us at our other events."

Between the Budget Bus, open house and budget survey, more than 500 Red Deerians were engaged first hand in the budget process.

Another project in 2016 that engaged citizens was the Centennial Park Plaza project. Feedback and input gathered from residents, along with research, consultations and staff recommendations, were used to develop a concept plan for the Centennial Plaza Park site. The concept plan will go before Council in 2017.

Developed in 2001 to celebrate Alberta's Centennial, the north end of the plaza features an outdoor wading pool with spray fountains, washroom facility, trails, irrigated landscape, and public art, while the south end of the plaza includes the Michener Fountain and the historic arches. Due to concerns related to the wading pool infrastructure, the north end of the park will be redeveloped.

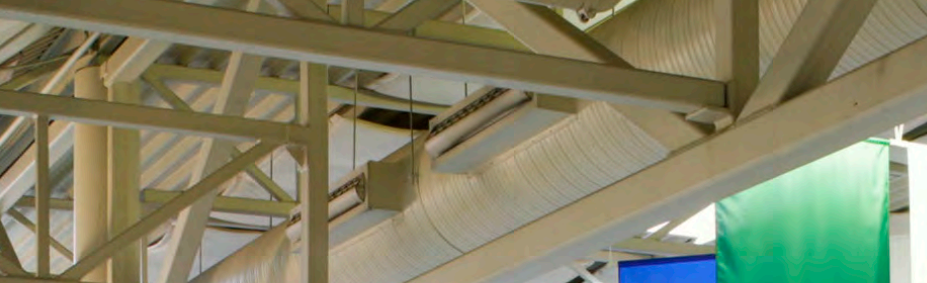
"Throughout September and October, an on-site kiosk was open daily for residents to come and leave feedback. We also held a family event one evening as another opportunity to chat about the vision for the park," said Shelley Gagnon, Manager of Recreation, Parks & Culture.

Public participation also took place this year on the future of The City's ice facilities. Starting in early 2016, a review of indoor and outdoor ice facilities was conducted. Along with research into provincial and national sport and leisure trends, leading practices, a review of current practices, and benchmarking with other municipalities, the public and ice user groups were engaged to find out what their needs are.

We wanted to speak with the people who use the facilities, both indoor arenas as well as outdoor rinks. We held meetings with our formalized user groups, sent out questionnaires to groups that book the ice, had an online survey for the public, conducted personal interviews during public skating and were out and about at outdoor rinks conducting surveys," said Gagnon. "Throughout this process we heard from more than 520 citizens."

Thanks to the input received and research conducted, The City now has data that will allow the organization to develop ice facilities that balance long-term resident and visitor interest, enhance quality of life for citizens and create economic benefit for Red Deer.

The opportunity to give input doesn't end with the major projects, public participation will be conducted for projects and programs big and small. ■



REFRESHING THE COLLICUTT WATER PARK



COMMUNITY AMENITIES

Along with building new recreational facilities, we are working to ensure our current ones are well maintained so everyone can enjoy them for years to come.

The Collicutt Centre water park got a much-needed facelift after more than 15 years of service. In 2016, the popular activity centre closed its doors for 10 weeks for extensive maintenance.

"It was the first time we've had to close the facility for such an extended period of time," said Denis Delemont, Collicutt Centre Supervisor. "We have done regular maintenance over the years, but it was time to complete the necessary upgrades to ensure the water park remains a clean, safe and high quality place for people of all ages to come and enjoy."

The closure gave staff the opportunity to conduct a thorough inspection and maintenance on all pool surfaces, equipment and technical systems as well as replace ceiling and wall acoustic tiles, improve the drainage systems and repaint the water park.

Throughout the closure, many of the scheduled lessons were moved to other City facilities, including the G.H. Dawe Community Centre, Recreation Centre and Michener Aquatic Centre. Drop in users were also encouraged to visit these sites as well.

"Our staff did an excellent job facilitating the schedules with the other facilities, making the impact on our users minimal," said Delemont. "It was definitely evident, however, that water park goers were happy to have the Collicutt water park up and running again after the ten week closure."

The upgrades and maintenance to the Collicutt Centre Water Park was funded through the Capital Budget and was budgeted at \$384,000. ■



CHIEF FINANCIAL OFFICER'S MESSAGE

Dean Krejci

From the Strategic Plan 2015 – 2018 the financial leadership framework was a large focus for financial initiatives. A charter for this project was created and approved by Council with the framework and implementation plan to be completed in 2017. While the formal financial framework is not yet created, some financial initiatives that will form part of this future framework did get underway this year. The City worked on additional benchmarking and financial indicators, completed several asset management initiatives and continued to complete a fees and charges review.

The Enterprise Business Applications project also continued with new software for permits and licensing going live during the year. As well under this project budget software was purchased and implementation was started. Future projects include upgrading the financial system and the implementation of a Human Resources Information System (HRIS). Implementing these systems is critical for efficient operations and customer service.

A value for money (VFM) audit was completed for the planning and development process. The review encompassed portions of planning, permits and licenses across the Planning, Emergency Services, Inspections & Licensing and Engineering departments. From this review a value framework was created to allow for the measurement of value in future audits. The final report will be presented to Council in 2017. These reviews are essential to ensure that City operations are being run efficiently and effectively.

The City was successful in applying for grant funding. A \$6 million grant was received from the Provincial Government for the runway extension project at the Red Deer Regional Airport. As well a \$0.5 million grant was received from the Federal Government under the Canada 150 program for the rehabilitation of Discovery Canyon.

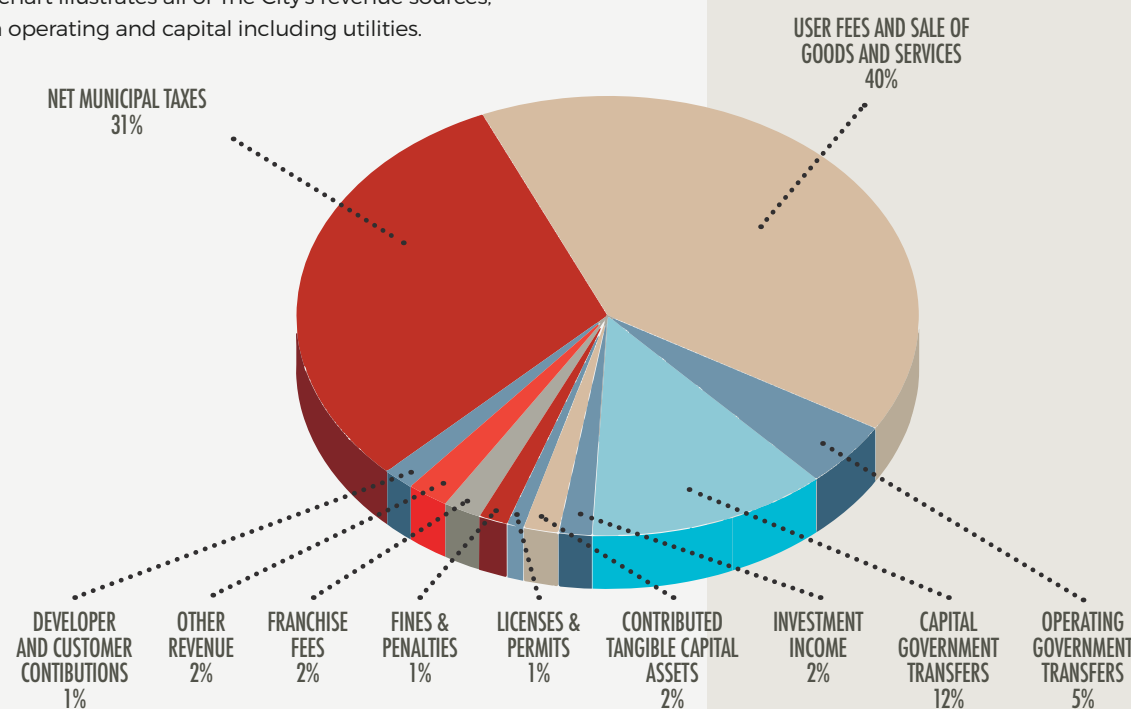
Overall the City is in sound financial shape. Debt is at 47% of the provincially prescribed debt limit maximum and service on debt is at 34% of the provincially prescribed debt servicing maximum. Net debt increased \$21.9 M as planned due to financing of capital infrastructure. The City contributes annually to a reserve dedicated to funding capital projects. The net book value of assets grew by \$70 M as the City continues to invest in infrastructure. Reserves increased by \$11.4 M and the reserves to debt ratio remained relatively constant at 91%. Like many other organizations, the City is adjusting budgets in 2017 to reflect reduced revenue expectations from utilities, land sales and facility user fees, due to the economy.

In the current challenging economic climate, The City will continue to balance service to the community with maintaining the financial health and sustainability of the organization.

To view the full 2016 Financial Report visit www.reddeer.ca/city-government/budget-and-annual-financial-reports/

REVENUE BY SOURCES

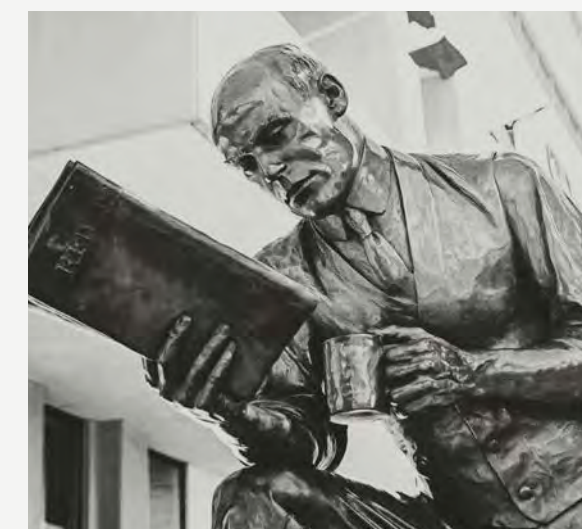
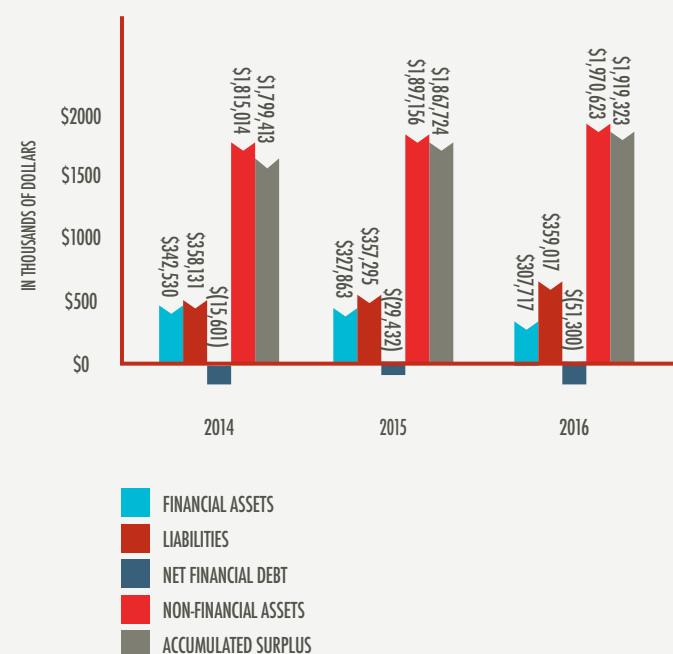
This chart illustrates all of The City's revenue sources, both operating and capital including utilities.



REVENUES 2016

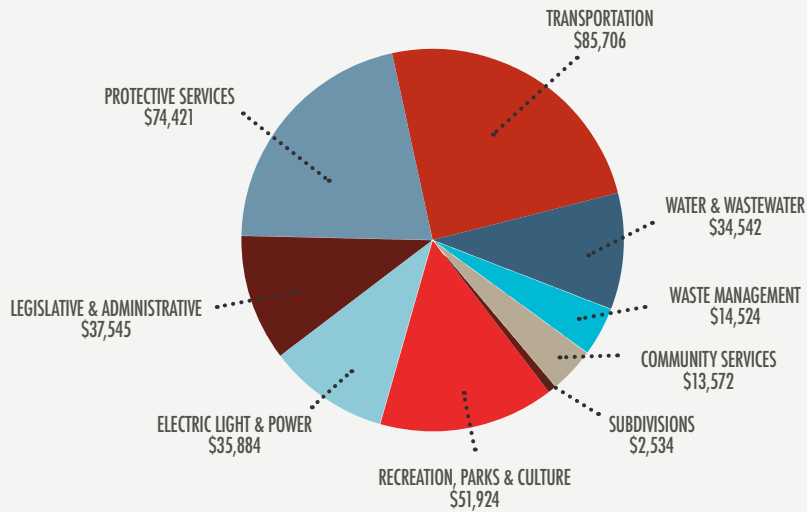
NET MUNICIPAL TAXES	124,346
USER FEES AND SALE OF GOODS AND SERVICES	161,378
OPERATING GOVERNMENT TRANSFERS	19,198
CAPITAL GOVERNMENT TRANSFERS	50,218
INVESTMENT INCOME	6,981
CONTRIBUTED TANGIBLE CAPITAL ASSETS	7,330
LICENSES AND PERMITS	3,558
FINES AND PENALTIES	6,148
FRANCHISE FEES	7,848
OTHER REVENUE	8,804
DEVELOPER AND CUSTOMER CONTRIBUTIONS	6,442
TOTAL	402,251

CONSOLIDATED FINANCIAL POSITION

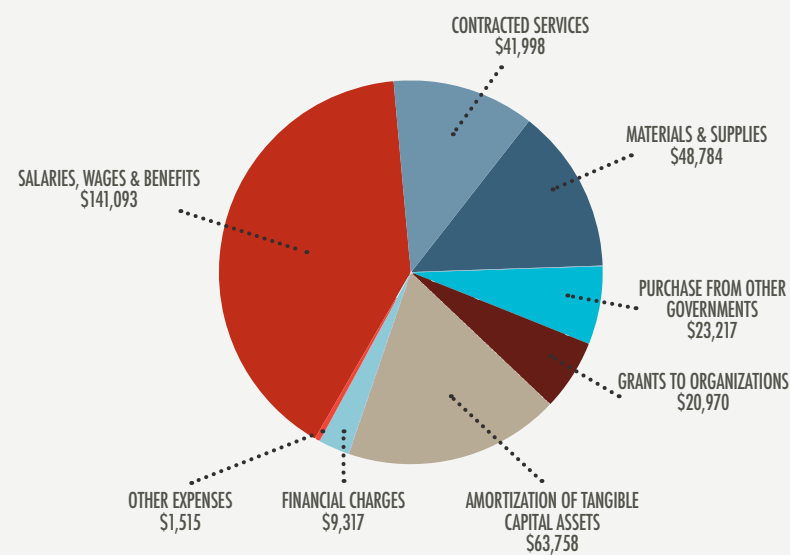


EXPENSES BY FUNCTION

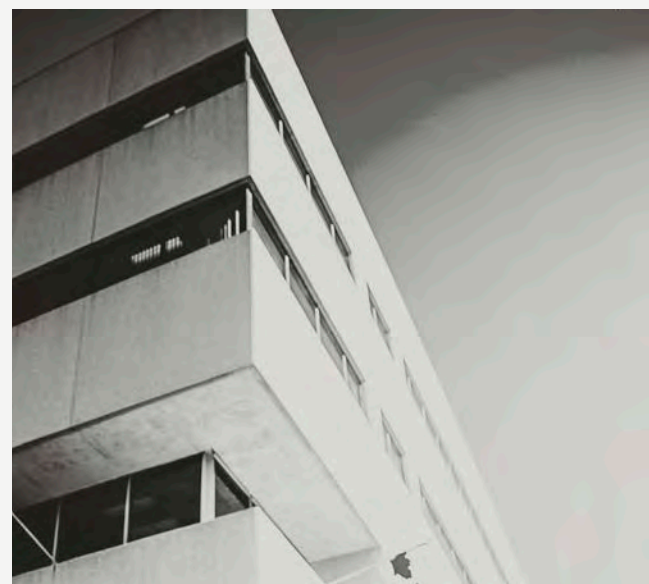
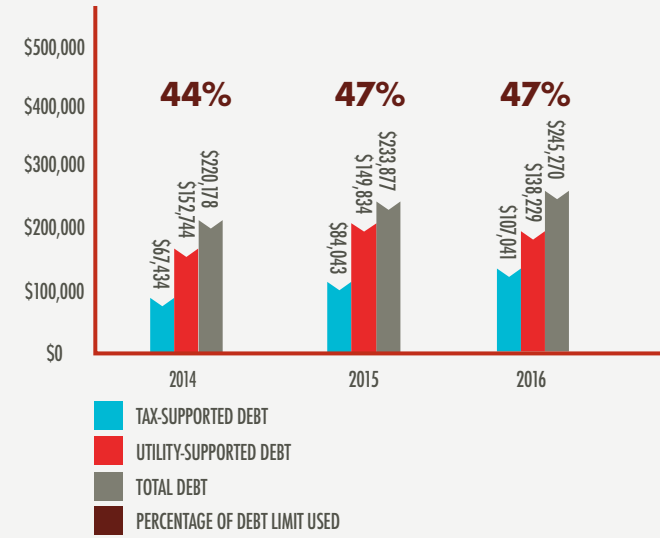
Expenses by segments details the amount of expense for functional segments for the organization for 2015 in the operating budget. These segments are not the same structure as the management structure of the organization.



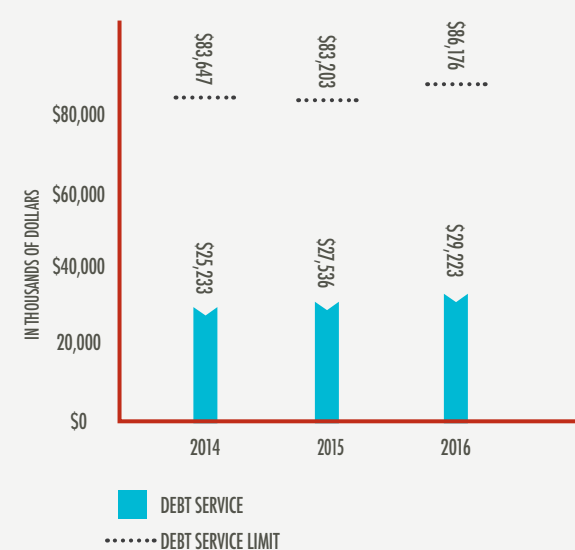
EXPENSES BY TYPE



LONG-TERM DEBT

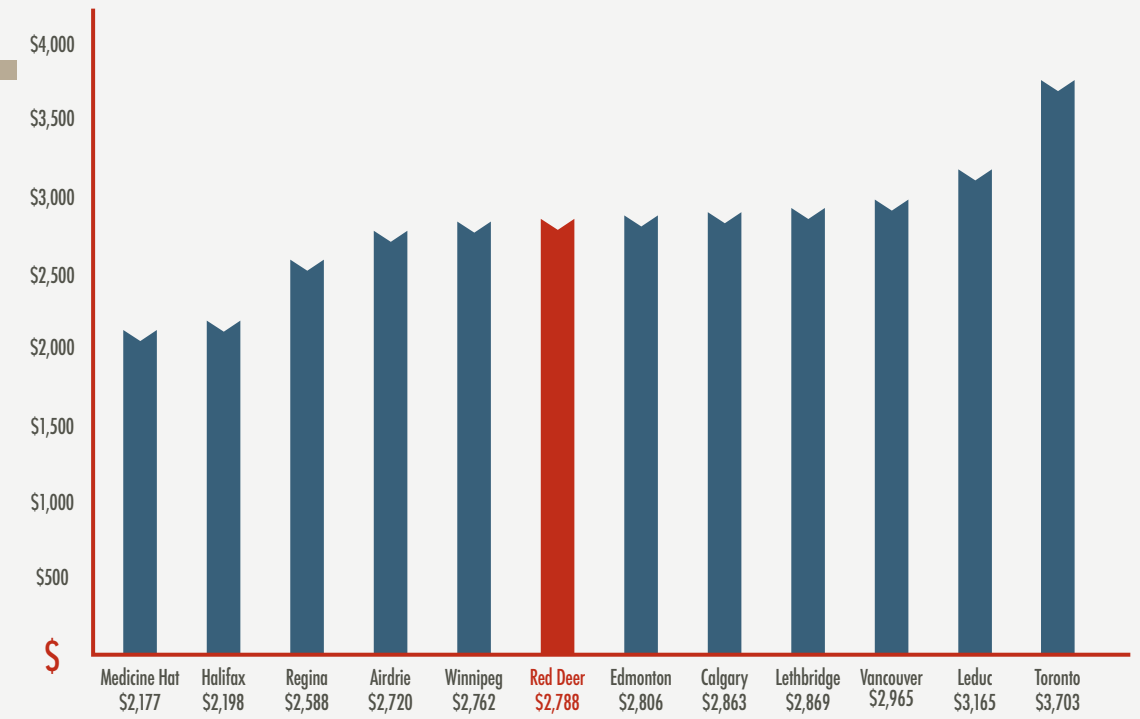


DEBT SERVICE AND DEBT SERVICE LIMIT



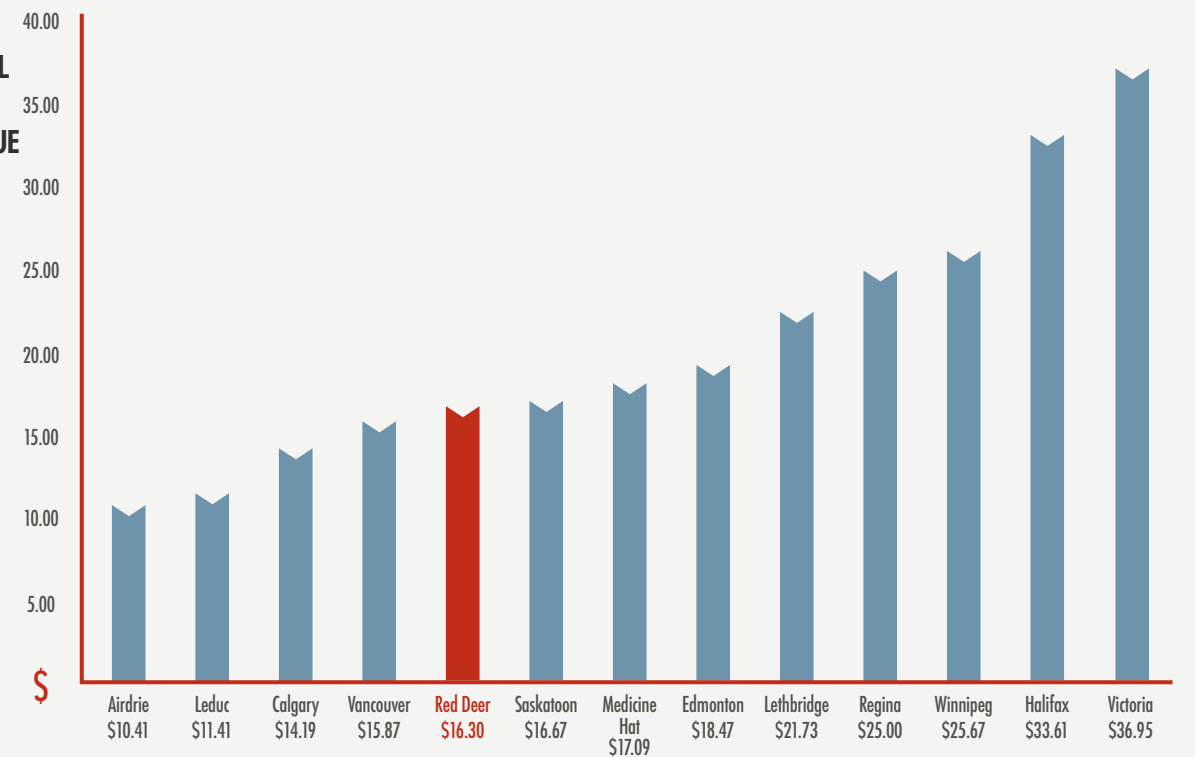
NET RESIDENTIAL PROPERTY TAX (AFTER GRANTS) INCLUDING MUNICIPAL & PROVINCIAL REQUISITIONS

Source: THE CITY OF CALGARY 2015 RESIDENTIAL PROPERTY TAXES AND UTILITY CHARGES SURVEY

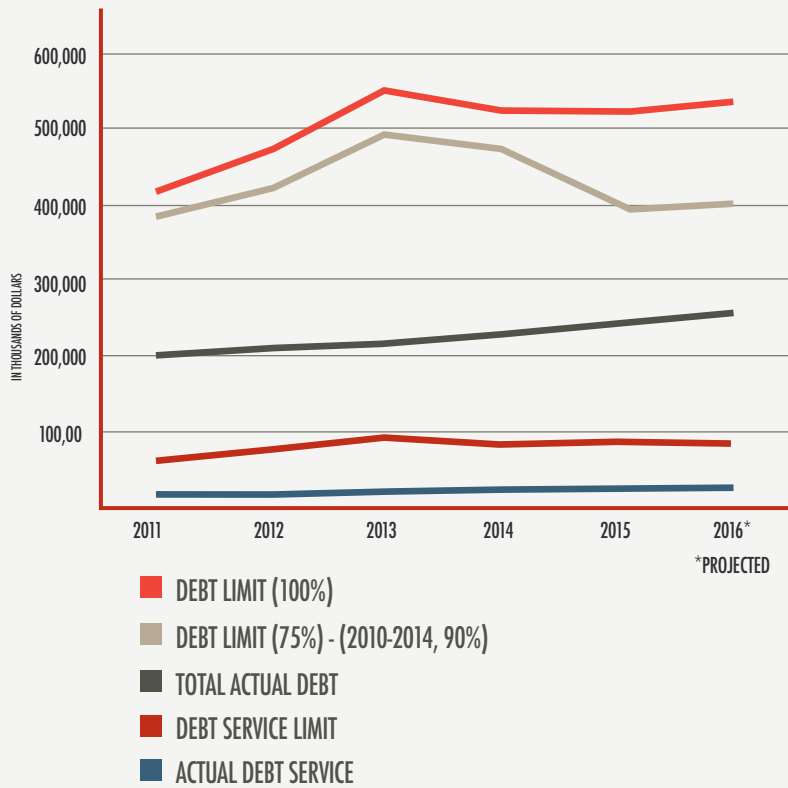


NON-RESIDENTIAL TAXES PER \$1,000 OF ASSESSED VALUE

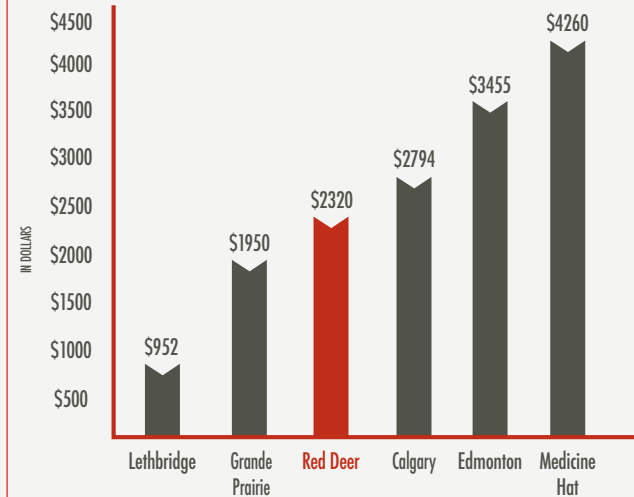
Source: THE CITY OF CALGARY 2015 RESIDENTIAL PROPERTY TAXES AND UTILITY CHARGES SURVEY



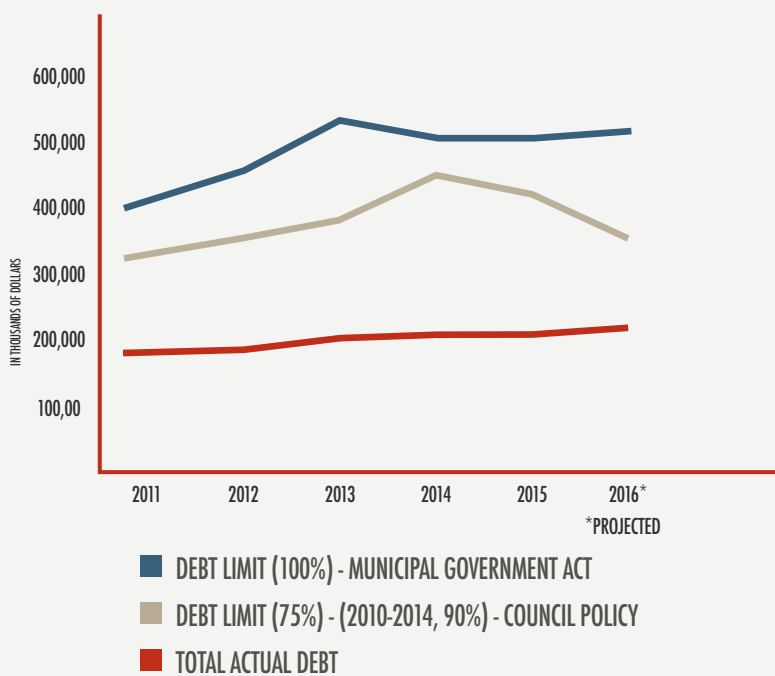
SUMMARY OF ACTUAL DEBT, DEBT LIMIT (MUNICIPAL GOVERNMENT ACT), DEBT LIMIT (COUNCIL POLICY), ACTUAL DEBT SERVICE AMOUNT, AND DEBT SERVICE LIMIT (MGA)



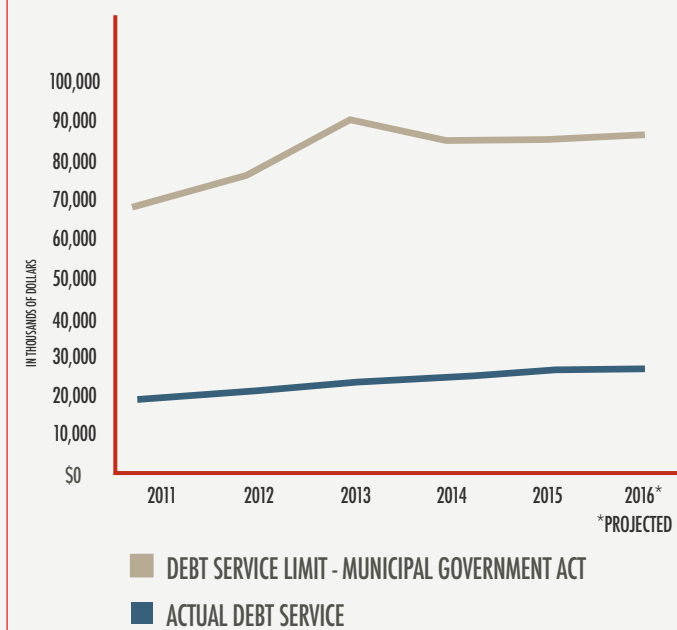
HOW DOES RED DEER COMPARE (Debt per capita 2015)



LONG-TERM DEBT LIMIT, TOTAL DEBT



LONG-TERM DEBT SERVICING LIMIT (MUNICIPAL GOVERNMENT ACT), SERVICE LIMIT ON DEBT LIMIT





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