

2002–2005 Strategic Plan



2002–2005 Strategic Plan

Our Purpose

To provide effective, accessible municipal government that responds to community needs using skilled leadership and a progressive, balanced approach.

Our Vision

People committed to providing service and opportunities to enhance the quality of life for all... with the spirit to make it happen!



Table of Contents

Our Strategic Plan	2
Our Cornerstone Values, Vision, and Purpose	4
Our Guiding Principles	5
Our Goals and Strategies by Focus Area	6
1. Community Development	6
1.1 Community and Leisure Activities	6
1.2 Environment	6
1.3 Utilities	7
1.4 Social Responsibility	7
1.5 Community and Land Use Planning	8
1.6 Transportation	8
1.7 Protective and Emergency Services	9
1.8 Regional Role	9
2. Economic Development	10
2.1 Promotion and Marketing	10
2.2 Land Development	11
3. Organization Development	12
3.1 Consultation	12
3.2 Planning	12
3.3 Service Delivery	13
3.4 Organization Environment	14
3.5 Staffing	14
3.6 Learning	15
3.7 Technology	15
3.8 Volunteerism	15
4. Financial Development	16
4.1 Financial Responsibility	16
4.2 Financing Tools	17
4.3 Budgeting and Accountability	17
Our Leaders	18
Our Thanks	19



Our Strategic Plan

What it is

The City of Red Deer's Strategic Plan is a guide for our organization as we shape municipal programs and services for our citizens. It states our organizational values, vision, purpose, and guiding principles and sets out goals and strategies in the focus areas of Community, Economic, Organization, and Financial Development.

Why we have it

The Strategic Plan steers our organization along the course that has been communicated to us through the Vision 2020² process, the Community Visioning Workshop³, and the many consultation and planning processes in recent years.

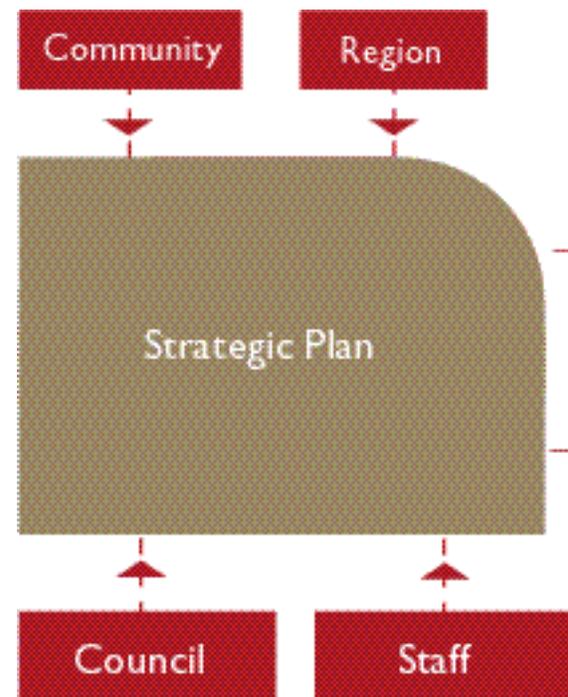
How it influences us

The Strategic Plan reflects the collective values of Council and staff that communicate what is most important in our relationships and our work.

The Plan provides the guiding principles that help us focus on and communicate to others, how we will carry out the work that we do. It sets out goals and strategies that reflect the vision we have for Red Deer and our organization. Some of these goals will be achieved during this Council's term. Others are long-term challenges that our organization will strive to address over time.

The Strategic Plan forms the base for all of our planning. The details that support this Plan are found in a number of corporate and community driven long-range plans, which focus on specific areas of our operation. Business plans are developed by each department to set out what and how the department will contribute to our organizational vision and purpose. Employees develop individual work plans, which focus on key areas of the work that each does to help us succeed as an organization.

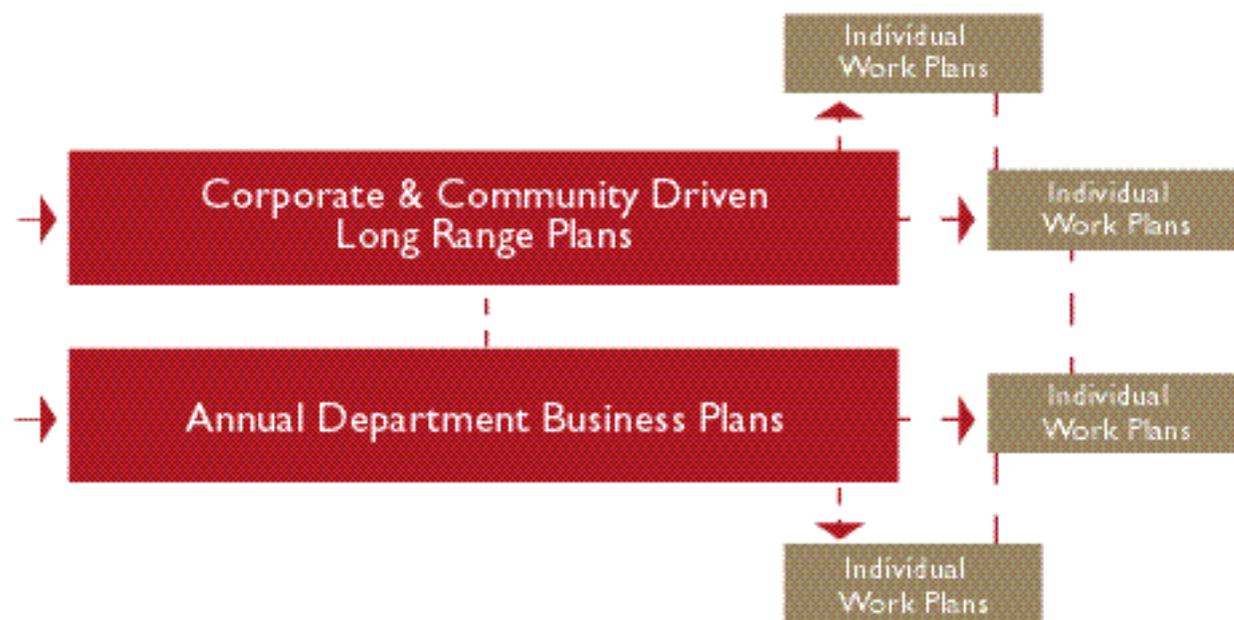
Our Strategic Plan influences the expectations we set and the contracts we enter into with our partner organizations.



¹ We refers to The City of Red Deer municipal government organization and its members.

² Vision 2020 is a document developed in 1989, based on a broad community and internal consultation process that shaped an image of our city in the future.

³ The Community Visioning Workshop, held on May 11, 2001, affirmed the Vision 2020 Planning Principles and suggested some new strategic directions.



How it stays relevant

This City of Red Deer Strategic Plan was adopted by City Council on July 2, 2002. It is revised every three years to reflect changing demographics, community needs, opportunities, and expectations.

What success will look like

Our actions reflect our vision, cornerstone values, guiding principles, and our goals and strategies.

The Strategic Plan forms the base for all of our planning. The details that support this Plan are found in a number of corporate and community driven long-range plans, which focus on specific areas of our operation.

Our Cornerstone Values, Vision & Purpose



Our Cornerstone Values—RISE

E Excellence – We strive for quality in all that we do.

S Service – We are committed to serving our community.

I Integrity – We are honest, responsible, and trustworthy.

R Respect – We treat others the way we want them to treat us.

Our Vision

People committed to providing service and opportunities to enhance the quality of life⁴ for all ... with the spirit to make it happen!

Our Purpose

To provide effective, accessible⁵ municipal government that responds to community needs using skilled leadership and a progressive,⁶ balanced approach.

⁴ Quality of Life includes those things that affect the desirability of Red Deer as a place to live.

⁵ Accessible refers to minimizing the physical, mental and financial barriers to information, programs, and services for which we are responsible.

⁶ Progressive refers to "forward-looking" and innovative.

Our Guiding Principles

Accessibility

We will make basic municipal services available to all citizens.

Communication

We will communicate clearly in all aspects of our work and consult with others to help us make informed decisions.

Innovation

We will solve problems in creative and practical ways to meet the diverse needs of our organization and community.

Leadership

We will develop leaders and contribute leadership to strengthen and enhance our organization and community.

Learning

We will support learning as an important path for individuals to contribute to our success.

Our People

We will value one another's contributions and make safety and wellness high priorities.

Planning

We will carry out sound planning to anticipate the future and to provide direction that leads to positive outcomes.

Preservation

We will protect our community assets and respect and use our resources wisely.

Risk Management

We will evaluate risks and long term benefits to our organization and community, and be accountable for how we manage the resources entrusted to us.

Service

We will focus on serving our community well.

Volunteerism

We will support and celebrate volunteers in our community and encourage volunteerism.



Community Development



I. Community Development

All citizens should have the opportunity to live in a clean, caring, healthy, and attractive community, to participate in programs, and to benefit from services that contribute to their quality of life.

I.1 Community and Leisure Activities

Our Goal

To ensure opportunities are available for all citizens to participate in and enjoy community and leisure activities⁷ in Red Deer.

Strategies

- 1.1.1 Maintain a commitment to offer accessible, basic⁸ community and leisure programs, services, and opportunities.
- 1.1.2 Set program priorities, standards, and service levels, while taking into account demographic⁹ trends and sustainability¹⁰.
- 1.1.3 Support and facilitate community groups and agencies in their development and delivery of leisure and community activities.
- 1.1.4 Support and maintain The City's Municipal Integration Strategy regarding access for people who live with disabilities.

⁷ Community and Leisure Activities include recreation, culture, family and individual development, and others that contribute to quality of life.

⁸ Basic refers to entry-level programs, activities, or services.

⁹ Demographics are population statistics such as births, family composition, ethnic background, income, etc.

¹⁰ Sustainable refers to the ability to carry a decision forward into the future in a fiscally sound, environmentally responsible, and socially healthy manner.



1.2 Environment

Our Goal

To ensure that Red Deer develops and sustains an attractive, clean, healthy, and ecologically sound natural and built environment, while providing a climate for community and economic growth.

Strategies

- 1.2.1 Maintain and review environmental standards for municipal infrastructure and services.
- 1.2.2 Preserve escarpments and natural areas to ensure that green space and community linkages extend into new areas as our city grows.
- 1.2.3 Support and facilitate programs and initiatives that increase awareness and encourage conservation of all of our resources.
- 1.2.4 Research and develop a strategy to assess and determine our involvement in a broad range of environmental initiatives.



1.3 Utilities

Our Goal

To provide safe, adequate, and reliable utility systems to meet ongoing community needs, while exploring environmentally sound alternatives.

- 1.3.1 Provide a safe and adequate water supply to meet the needs of the community as it grows.
- 1.3.2 Work with neighbouring municipalities, provincial and federal agencies, community and other appropriate groups, to respect and manage our resources within the Red Deer River Basin¹¹.
- 1.3.3 Explore the feasibility of developing regional utility systems, while working with neighbouring municipalities in the Central Alberta Region.



1.4 Social Responsibility

Our Goal

To facilitate the planning, development, and delivery of social programs that support individuals, families, and a healthy community.

Strategies

- 1.4.1 Maintain a commitment to preventive social programs.
- 1.4.2 Fund and provide support to community agencies in delivering social programs, rather than providing direct service delivery.



Community Development



- 1.4.3 Work in partnership with provincial and federal governments and community organizations to facilitate community awareness and cooperation in:
 - identifying the increased social issues of a growing community;
 - determining responses; and
 - delivering programs.
- 1.4.4 Continually assess our organization's appropriate role, as we partner to address social needs, including housing, in the community.

I.5 Community and Land Use Planning

Our Goal

To ensure that land use policies, development guidelines and procedures support sustainability and a vision focused on quality of life.

Strategies

- 1.5.1 Conduct land use planning that considers fiscal, environmental, and social sustainability.
- 1.5.2 Plan, in consultation with citizens, to effectively manage the issues that are associated with growth, such as infrastructure, urban sprawl, increased traffic, and others.
- 1.5.3 Plan for an appropriate mix of parks, natural areas, residential, commercial, industrial, and institutional land uses.
- 1.5.4 Develop and monitor policies and guidelines to support revitalization¹² of existing areas where feasible.
- 1.5.5 Continue to support the development of the Greater Downtown as a vibrant and attractive focal point of the community.
- 1.5.6 Plan for community and economic growth, while providing a balance in preserving and maintaining environmentally sensitive areas, historic resources, and other significant features.
- 1.5.7 Work with elected and administrative officials in Red Deer County to ensure a coordinated approach to land use planning.

I.6 Transportation

Our Goal

To maintain an effective and sustainable transportation system¹³ that responds to the changing needs of our citizens.

Strategies

- 1.6.1 Provide roadway, trail, and other systems that address the need for safe transportation in our city.
- 1.6.2 Analyze the transportation needs of our city, considering the impact of growth and how best to plan for all forms of transportation.

¹² Revitalization refers to improvements in the physical, social, and environmental well being of a neighbourhood and may include infill and/or renewal.

¹³ Transportation system refers to all types of transportation including public transit, walking and cycling routes, roads, and others.



- 1.6.3 Maintain a safe and effective public transit system and promote its benefits to citizens.
- 1.6.4 Support methods of special transportation that respond to the needs of our citizens.
- 1.6.5 Work with the Red Deer Regional Airport Authority partners to support and promote effective air transportation in the Region.

1.7 Protective and Emergency Services

Our Goal

To provide our citizens with a safe and healthy living environment, through the cooperative efforts of our police, fire, ambulance, E911, inspections, disaster service providers, and community members.



Strategies

- 1.7.1 Monitor changing emergency response needs and determine appropriate levels of service as our city grows.
- 1.7.2 Support community-based policing¹⁴ to address the law enforcement and crime prevention needs of our community.
- 1.7.3 Develop and implement public education and prevention programs in all areas of protective and emergency services.
- 1.7.4 Work with and contract where appropriate, community agencies and surrounding municipalities, to deliver innovative, regional protective, emergency and disaster services.



1.8 Regional Role

Our Goal

To develop and maintain strong, mutually respectful, and productive partnerships with urban and rural municipalities in Central Alberta, to enhance the quality of life for our citizens and those in the Region.

Strategies

- 1.8.1 Maintain effective communication links with Central Alberta municipalities.
- 1.8.2 Take a leadership role in coordinating or directing projects and submissions, and in collectively lobbying the Provincial Government for fair responses to our regional rural and urban needs.
- 1.8.3 Seek opportunities for cost-effective cooperation with other regional communities to share assets and expertise, as resources permit.



Economic Development



2. Economic Development

Our citizens should have access to economic opportunity¹⁵ in a community that values sustainable growth.

2.1 Promotion and Marketing

Our Goal

To foster local business retention and to attract diverse, long term economic growth, including tourism, by a partnered approach to marketing Red Deer and Central Alberta.

Strategies

- 2.1.1 Develop and maintain partnerships with municipalities, the Province, business, and other stakeholders, to facilitate new economic development initiatives and investment in Red Deer and across the Region.
- 2.1.2 Identify service gaps and opportunities to actively market the Red Deer Region as a place well suited for business and industry.
- 2.1.3 Assess our regulations, protocols, and practices, and facilitate development to minimize obstacles, where practical and appropriate.
- 2.1.4 Promote our amenities, including recreation facilities, parks, human services, heritage, culture, and other attractions in Red Deer and Central Alberta, as assets to support a quality lifestyle, the growth of tourism, and economic development.

¹⁵ Economic opportunity refers to prospects to earn a living.

- 2.1.5 Encourage activities, including trade shows, conventions, cultural, sporting, and other events that promote tourism where feasible for our organization and community.
- 2.1.6 Work with Red Deer County and other municipalities along the Highway 2 corridor, to develop and maintain an integrated economic development strategy.



2.2 Land Development

Our Goal

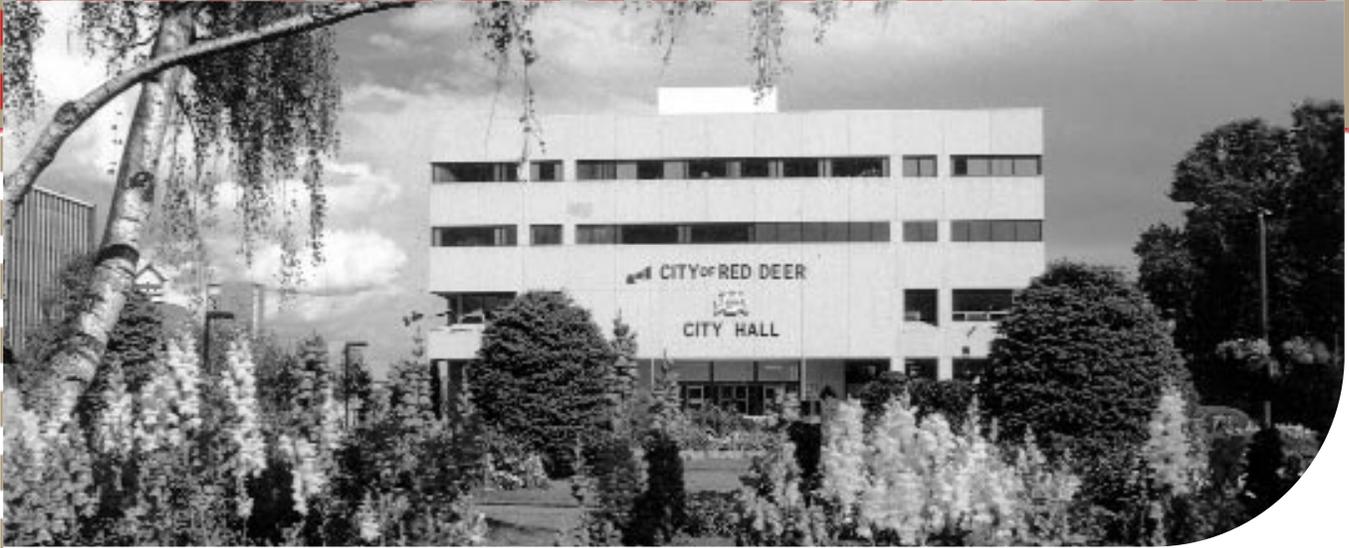
To play a key role in ensuring a timely supply of serviced residential, commercial, and industrial land, to support the economic and community development goals for Red Deer and the Region.

Strategies

- 2.2.1 Maintain The City's market share of residential lot sales up to a maximum of 25% annually, and actively encourage private sector participation in the needs assessment, development, marketing, and sale of all land uses.
- 2.2.2 Sell City land at market value and, where appropriate, make land available to developers based on approved land use plans.
- 2.2.3 Continue to work with Red Deer County, to achieve mutually acceptable growth patterns, including staged annexation or other options for residential, commercial, and industrial purposes, and complementary infrastructure.



Organization Development



3. Organization Development

We must work cooperatively, communicate effectively, and engage in learning on an ongoing basis, to be responsive and accountable to the community.

3.1 Consultation

Our Goal

To learn about community priorities, communicate with citizens, and assess their level of satisfaction with our services, facilities, and programs.

Strategies

- 3.1.1 Gather and consider information in a variety of ways, to help determine the facilities, services, and programs we should provide, and to know how we are doing.
- 3.1.2 Provide timely information that our citizens need to make choices and understand our decisions.

3.2 Planning

Our Goal

To plan and prepare documents that reflect a vision of our community's future.

- 3.2.1 Regularly review and update our strategic goals through a process of consultation with appropriate stakeholders.
- 3.2.2 Engage in future oriented planning¹⁶ that sets out goals and strategies to provide quality service in our community.

¹⁶ Recent examples of such plans include: Municipal Development Plan; Intermunicipal Development Plan; Area Structure Plans; Sustainable Communities Study; Community Services Action Plan; Neighbourhood Standards & Guidelines; Information Technology Master Plan; Emergency Services Master Plan; City of Red Deer Bicycle Master Plan Update; Waskasoo Park Master Plan; Water Treatment Master Plan; Wastewater Treatment Master Plan; Solid Waste Master Plan; and various area and subdivision development plans.



- 3.2.3 Support planning at the community level¹⁷ by working in partnership with organizations and people who contribute to our citizens' quality of life.
- 3.2.4 Prepare annual Department Business Plans, to prioritize the allocation of resources, to recommend service levels and actions required, and to identify how various changes in the community may affect our programs and services.
- 3.2.5 Annually update, and implement long-term infrastructure development, maintenance, and replacement plans, with a focus on maintaining and extending the life of existing infrastructure, and identifying and planning for future investments.
- 3.2.6 Consider all land, facility, and operational impacts of major development as part of infrastructure planning.

3.3 Service Delivery

Our Goal

To ensure that we provide programs and services for our community that address identified needs.

Strategies

- 3.3.1 Select from the following, the most effective way of providing service:
 - provide the service ourselves;
 - have other organizations provide the service; or
 - enter joint arrangements with other organizations.
- 3.3.2 Through the business planning process, review the services we offer and support to ensure they reflect demographics, community diversity, and changing needs.
- 3.3.3 Assess programs and service levels and modify or remove those that no longer serve the needs of the community.
- 3.3.4 Establish, review, and maintain appropriate standards for providing services, recognizing that the services needed in one area of our city may not be the same as those needed in another area.
- 3.3.5 Review service delivery and encourage the development of better and more efficient methods where warranted.
- 3.3.6 Assist contracted agencies, other groups, and individuals where appropriate, in achieving quality standards of service.



Organization Development



3.4 Organization Environment¹⁸

Our Goal

To provide a supportive work environment that helps us achieve our strategic goals and deliver quality services.

Strategies

- 3.4.1 Monitor and adjust our organization's structure to ensure that it supports our strategic direction.
- 3.4.2 Provide timely information that our organization's members require to understand decisions, make choices, and take action.
- 3.4.3 Provide our members with the authority¹⁹, resources, and support they require to carry out their roles effectively.
- 3.4.4 Regularly assess and adjust as needed, our roles and workloads, as the city grows and service demands change.
- 3.4.5 Acknowledge and value our members' accomplishments and contributions.

3.5 Staffing

Our Goal

To place qualified candidates in the jobs that need to be filled within our organization.

Strategies

- 3.5.1 Develop job descriptions and clearly communicate the competencies required, the authority assigned, the scope of work performance expected, and the accountability that ensues, for positions within our organization.
- 3.5.2 Maintain a succession plan to assist in meeting the long-term knowledge, skill, and leadership needs of our organization.
- 3.5.3 Provide a compensation package, working conditions, and the organizational environment to attract and retain qualified employees.
- 3.5.4 Work in partnership with schools and colleges in Central Alberta, to increase understanding of our organization's employment opportunities and to encourage graduate referrals.
- 3.5.5 Seek and participate in opportunities to market our organization as a positive place to work in a community that offers distinctive lifestyle amenities.

¹⁸ Organization Environment refers to all of the factors (physical surroundings, conditions) that influence people working in or dealing with our organization.

¹⁹ Authority refers to the permission/authorization to carry out certain actions or make decisions. Accountability for actions flows with delegated authority.



3.6 Learning

Our Goal

To provide opportunities for our employees to learn new skills and gain knowledge that enhances their ability to work well within our organization.

Strategies

- 3.6.1 Periodically review the learning needs of our members and support training opportunities to address these needs as resources permit.
- 3.6.2 Prepare development plans together with those employees who choose to learn and grow within our organization.
- 3.6.3 Build and implement systems that support cross-organizational learning, research, and development.

3.7 Technology

Our Goal

To make appropriate use of technology²⁰ to improve services and/or reduce costs.

Strategies

- 3.7.1 Explore, invest in, and support the technology required to carry out our organizational roles effectively.
- 3.7.2 Focus on technology that has been adequately tested and proven sound, while keeping the leading edge in sight.
- 3.7.3 Before implementing new technology, conduct cost benefit analyses that consider the obstacles to change from current practices.
- 3.7.4 Invest in new technology that complements existing technology and fits with current standards.

3.8 Volunteerism

Our Goal

To encourage volunteerism in the community and within our organization.

Strategies

- 3.8.1 Recognize our own volunteer work in the community.
- 3.8.2 Provide meaningful opportunities for citizens to volunteer in our organization and celebrate their contributions.
- 3.8.3 Provide training opportunities and support for volunteers who help our organization serve the community.
- 3.8.4 When recommending volunteer-based programs, services, and events, consider the community's capacity to volunteer and the ability of our organization to support volunteerism.
- 3.8.5 Partner with groups in the community to develop and celebrate volunteerism.

²⁰ Technology encompasses a broad range of applications, including for communicating, developing transportation systems, providing utilities, and delivering programs.

Financial Development



4. Financial Development

The long-term success of our organization depends on reliable, sustainable funding for ongoing services.

4.1 Financial Responsibility

Our Goal

To ensure citizens get good value for the taxes and fees they pay for utilities, programs, and services.

Strategies

- 4.1.1 Develop strategic alliances through municipal associations, and with other municipalities, to research and articulate municipal funding needs and appropriate directions.
- 4.1.2 Take an active and persistent approach to lobbying other orders of government, to encourage and maintain appropriate roles and financial partnerships, and to remove legislative barriers.
- 4.1.3 Prepare Business Plans and manage resources, including risk management²¹ as a decision filter.
- 4.1.4 Monitor city growth and its impact on increasing program and service level demands and related funding needs.
- 4.1.5 Inform citizens of our financial plans and decisions in a clear and timely manner.

²¹ Risk management refers to an assessment of a decision's financial, organizational and/or community impact, and probability of occurrence.



4.2 Financing Tools

Our Goal

To ensure adequate funds are secured and sustained in a fiscally responsible manner to support the program and service delivery levels established by Council.

- 4.2.1 Conduct risk assessment and business case²² analyses to evaluate new programs and initiatives requiring major capital or other expenditures.
- 4.2.2 Consider the tools, or combination of tools, to be used for capital financing in the following order of priority:
 - Grants, where available;
 - Operational funds, where feasible to “pay-as-we-go”;
 - Reserves; and
 - Debt, used cautiously, when the business case supports it.
- 4.2.3 Use debt to provide for utility capital in accordance with generally accepted principles for utility financing.
- 4.2.4 Avoid volatile tax and fee changes while providing effective services to business and citizens.

4.3 Budgeting and Accountability

Our Goal

To prepare and approve budgets that reflect our strategic directions.

Strategies

- 4.3.1 Review the Budget, with Council focussed on high level policy decisions, including programs and services to be funded, service levels and standards to be achieved, and the extent of risk to be accepted.
- 4.3.2 Provide Departments with the authority and flexibility to allocate resources within the service level and budget guidelines approved by Council, along with the accountability for such decisions and actions.
- 4.3.3 Develop and annually update a financial plan to support long-term infrastructure development, maintenance, and replacement, while considering impacts on operating costs.

Our Leaders



Red Deer City Council 2001-2004

Front

Diana Rowe, Larry Pimm,
Lorna Watkinson-Zimmer

Centre

Vesna Higham, Mayor Gail Surkan,
Morris Flewwelling

Back

Jeffrey Dawson, Dennis Moffat,
Bev Hughes

The Senior Management Team

Left to Right

Colleen Jensen, *Director of Community Services*

Rod Burkard, *Director of Corporate Services*

Gail Surkan, *Mayor*

Norbert Van Wyk, *City Manager*

Bryon Jeffers, *Director of Development Services*

Grant Howell, *Personnel Manager*



Our Thanks

This Strategic Plan has benefited from the contributions of many people throughout the renewal process.

We wish to thank firstly, our Staff and contracted agency members, for helping us to identify the key issues and trends facing us.

We also wish to thank our Department Managers for advising us in developing approaches to address the identified strategic issues.

We thank our Mayor, our Councillors, and our Directors, for monitoring our progress along the way and for ensuring that our Plan reflects the quality of life issues that are most important to our citizens and for our community.

Finally, we wish to acknowledge the valuable contributions made by our neighbouring municipal mayors, reeves, councillors and administrators, as we work together to benefit all of our citizens in the Region.

We would especially like to thank the following members of the 2002 Strategic Plan Review Committee, who diligently guided the process and created a document that reflects the key goals and strategies we are committed to in the coming years:

Ligong Gan

Electric Light and Power

Kristina Getz

Recreation, Parks and Culture

Paul Goranson

Public Works

Jeff Graves

City Clerks/Recreation, Parks and Culture

Vesna Higham

City Council

Grant Howell

Personnel

Gary Lund

Information Technology Services

Larry Pimm

City Council

Charlaine Rausch

Communications & Corporate Planning

Brenda Stelmack

RCMP

Susan Taylor, *Chair*

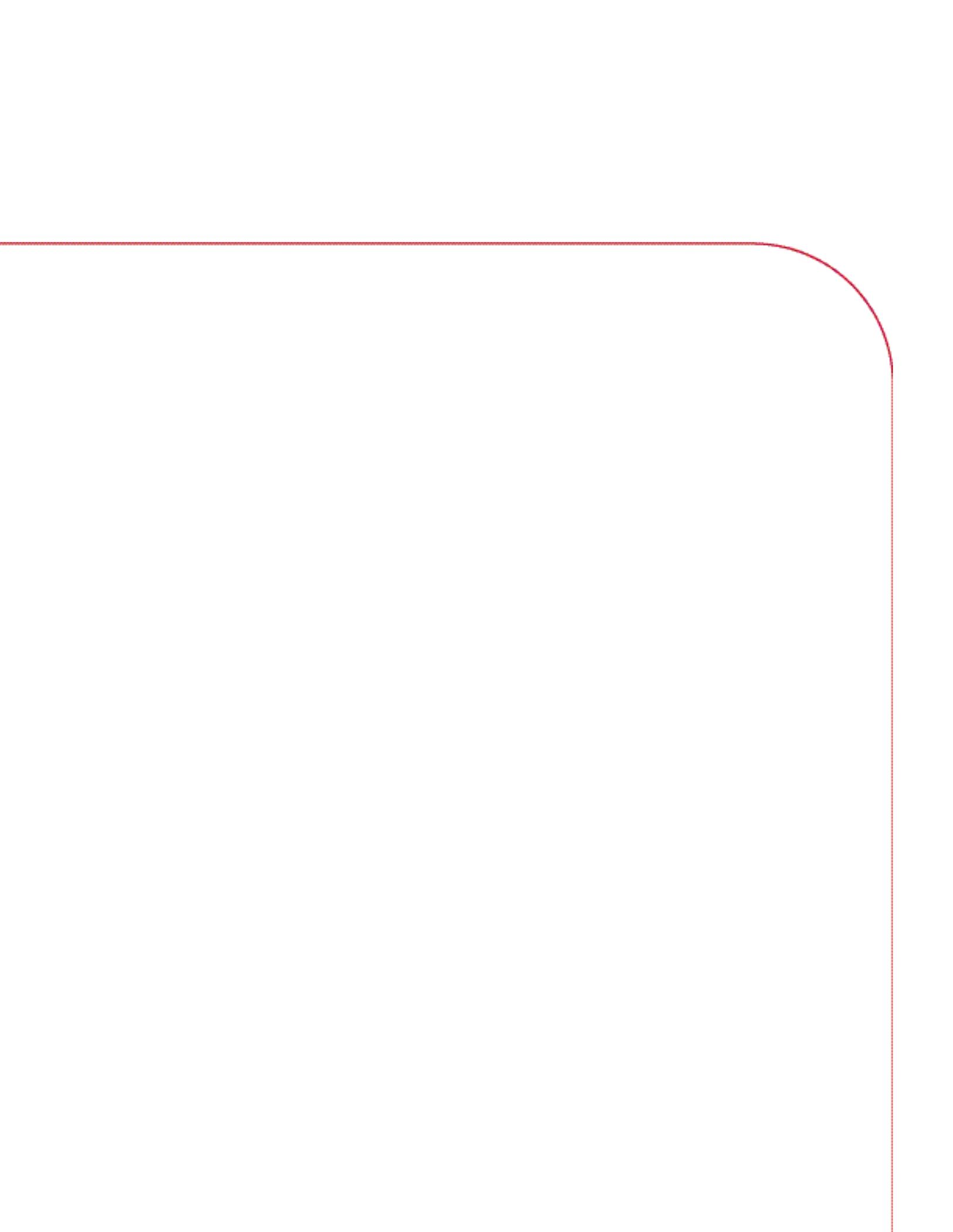
Corporate Planning/Social Planning

Norbert Van Wyk

City Manager

2002–2005 Strategic Plan





2002–2005 Strategic Plan

To share your ideas or to get more information about our Strategic Plan...

Write us:

The City of Red Deer
P.O. Box 5008
Red Deer, AB T4N 3T4

Or E-mail:

feedback@city.red-deer.ab.ca

Or Fax:

(403) 346-6195



www.city.red-deer.ab.ca