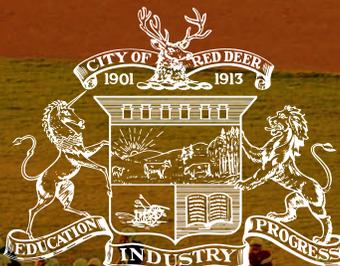


RED DEER

RED DEER CITY COUNCIL
2019-2022
**STRATEGIC
PLAN**



OUR CITY. OUR FUTURE.

Red Deer is a growing city built on entrepreneurialism, innovation and community spirit that drives who we are and what we do. We, as a city, are served by an innovative government, inspired by the people and businesses that live here, and filled with vibrant places and spaces for people to connect and community to thrive. However, today we are also faced with increasing needs and expectations in a new economic reality that makes it increasingly important to chart a course for our future. That is what this Strategic Plan is all about. It is a vision for the future of our city and a strategy for how we get there.

Alberta's busiest highway, the Queen Elizabeth II Highway, runs through the region and uniquely connects Red Deer as a centred city midway between Edmonton and Calgary. We are home to one of the fastest growing economies in North America, and we continue to explore ways we can diversify and attract those who appreciate a modern city that retains its small world charm. Red Deer is active. It is inclusive. It is, without question, a city where volunteerism, engagement and the all-in attitude of our citizens drive the transformative change we continue to see year over year.





A MESSAGE FROM CITY COUNCIL

Red Deer City Council welcomes the opportunity to present our 2019-2022 Strategic Plan. The Strategic Plan endeavours to respond to the opportunities and challenges we have heard from our community, and establishes areas of transformation we will be prioritizing on behalf of the people of our city.

The five strategic themes: “a safe community”, “a socially responsible city”, “a chosen destination”, “an economic leader”, and “citizen focused service” are areas of focus that we hope to make significant progress in resolving issues and challenges, and in embracing opportunities, in the short term. As always, we welcome your feedback, Red Deer, and we are grateful for the privilege of serving you.

Mayor Tara Veer

On behalf of Red Deer City Council





APPROACH TO STRATEGIC PLANNING

A strategic plan provides purpose and direction for The City of Red Deer. It is a series of connected and complementary goals that guide the strategies and actions towards a shared vision. Together, all the various parts of the Strategic Plan outline the priorities and opportunities for positive change.

The City of Red Deer's Strategic Plan is the primary planning document and covers a four year planning timeline. It is aspirational in nature as it is not a statement about Red Deer today, but it is about the Red Deer of the future. It includes the unique yet complementary roles of Council and Administration to realize the success of the Strategic Plan.

The Strategic Plan charts the course for the future we want for our organization. Every day across the city citizens can see our mission in action, but the Strategic Plan identifies the areas where we want to grow and move the organization forward by outlining areas identified for transformative change.

The City of Red Deer has been recognized for its strategic planning because our approach:

- **ensures that the vision translates into action as it compels our work planning, reporting and budgeting processes; and**
- **is grounded in good governance principles.**

STRATEGIC DIRECTION

PURPOSE: to identify the key goals of change that are most important to achieve the vision and mission.

It is Council's direction to Administration for creating organizational strategies and change that allows the vision to unfold. City Council provides leadership to the strategic direction.

STRATEGIC IMPLEMENTATION

PURPOSE: to identify the key strategies and actions that will facilitate the direction set by Council.

Through the coordinated series of strategies, Administration guides and monitors progress towards the vision. Administration provides leadership to the strategic implementation.



RISE

OUR CORNERSTONE VALUES AND GUIDING PRINCIPLES

Our promise to each other and our citizens...

RESPECT

Because we respect...

- We treat others as we want to be treated.
- We value ideas and contributions.
- We are good stewards of our environmental, financial, human, and community resources.
- We meet present needs without compromising the ability of future generations to meet their needs.
- We work together to ensure our safety and well-being.

INTEGRITY

Because integrity is fundamental...

- We earn trust.
- We behave ethically.
- We are honest in all of our dealings.
- We take responsibility for our own actions.
- We follow through on our promises.

SERVICE

Because we take pride in our service...

- We strive to serve all in the community equitably.
- We have a positive outlook and work enthusiastically.
- We commit to deliver quality service.
- We communicate timely, relevant information with clarity and accuracy.
- We strive to overcome citizens' barriers to service and participation.
- We volunteer and support volunteerism to enhance our community.

EXCELLENCE

Because we strive for excellence...

- We plan effectively for the future.
- We build on our strengths.
- We are prepared to lead.
- We explore the potential of partnerships and collaboration.
- We carefully manage risk.
- We learn continuously from our experiences and development, training and educational opportunities.



THE STRATEGIC DIRECTION

Red Deer City Council has chosen five key goals in as their 2019-2022 Strategic Direction. The City's efforts will be directed and coordinated around these five goals. They were chosen as the most important areas requiring change or transformation after considering community input, best practices, and current organizational initiatives. They were also chosen as the areas that will move Red Deer towards the vision of our future.

FIVE KEY STRATEGIC GOALS

Red Deer is:

- A safe community
- A socially responsible city
- A chosen destination
- An economic leader

The City of Red Deer provides:

- Citizen focused service



GOAL STATEMENT

Red Deer is...				The City of Red Deer provides...
A safe community	A socially responsible city	A chosen destination	An economic leader	Citizen focused service
Red Deer is a safe and secure community. Safety is strengthened through a focus on enforcement, as well as prevention, intervention and education.	Red Deer offers a welcoming community where everyone can enjoy a high quality of life. As a community, together we advocate for much needed social infrastructure and build a resilient community.	We are a four-season destination where visitors and residents enjoy our parks, trails and distinctive amenities, all within our "city in a park". Centrally located in the province, we attract events that generate investment and enhance our community identity.	We have a strong, dynamic economy, fostered by entrepreneurship and innovation. Leveraging our central location, Red Deer is an economic hub with a revitalized downtown and diverse local economy.	Citizens are confident they receive value in the services provided by The City. We are committed to service excellence and review operations to ensure efficiency and effectiveness.

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.**

CITY COUNCIL

Mayor Tara Veer
mayor@reddeer.ca
P 403-342-8154

Councillor Buck Buchanan
buck.buchanan@reddeer.ca
P 403-343-6550
C 403-348-3240

Councillor Michael Dawe
michael.dawe@reddeer.ca
P 403-357-4631

Councillor Tanya Handley
tanya.handley@reddeer.ca
C 403-596-5848

Councillor Vesna Higham
vesna.higham@reddeer.ca
C 403-505-1172

Councillor Ken Johnston
ken.johnston@reddeer.ca
C 403-358-8049

Councillor Lawrence Lee
lawrence.lee@reddeer.ca
C 403-318-8862

Councillor Frank Wong
frank.wong@reddeer.ca
P 403-347-6514

Councillor Dianne Wyntjes
dianne.wyntjes@reddeer.ca
C 403-505-4256



THE CITY OF RED DEER
4914 - 48 AVENUE (BOX 5008)
RED DEER, AB, CANADA T4N 3T4

reddeer.ca    