

# REPORT CARD

## Q4 2023



**2023-2026  
STRATEGIC  
PLAN**



INNOVATIVE THINKING. STRATEGIC RESULTS. VIBRANT COMMUNITY.

# Q4 2023

## PROGRESS TOWARDS THE STRATEGIC PLAN



We are working towards achieving the vision of all three focus areas:  
Thriving City, Community Health & Wellbeing, and Engaged & Connected City.

The content of this report focuses mainly on the outcomes listed below,  
however work is happening to achieve all outcomes.

### Thriving City

- Financially Responsible
- Local Economy is Strong and Diverse

### Community Health and Wellbeing

- Collaborative response to social challenges that considers all
- Safe and Secure City

### Engaged and connected City

- Committed to Positive Customer Experience
- Strong Relationships and Public Trust

# 2023 OCT - DEC



**868**  
**REPORT A PROBLEMS**  
SUBMITTED



**43,346**  
**CALLS**  
TO THE  
**911 CENTRE**



**83.14%**  
OF  
**BUSES ON TIME**



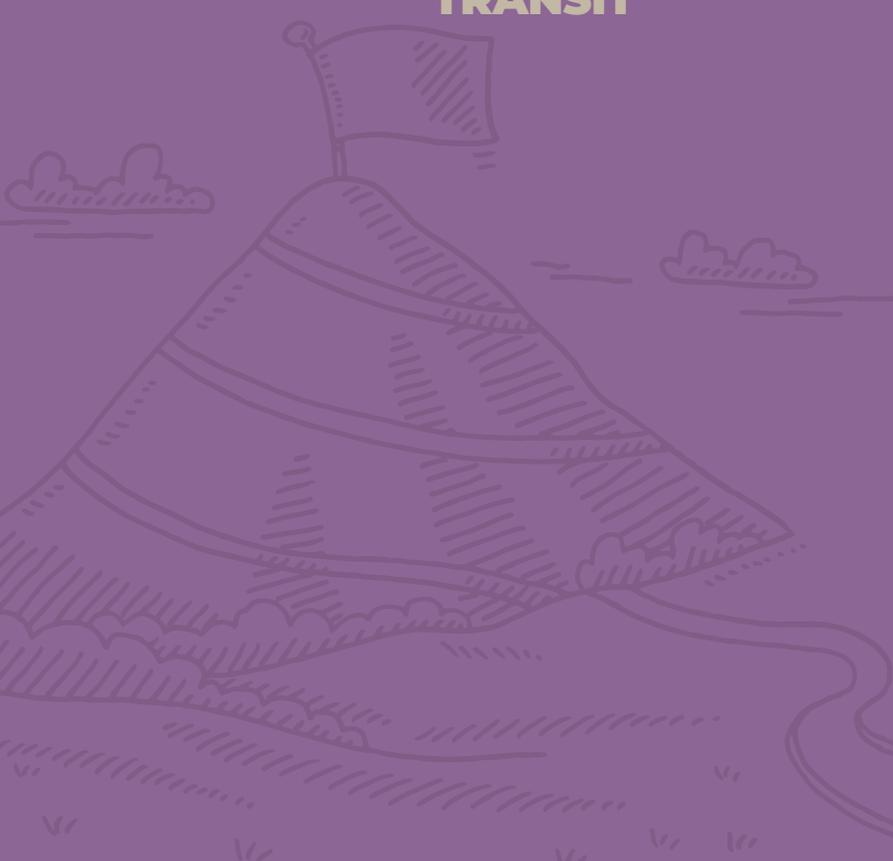
**206**  
**WARM**  
**HAND-OFFS**  
BY SOCIAL  
DIVERSION TEAM



**296,790**  
PASSENGER  
**TRIPS ON**  
**TRANSIT**



**31 LOTS**  
**SOLD /**  
**CONDITIONALLY**  
**SOLD IN**  
**TIMBERLANDS**  
**NORTH**



---

# ACTIVITY HIGHLIGHTS

---

## THRIVING CITY



In a landscape of constant change, The City of Red Deer remains persistent in its commitment to not just survive, but to thrive. Below are a few of the key initiatives that contribute to our vision of a truly thriving City.

**In October 2023, following the removal of parking meters and as the next step in The City of Red Deer's parking infrastructure improvement project, new parking pay stations were installed in the downtown area.** Pay stations provide another option for downtown users to pay for parking in addition to the HotSpot mobile app and HotSpot website, which is accessed by scanning a QR code on the new fast tap signs.

**Thanks to a provincial grant, starting November 1, 2023, The City of Red Deer Transit Services will be piloting a reduced monthly pass to transit riders.** The pilot program is called the Transit Fare Assistance Pass and will offer a reduction of up to 55 per cent for a monthly pass for those who qualify.

As we look back on our progress towards cultivating a thriving city, we made significant achievements, and this work remains continuous.

---

# ACTIVITY HIGHLIGHTS

---

## ENGAGED & CONNECTED CITY



In an ongoing effort to foster an engaged and connected community, The City has initiated a range of innovative programs this quarter, each designed to meet a specific need while bringing people closer together.

**In November 2023, The City did Toys for Tickets.** More than 200 donated toys were received in lieu of paying a City-issued parking ticket. In early December, The City rounded up all donated toys and delivered them to the Red Deer Christmas Bureau for distribution to families in need in our community.

**Red Deer also had the three-year e-scooter pilot program wrapped up in November 2023.** To help determine if e-scooters will remain a permanent part of our seasonal transportation options, The City sought feedback from residents in a short survey. The Survey results will help to inform the final report back to City Council for consideration of whether and under what circumstances e-scooters will be permitted to continue operating outside the pilot.

---

# ACTIVITY HIGHLIGHTS

---

## COMMUNITY HEALTH & WELLBEING



The City of Red Deer has been focusing on both physical and mental well-being, we're not just sustaining a community; we're actively building a healthier, more resilient one. This section outlines key initiatives that have been undertaken to make meaningful progress in this critical area in Q4.

**In October 2023 Red Deer Emergency Services participated in Fire Prevention Week by hosting free fire extinguisher training sessions at City of Red Deer facilities.** These sessions went beyond standard public safety measures to empower residents with hands-on experience, enhancing community preparedness and reinforcing the department's role in proactive education and risk mitigation.

**The City of Red Deer, with funding provided by the Government of Alberta, hosted a Recovery Summit in October 2023.** Red Deer welcomed around 300 service providers, people with lived experience in addiction, homelessness, and mental health challenges, Indigenous Peoples, law enforcement, community leaders in justice and education, and interested citizens.

The theme of the conference was "Embracing Recovery Together," which demonstrates Red Deer's commitment to compassion for those suffering from the deadly disease of addiction. The one-day conference provided a combination of training and keynotes from industry professionals in the field, opportunities to explore what a localized Recovery Oriented System of Care (ROSC) looks like, and to build a unified understanding of why recovery is an important part of the city's path forward.

With programs geared towards community health and well-being, it's clear that our initiatives are more than just a series of programs; they're a long-term investment in the vitality of our community.

# THRIVING CITY BY THE NUMBERS

Work is happening simultaneously on all outcomes, however this report highlights the following outcomes with specific activities that occurred to support Thriving City focus area in Q4 2023.

OUTCOME	DESCRIPTION OF METRIC	VALUE	BEHIND THE NUMBER
<b>Financially Responsible</b>	Long-term financial plan	In progress	Progress on the Long-Term Financial Plan is underway through a project plan, draft RFP and Scope of Work outlined and is on track to be completed in 2024.
<b>Local Economy is Strong and Diverse</b>	Growth in Residential Land Uptake	31 lots sold or conditionally sold in Timberlands North (year to date)	Wellings of Red Deer continues their construction of 55+ rental units in Timberlands North, with an expected completion date of spring 2024 (minus the clubhouse).  They have opened a show suite and have started renting units that are completed.  Out of the 31: Q1 – 5 lots sold Q2 – 11 lots conditionally sold Q3 – 24 lots sold or conditionally sold

# COMMUNITY HEALTH & WELLBEING BY THE NUMBERS

Work is happening simultaneously on all outcomes, however this report highlights the following outcomes with specific activities that occurred to support Community Health & Wellbeing focus area in Q4 2023.

OUTCOME	DESCRIPTION OF METRIC	VALUE	WHAT'S HAPPENING
<b>Collaborative response to social challenges that considers all</b>	Number of housing referrals given through Coordinated Access Process (CAP)	84	<p>Housing program referrals are made based on the length of time homeless, acuity (level of housing need), best program fit, client choice, and available spaces. Housing Referrals are the mechanism in Red Deer's Coordinated Access Process to match clients with appropriate housing programs that will provide the level of housing supports they require.</p> <p>Q1 = 113 Q2 = 70 Q3 = 87</p>
<b>Collaborative response to social challenges that considers all</b>	Number of warm hand-offs by Social Diversion Team	206	<p>In the fourth quarter (Q4) of 2023 (October through December 2023), the Social Diversion Team responded to 596 events, which is about a 10% increase from the third quarter.</p> <p>Overall, 206 (35%) events lead to a warm handoff to additional services. Among the events, there were 64 warm hand-offs for the month of October, 85 warm handoffs for November, and 57 warm-handoffs for December.</p> <p>The leading cause of a social diversion event in Q4 was homelessness (29%), followed by intoxication (19%), physical health needs (11.2%) and inclement weather (9%).</p> <p>Q1 = 258 Q2 = 251 Q3 = 175</p>
<b>Safe and Secure City</b>	Number of incidents (RDES)	637	<p>This metric indicates the number of incidents that Red Deer Emergency Services has attended to in the past quarter. The value reflects the total number of calls and can be broken down into five separate categories (fire, hazardous materials, medical first response, rescue and miscellaneous/unknown). This value does not include Medical First Response (MFR) calls. Fires: 521; Hazmat: 27; MVC: 79; Rescue: 42. Fire; 29 Hazmat; 73 Motor Vehicle Collisions; and 10 Rescue calls.</p> <p>Q1 = 496 Q2 = 739 Q3 = 666</p>
<b>Safe and Secure City</b>	Call answer statistics	43,346	<p>This metric indicates the total number of calls for service processed by the City's Emergency Communications Centre (ECC) this past quarter. The value is a total of the number of calls from Red Deer and the number of calls from the rest of the regions that the ECC provides service for.</p> <p>Q1 = 40,768 Q2 = 55,990 Q3 = 50,534</p>

## ENGAGED & CONNECTED CITY BY THE NUMBERS

Work is happening simultaneously on all outcomes, however this report highlights the following outcomes with specific activities that occurred to support the Engaged & Connected City focus area in Q4 2023.

OUTCOME	DESCRIPTION OF METRIC	VALUE	WHAT'S HAPPENING
<b>Committed to Positive Customer Experience</b>	Number of community reports to Report a Problem	868	<p>This quarter, the majority of our report a problems submitted were related to icy roads, sidewalk snow complaints, parks and trails, cart collection and residential parking.</p> <p>Q1 = 1505 Q2 = 1095 Q3 = 900</p>
<b>Committed to Positive Customer Experience</b>	Percentage of busses on time	83.14	<p>This number represents Red Deer Transit's ability to meet its service delivery schedule 83.14% of the time.</p> <p>Our current target is 85%; this is a system parameter that was adopted after the rollout of Transit Network Improvement Project (TNIP).</p> <p>On time performance can be impacted by a variety of conditions, particularly road network construction.</p> <p>Q1 = 82.2 Q2 = 80.5 Q3 = 83.5</p>
<b>Committed to Positive Customer Experience</b>	Increased ridership	296,790	<p>The COVID-19 pandemic required Red Deer Transit to drastically reduce service for a variety of reasons: business and school closures, working from home, and space limitations. Several City facilities and local businesses (shopping malls, gyms, etc.) were closed or had reduced service hours during the height of the pandemic, which resulted in a lowered demand for Transit services overall. We often compare our ridership to pre-Covid numbers, starting in 2019. Below are the Q4 comparators for 2019, 2020, 2021, 2022:</p> <p>2019 – 344,078 2020 – 130,680 2021 – 132,951 2022 – 168,700</p> <p>With Q4 2023 reporting 296,790 passenger trips, we are seeing continued return to pre-Covid numbers, with ridership growing to 11% below pre-Covid ridership, and a 75.9% increase from this reporting period in 2022.</p> <p>Q1 = 511,285 Q2 = 572,988 Q3 = 453,263</p>
<b>Committed to Positive Customer Experience</b>	Number of missed cart collection per 10,000 pickups	1.8 per 10,000	<p>During Q3 2023, Blue and Black Carts were collected weekly, and Green Carts were collected weekly. Below are the quarterly totals for missed cart collections per 10,000 pickups.</p> <p>Q1 = 3.4 per 10,000 Q2 = 2.98 per 10,000 Q3 = 1.8 per 10,000</p>
<b>Strong Relationships and Public Trust</b>	Increased public participation	5	<p>This quarter, public participation occurred on the following projects and initiatives: Land Use Bylaw, Snow and Ice Pilot Program, E-Scooters, Indigenous Learning, and Recreation Facility Customer Service Satisfaction.</p> <p>Q1 = 2 Q2 = 1 Q3 = 2</p>

## APPENDIX

# STRATEGIC FOCUS AREAS

Council's Strategic Plan is divided into three key focus areas: Thriving City, Community Health & Wellbeing and Connected & Engaged City. These focus areas contain aspirational goals and outcomes to achieve by 2026.

### Thriving City

A thriving local economy, driven by a healthy business community and vibrant downtown is paramount, while continuing to protect and enhance the environment.

#### WHY DOES IT MATTER?

Red Deer is a thriving city for all. The city is affordable, with a resilient economy that supports local business, while attracting new investment, aided by a business-friendly City Hall.

Downtown is vibrant and many modes of transportation are used throughout the community to connect citizens to and from the city's core.

Red Deer is growing while also protecting natural spaces, places and the environmental future. The City ensures a sustainable future by implementing and supporting innovative business practices and taking concrete action to ensure climate resiliency.

#### OUTCOMES

- Vibrant and enjoyable downtown
- Strong and diverse local economy
- Environmentally committed community
- Proactively-managed public infrastructure
- Financially responsible
- Digitally advancing City
- Workforce is healthy, equipped and competitive

### Community Health and Wellbeing

Red Deerians cherish the spaces, places and year-round experiences Red Deer offers to promote physical, mental, and social wellbeing. The community is proud of the welcoming and inclusive city Red Deerians call home.

#### WHY DOES IT MATTER?

Red Deer is safe and clean, with collaborative efforts to improve community wellness. Citizens have a sense of belonging, community pride and neighbourliness. Red Deer is a welcoming, inclusive city that celebrates diversity. The City is committed to reconciliation and honours and respects Indigenous Peoples' culture and history.

In all four seasons, the people of Red Deer love to get outside and explore the city's incredible trail system, parks, and green spaces. Citizens have access to extraordinary outdoor and indoor places and spaces to recreate, benefiting the physical, social and mental health of individuals and families in our community.

Red Deerians participate in year-round festivals and events that encourage tourism and destination development. Red Deer is the central hub of Alberta, and downtown is a community for entertainment, arts, culture, shopping, dining, residents, and connecting with people and places in our city.

#### OUTCOMES

- Collaborative responses to social challenges that considers all
- Inclusive community
- Safe and secure city
- Great spaces and places
- Involved people and communities

### Engaged and Connected City

Council engages with citizens in ways that build strong, respectful, and collaborative relationships. Citizens feel valued and included in decisions about their city.

#### WHY DOES IT MATTER?

Citizens have a positive impact on decisions, leading to responsive choices by City Council. Connecting and engaging with the community is important to City Council.

Transparent and accountable decision-making is at the core of what The City does. At times, making the right decision will mean things may need to be done differently. Lasting and meaningful relationships are made between Council, administration, other orders of government, community agencies, organizations and citizens.

Respect is shown among Council and the citizens served. This connection with local municipal government also gives Red Deerians a sense of belonging.

#### OUTCOMES

- Strong relationships and public trust
- Committed to positive customer experience
- Decisions are data informed