



THE CITY OF  
**Red Deer**

# 2009-2011 Strategic Plan



## Vision

- Innovative Thinking
- Inspired Results
- Vibrant Community

## Mission

The City of Red Deer works together to provide leadership and sustainable municipal services for our community.

# 2009-2011 Strategic Plan

## Message from Mayor Morris Flewwelling & City Manager Craig Curtis

We are pleased to share with you The City of Red Deer's 2009 – 2011 Strategic Plan. This plan sets our overall direction in providing municipal programs and services to our citizens and our employees. City Council and Senior Administration are very proud of this document as it gives us a strong foundation and direction to lead our community forward.

The City of Red Deer must always be looking ahead, anticipating change and developing strategy to pro-actively and successfully navigate our way through tough decisions. The development of our Strategic Plan requires us to challenge the status quo, change our behaviours, implement new procedures and put new systems in place to reach our vision.

The City is facing more complex decisions and projects than ever before. Managing the impact of dramatic growth, rising costs, new legislative requirements and a challenging economy without drastically reducing the quality, level and range of services delivered internally and externally is a difficult task.

Our Strategic Plan provides direction and focus for The City and helps us align to common goals. It is our road map for success in delivering service. This plan supports us in ensuring we have the capacity, tools, systems and people to deliver leadership and sustainable municipal services.

Over time, our priorities will evolve to meet future challenges and opportunities. As we adjust to these bumps and curves in the road, our Strategic Plan will evolve. We will work together to bring our vision of innovative, thinking, inspired results, and vibrant community into reality.

Sincerely,



A handwritten signature in cursive script that reads "Morris Flewwelling".

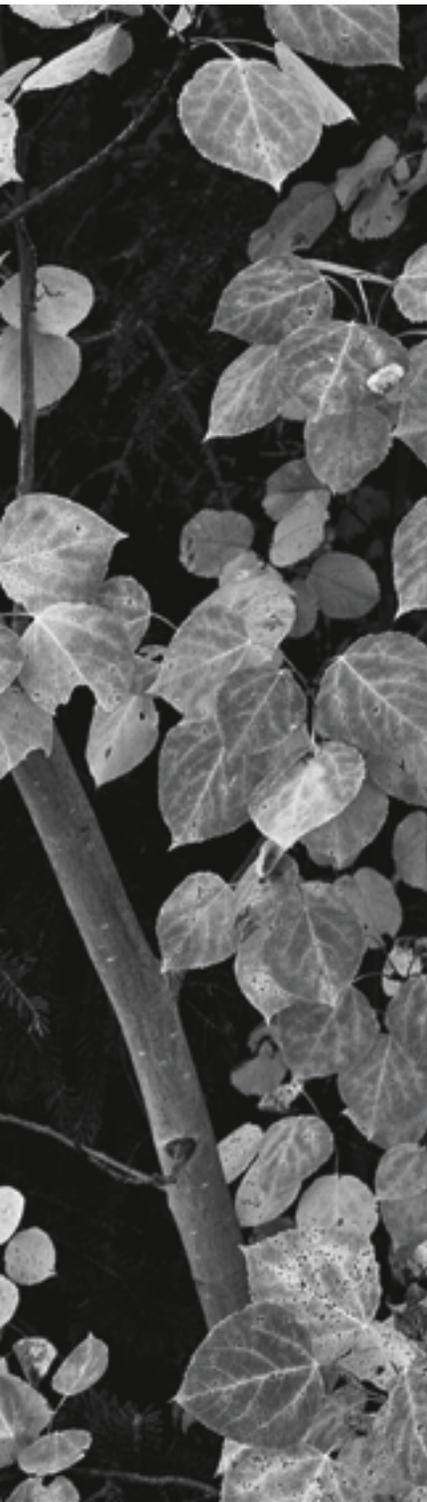
Mayor Morris Flewwelling



A handwritten signature in cursive script that reads "Craig Curtis".

City Manager Craig Curtis





## Introduction

### What is a Strategic Plan?

A Strategic Plan provides purpose and direction for the organization. It is a map that provides a common course to ensure The City of Red Deer makes decisions based on a shared vision.

It is not a comprehensive list of all the programs, services and activities The City provides, rather it identifies key areas of focus.

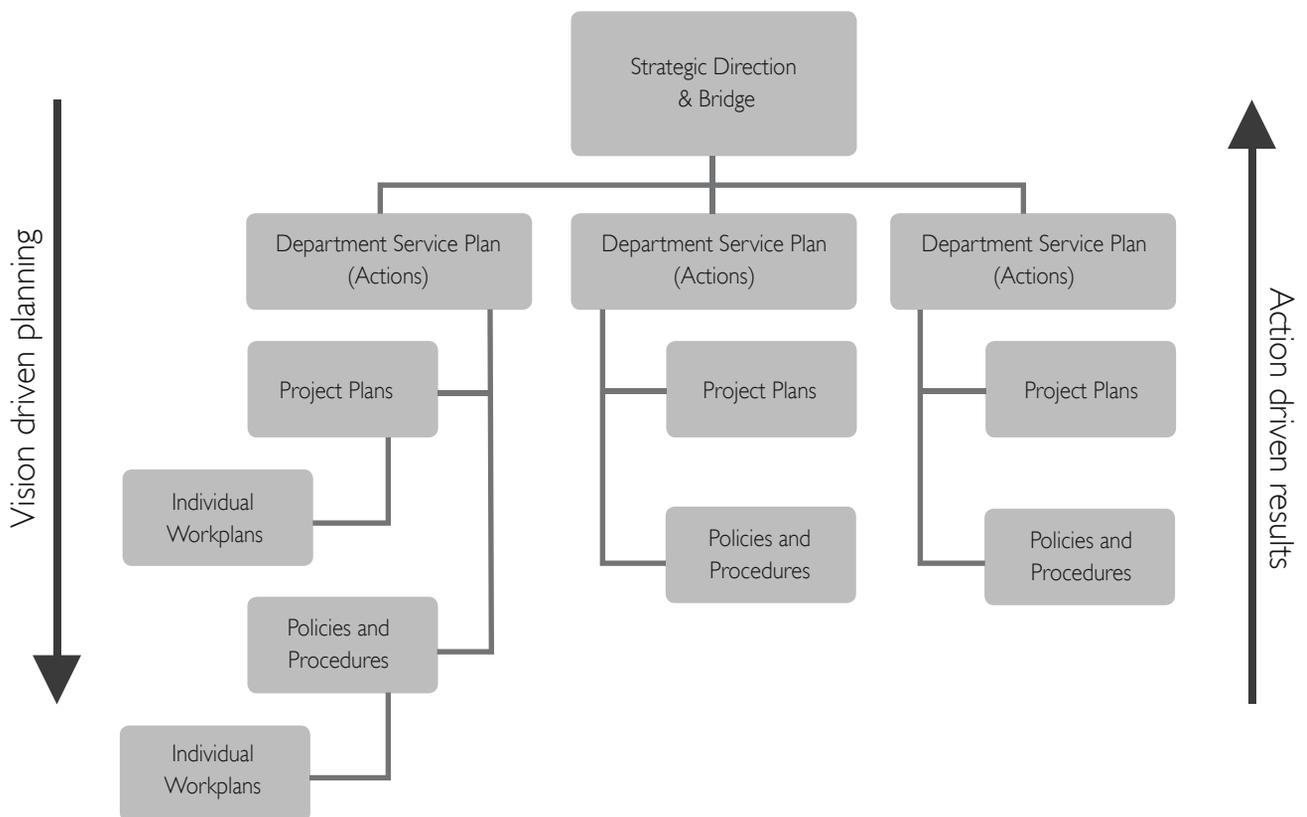
The 2009 – 2011 Strategic Plan focuses on The City's own operational initiatives – how internal business are run and how services are delivered to the community. It was developed through consultation and planning processes, assessment of the current environment and trends, and The City's primary purpose of providing services to citizens.



## Strategic Planning Framework

The City's Strategic Plan process is based on the concept of vision driven planning and action driven results.

Through the Strategic Plan, the organization sets an overall direction. This direction is implemented through departmental service plans and these plans are implemented through the various project plans, policies and procedures and individual staff work plans. This is called vision driven planning and action driven results.



The arrows point downwards because of the need for linkage. If the arrows pointed up, that would mean the project plans, policies and procedures direct the content of the department plans and the department plans would direct the content of the strategic direction. This results in a fragmented organization – meaning each department may be successful in meeting their own goals, but as an organization we would be less likely to be successful in achieving our strategic direction.

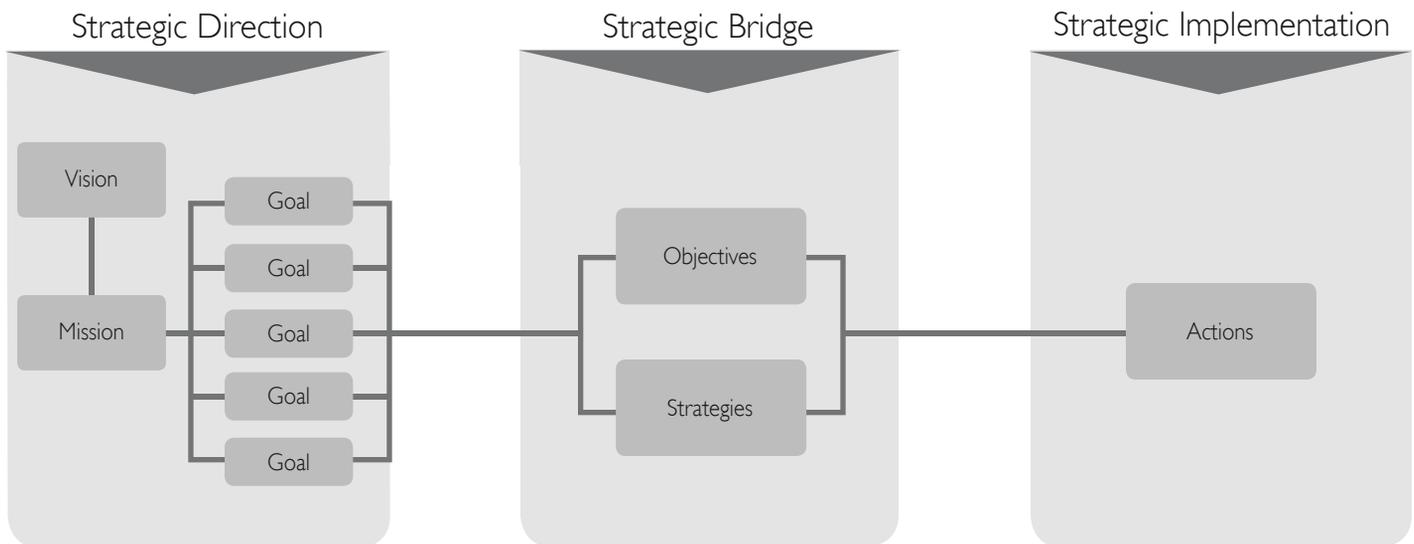
All plans must take their direction from the vision. If this is true, that means when department plans are successful, so is the Strategic Plan. This works all the way down to individual work plans. If all plans are linked to the plan above then success at one level brings success to the next level up. This creates greater success in realizing the Strategic Plan.

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## The Strategic Plan Phases

The City of Red Deer's Strategic Plan includes four phases:

1. **Strategic direction** provides a 10 year direction for The City. It includes the vision, mission and goals. It is essential the strategic direction is clear, understood and shared so all aspects of the organization are moving in the same direction and are using the same road map. This process was completed in 2008 by the Strategic Direction Committee.
2. **Strategic bridge** connects between the direction and the implementation. It includes the three year objectives and strategies. A number of these strategies have been identified as 2010 Areas of Emphasis. Areas of Emphasis will be identified for each budget year. The objectives in this phase were developed by Council members and the strategies were developed by the Senior Management Team.
3. Without action, a plan is only as good as the paper it is written on. **Strategic implementation** ensures the Strategic Plan is put into action. Implementation includes yearly actions that move us towards success in the strategies and objectives. These actions are not included in this plan as they are identified in departmental service plans as part of the annual budget process. As part of our annual budget process, departments write service plans that reflect the Strategic Plan and the areas of emphasis.
4. Each year the Strategic Plan will undergo a **review and results** will be measured. Adjustments will be made to the objectives and strategies at this time to reflect emerging issues. The full plan, from vision to strategies, is reviewed every three years.



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# 2009-2011 Strategic Plan

## Strategic Plan Consultation

Consultation occurred throughout the development of the plan, both formally and informally with:

- City residents
- Regional municipal officials
- Community leaders
- City Council
- City administration
- City staff

Prior to the development of the plan, a comprehensive situation assessment was conducted to gather and analyze information about events, trends and relationships affecting the organization.





## The Strategic Direction

The plan reflects where the organization is now, our vision for the future and the steps we need to take to get there.

### Vision

Our vision reflects the way we work together and the output of our work: a vibrant community. The words chosen show the energy and passion we have for the work we do together for a community we care about.

### Mission

Our mission statement highlights the work we provide to our community in the areas of leadership and service delivery. It is a statement of our purpose.

### RISE

The organization's Cornerstone Values and Guiding Principles (RISE) were developed by City staff in the mid-nineties and remain relevant today.

## Goal Areas:

### Be Strategic

Through consultation, the message was clear – The City needs to be thoughtful and purposeful in decision making – in short, be strategic. As an organization we must know where we are going, why we are going there and that our actions are moving us in the right direction.

### Be Excellent

This goal area focuses internally on the organization and how we work together. Typically, our plans focus on services seen by the public. However, it is also necessary to support the employees who deliver these services, plus the behind the scenes services. Without them there would be no transit service, recreation activities or recycling programs. Long-term strategies are needed now more than ever to ensure we are taking care of our community and our employees.

### Be Authentic

The services we provide to the community are critical to our communities' success. We recognize that whatever we do – provide a service, maintain an asset, partner with another level of government or build new infrastructure – it must enhance Red Deer's unique culture.

# 2009-2011 Strategic Plan

## Vision:

- Innovative thinking
- Inspired results
- Vibrant community

## Mission:

The City of Red Deer works together to provide leadership and sustainable municipal services for our community.

## Goals

### Be Strategic

- **Sustainable:** Lead, model and practice the principles of economic, environmental, cultural, social and governance sustainability.
- **Leadership:** Make decisions focused on strategic priorities.

### Be Excellent

- **Spirit to make it happen:** Create a sustainable workforce through trusting our people, valuing the work they do and encouraging work life balance.
- **Collaborate for success:** Foster an environment that encourages positive connections, mutual reliance and excellence.
- **Innovate:** Identify and create opportunities for growth and improvement.

### Be Authentic

- **Distinctive character:** Create a sense of place and belonging that reflects community priorities and our vision while respecting future generations.
- **Community relationships:** Build effective and meaningful relationships to achieve the best for our community.



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## Goal: Be Strategic – Sustainable (SUST)

**Objective – SUST 1:** Achieve a common understanding of sustainability that considers all five pillars.

Strategies:

- SUST 1.1: Develop municipal sustainability framework for our organization.
- SUST 1.2: Ensure use of the five pillars of sustainability in decision making and planning.

**Objective – SUST 2:** Increase the level of community participation in environmental stewardship.

Strategies:

- SUST 2.1: Support citizens in environmental stewardship through community development and education.
- SUST 2.2: Actively engage, educate and partner with the community to encourage new and creative environmental initiatives.

**Objective – SUST 3:** Enhance The City's environmental reputation.

Strategy:

- SUST 3.1: Promote Red Deer's environmental stewardship.

**Objective – SUST 4:** Ensure financial sustainability of the organization in the medium and long term.

Strategies:

- SUST 4.1: Implement Enterprise Asset Management Program.
- SUST 4.2: Take a longer range view to financial sustainability.

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## Goal: Be Strategic – Leadership (LEAD)

**Objective – LEAD 1:** Establish a focus on strategic leadership and management based on the principle of vision driven planning and action driven results.

Strategies:

- LEAD 1.1: Integrate vision driven planning, action driven results into our processes.
- LEAD 1.2: Practice shared leadership.

**Objective – LEAD 2:** Increase effectiveness of decisions through the establishment of frameworks that consider strategy, capacity and risks.

Strategies:

- LEAD 2.1: Develop and implement a corporate decision matrix that considers priorities, capacity, legislation, finance and risk.
- LEAD 2.2: Empower decision making at the appropriate level.
- LEAD 2.3: Develop a common understanding of the roles of Council, Senior Management Team and Department Heads and the appropriate level of decision making.





## Goal: Be Excellent – Collaborate for success (COLL)

**Objective – COLL 1:** Establish a culture of participation and management that is based on a multi-disciplinary approach.

Strategy:

- COLL 1.1: Enhance meaningful cross-departmental/divisional involvement in projects and initiatives at all levels.

**Objective – COLL 2:** Increase effectiveness of internal communication and consultation.

Strategies:

- COLL 2.1: Create an internal engagement plan that improves internal relationships and allows staff to be engaged when appropriate.
- COLL 2.2: Develop ways and means of ensuring employees have applicable and timely information.



## Goal: Be Excellent – Spirit to make it happen (SPIRIT)

**Objective – SPIRIT 1:** Establish a progressive corporate culture which attracts and retains the right people to respond to current and future organizational needs.

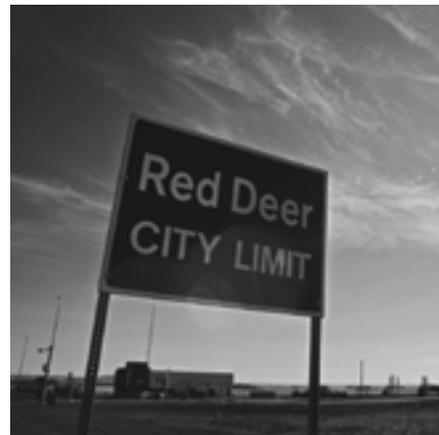
Strategies:

- SPIRIT 1.1: Identify the desired characteristics of our corporate culture.
- SPIRIT 1.2: Implement complementary people strategies that recognize the changing needs of the organization.
- SPIRIT 1.2: Build on the implementation of the Welcoming & Inclusive Community Plan to become a more inclusive organization that reflects the diversity of our community.

**Objective – SPIRIT 2:** Create an organizational structure and corporate culture that facilitates effective leadership and service delivery.

Strategies:

- SPIRIT 2.1: Develop a common understanding of what leadership means in our organization.
- SPIRIT 2.2: Define The City of Red Deer's leadership philosophy.
- SPIRIT 2.3: Ensure expectations are conveyed to employees.
- SPIRIT 2.4: Undertake and implement an organizational review that enhances effective strategic leadership.





## Goal: Be Excellent – Innovate (INN)

**Objective – INN1:** Ensure basic service delivery is sustainable and meeting the changing needs of our community.

Strategies:

- INN 1.1: Create a practice of evaluation and continuous improvement in the delivery of basic services and programs as funded through the base budget.
- INN 1.2: Ensure a balance of current and future services considering financial sustainability and capacity.
- INN 1.3: Develop a common understanding of basic services.
- INN 1.4: Define and determine service levels from an organizational perspective.
- INN 1.5: Review optional service delivery models related to our basic service.

**Objective – INN 2:** Create a culture where members of the organization are prepared to take calculated risks.

Strategies:

- INN 2.1: Define risk and the organizational risk tolerance.
- INN 2.2: Encourage the use of pilots/trials to improve the quality and efficiency of our decisions and processes.

**Objective – INN 3:** Increase the opportunities for the organization to grow and improve through sharing and application of knowledge and experience.

Strategies:

- INN 3.1: Develop a common understanding of opportunities that lead to The City becoming a learning organization.
- INN 3.2: Empower staff members to embrace opportunities and challenges.

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## Goal: Be Authentic – Distinctive character (DC)

**Objective – DC 1:** Identify and enhance downtown as the vital core to the identity of Red Deer.

Strategies:

- DC 1.1: Continue to follow through on top priorities in the Greater Downtown Action Plan (GDAP).
- DC 1.2: Develop a comprehensive strategy for financing our downtown utilizing our decision making matrix.

**Objective – DC 2:** Increase the safety and security of citizens, businesses and visitors.

Strategies:

- DC 2.1: Monitor and evaluate the impacts of federal and provincial changes and take appropriate action in the provision of safety and wellness services.
- DC 2.2: Ensure The City is prepared for its role and obligations with respect to emergency management.
- DC 2.3: Engage citizens, organizations and stakeholders in crime prevention.
- DC 2.4: Encourage crime prevention through environmental design (CPTED) principles in the design of our city.

**Objective – DC 3:** Ensure our recreation and culture facilities and programs are key elements defining our distinctive character and quality of life.

Strategies:

- DC 3.1: Follow through on the priorities of the Recreation, Parks and Culture Facility Needs Assessment.
- DC 3.2: Continue to implement the priorities of the Culture Vision.
- DC 3.3: Ensure accessibility to low cost or free recreation opportunities.





## Goal: Be Authentic – Distinctive character (DC)

**Objective – DC 4:** Ensure green spaces and park systems are core to our distinctive character.

Strategies:

- DC 4.1: Complete and implement the River Valley and Tributaries Park Concept Plan.
- DC 4.2: Continue to implement the Trails Master Plan.
- DC 4.3: Implement Waskasoo Park Special Gathering Places Plan.
- DC 4.4: Develop a comprehensive strategy to acquire green space and parks systems throughout the city utilizing our decision making matrix.
- DC 4.5: Encourage year round use of the parks system.

**Objective – DC 5:** Ensure planning and development for growth supports our distinctive character and quality of life.

Strategies:

- DC 5.1: Adopt planning principles that support a variety of transportation options.
- DC 5.2: Implement planning initiatives outlined in the inter-municipal development plan (IDP) and joint planning initiative (JPI).
- DC 5.3: Continue planning and development for growth in the city consistent with the municipal development plan (MDP).
- DC 5.4: Explore regional opportunities for service delivery and projects and an understanding of The City's role.
- DC 5.5: Review the purpose and objectives of the land bank.
- DC 5.6: Continue to implement approved master plans such as water and waste water master plans, the Emergency Services Master Plan, and the Transportation Master Plan.

**Objective – DC 6:** Maintain a caring and supportive community, which identifies and addresses social needs in a role appropriate for The City of Red Deer.

Strategies:

- DC 6.1: Promote principles of accessibility in facility and program development.
- DC 6.2: Discuss and define The City's social mandate.

## Goal: Be Authentic – Community Relationships (COMM)

**Objective – COMM 1:** Ensure community engagement is strategic, purposeful and value added in assisting us with our decision making.

Strategies:

- COMM 1.1: Design and implement a community engagement policy, process and tools.
- COMM 1.2: Use community development practices to allow citizens to provide leadership in their neighbourhoods and community.

**Objective – COMM 2:** Achieve meaningful relationships with other governments at the administrative and political levels.

Strategy:

- COMM 2.1: Develop and implement an advocacy plan.

**Objective – COMM 3:** Increase community pride and capacity through encouraging citizen involvement in neighbourhoods and community.

Strategies:

- COMM 3.1: Ensure gathering spaces (agora) are part of planning.
- COMM 3.2: Use community development practices to bring together citizens in their neighbourhood.





## 'RISE' – Our Cornerstone Values and Guiding Principles

Our promise to each other and our citizens...

### Respect

Because we **respect**...

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

### Integrity

Because **integrity** is fundamental...

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

### Service

Because we take pride in our **service**...

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

### Excellence

Because we strive for **excellence**...

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

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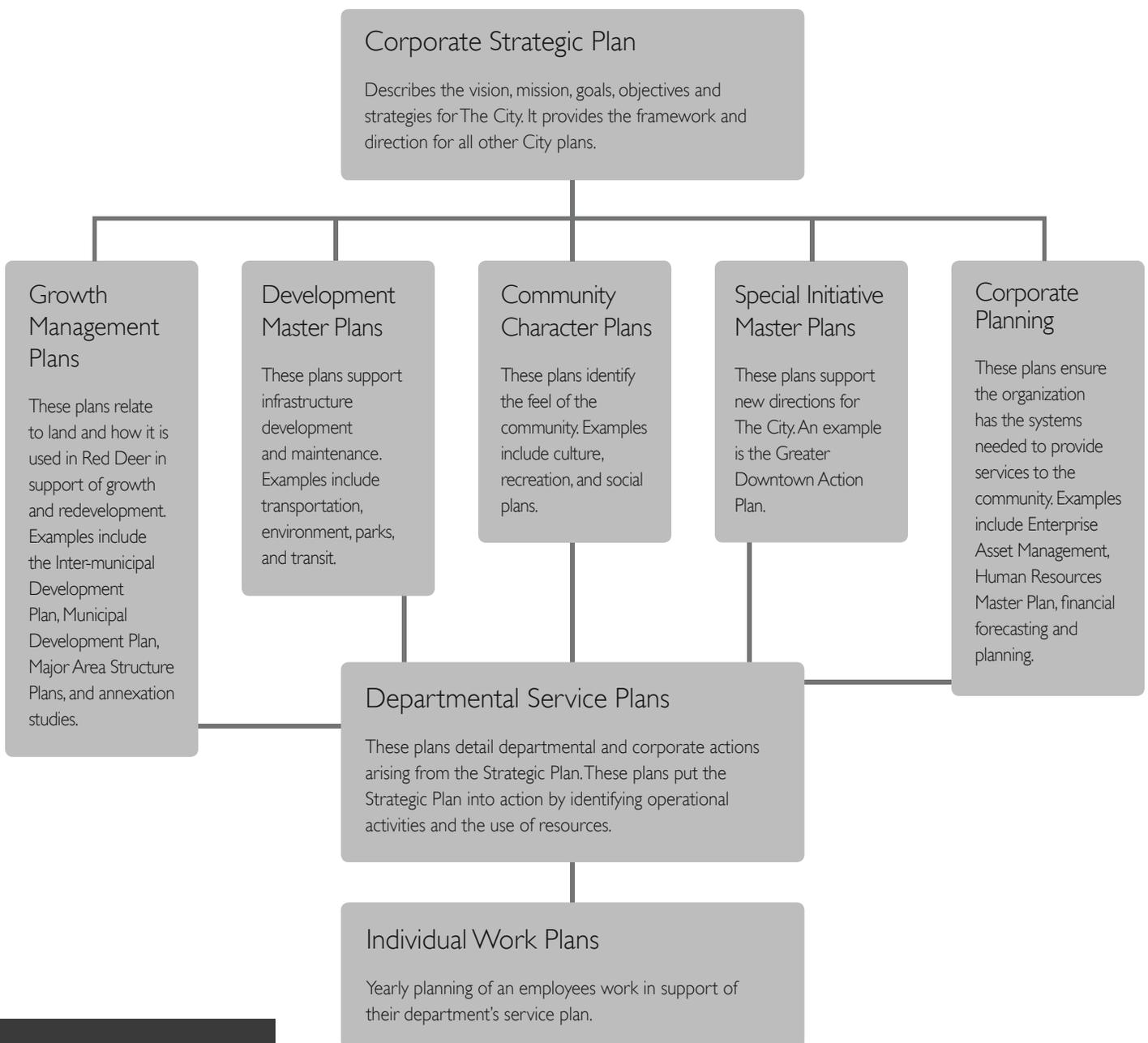
## Definitions

- **Actions** – Specific steps to be taken to implement a strategy. These are developed annually in departmental service plans.
- **Areas of emphasis** – Specific strategies chosen for focus in a particular year.
- **Basic services** – The very basic services required to ensure a safe and healthy community. This includes services such as waste water management, safe drinking water and electricity. Rather than list each basic service, the Strategic Plan establishes how The City will approach all operations. The Plan assumes The City will continue delivering basic services.
- **Goals** – Broad, long-term aims defining accomplishment of the mission.
- **Mission** – A statement of overall purpose of the organization. Describes what you do, for whom you do it and the benefit.
- **Objectives** – Realistic targets measuring accomplishment of a goal.
- **Service plan** – The annual planning report prepared by divisions and departments within the organization as part of the budget process.
- **Situation assessment** – The gathering, analysis and use of information about events, trends and relationships affecting the organization.
- **Strategic Bridge** – The connection between the strategic direction and implementation. It includes the objectives and strategies.
- **Strategic Direction** – Provides high-level direction on the strategic priorities of the organization. Includes vision, mission, goals and objectives.
- **Strategic Implementation** – Includes the actions developed from the strategies to put the plan into action. This is the service planning phase of the budgeting process.
- **Strategies** – Broad activities required to achieve an objective.
- **Vision** – A picture of the “preferred future”, a statement that describes how the future will look if the organization achieves its ultimate aims. It is key to have a shared vision so all are working towards the same direction.
- **What is the difference between “the city” and “The City”?** The City refers to the organization, The City of Red Deer; while the lowercase version refers to the city as a whole, the entire community of residents and businesses.



# Linkages Between the Strategic Plan and Other City Documents

Note: this is only a small sample of the types of plans within The City of Red Deer operations



# 2009-2011 Strategic Plan

## Thank You

The 2009-2011 Strategic Plan would not have been possible without the assistance and input of many people:

- The Mayor and Councillors who provided leadership and guidance throughout the development of the Strategic Plan.
- The Senior Management Team and Department Heads who provided direction and challenged ways of thinking.
- Employees of The City of Red Deer who participated in employee sessions, communicated freely with committee members and gave honest feedback.
- The Elected Officials and Chief Administrative Officers of communities in the region who generously provided feedback and input.
- The community leaders and public members who took the time to attend consultation sessions and provided valuable information and feedback.
- Michael Wilkinson of Leadership Strategies who provided the framework for the development of the Strategic Plan.

## Members of the 2009 - 2011 Strategic Direction Committee:

The Strategic Direction Committee guided this process with their enthusiasm, thoughtful discussion, talent, knowledge and amazing sense of humour:

- Sara Alaric, *Communications & Strategic Planning*
- Scott Cameron, *Social Planning*
- Craig Curtis, *City Manager*
- Shelley Gagnon, *Recreation, Parks & Culture*
- Cindy Jefferies, *City Council*
- Kelly Kloss, *Legislative & Administrative Services*
- Bart Rowland, *Emergency Services*
- Ron Soehn, *Information Technology Services*
- Kristy Svoboda, *Human Resources*
- Tara Veer, *City Council*
- Pam Vust, *Environmental Services*





## Thank You

### Core Team

- Christina Lust, *Divisional Strategist, Community Services*
- Julia Harvie-Shemko, *Communications & Strategic Planning*
- Lisa Perkins, *Divisional Strategist, Corporate Services*

### Members of the 2009 - 2011 Strategic Bridge Committee:

The Senior Management Team took the reigns from the committee and developed the Strategic Bridge through meaningful debate and careful deliberation.

- Craig Curtis, *City Manager*
- Colleen Jensen, *Community Services*
- Lorraine Poth, *Corporate Services*
- Marge Wray, *Human Resources*
- Paul Goranson, *Development Services*

### Core Team

- Julia Harvie-Shemko, *Communications & Strategic Planning*
- Lisa Perkins, *Divisional Strategist, Corporate Services*
- Sara Alaric, *Communications & Strategic Planning*



# 2009-2011 Strategic Plan

## Vision

- Innovative thinking
- Inspired results
- Vibrant community

## Mission

The City of Red Deer works together to provide leadership and sustainable municipal services for our community.



The City of Red Deer

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