



## Request for Proposal

### Red Deer D.R.I.V.E. Brand Value Proposition & Creative Strategy Development

**Responses Due:** August 31, 2026

**Red Deer D.R.I.V.E. Economic Development Association**

4909 49 St, Red Deer, AB T4N 1V1 Suite 503

Contact: [ceo@reddeerdrive.ca](mailto:ceo@reddeerdrive.ca)

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## 2. Introduction

Red Deer D.R.I.V.E. Economic Development Association (D.R.I.V.E.), in collaboration with the City of Red Deer, Tourism Red Deer, Westerner Park and Red Deer & District Chamber of Commerce invites qualified creative agencies to submit proposals for developing a unified **value proposition and brand strategy** for Red Deer D.R.I.V.E.

This brand will serve as the overarching narrative for economic development, tourism, events, and community vitality. It must position Red Deer as "**Canada's Centre of Opportunity**" (or a refined equivalent), leveraging strengths like central location, healthcare transformation (\$1.8B hospital expansion), industrial assets, talent pipeline, and quality of life.

The successful agency will deliver creative assets for a January 2027 launch. The process must be efficient (target completion in 4-5 months).

Proposals must be submitted electronically.

## 3. Timelines

- RFP Release: August 10, 2026
- Deadline for Questions: August 20, 2026
- Proposal Submission: 2:00 PM August 31, 2026
- Shortlisted Vendors Notified: September 10, 2026
- Presentations/Meetings: September 15, 2026
- Successful Vendor Notified: September 18, 2026
- Project Kick-off: September 25, 2026
- Brand Launch: January 2027

## 4. Definitions

- D.R.I.V.E.: Red Deer D.R.I.V.E. Economic Development Association (Developing Regional Innovation, Ventures & Entrepreneurship)
- "City of Red Deer" refers to the municipal government of the City of Red Deer
- "Civic Partners" refers primarily to the City of Red Deer, Tourism Red Deer, Red Deer & District Chamber of Commerce, Westerner Park
- "Request for Proposal or "RFP" means this document including attached appendices.

- "Contracting Manager" means the person identified in clause 15 of this RFP.
- "Vendor" means an organization responding to this RFP.
- "Proposal" means a Vendor's response to this RFP and includes all of the Vendor's attachments and presentation materials.
- "Selection Committee" means the committee that will be reviewing RFP proposals and overseeing work on this project. The committee is made up of representatives from DRIVE, Tourism Red Deer, Red Deer & District Chamber of Commerce, Westerner Park
- "Services" means the duties, tasks, and responsibilities of the Vendor as described in this RFP.
- Vendor/Agency: Organization responding to this RFP.

## 5. Standard Form Contract

By submitting a Proposal, a Vendor acknowledges it agrees that the terms and conditions of this RFP are incorporated by reference into its Proposal. If a Vendor's Proposal is accepted the Vendor will be expected to execute D.R.I.V.E's standard contractor agreement. Vendors who are unwilling to abide by these standard terms and conditions should not submit a Proposal.

## 6. Vendors Questions

All questions regarding this RFP must be directed via email to [ceo@reddeerdrive.ca](mailto:ceo@reddeerdrive.ca). Enquiries and responses may be recorded and may be distributed to all Vendors.

In order for D.R.I.V.E to deal effectively with Vendor questions or concerns about any terms, conditions or requirements of this RFP, including the standard terms and conditions, such questions or concerns must be communicated in writing to [ceo@reddeerdrive.ca](mailto:ceo@reddeerdrive.ca) in accordance with the Timeline indicated in clause 3 above. Questions received after this time will be answered if, in the opinion of D.R.I.V.E, the circumstances warrant and time permits.

## 7. Conflict of Interest

Vendors must fully disclose, in writing on or before the Proposal Submission Date of this RFP, the circumstances of any possible conflict of interest or what could be perceived as a possible conflict of interest then known to Vendor between the Vendor and D.R.I.V.E and/or the Selection Committee. D.R.I.V.E may reject any Proposal where, in the opinion of D.R.I.V.E, the Vendor is or could be perceived to be in a conflict of interest.

## 8. Vendor Expenses

The Vendor is responsible for all costs of preparing and presenting its Proposal.

## 9. Confidentiality

All information provided by or obtained from D.R.I.V.E, Tourism Red Deer, Red Deer & District Chamber of Commerce, Westerner Park and the City of Red Deer in any form in connection with this RFP either before or after the issuance of this RFP, including any confidential information is the sole property of D.R.I.V.E, Tourism Red Deer and the City of Red Deer and must be treated as confidential; is not to be used for any purpose other than replying to this RFP and the performance of any subsequent contract; must not be disclosed without prior written authorization from D.R.I.V.E; and must be returned by the Vendor to D.R.I.V.E, or destroyed if held in electronic format, immediately upon the request of D.R.I.V.E.

## 10. Background

Over the past several years, the City of Red Deer has worked to strengthen economic development efforts. Red Deer D.R.I.V.E. Economic Development Association launched as a new arms-length, non-profit corporation designed to accelerate the region's economic competitiveness, strengthen business retention and expansion (BR+E), and attract high-value investment across priority sectors.

D.R.I.V.E. operates with a modern governance model driven by private-sector engagement and a membership-based structure (100+ business representation). It serves as the unified investment attraction engine for Red Deer - coordinating partners, eliminating duplication, and proactively pursuing opportunities in health sciences, digital infrastructure, energy transition, advanced manufacturing, agri-food, tourism/events, and more.

Key strategic context includes:

**Central Location Advantage:** Red Deer sits at the geographic centre of Alberta, with 80% of the province's population within a 2-hour drive, supported by major transportation corridors (Highway 2), industrial assets, power infrastructure, and regional airport potential.

**Major Anchors:** The \$1.8B regional hospital expansion (creating ~10,000 direct/indirect jobs) and Red Deer Polytechnic position the area as an emerging health sciences and talent hub.

**D.R.I.V.E.'s Impact Action Committees:** Volunteer-driven groups focused on strategic pillars initiatives (e.g., HealthTech, Data innovation, Community Vitality, Advanced Manufacturing and Technology Innovation, Energy Innovation, Tourism/Sports & Events, Agriculture & Food).

**City Council Investment:** Annual funding from the City of Red Deer to deliver measurable outcomes in business retention/expansion, investment attraction, workforce development, commercial tax base growth, and regional collaboration.

Recent stakeholder consultations and strategic planning have highlighted the need for a unified, compelling brand and value proposition that tells a cohesive story of Red Deer as “Canada’s Centre of Opportunity” — a dynamic, affordable, innovative mid-sized city distinct from larger centres like Calgary and Edmonton. This brand must integrate economic development, tourism (via Tourism Red Deer), events (Westerner Park), education (Red Deer Polytechnic) and community vitality, while inspiring shared ownership among D.R.I.V.E.’s 100+ members, civic partners, Council, businesses, and residents.

The brand will serve as the foundation for confirming and activating priority economic sectors, supporting consistent storytelling across channels, and positioning Central Alberta for sustainable growth. D.R.I.V.E. now seeks a creative partner to bring this vision to life through engagement and high-impact deliverables, with a targeted public launch in January 2027.

## 11. Purpose of the Project

Partner with an agency to develop and activate a compelling, shared value proposition and brand identity for Red Deer/D.R.I.V.E that integrates economic development, tourism, events, and community assets. The brand will foster ownership among members (100+), council, partners, and residents, and launch publicly in January 2027.

## 12. Objective of the Project

Create a differentiated, authentic narrative that positions Red Deer as a dynamic mid-sized hub—affordable, central, innovative, and livable—distinct from Calgary/Edmonton and other Alberta communities. It must drive investment attraction, business retention/expansion, talent attraction, tourism growth, and regional collaboration. The brand will inform confirmation of priority economic sectors via the Impact Action Committees.

## 13. Deliverables

**Engagement & Research:** Website surveys with 100+ active D.R.I.V.E. membership and City Council (and other stakeholders as needed). Workshop with Board members from D.R.I.V.E.

**Value Proposition & Brand Strategy:** Refined core narrative, positioning, key messages, visual/verbal identity guidelines (considering partner alignment, e.g., Tourism Red Deer, Red Deer & District Chamber of Commerce, Westerner Park).

**Creative Assets:**

- Branding guidelines
- Social media campaign (templates, launch posts).
- Print ads for publications.

- Videos: 3 Short 15-45 second segments for launching the new brand campaign— emotional, memorable, evocative of opportunity, vitality, and Central Alberta’s essence
- New website launch support (content, imagery, integration).
- High-quality photo imagery library.

**Activation Playbook:** Guidelines for partners/members to use the brand consistently.

**Launch Support:** Materials and plan for January 2027 rollout.

Other innovative suggestions welcome.

Provide detailed approach, timeline and work plan.

D.R.I.V.E. will provide background strategic documents (e.g., business plan, pillars, Impact Action Committees) upon NDA if needed.

## 14. Fees and Payment Terms

Proposals should include a full breakdown of the Vendor’s fees and disbursements in completing the Services. Please include the following with breakdown of costs:

- Breakdown of costs per deliverable
- Per diem rates;
- Travel, if required;
- Administration overhead;
- IT costs;

Prices must be stated in Canadian funds and inclusive of all taxes except for GST, which should be itemized separately.

Please provide options for the project team to contribute to reduce project costs and be prepared to consider which aspects of the proposal might be optional.

## 15. Contracting Manager

For the purposes of the provisions of information surrounding this contract or the administration of the contract, the Contracting Manager is:

Michelle Tetreault  
CEO D.R.I.V.E.  
Email: [ceo@reddeerdrive.ca](mailto:ceo@reddeerdrive.ca)

## 16. Proposal Evaluation Criteria

Vendors should be aware that certain mandatory requirements have been set out in the Evaluation form. Proposals that fail to provide these requirements may not be evaluated. See Appendix A for Report and Evaluation criteria.

## 17. Submission Information

Proposals must be received by email before 14:00 MDT, August 31, 2026

Attention: Michelle Tetreault, CEO

Email: [ceo@reddeerdrive.ca](mailto:ceo@reddeerdrive.ca)

### Format and Outline of Responses

Proposals must be provided as a single bookmarked PDF file. The total length (excluding cover and resumes should not exceed 15 pages. Proposals must follow the structure below unless otherwise approved in writing.

When assembling your proposal, follow the sequence below, presenting each element as a clearly headed section rather than a series of bullet points.

- Cover Letter
- Table of Contents
- Executive Summary
- Project Understanding & Approach
- Engagement Plan
- Team & Experience
- Work Plan & Timeline
- Fee Proposal

D.R.I.V.E may elect to not consider any proposal that:

- Is received after the exact time and date noted above.
- Does not indicate the request for proposal's title, closing date and Vendor's name on the proposal in response to the RFP;
- Is delivered to an email address other than that provided above

## 18. D.R.I.V.E Reservation of Rights

D.R.I.V.E reserves the right:

- To not consider, or to reject, any or all Proposals in whole or in part for any reason whatsoever in its sole and absolute discretion;
- To accept any proposal in whole or in part, even if it does not comply with the terms of this RFP or is not the highest rated proposal in accordance with the evaluation criteria;
- To short list Vendors, and require a presentation by the Vendors short-listed and/or the provision of additional information by such short-listed Vendors;
- To, at any time, add, delete or modify this RFP and to have the Vendors advise D.R.I.V.E of the effect of such changes on their Proposal and/or have the Vendors resubmit their Proposals in light of same;
- To negotiate at any time with any one or more of the Vendors to the exclusion of the other Vendors; and
- To not proceed, for any reason, with this RFP or the project contemplated in this RFP.

## 19. Intellectual Property

Unless otherwise agreed and confirmed in writing:

(a) All material, including but not limited to programs, reports, notes, maps, drawings, photographs, data, forms and other records prepared, created, written or recorded by ("IP"): (a) the Vendor, or (b) D.R.I.V.E or (c) the Vendor and D.R.I.V.E jointly, in connection with the Services under any agreement incorporating the terms and conditions of this RFP, a proposal, or as a deliverable under any agreement arising therefrom (an "Agreement"), will be the property of D.R.I.V.E, accordingly, the Vendor hereby assigns to D.R.I.V.E all rights, title and interest it may have from time to time in such material and all intellectual property rights therein will vest in D.R.I.V.E.

(b) During the term of the relevant Agreement, the Vendor shall have a non-exclusive, non-transferable license to use such IP of DRIVE and Tourism Red Deer. Upon the termination or completion of a specific project or Agreement, the Vendor will promptly return such material to D.R.I.V.E whether completed or not. Notwithstanding the preceding sentence, the Vendor may retain for archival purposes a single copy of each item of such material; and

(c) Every invention, discovery or improvement developed by the Vendor in the course of, or in connection with, performing the Services under an Agreement where the invention, discovery or improvement has been initiated or directed or specifically requested by D.R.I.V.E, will be the property of D.R.I.V.E, and, accordingly, the Vendor hereby assigns any developed to D.R.I.V.E. The Vendor will cooperate fully in the establishment and maintenance of all intellectual property rights accruing hereunder to D.R.I.V.E. This provision will survive the termination of any Agreement and to the extent necessary or desirable, the Vendor will take such actions as are reasonably requested by D.R.I.V.E after termination of an Agreement with respect to intellectual property rights created during the term of the Agreement.

The parties acknowledge and confirm that any intellectual property that was developed prior to the relevant Agreement, or that was developed by the Vendor independently from such Agreement with

D.R.I.V.E, Tourism Red Deer, Red Deer & District Chamber of Commerce, Western Park and the City of Red Deer or that was developed at the sole initiative of the Vendor without any prior initiation or direction or request from D.R.I.V.E, Tourism Red Deer, Red Deer & District Chamber of Commerce, Western Park and the City of Red Deer will be outside the scope of this clause 16.

If the Vendor needs access to data of D.R.I.V.E in order to carry out Services under an Agreement incorporating the terms and conditions of this RFP, D.R.I.V.E will grant a non-exclusive, non-assignable license to have access to and to use that data.

## 20. No Further Contract or Liability Arising from RFP Process

By submitting a Proposal, the Vendor agrees and acknowledges that:

- Nothing in this RFP nor the submission of the Proposal nor the review and consideration of the Proposal by D.R.I.V.E nor any communication between the parties in relation to the RFP or the Proposal will operate to obligate any party to enter into any further business relationship with the other party and, in particular, if DRIVE decides to engage the Vendor in connection with any Proposal or the subject matter of the RFP then such engagement may only occur pursuant to a written agreement that has been signed by both parties and, absent such written agreement, D.R.I.V.E will have no further liability or obligation to the Vendor in connection with the subject matter of the RFP;
- The Vendor is participating in this RFP process at its sole risk and expense, and D.R.I.V.E will not be liable to the Vendor for any costs, expenses or liabilities incurred by the Vendor in any way arising in connection with the Vendor's participation;
- D.R.I.V.E has made no representations other than those expressly stated in this RFP;
- D.R.I.V.E has the right to cancel this RFP at any time, D.R.I.V.E may reissue this or a similar request for Proposal at any time, for any reason whatsoever or decide not to reissue it for any reason, without incurring any liability and no Vendor will have any claim against DRIVE as a consequence; and

The Proposal and any accompanying documentation submitted by the Vendor will become the property of D.R.I.V.E and will not be returned

## Appendix A: Evaluation Criteria

This RFP draws structure and best practices from similar processes while tailoring to D.R.I.V.E.'s context and accelerated timeline. Agencies should demonstrate ability to deliver high-impact creative that builds excitement and unity.

For questions or to declare intent (for background docs), contact [ceo@reddeerdrive.ca](mailto:ceo@reddeerdrive.ca)

### **APPENDIX A – EVALUATION CRITERIA**

### **Red Deer D.R.I.V.E. Brand Value Proposition & Creative Strategy Development**

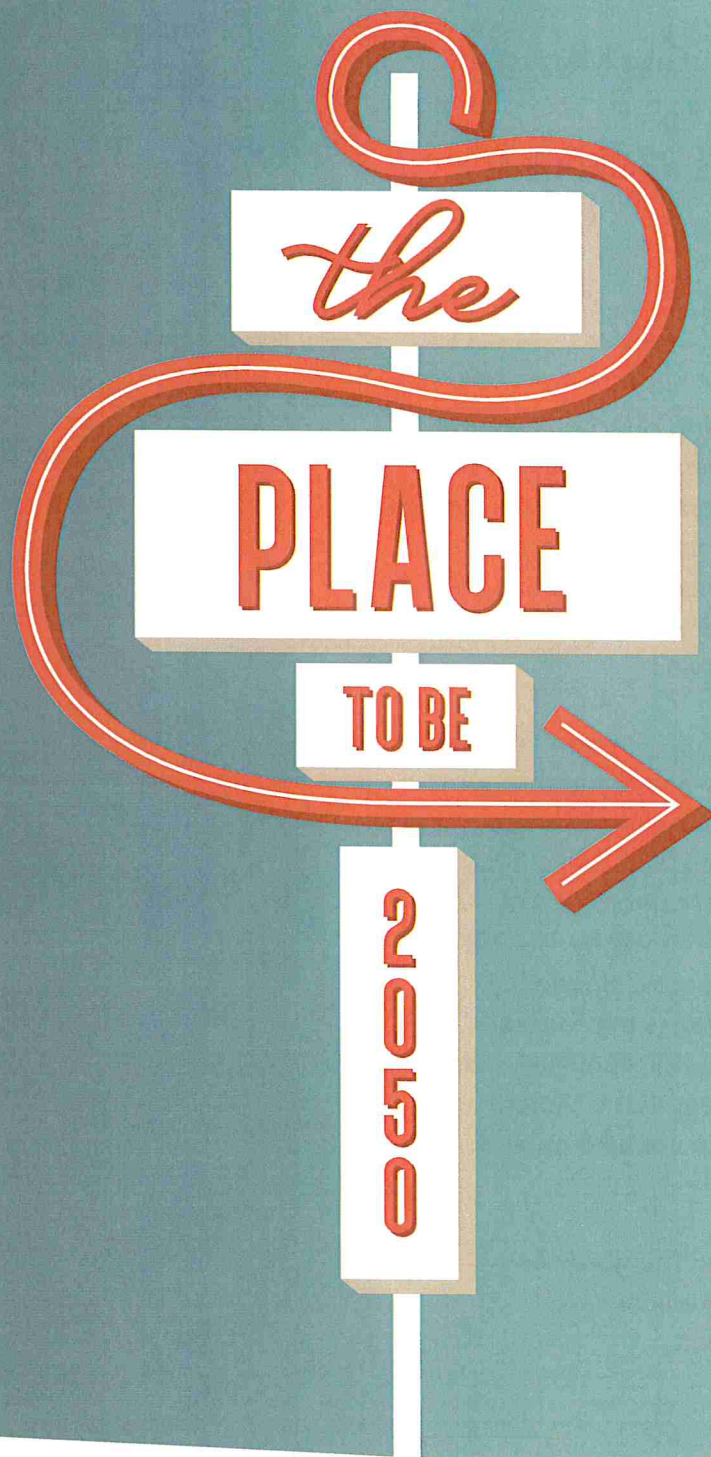
#### **A. Written submission: 65%**

| Criteria                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Possible Points | Mark | Comments |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|------|----------|
| Quality of submission:<br>1. Clear and concise<br>2. Quality of writing                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 10              |      |          |
| Team competence and resources:<br>1. Experience of the project team, including the following competencies:<br>a. Experience building value propositions and brands and their creative platforms<br>b. Knowledge of brand strategy, and creative strategy<br>c. Knowledge of Red Deer and Regional economic development strengths and weaknesses<br>d. Experience with partner/community engagement<br>e. Ability to develop creative assets that support brand frameworks and storytelling (with creative examples)<br>2. Relevancy of past projects (work from 2 – 3 projects must be provided; references are encouraged) | 30              |      |          |
| Approach and deliverable content:<br>1. Alignment to RFP requirements is clear<br>2. Approach & methodology<br>a. Creativity/innovativeness of approach<br>b. Clarity of approach to meet set objectives and outcomes<br>a. Deliverables meet all criteria and requirements set out in the RFP<br>3. Project management including:<br>a. Clear and feasible schedules, work plans, and timelines<br>b. Progress reporting (budget and project updates)                                                                                                                                                                      | 40              |      |          |
| Fees (ranked separately):<br>1. Fees have been clearly outlined and are competitive                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 20              |      |          |

|                                        |            |  |  |
|----------------------------------------|------------|--|--|
| 2. Breakdown of fees and disbursements |            |  |  |
| <b>TOTAL</b>                           | <b>100</b> |  |  |

**B. Presentations: 35%**

Only shortlisted candidates will be asked to develop a presentation at which time instructions and evaluation criteria will be shared.



RED DEER<sup>2050</sup>

A Message from the City Manager,

*Tara Lodewyk*

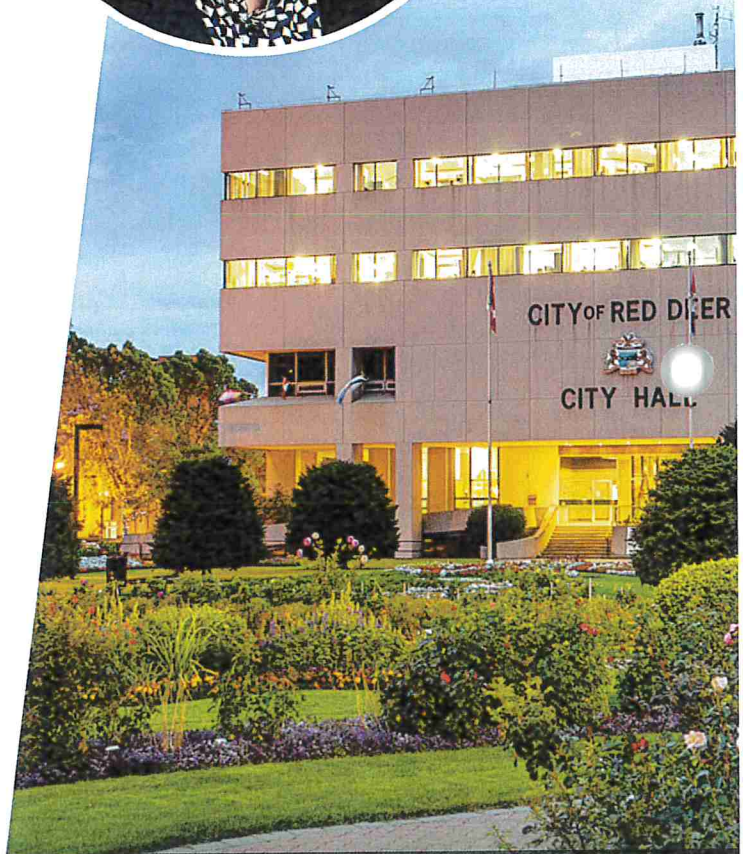
Dear Red Deerians,

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<br>Ken Johnston            | • Councillor<br>Cindy Jefferies |
| • Councillor<br>Kraymer Barnstable | • Councillor<br>Chad Krahn      |
| • Councillor<br>Bruce Buruma       | • Councillor<br>Lawrence Lee    |
| • Councillor<br>Victor Doerksen    | • Councillor<br>Dianne Wyntjes  |
| • Councillor<br>Vesna Higham       |                                 |

# *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:*

#### **GROUND**ED 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<sub>(MENTS)</sub>

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

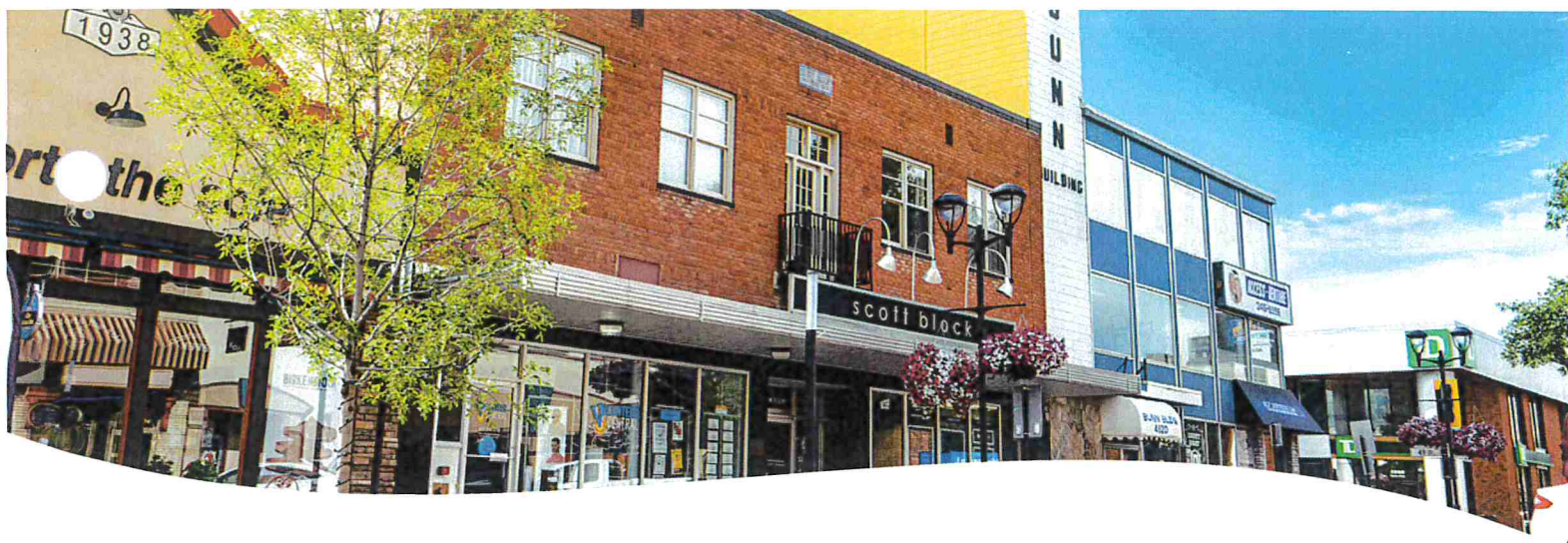
The value of a vision truly sits within the ability to chart our community's course towards a sustainable and successful future. The elements within sustainable and successful change over time, however, there will always be a community desire and expectation to evolve over time to a desired state.

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?

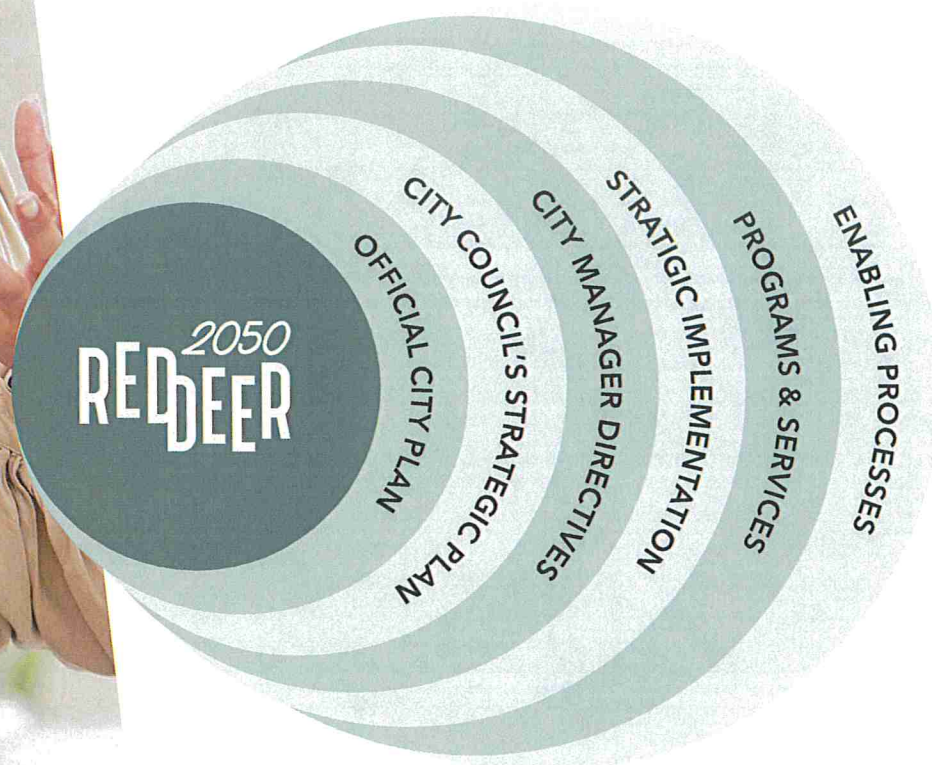
- Good leaders
- Infrastructure
- Community engagement
- Inclusion and diversity
- Support for the unhoused people
- Clean downtown
- Proactively address crime

**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](http://reddeer.ca/vision2050).

Watch for opportunities to participate in upcoming conversations at [engage.reddeer.ca](http://engage.reddeer.ca)

