



RED²⁰⁵⁰DEER

A Message from the City Manager,

Tara Lodewyk



Dear Red Deerians,

Visions are like stars lighting our path towards a bright future. I need to start by thanking our past leaders and Red Deerians who had a strong vision for Red Deer, and made us who we are today. I am so proud of this city! We have the responsibility to carry that visionary thinking forward for our future citizens.

Thank you to Council and our current leaders for your participation. We heard you through the consultation and I am excited to share this vision for Red Deer in 2050. While 2050 seems so far away and we can only make best projections as to what it will be like, we need a beacon of progress and possibility to drive towards. This vision is that beacon and our guiding stars that will illuminate our efforts to create a Red Deer that is vibrant and visionary, grounded in connection and growing in diversity.

Thank you for sharing your many voices. Let us use this vision to guide our work to shape a future Red Deer!

TARA LODEWYK
City Manager
The City of Red Deer



Your 2024 members of City Council:

- Mayor
Ken Johnston
- Councillor
Kraymer Barnstable
- Councillor
Bruce Buruma
- Councillor
Victor Doerksen
- Councillor
Vesna Higham
- Councillor
Cindy Jefferies
- Councillor
Chad Krahn
- Councillor
Lawrence Lee
- Councillor
Dianne Wyntjes

Our guiding stars:

The Guiding Stars for Red Deer are intended to inspire us, to create focus and intention on where Red Deer strives to be in 2050. Our community is encouraged to use these guiding stars to navigate our future together.

In 2050 Red Deer will be:

- **CONNECTED**
- **DIVERSE**
- **VIBRANT**



VISION

Our vision statement provides a clear, concise, and inspiring long-term aspirational summary. The statement was developed with our community, for our community's development and growth. By following our guiding stars, we achieve our vision together.

RED DEER'S VISION FOR 2050:

Red Deer is vibrant and visionary, grounded in connection and growing in diversity.

Red Deer is:

GROUNDING in CONNECTION

- our neighbours
- our land
- global markets
- public systems
- Central Alberta
- all of Alberta
- our Environment
- through technology
- multi-modal transportation
- ourselves
- via parks and trails
- by sound infrastructure
- our culture
- one another

GROWING in DIVERSITY

- multi-culturalism
- biodiversity
- arts & culture experiences
- economic diversity
- sport community
- diversity of our housing options
- diverse tourism
- volunteer base
- inclusion
- diversifying our representation
- diversity of appreciation of one another

VIBRANT & VISIONARY

- proud of our community
- a big part of the spirit in Alberta
- competitive economic environment
- support an innovative business environment
- feel safe
- encourage forward-facing actions
- thrive in supporting Red Deer
- want to share our community with the world
- celebrate one another

DESIRED STATE(MENTS)

Each of these desired statements is a summary of a collection of thoughts and feedback from our community members about our priorities. The statements are futuristic, representing how our community will look and feel as a desired state in 2050.

CULTURE

Red Deer is the cultural soul of central Alberta. Our welcoming attitudes and diverse perspectives create gathering places for people, ideas, industry, and ecosystems. We are creating a city where everyone is welcomed, valued, and included.

PROSPERITY

Through community connections, we actively build a diverse and innovative business environment with distinct competitive advantages. Red Deer is committed to growth through pursuing opportunities to connect regionally, nationally, and globally.

PEOPLE

Red Deerians drive what our community needs, volunteer together, and lead the change. Our active city is built on strong relationships for individuals and families, welcoming attitudes, and diverse perspectives. By creating connections, we ensure every voice is heard and celebrated.

PLACES

Red Deer's vibrancy and spaces bring us together. Together, we invest in our future through our downtown, neighbourhoods, parks, and amenities, all while preserving natural spaces. Housing is affordable, and citizens feel connected and safe.

ENVIRONMENT

As a city within a park, Red Deer's environment is exceptional. We consider our environment and its future when making decisions. In remaining connected to our ecosystem, we are committed to its biodiversity and prosperity.

THE VALUE OF A VISION

The value of a vision truly sits within the ability to chart our community's course towards a sustainable and successful future. The elements within sustainable and successful change over time, however, there will always be a community desire and expectation to evolve over time to a desired state.

Sometimes those changes are broad and substantial and sometimes those desired changes are smaller and lean towards stability. Regardless of the vastness of the change, for a community to work together, they must clearly understand each other's desires and the course they are following to arrive together.

A common vision creates opportunity for communities to:

- **Guide and direct:** Alignment for planning efforts, decision-making and resource allocations.
- **Engage community:** Create space for connection, inclusion, discussion, and contributions amongst community.
- **Attract investment and talent:** Contribute to compelling vision, to attract investment and talent creating prosperity.
- **Be resilient and adaptable:** Having clarity on a desired path can support flexible responses, while remaining on course when needed.
- **Realize high quality of life:** Clear vision is likely to influence a sense of belonging and pride amongst the community.





CREATED WITH OUR COMMUNITY

The Community Vision encapsulates the collective voice of Red Deerians, shaping the trajectory of our city towards the year 2050 and beyond. It serves as a testament to the vibrant tapestry of ideas, aspirations, and concerns woven together through community engagement.

In our quest to envision Red Deer's future, we explored five dimensions: its people, culture, places, prosperity, and environment. Through dialogue with community partners, we explored the essence of what makes Red Deer unique, and we sought pathways to enhance its spirit.

Participants were invited to share their perspectives on collaborative goal setting, envisioning the ideal future, and offering invaluable suggestions through a variety of methods. Drawing from the value of community input, we refined Red Deer's guiding principles and themes, infusing

them with the collective wisdom gained during consultation.

We started way back in 2022 with Shape Your Red Deer – an engagement initiative where over 1,600 Red Deerians shared their vision for Red Deer. Using the incredible data gathered through this comprehensive process, a draft vision and guiding stars were developed.

Then, we needed to test it. Did we hit the mark? Did we capture what Red Deerians want and need for our future? Do our community partners see themselves aligning and contributing to this vision? Through several workshops with City Council and our community partners, we were able to find out if this was indeed a Red Deer we wanted to strive for. In addition to in-person workshops, we also had people contribute their ideas through an online engagement tool that mimicked the in-person workshops, where we gathered feedback from over 250 residents.

IAP2 LEVEL: The public were engaged at the *CONSULT* level of the Public Participation Spectrum. Their input and feedback were used to confirm and clarify the direction of the vision.

WHAT DID WE HEAR?

VISION: Over half of Red Deerians like this vision statement.

GUIDING STARS: We heard that the term “connected” resonated deeply with the community, reflecting the intricate web of relationships within Red Deer.

DESIRED STATE(ments):

- Red Deerians embraced the emphasis on connection concerning people and community.
- Red Deerians widely approved of the emphasis on an active and communal culture.
- Red Deerians believe our vibrancy and spaces bring us together.
- Red Deerians believe we have a competitive economy and that it is key to our future growth.
- Red Deerians overwhelmingly believe in the importance of an active and communal culture, valuing environmental considerations and community engagement.

WHEN ASKED: What does Red Deer have, or need to have, in order to keep Red Deer your home for the next 20+ years? The main things we heard were:

- Arts centre /entertainment / culture
- Attention to those experiencing homelessness and addiction
- Environment (trails, parks)
- Safety
- Infrastructure (roads and streets)
- Diverse housing / affordable housing
- Revitalized downtown

WHEN ASKED: What do you want Red Deer to be known for in 2050?

- Environment
- Family friendly
- Safe
- Business center
- Inclusive / diverse
- Arts forward
- Heart of Alberta

WHEN ASKED: How do we get there?

- Good leaders
- Infrastructure
- Community engagement
- Inclusion and diversity
- Support for the unhoused people
- Clean downtown
- Proactively address crime

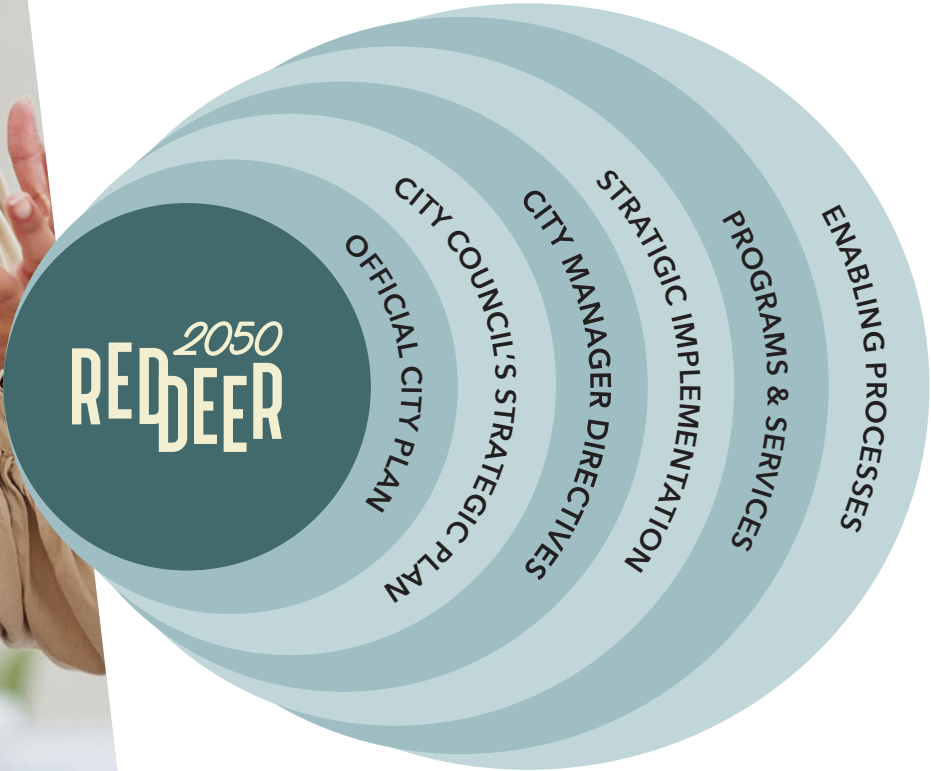
In conclusion, the people of Red Deer are largely satisfied with their city and community. When we asked for their thoughts, the prevailing sentiment was one of wanting “more.” More of our beautiful parks and trails, more cultural and recreational opportunities, more industry and enterprise, more growth and housing done right, and more focus on environmental sustainability to ensure our community thrives for future generations.

Envisioning the future and anticipating its needs is challenging. However, the general consensus is to build upon our solid foundation and elevate our community to the next level, ensuring that no one is left behind.



UTILIZED BY OUR COMMUNITY

Development of the 2050 Vision will be The City's long-term vision for the community and organization, developed through public participation with our community to shape our shared future. The vision is a key component of The City's Integrated Planning Framework referenced in the diagram below. The Integrated Planning Framework (IPF) shows how all our work aligns from our vision through to our enabling processes.



The new vision will be a foundational document in supporting the development of The City's new Official City Plan. The Official City Plan (OCP) guides and directs future growth and development for Red Deer, ensuring orderly, economical, and beneficial development while balancing the environmental, social, and economic needs and desires of the community.

MONITORED FOR PROGRESS

To measure our community's efforts (resulting in observable changes) a system of evaluation will take place. This will encourage the collection of the impacts of many efforts rather than only measuring those of local government.

By monitoring progress and committing to regular cyclical reporting, we can all be actively aware of the trends, respond to

changes required and celebrate successes. This monitoring effort will be led by City of Red Deer staff.

Each Desired State(ment) will have identified indicators based on available data and leading practices to support the community in understanding if our efforts are making a difference and to understand how we are doing.

Indicators may evolve over time as we gain access to different types of information. By doing so, we become more responsive to the evolving needs of our community while maintaining our charted course to Red Deer's Vision 2050. Some indicator examples may look like:

PEOPLE

- Percentage of Red Deerians who are proud to live in Red Deer (source: Community Survey)
- Percentage of Red Deerians who volunteer (source: Community Survey)

PLACES

- Percentage of Red Deerians with access to infrastructure and amenities that improve their quality of life (source: Community Survey)
- Resident satisfaction with municipal amenities and facilities (source: Citizen Satisfaction Survey)

CULTURE

- Percentage of Red Deerians who state they have a sense of belonging (source: Community Survey)
- Percentage of Red Deerians who identify arts and culture as a strength of the community (source: Community Survey)

PROSPERITY

- Disposable income per household in Red Deer (source: Statistics Canada)
- Gross domestic product per capita in Red Deer (source: Conference Board of Canada)
- Percentage Growth of population of City of Red Deer (source: Statistics Canada)
- Percentage of growth in assessment tax base (source: City of Red Deer data)

ENVIRONMENT

- Red Deer's air quality (source: GoA)
- Red Deer's water quality (source: GoA)
- Red Deer's energy use (source: GoA)

MAINTAINED BY OUR COMMUNITY

A collective impact approach involves bringing together diverse stakeholders from various sectors of a community to collaboratively address complex opportunities. This approach emphasizes the importance of shared vision, shared goals, coordinated action, continuous communication, and mutually supportive activities.

A collective impact's value in implementing community initiatives lies in its ability to leverage the strengths and resources of multiple stakeholders, leading to more effective and sustainable solutions. By fostering collaboration and alignment among organizations, government agencies, businesses, non-profits, and community members, collective impact can achieve greater impact than individual efforts alone. Additionally, it promotes transparency, accountability, and inclusivity, ensuring that the voices and needs of all community members are considered and addressed. Ultimately, collective impact facilitates long-term systemic change by mobilizing collective action towards a common vision.

You, your neighbourhoods, your organizations, and your businesses are encouraged and welcomed to join others in contributing to this shared community vision.

Let's challenge and support each other to follow our guiding stars.

Ask yourself, how could I help Red Deer achieve our vision of being: grounded in connection, growing in diversity, and vibrant and visionary?

Formal collectives and informal contributions will be required for many years to enable Red Deer's vision. We'd love to hear from you on how you and others are collaborating to contribute. To share your stories, please go to reddeer.ca/vision2050.

Watch for opportunities to participate in upcoming conversations at engage.reddeer.ca