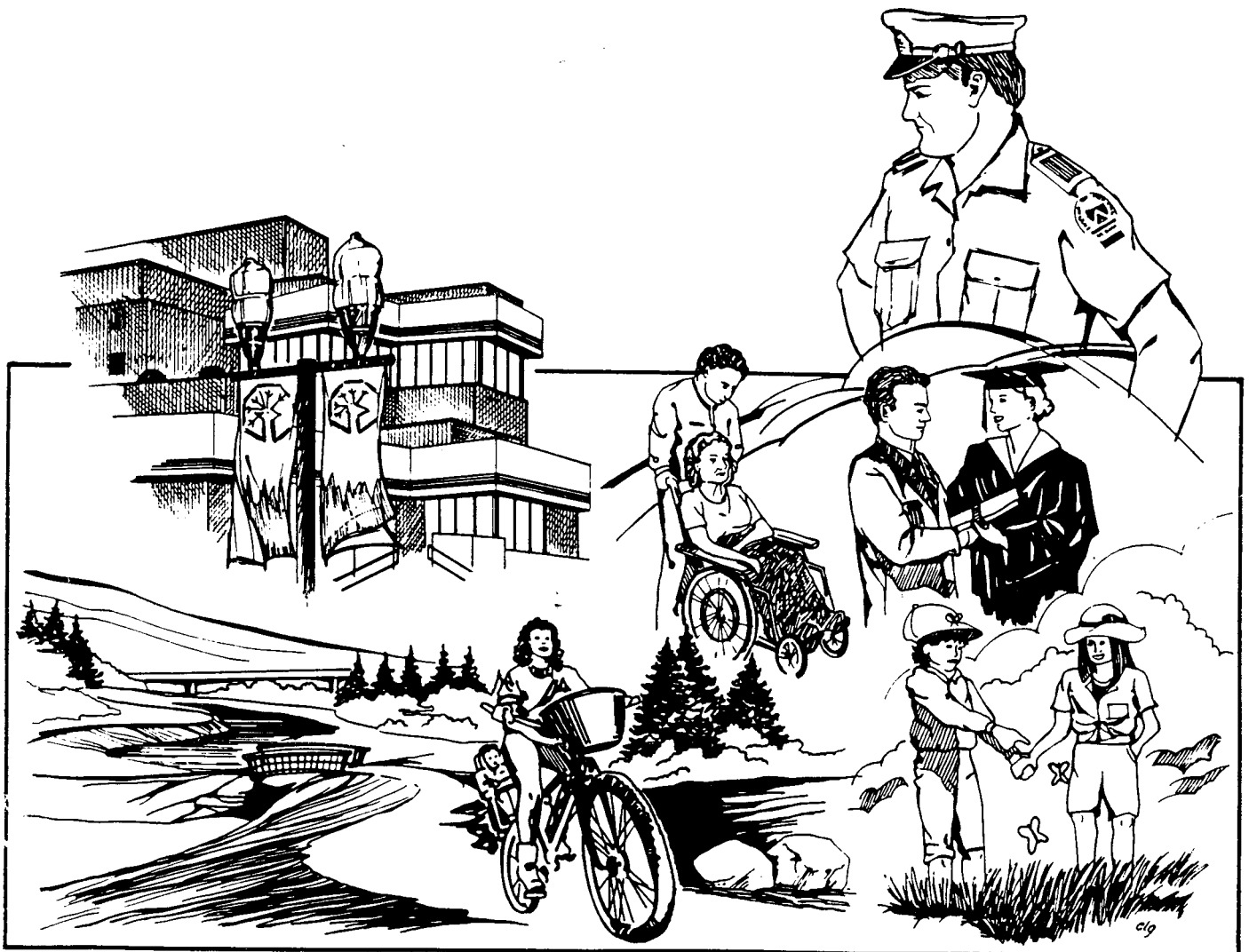




City of Red Deer **VISION 2020**

VISION STATEMENT AND PLANNING PRINCIPLES



VISION 2020
VISION STATEMENT AND PLANNING PRINCIPLES

August 19, 1991

STEERING COMMITTEE

Alderman Gail Surkan, Chairman
Craig Curtis, Community Services Director
Paul Meyette, Principal Planner (RDRPC)

VISION 2020
BACKGROUND

The Vision 2020 Program was created by Alberta Municipal Affairs to encourage municipalities to set long range objectives. The 2020 refers to the year 2020; the program encourages the creation of a plan with a 30 year time horizon.

In May of 1989, Red Deer City Council endorsed the objectives of the Vision 2020 program and approved a planning process and methodology. The process involved a heavy commitment to public participation including input from City staff. Public participation took place through public meetings, questionnaires and letters to the steering committee. It is this input that created the plan. Generally the citizens of Red Deer are very proud of their community; Vision 2020 builds on that pride with a vision statement that looks to the future by building on the past.

This plan currently contains the vision statement and planning principles. The next stage of the planning process will be to develop implementation strategies which will enact the principles contained in this plan. These strategies to implement the principles will also be subject to council review.

In the course of receiving public input, there was a clear desire that the plan should be reviewed periodically to ensure that it is in tune with the wishes of the citizens of Red Deer. We are suggesting that the plan including the implementation strategies be reviewed at a minimum of every five years. This review should include an extensive public participation component.

VISION 2020

PROCESS

February '91	<p>Letter to participants to advise of status of program</p> <p>Finalize the draft Vision 2020 document</p> <p>Distribute the draft Vision 2020 document to City Departments.</p>
March '91	<p>Meeting with department heads to discuss the vision statement and planning principles and to add or modify these principles</p>
April '91	<p>Meeting with Department heads to further discuss the revised principles</p>
May '91	<p>Meeting with Council to discuss the identified planning principles</p> <p>Finalize the Vision 2020 document for public review.</p>
June/July '91	<p>Public Meeting</p> <p>Adoption of Vision Statement and Planning Principles by Council</p> <p>Circulate the Vision Statement and Planning Principles to City Departments for development of implementation policies</p>
Sept./Nov. '91	<p>City Departments submit implementation strategies</p> <p>Open House to allow the public to view and discuss the finalized Vision 2020 document including the implementation strategy.</p> <p>Adoption by Council</p>

VISION 2020
VISION STATEMENT
PLANNING PRINCIPLES

CITY OF RED DEER VISION STATEMENT

Red Deer is a City of opportunity with a strong emphasis on the quality of life in the community. It is:

- * **a community with a unique natural environment preserved and enhanced by careful community planning.**

Its unique beauty in a parkland setting - a city of trees - three lakes within twenty miles - a beautiful Waskasoo park system that makes us the envy of every City.

*Gerry Beauchamp
Central Alberta Council on Aging*

Red Deer Residents can be proud of their excellent park system and recreational facilities. Families have many opportunities to enjoy their leisure time in safe, clean parks, trails and facilities.

*Cathy Barnhart
Alberta Association for Young Children*

I think that we should take better care of our environment because we need to save it for the future.

*Neil Anderson
Piper Creek School*

Red Deer's parks and recreation facilities vastly add to the quality of life and make Red Deer a desirable place to live.

*Howard D. Janzen
Red Deer Advocate*

- * **a community which reflects high standards in terms of the quality of life**

The quality of life in Red Deer is difficult to describe briefly...we view the quality of life as a positive aspect of the City and it is reflected such things as good transportation, recreation, community, charitable organizations, police and fire services to name a few.

*John G. Schroeder
Parkland Industries Limited*

Red Deer is an attractive community in which to live. Its citizens have a strong appreciation of the environment and the City's pleasant atmosphere. There is a high degree of congeniality and cooperation among the community's civic, religious, ethnic and social groups. The City has a basic law abiding character with strong public support for peace, order, good government and respect for property.

Red Deer and District Archives Ctee.

The current size and population of Red Deer contribute to a sense of Red Deer being a true community in terms of collectively responding to issues, assuming responsibility for difficulties experienced by community members and working together to keep Red Deer a healthy place to live.

*Rhonda Beveridge
Central Alberta Refugee Effort Committee*

Red Deer is a clean, safe place to live. It has good parks and some wildlife habitat. The trees and open spaces make the city scenic and attractive to visitors and residents. These aspects must be carried forward into the future. The best must be enhanced and anything that will negatively impact them must be steadfastly resisted.

Red Deer Fish and Game Association

*** a caring community with a strong volunteer ethic**

Red Deer has a large number of residents who donate time and efforts to community projects, boards and service organizations.

Michael Dandurand

Volunteerism is encouraged by the City and role models who enhance the high rate of volunteerism in the City of Red Deer.

*Peggy Schram
Youth and Volunteer Centre*

The City is fortunate in the high level of volunteer commitment made by its citizens. Volunteers provide the direction, energy and manpower for many of the City's social, cultural and recreational services. As the City grows, it will be important to find some means to foster and nurture volunteerism in order to maintain a strong volunteer component.

Red Deer Library Board

Red Deer citizens care about one another. FCSS programs, the Foodbank and the United Way etc illustrate that.

Alderman Tim Guilbault

*** a community which offers a wide range of opportunities for employment, education and recreation**

Red Deer has a strong diversified business and industry base.

*Allan Edwards
Red Deer and District Real Estate Board Co-op Ltd.*

Red Deer has a wide variety of shopping facilities, recreation programs and sports facilities.

*Dennis Corrie
CKGY/Z99*

The City's strengths include its geographic location (centrally located in the Province), quality of life (physical environment and community ideals) economic viability (diversified economic base and central trading area) educational facilities (primary/secondary/post secondary) and a variety of services (retail and wholesale trade/recreation/medical etc).

Herb Der, Parkland Savings and Credit Union Ltd.

PLANNING PRINCIPLES

The City will pursue this vision statement through the following planning principles:

1. **The provision of an effective and accessible municipal government committed to active public participation in decision making.**
2. **The preservation of Red Deer's unique natural environment and the demonstration of leadership in environmental management.**
3. **The promotion of economic growth to ensure an increasing range of business and employment opportunities.**
4. **The development of a well planned and healthy community, based upon the protection and enhancement of the residential neighbourhood unit and the provision of high quality industrial and commercial areas.**
5. **The provision of a balanced and diverse range of social, education, health, recreation and culture opportunities.**
6. **The provision of an effective transportation and transit system, serving all sectors of the community.**
7. **The provision of safe, efficient, reliable utility systems which are environmentally responsible.**

"Efficiency and cost saving measures in local government should be encouraged and rewarded.

Dr. Kyu Seung

These Vision 2020 questionnaires are a great idea. If response is good, I suggest using them on a regular basis (maybe annually?) rather than paying high fees to outside consultants.

Vision 2020 survey

We need better and more courteous delivery of service from government agencies.

Vision 2020 survey

Thanks for letting us have some input.

Vision 2020 survey

In summary, the environment, recreation and cultural matters are a priority with me. I feel that Red Deer has strong leadership and is working towards these same goals. As long as the family remains a priority, I feel that Red Deer will continue to grow in the right direction.

Kim Cairns

Red Deer's planning should involve its citizens every five years or so by means of an input program such as Vision 2020, and each time the survey results and data should be published and widely distributed.

Gary Harris

We may not be here in the next thirty years but as retired Red Deer Citizens, we live here by choice, with pride in a City that is naturally beautiful and enhanced by decisions that have been made by City Council.

David and Dorothy Corney

Newspaper questions help residents feel a part of municipal government and gives us a chance to respond; the bottom line however is that you are doing a good job.

Vision 2020 survey

PLANNING PRINCIPLE #1

The provision of an effective and accessible municipal government committed to accessibility and active public participation in decision making.

To achieve this, The City will

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| HIGH | 1.1 | Encourage a high degree of public involvement in municipal decision making.
(Develop a process for public involvement and information) |
| MEDIUM | 1.2 | Ensure a properly trained and highly motivated City workforce to serve City residents. |
| MEDIUM | 1.3 | Develop information management systems which provide readily accessible information for City Departments, community agencies and the public.
(Geographic Information System) |
| HIGH | 1.4 | Regard itself as a component of the larger region, seeking partnerships, where appropriate, to enhance the region and the City. |
| MEDIUM | 1.5 | Provide a leadership role in the integration of persons with disabilities into the workplace and into community programs.
(Municipal Integration Strategy) |

We need to preserve what few remaining historical buildings that there are in Red Deer.

Vision 2020 survey

I would like the elected officials to do much better on environmental issues; we have been too slow getting into a recycling program.

Vision 2020 survey

Red Deer could become 'the' environmental arts centre with an annual festival featuring the theme "people and our environment" showcasing music and visual and performing acts.

Pete and Barb Weddell

Old buildings should be preserved at all costs as they add to the character and history of a City.

Vision 2020 survey

My number one choice would be the development of an Environmental Watchdog Committee to oversee and advise Council and City Departments.

Vision 2020 survey

Maintain and expand our parks system and "green" areas; there should be a reduction in pesticides and herbicides to prevent destruction of our water and resources.

Vision 2020 survey

I think that recycling should be a higher priority. If we don't do something about all of this pollution, our kids won't have a chance to see how beautiful Red Deer is.

Strategies Class

Eastview Community School

PLANNING PRINCIPLE #2

The preservation of Red Deer's unique natural environment and the demonstration of leadership in environmental management.

To achieve this, The City will

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| MEDIUM | 2.1 | Maintain Red Deer as a community characterized by its natural setting. |
| MEDIUM | 2.2 | Maintain The City's leading role as an aesthetically pleasing City through such initiatives as the "greening" of major transportation routes, preservation of natural areas, setbacks and development standards and signage requirements. This will be achieved through direct City involvement in cooperation with private industry and community agencies. |
| HIGH | 2.3 | Position The City as a leader in environmental management of the community including all municipal infrastructure and services such as waste management, major utilities, pest and weed control, park management and environmental education. |
| MEDIUM | 2.4 | Maintain and expand Waskasoo Park as a major focal point for recreation in the community with linkages to the downtown and all city neighbourhoods. |
| MEDIUM | 2.5 | Preserve and enhance heritage resources as an integral component of the community and develop long terms plans for the preservation and interpretation of heritage resources. |

*We need a broad economic base with rapid transit to Calgary airport facilities.
Vision 2020 survey*

*The City should remain attractive to business interests but it should not become too large or it will lose much of its charm.
Vision 2020 survey*

*We need a richness and diversity of business and manufacturing/industry.
Vision 2020 survey*

*I think that we should try to attract more economic activity to Red Deer but we should ensure that this activity is the type that will not harm Red Deer's environment.
Ian Drok*

*Let's change that built-in mentality that "growth is good" and "bigger is better". If Red Deer continues to grow, it will lose the very features that attracted me to it(six years ago). I suggest that we focus on maintaining and enhancing the quality of life/environment we currently enjoy.
Sandra Koop*

*Try not to get too big; lets stay friendly and personal.
Vision 2020 survey*

*Tourism should be actively pursued. Red Deer is a prime location for conventions, trade shows etc but we need more hotels and convention facilities.
B. Hochsteen*

*Tourism growth is a huge untapped market for Red Deer. Downtown should be a primary focus for any initiative. The attractions exist but need development.
Vision 2020 survey*

*Red Deer and its institutions have not marketed themselves aggressively, as exemplified by the slogan "Red Deer - Alberta's best kept secret". This is a definite shortfall in encouraging economic development and tourism.
Fred Mueller
Red Deer Chamber of Commerce*

OPERATING PRINCIPLE #3

The promotion of economic growth to ensure an increasing range of business and employment opportunities.

To achieve this, The City will

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| MEDIUM | 3.1 | Foster economic development while conserving resources and promoting the health of the individual, the community and the ecosystem. |
| HIGH | 3.2 | Work with the business community and the public to develop an economic development strategy designed to: <ul style="list-style-type: none">● assist existing businesses to prosper and expand● attract the new businesses to the City that are compatible with the overall goals of the community● enhance the City's role as a major service centre in the Province |
| HIGH | 3.3 | Promote tourism as a priority in the economic development of the City and the region. The City will <ul style="list-style-type: none">● work with neighbouring communities to establish a long term cooperative strategy.● accept the natural environment as a marketing theme, and● develop a tourism generator that establishes Red Deer as a focal point for tourism in the Region and the Province● continue to promote the staging of events and conferences in Red Deer |
| MEDIUM | 3.4 | Promote the City of Red Deer through the development of a sense of community pride. |

Continue to have good planning and development of parks and local facilities; it is good to have things close by so you can keep your car at home.

Vision 2020 survey

Please keep more quiet park areas for picnics. Our school play areas need more trees.

Vision 2020 survey

We need economic development of the downtown core so it does not become a slum after railyard development.

Vision 2020 survey

There is a need to expand residential development at the north end of town. It is the forgotten area these days with new schools and stores headed to the southeast.

Vision 2020 survey

Mini-malls in the new subdivisions are a great idea; they cut down on traffic and cause little disturbance to neighbourhoods. Building red rock pathways through neighbourhoods is a great idea to make short cuts to the store. Please try to develop to the west, southwest to preserve good agricultural land

Brenda and Wally Redford

We need more wheelchair accessible, affordable housing.

Vision 2020 survey

The downtown may need parking facilities but lets be careful not to destroy all our vintage homes, our heritage to make room for 20 more cars; we will begin to look like the disgusting downtowns of major cities.

Vision 2020 survey

We need an improved downtown that is a "true" city centre.

Vision 2020 survey

We should encourage a more consolidated grouping of retail business downtown within a 2-3 block area as opposed to small scattered development over 8-10 blocks.

Vision 2020 survey

PLANNING PRINCIPLE #4

The development of a well planned and healthy community, based upon the protection and enhancement of the residential neighbourhood unit and the provision of high quality commercial and industrial areas.

To achieve this, The City will

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| MEDIUM | 4.1 | Establish Red Deer as a community with a clean and ecologically sound natural and built environment |
| HIGH | 4.2 | Encourage public participation in the planning and development of the community. |
| HIGH | 4.3 | Establish the downtown as a vibrant and attractive focal point of the community from an administrative, business, commercial and cultural perspective and encourage its development as a unique residential neighbourhood. |
| MEDIUM | 4.4 | Encourage the development of balanced residential neighbourhoods which include a full range of housing options, basic recreation facilities and appropriately located school sites and other services. |
| MEDIUM | 4.5 | Review the uses and location of industrial areas within the City and develop a long term strategy for industrial development. |
| MEDIUM | 4.6 | Move towards a functional mix of residential, industrial and commercial uses both north and south of the river. |
| MEDIUM | 4.7 | Preserve and enhance escarpments and natural areas and maximize the provision of green space throughout the community. |

It is crucial for the city to refrain from building large numbers of facilities which cannot possibly break even. The existing facilities must prove that there is a need for more before anything is built. Distance from existing facilities is immaterial in a city this size.

Vision 2020 survey

We need more accessible recreation facilities; especially facilities which address the needs of young people. Let's monitor the state of seniors; they gave us this beautiful City. Let's protect it for our kids. We need a degree granting institution.

Vision 2020 survey

We need a "Teen Centre" where public functions would be held for the teens of this community. Bars are not the best gathering places.

Vision 2020 survey

We need more family oriented activities; children especially need to be acknowledged as very important people.

Vision 2020 survey

Our Red Deer College needs to expand its horizons. What is the City doing to help it get degree granting capabilities?

Vision 2020 survey

The main issues that will face Red Deer are much the same as face us and most other cities. People move to the City to make use of Social Services which are less accessible in the rural areas. I think we will simply be faced with greater numbers of people requiring these services. The present Health Delivery system is excellent. The Health Unit, Doctor's offices, Hospital, and after-hours clinics fulfil the requirements of a city this size. Social services agencies and programs cannot ever meet the needs. The need grows in direct correlation to the services on hand.

Vision 2020 survey

We should become the safest community by involving people and communities in emergency services- people helping people.

Vision 2020 survey

The freedom to make individual choices would allow physically disabled persons to enjoy what most Canadians regard as basic human rights.

Margaret Hicks

What will be the volunteer availability in 30 years. Our program uses totally volunteer staff for meal delivery. Early retirees will likely become our main target area for volunteers. Lack of volunteers would mean having to hire people to deliver the service.

M. Hessel, Meals on Wheels Board

I support the school system so that it is one of the best in the Province.

Albert Lougheed

Presently there is a perception that disabled citizens are not capable of taking part in recreational activities. This is a perception held by both the general population and the disabled themselves. This must be overcome by the City taking the initiative to actively promote the participation of the disabled through its advertising.

Clancy White

Provide more help for our teenagers and homeless on the streets.

Vision 2020 survey

PLANNING PRINCIPLE #5

The provision of a balanced and diverse range of social, education, health, recreation and culture opportunities.

In the delivery of community services, the city will assess the evolving needs and identify the most appropriate mechanisms for service delivery. As a general principle, the City shall not deliver a service which could be effectively delivered by a community agency or the private sector or is the responsibility of another level of government.

To achieve this, The City will

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| HIGH | 5.1 | Promote a safe and healthy living environment for City residents through the provision of essential emergency services and through facilitating the involvement of the public and other agencies in additional programs. |
| HIGH | 5.2 | Place an emphasis on preventive emergency services. |
| HIGH | 5.3 | Coordinate/facilitate the provision of preventive social services to meet the community's needs with specific consideration given to the youth, the elderly, persons with disabilities, immigrants and single parent families. |
| MEDIUM | 5.4 | Play an advocacy role in addressing social issues which are not under the preventive mandate. |
| MEDIUM | 5.5 | Coordinate and facilitate the provision of recreation and cultural facilities and programs to meet the community's needs by providing basic facilities and programs and working with the community agencies and the private sector to provide enhanced services. |
| MEDIUM | 5.6 | Promote volunteerism through positive reinforcement and active management. |
| HIGH | 5.7 | Assess the appropriate degree of subsidy for all community service programs and facilities through the development and implementation of a comprehensive fees and charges policy reflecting the "user pay principle" where appropriate. |
| HIGH | 5.8 | Assess in partnership with the Province the impact of its deinstitutionalization policy and work to ensure that the Province provides adequate support services in the community. |
| HIGH | 5.9 | Support and promote expanded opportunities in post secondary education. |
| MEDIUM | 5.10 | Work with both school boards to optimize the delivery of education services and the joint use of school and community facilities. |
| MEDIUM | 5.11 | Work with community agencies and other levels of government, to assist the integration of New Canadians who immigrate to Red Deer. |

City Transit needs to run later at night and on Sundays. If you don't drive, it is hard and expensive to catch a taxi.
Vision 2020 survey

I would like to see the dayliner from Calgary to Edmonton start up again; for a City this size the bus just doesn't do it.
Vision 2020 survey

With the City growing in population and geographically the bus/transit system should be more extensive and more frequent. Intercity Transportation should be improved to include bus transportation to and from both major airports.
Vision 2020 survey

Planning and Development: Red Deer is still of a size that traffic is manageable from one end of the city to the other, but in the long term, this will likely not be the case. Some planning has to be given to public transit, maybe in the form of an LRT, before the city grows to Calgary's size when construction of such a system becomes much more complicated and expensive. Perhaps if even such a system is envisioned, before more and more subdivisions spring up, at least the land could be assembled for the future construction of a system. Also, the Gaetz service road, is a menace at every intersection. I don't have any solutions for this, but I think there must be a better solution.
Donna Campbell

We need better bus service in town. A bus service right up to Michener Centre for 6AM. With better service, more people would use transit.
Vision 2020 survey

The transit system is terribly underused except in peak hours. Perhaps smaller passenger vans would be more economical and easier on our roadways than the present buses.
Vision 2020 survey

Our roads are a disgrace. I am surprised that you haven't had lawsuits for damage to vehicles.
Vision 2020 survey

We need rapid rail transit between Edmonton and Calgary accessible to the Citizens of Red Deer.
Vision 2020 survey

We hope to see a more efficient traffic system; included in this we would like to see an improvement in public transit to get more people to ride buses and reduce car pollution. Also perhaps a train from Edmonton to Calgary.
*Theresa Hernary, Paula Challand,
and Dennis Lewis*

PLANNING PRINCIPLE #6

The provision of an effective transportation and transit system, serving all sectors of the community.

To achieve this, The City will

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|--------|-----|---|
| MEDIUM | 6.1 | Develop and maintain an effective primary road system for high volume traffic which preserves the integrity of local neighbourhoods. |
| MEDIUM | 6.2 | Provide a transit system which serves all neighbourhoods and strives to meet the needs of each citizen including youth, the frail elderly and persons with disabilities. |
| MEDIUM | 6.3 | Plan for and encourage the increased use of transit in tandem with the growth of the City. |
| HIGH | 6.4 | Position Red Deer as a major transfer point within the Provincial Transportation system. To achieve this, the City shall work to promote the development of an effective intermodal transit system within the Province which will include <ul style="list-style-type: none">● coordination of bus, train and air schedules● support for high speed rail with a stop in Red Deer● effective access to air service for the City |

I would like to see recycling, reducing, and reusing aggressively pursued, composting and organic gardening should also be pursued.

Vision 2020 survey

There should be a reduction in waste to the landfill site by 75% due to efforts to reduce and recycle.

Vision 2020 survey

Red Deer City is a cosmetically clean place. Let us become the leader in environmental responsibility. The 1990's will be the environmental age - household recycling program, controlled storm water runoff, minimize sanitary treatment effluent, minimize development impact on the surrounding environment. Let us be the leader; we can be environmentally responsible.

Griff Bartlett

We need a blue box recycling program and community composting rather than filling landfills.

Vision 2020 survey

PLANNING PRINCIPLE #7

The provision of safe, efficient, reliable, utility systems which are environmentally responsible.

In order to attain this, The City will

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|--------|-----|--|
| HIGH | 7.1 | Design and implement programs which promote the principles of reducing reusing and recycling of materials. |
| HIGH | 7.2 | Undertake long term waste management plans compatible with the environmental goals of the community. |
| MEDIUM | 7.3 | Work to promote efficient use of energy by City businesses and households. |
| MEDIUM | 7.4 | Maintain the City's utility systems in a state of optimum efficiency. |
| MEDIUM | 7.5 | Maintain high water quality in the City distribution system. |
| MEDIUM | 7.6 | Maintain high quality effluent from the City sewerage system that meets or exceeds provincial standards. |
| MEDIUM | 7.7 | Design and install storm water systems that complement the natural environment and minimize any detrimental effects to receiving stream. |