



THE ROAD AHEAD

The City of Red Deer
2005-2008 Strategic Plan

The City of Red Deer Strategic Plan



Our Vision and Purpose

Our Vision

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

Our Purpose

To provide efficient, accessible municipal government that responds to community needs using skilled resources and a progressive, business approach.

Table of Contents

- Our Strategic Plan..... 2
- Our Vision & Purpose..... 4
- Our Cornerstone Values & Guiding Principles 5
- Our Goals and Strategies by Focus Area 6
 - 1. Service Delivery 6
 - 2. Engagement 7
 - 3. Planning 7
 - 4. Our Society 8
 - 4.1 Social, Cultural and Leisure Development 8
 - 4.2 Volunteerism 9
 - 4.3 Community and Land Use Planning 9
 - 4.4 Protective and Emergency Services 10
 - 4.5 Disaster Services 11
 - 4.6 Utilities 11
 - 4.7 Regional Role 12
 - 5. Our Economy 12
 - 5.1 Land Development 12
 - 5.2 Transportation 13
 - 5.3 Business Development and Retention 14
 - 5.4 Tourism 14
 - 6. Our Environment 15
 - 7. Develop and Maintain Human Resource Capacity..... 16
 - 7.1 Staffing 16
 - 7.2 Total Compensation 17
 - 7.3 Learning 17
 - 7.4 Work Environment 18
 - 8. Technology 19
 - 9. Developing Financial Capacity..... 19
 - 9.1 Financial Planning..... 19
 - 9.2 Financial Management 20
 - 9.3 Financial Sustainability 21
- Our Leaders..... 22
- Our Thanks 23





Our Strategic Plan

What is the Strategic Plan?

The City of Red Deer's Strategic Plan is the guide we use to shape municipal programs and services for the citizens of Red Deer. Inside we articulate our core organizational values, guiding principles, vision and purpose.

This Plan, which will serve us for the next three years, sets out goals and strategies in two key focus areas:

- Serving the Community
- Enabling Organizational Capacity

The 2005-2008 Plan has been organized to align City services with our vision for a sustainable community in the areas of society, economy and the environment. While strategic focus areas may have various services outlined within each section, the principles of social responsibility, environmental sustainability and economic sustainability are intended to thread through the work of the entire organization.

Why do we have a Strategic Plan?

The Strategic Plan steers our organization along the course that has been communicated to us through citizen consultation and planning processes, our assessment of the current environment and trends, and our purpose of providing services to citizens. This Plan includes a shift from the use of business language to a more service oriented approach, to recognize that while all of our decisions are made in a fiscally responsible manner, we must also take into account the need and benefit of any service we are providing.

How does it influence us?

The City's core values and guiding principles establish a framework that guides us in our relationships with people and in how we will carry out the work that we do. In the Plan, we are challenged to find an appropriate balance between individual, neighbourhood and broader community interests and needs.

The Plan sets strategic focus areas, goals and strategies that reflect the vision we have for Red Deer and our organization. Some of these goals will be achieved during this three-year term. Others are longer-term challenges that our organization will strive to address over time.

The Strategic Plan forms the basis of 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 Strategic Plan

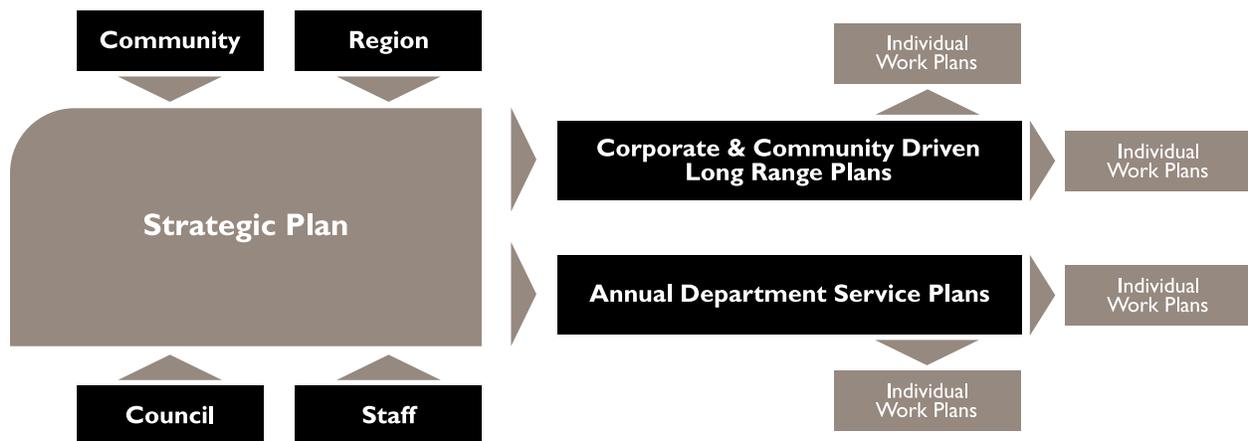
Using the Strategic Plan as a foundation, Service Plans are developed annually by each department to set out what and how the department will contribute to our organizational vision and purpose. Individual employees develop work plans, which focus day-to-day activities on key areas of work which help The City achieve its strategic directions. The Strategic Plan also guides the expectations we set when partnering with organizations.

How does it stay relevant?

This City of Red Deer Strategic Plan was adopted by City Council on August 2, 2005. It is revised every three years to reflect changing trends, demographics, community needs, opportunities and expectations. This plan guides us to assess continuation of current service, evaluation of other services and in some cases the development of new service areas, so that The City's services continue to evolve with the community.

What will success look like?

We will be successful as an organization when goals and strategies are realized by both staff and members of Council, who are guided by our vision, cornerstone values and guiding principles.





Our Vision & Purpose

Our Vision

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

Our Purpose

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

R

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.

BECAUSE WE RESPECT...

Our Cornerstone Values & Guiding Principles

INTEGRITY

- 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.

BECAUSE INTEGRITY IS FUNDAMENTAL...

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.

BECAUSE WE TAKE PRIDE IN OUR SERVICE...

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 as well as from our development, training and educational opportunities.

BECAUSE WE STRIVE FOR EXCELLENCE...

our promise to each other and our citizens



We serve our community by aligning City services toward achieving a socially, economically and environmentally sustainable community.

I. Service Delivery

Our Goal

To ensure that each department and work group is able to provide programs and services for our community that address evolving needs.

Strategies

- 1.1. 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.
- 1.2. Review the services that we offer and support to ensure they respond to demographic trends, community diversity, changing needs and available resources, through the service planning process.
- 1.3. Adopt a ‘continuous improvement’ approach to the regular assessment of programs and service levels, taking advantage of opportunities to improve and/or eliminate those programs and services that no longer serve the needs of the community.
- 1.4. 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.
- 1.5. Assist contracted agencies, other groups, and individuals, where appropriate, in achieving quality standards of service.

Serving the Community

2. Engagement

Our Goal

To learn about community priorities, communicate with citizens, and assess the impact of our services, facilities, and programs.

Strategies

- 2.1. Gather and assess information, from a variety of sources and in a variety of ways, in order to evaluate The City's facilities, services, and programs and to address gaps.
- 2.2. Plan and implement regular city-wide citizen feedback opportunities that are complementary to other methods used by The City for information gathering.
- 2.3. Provide the timely information that our citizens need to make choices and/or understand our decisions.
- 2.4. Identify opportunities and develop processes directed at engaging Aboriginal residents, youth, new Canadians and other marginalized populations in our community.

3. Planning

Our Goal

To plan and prepare documents that reflect a comprehensive vision of our community's future and identify the impact of the implementation of those plans on The City.

Strategies

- 3.1. Engage in future-oriented planning that sets out goals and strategies to provide quality services in our community.
- 3.2. Regularly review and update our strategic goals through a process of planned engagement with appropriate stakeholders.



Serving the Community

- 3.3. Establish a process to re-affirm Red Deer's community vision and implement it within the next City of Red Deer Strategic Planning Cycle.
- 3.4. Prepare annual Department Service Plans to recommend annual service levels, allocation of resources, and actions required, based on various changes in the community that may affect programs and services.
- 3.5. Anticipate and plan for service changes by monitoring legislation, standards and regulations that will impact The City.
- 3.6. Update annually, 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.
- 3.7. Forecast for land, facility, and operational impacts of major developments as an ongoing aspect of infrastructure planning.
- 3.8. Support planning at the community level by working in partnership with organizations and people who contribute to our citizens' quality of life.

4. Our Society

We ensure that The City's social responsibilities are considered in the planning, development, and delivery of its programs and services that support individuals, families and a healthy community.

4.1. Social, Cultural and Leisure Development

Our Goal

All citizens have the opportunity to live in a caring, healthy, and attractive community, and to participate in, and benefit from social, cultural and leisure development initiatives.

Strategies

- 4.1.1. Set priorities, standards and service levels by determining community needs through relationships with community organizations, analysis of demographics and trends, and evaluation of community and municipal resources.

Serving the Community

- 4.1.2. Support and facilitate community organizations in their development and delivery of social, cultural and leisure initiatives and services.
- 4.1.3. Emphasize community inclusion and entry-level services when developing and planning social, cultural and leisure initiatives.
- 4.1.4. Maintain a commitment to preventive social programs.
- 4.1.5. Engage in continual assessment of The City's role in addressing social needs in relation to and with other orders of government and community organizations.
- 4.1.6. Engage in continual assessment of The City's role in addressing cultural and leisure needs in relation to other orders of government and community organizations.

4.2. Volunteerism

Our Goal

To encourage and support volunteerism in the community.

Strategies

- 4.2.1. Partner with groups in the community to develop and celebrate volunteerism.
- 4.2.2. Provide meaningful opportunities for citizens to volunteer in our organization and celebrate their contributions.
- 4.2.3. Provide training opportunities and support for volunteers who volunteer with The City.
- 4.2.4. Consider the community's capacity to volunteer and the ability of our organization to support volunteerism, when recommending volunteer-based programs, services, and events.
- 4.2.5. Encourage youth to volunteer as part of a commitment to their community.

4.3. Community and Land Use Planning

Our Goal

To ensure that land use plans, bylaws, policies and development guidelines support sustainability and a vision focused on quality of life for Red Deer now, and for the next 50 years.

Strategies

- 4.3.1. Ensure land use planning and development that considers fiscal, environmental, and social sustainability.
- 4.3.2. Design communities to ensure that Red Deer remains an attractive city in urban form, safety and mobility.

Serving the Community

- 4.3.3. Plan in order to effectively manage the issues that are associated with growth, such as new and aging infrastructure, urban sprawl, increased traffic, noise and others.
- 4.3.4. Plan for an appropriate mix of parks, natural areas, residential, commercial, industrial, and institutional land uses.
- 4.3.5. Develop and monitor policies and guidelines to support revitalization of existing areas where feasible.
- 4.3.6. Continue to support the development of the Greater Downtown as a vibrant and attractive focal point of the community.
- 4.3.7. Plan for community and economic growth, while providing a balance in preserving and maintaining environmentally sensitive areas, historic resources, and other significant features.
- 4.3.8. Work with elected and administrative officials in Red Deer County to ensure a coordinated approach to land use planning.
- 4.3.9. Ensure that the Waskasoo Park system continues to expand proportionately with the growth of the city.

4.4. 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

- 4.4.1. Monitor changing emergency service and response needs to maintain appropriate levels of service as our city grows.
- 4.4.2. Incorporate community-based policing and other recommendations as identified in the Crime Prevention and Policing Strategy (2004).
- 4.4.3. Continue to offer protective inspections in areas for which The City has responsibility for regulating, including the building code, the fire code, taxis and business licensing.
- 4.4.4. Develop and implement public education and prevention programs in protective and emergency services.
- 4.4.5. Work with, respond to, and contract with community agencies and surrounding municipalities to deliver effective, regional protective and emergency services, where appropriate.

Serving the Community

4.5. Disaster Services

Our Goal

To provide Red Deer with competent and well-trained leadership that is prepared to manage disaster response.

Strategies

- 4.5.1. Develop a strong internal Disaster Services approach that ensures emergency preparedness for The City and assists in coordination of efforts in the community and the Region.
- 4.5.2. Develop a service continuity plan that will protect the integrity of technological systems and our ability to carry on business in the event of an emergency or disaster.

4.6. Utilities

Our Goal

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

Strategies

- 4.6.1. Provide a safe, adequate and efficient water supply, wastewater management system, solid waste management system and electrical distribution system to meet the needs of the community as it grows.
- 4.6.2. Provide public education about conservation and wise use of utilities.
- 4.6.3. Establish policies and regulations that require the community to follow conservation methods.



Serving the Community

4.7. Regional Role

Our Goal

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

Strategies

- 4.7.1. Maintain effective communication with Central Alberta municipalities.
- 4.7.2. Take a leadership role in facilitating, coordinating or directing projects and submissions of mutual interest to The City and the Region, and in collectively lobbying the provincial and federal governments for fair responses to the regional needs of Central Alberta.
- 4.7.3. Respond to or develop opportunities for cost-effective cooperation with other communities in the Region to share assets and expertise, where appropriate.
- 4.7.4. Respond to or develop opportunities for regional utility planning and management including areas such as water supply, wastewater management, solid waste management and transportation, where appropriate.
- 4.7.5. Collaborate with regional interests for initiatives and policies that will support environmental protection.

5. Our Economy

We ensure our citizens have access to diverse opportunities enabling citizens to earn a living in a community that values sustainable growth.

5.1. 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.

Serving the Community

Strategies

- 5.1.1. Maintain The City's market share of residential lot sales up to a maximum of 25 percent annually, and actively encourage private sector participation in the needs assessment, development, marketing, and sale of all land uses.
- 5.1.2. Sell City land at market value and, where appropriate, make land available to developers based on approved land use plans.
- 5.1.3. Continue to work with Red Deer County to achieve mutually acceptable growth patterns and compatible infrastructure.

5.2. Transportation

Our Goal

To maintain an effective, sustainable and integrated transportation system that responds to the changing needs of our community.

Strategies

- 5.2.1. Analyze the transportation needs of our city considering the impact of growth and how best to plan for all forms of transportation.
- 5.2.2. Provide roadway, trail, and other systems that address the need for safe mobility in our city.
- 5.2.3. Maintain a safe and effective roadway and public transit system and promote their benefits to citizens.
- 5.2.4. Support methods of special transportation that respond to the needs of our citizens.
- 5.2.5. Develop a municipal parking strategy that clearly identifies philosophy and business expectations of the enterprise.
- 5.2.6. Work with the Red Deer Regional Airport Authority partners to support and promote effective air transportation in the Region.
- 5.2.7. Maintain ongoing relationships with stakeholders developing a high speed rail system to ensure that Red Deer's transportation needs are well integrated into provincial plans.

Serving the Community

5.3. Business Development and Retention

Our Goal

To foster local economic development and business retention to encourage and attract diverse, long-term economic growth.

Strategies

- 5.3.1. Develop and maintain partnerships with municipalities, the Province, business, community organizations and other stakeholders, to facilitate new economic development initiatives and investment in Red Deer and across the Region.
- 5.3.2. Identify service gaps and create opportunities to fill those gaps by marketing the Red Deer Region as a place well suited for business and industry.
- 5.3.3. Assess our regulations, protocols, and practices, and facilitate business development by minimizing obstacles, where practical and appropriate.
- 5.3.4. Work with Red Deer County and other municipalities along the Queen Elizabeth II Highway corridor, to develop and maintain a coordinated economic development strategy.
- 5.3.5. Continue to support the Central Alberta Economic Partnership to maintain a coordinated economic development approach in Central Alberta.
- 5.3.6. Foster an understanding and awareness of Community Economic Development as it relates to the economic, social, environmental and cultural well-being of our community.

5.4. Tourism

Our Goal

To support the development of Red Deer as a tourist destination for people attending meetings, conferences, trade shows, conventions as well as sporting, cultural, arts and heritage events and amenities in our community.

Strategies

- 5.4.1. Clarify the role of The City and other stakeholders in relationship with Tourism Red Deer.
- 5.4.2. Facilitate the provision of infrastructure and programs that will attract and support visitors in enjoying their visit to our community.

Serving the Community

- 5.4.3. Promote our amenities, including recreation facilities, parks, 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.
- 5.4.4. Encourage and support activities, including trade shows, conventions, cultural, sporting and other events that promote tourism.

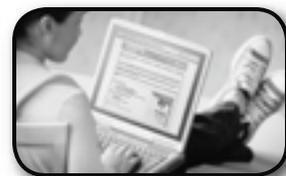
6. Our Environment

Our Goal

The City of Red Deer develops and sustains an attractive, clean, healthy, and ecologically sound environment, both natural and built, while providing a climate for community and economic growth.

Strategies

- 6.1. Adopt a conservation and reduction philosophy throughout all levels of the organization to reduce The City's impact on the environment.
- 6.2. Continue to look to other municipalities, opportunities for partnerships, grants and funding programs to support environmental initiatives, to build on environmental achievements.
- 6.3. Support community education by communicating examples of The City's environmental commitment, current City priorities and future direction.
- 6.4. Establish an environmental coordination function to facilitate business units' move toward genuine environmental stewardship and to act as a contact point for members of the public, corporate partnerships and City committees.
- 6.5. Continue to support environmental initiatives by considering project funding through the operating budget process and, where applicable, through the Environmental Incentives Program.
- 6.6. Work with neighbouring municipalities, provincial and federal agencies, community and other appropriate groups, to respect and manage our resources within the Red Deer River Basin.





Enabling Organizational Capacity

We serve our community by aligning the organization’s resources (people, technology and finances) to provide effective, accessible municipal government that responds to community needs.

7. Develop and Maintain Human Resource Capacity

We will develop and maintain a highly effective workforce by attracting, retaining and developing the right people in an environment that encourages and contributes to their effectiveness.

7.1. Staffing

Our Goal

To recruit, attract and retain talented and capable people to serve in our organization.

Strategies

- 7.1.1. Develop a corporate human resources plan.
- 7.1.2. Hire talented people that are capable of growing to meet the changing knowledge, skill, and leadership needs of the organization.
- 7.1.3. Maintain a succession plan to identify candidates who could undertake increasing levels of responsibility in the organization.
- 7.1.4. Market our organization as a positive place to work in a community that offers distinctive lifestyle amenities.
- 7.1.5. Work in partnership with schools and colleges in Alberta to attract graduates by increasing the understanding of our organization’s employment opportunities.
- 7.1.6. Work toward increasing diversity in our workforce to reflect the increasing diversity in our community.
- 7.1.7. Identify and implement specific strategies to respond to anticipated shortages of staff.

Enabling Organizational Capacity

7.2. Total Compensation

Our Goal

To have corporate compensation, benefits and recognition programs that support us in achieving our strategic objectives.

Strategies

- 7.2.1. Review and maintain roles, responsibilities and associated salaries to provide internal salary equity.
- 7.2.2. Regularly review external salary fairness to maintain necessary competitiveness.
- 7.2.3. Balance internal salary equity with external salary fairness.
- 7.2.4. Provide a salary program, premised on fairness and equity, which allows staff to focus on the work at hand.
- 7.2.5. Provide increasing flexibility in benefits programs while ensuring benefit costs can be contained and afforded.
- 7.2.6. Acknowledge and value staff accomplishments and contributions through the use of recognition programs.

7.3. Learning

Our Goal

To be an organization with employees that pride themselves on professional and personal development, in a continuous learning environment.



Enabling Organizational Capacity

Strategies

- 7.3.1. Work together with employees to identify and provide opportunities for them to learn new skills and gain knowledge that enhances their ability to contribute to our organization and community.
- 7.3.2. Periodically review the learning needs of our staff and, as appropriate, support training opportunities to address these needs as resources permit.
- 7.3.3. Clearly communicate the competencies required to grow in the organization and provide the opportunities to develop them.
- 7.3.4. Prepare development plans together with those employees who choose to learn and grow within our organization.
- 7.3.5. Ensure that our corporate training and development policy is aligned with our Strategic Plan.
- 7.3.6. Make opportunities available for staff secondment, task force participation, and special projects.
- 7.3.7. Encourage our staff to take on volunteer roles in the community that contribute to both their professional and personal development.

7.4 Work Environment

Our Goal

To have an enabling work environment that keeps our staff productive and motivated.

Strategies

- 7.4.1. Provide staff with the authority, resources, and support they require to carry out their roles effectively.
- 7.4.2. Provide staff with clear expectations and the associated accountability that ensues.
- 7.4.3. Provide staff with the timely information they require to understand decisions, make choices, and take action.
- 7.4.4. Explore flexible work arrangements to assist staff in achieving a reasonable work/life balance and to maximize their effectiveness, including arrangements for phased retirements.
- 7.4.5. Provide an ethical, harassment-free work environment.
- 7.4.6. Monitor and adjust our organization's structure on an ongoing basis to ensure that it supports our strategic direction.
- 7.4.7. Regularly assess and adjust, as needed, our roles and workloads, as the city grows and service demands change.

Enabling Organizational Capacity

8. Technology

Our Goal

To enable the use of a broad range of technology in improving the efficiency and effectiveness of Red Deer's municipal services.

Strategies

- 8.1. Explore, invest in, and support the technology required to carry out our organizational roles effectively.
- 8.2. Conduct a cost and benefit analysis, including a risk assessment and operational impact assessment, to determine the value of changing from current practices before implementing new technology.
- 8.3. Focus on technology that has been adequately tested and proven sound, while keeping the leading edge in sight.
- 8.4. Invest in new technology that complements existing technology and fits with current standards.

9. Developing Financial Capacity

We will develop a comprehensive and integrated financial management system that will support The City in delivering excellent customer service, work management and accountability.

9.1. Financial Planning

Our Goal

To prepare and approve financial plans and budgets which reflect our strategic directions and operational needs.

Strategies

- 9.1.1. Prepare Service Plans as a framework for budget planning and service delivery, using risk management as one decision filter.
- 9.1.2. Review the budget with Council, focusing 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.

Enabling Organizational Capacity

- 9.1.3. Provide departments with the authority, flexibility and accountability to manage and allocate their approved resources within the service level and budget guidelines approved by Council.
- 9.1.4. Develop and annually update a financial plan to support long-term infrastructure development, maintenance, and replacement while considering impacts on operating costs.
- 9.1.5. Examine a variety of budget strategies for their applicability to The City of Red Deer and our organizational needs, including multi-year budgeting and shifting the timing of the capital budget process.

9.2. Financial Management

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.

Strategies

- 9.2.1. Conduct cost and benefit analyses, including risk and operating impact assessments, to evaluate new programs and initiatives requiring major capital or other expenditures.
- 9.2.2. Review and, where appropriate, strengthen The City's financial policies to maintain the development of adequate controls that enable managers to provide programs and services as approved by Council.
- 9.2.3. Consider standardization, compatibility and integration when developing and improving financial and other management systems, controls and policies.
- 9.2.4. Consider the tools, or combination of tools, to be used for capital financing including:
 - Grants, where available;
 - Operational funds, where feasible to “pay-as-we-go”;
 - Reserves; and
 - Debt financing, used cautiously, when a cost and benefit analysis indicates it is warranted.
- 9.2.5. Use debt financing for utility capital and business enterprises in accordance with generally accepted accounting practices for utility and business enterprise financing.
- 9.2.6. Avoid volatile tax and fee changes while continuing to provide effective services to business and citizens.

Enabling Organizational Capacity

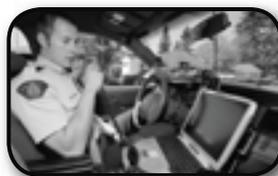
9.3. Financial Sustainability

Our Goal

To develop reliable and sustainable funding that will ensure the long-term success of Red Deer's programs and services.

Strategies

- 9.3.1. Monitor the City's growth and its pressure on financing of our increasing program, service, infrastructure, facility and human resource demands and related needs.
- 9.3.2. Develop long-term financial plans that enable The City to anticipate and manage financial issues, both operational and capital.
- 9.3.3. Develop and strengthen strategic alliances through municipal associations with other municipalities to research and articulate municipal funding needs and appropriate directions.
- 9.3.4. Support Council as it takes 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.
- 9.3.5. Inform citizens of our financial plans and decisions in an appropriate, clear and timely manner.



The City of Red Deer Strategic Plan



Our Leaders

Red Deer City Council 2005-2008



Back l-r: Jeffrey Dawson,
Bev Hughes,
Larry Pimm

Front l-r: Cindy Jeffries,
Tara Veer,
Mayor Morris Flewwelling,
Lorna Watkinson-Zimmer,
Lynne Mulder,
Frank Wong

Senior Management Team



Norbert Van Wyk
City Manager



Colleen Jensen
*Community Services
Director*



Byron Jeffers
*Development
Services Director*



Rodney Burkard
*Corporate Services
Director*



Grant Howell
Personnel Manager

Our Leaders & Thanks

THE ROAD AHEAD

Our Thanks

The revisions to the Strategic Plan would not be as successful without the assistance and input of many people:

- The staff, of The City of Red Deer and our partners, who assisted in identifying trends and issues for the plan to address.
- The Senior Management Team and Department Heads, who assisted in synthesizing issues into draft strategies and who were readily available to answer questions and provide input to the initial drafts.
- The Mayor and Councillors who provided the vision for the quality of life issues that are most important to the citizens of Red Deer, and
- The Mayors, Reeves and Chief Administrative Officers of neighbouring communities, who worked with us to identify strategies that will benefit all citizens in the Region.

And especially to the members of the 2005 Strategic Plan Review Committee that guided the process. Their enthusiasm and talent, combined with a collective good sense of humour, ensured that discussions, while at times intense, were always fruitful. The 2005-2008 Strategic Plan reflects the commitment of the committee to plan for the best interests of serving the citizens of Red Deer and enabling our organization's capacity.

Members of the 2005 Strategic Plan Review Committee:

Scott Cameron

Social Planning

Angela Kaczmar

Information Technology Services

Tom Marstaller

Public Works

Paul Meyette

Inspections and Licensing

Joanne Parkin

Financial Services

Larry Pimm

City Council

Norbert Van Wyk

City Manager

Barbara Hill

Chair

Greg LeBlanc

Personnel

Barb McKee

Recreation, Parks and Culture (four months)

Lynne Mulder

City Council

Karen Parsley

Land and Economic Development

Greg Sikora

Engineering

Jilaire Wagner

Communications and Corporate Planning

2005-2008 Strategic Plan

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

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