



GORDON A. McINTOSH

250 881 0761

ga.mcintosh@shaw.ca

Via E-mail: rbinnendyk@townofpenhold.ca

December 2021

To: Mayor & Council
Rick Binnendyk, CAO – Town of Penhold

From: Gordon McIntosh

Subject: **STRATEGIC PRIORITY SETTING SESSION**

The Strategic Priority Setting Sessions during December was for council with senior staff to identify STRATEGIC TOPICS for discussion; explore each strategic topic as a STRATEGIC POSSIBILITY; and determine STRATEGIC PRIORITIES along with actions for implementation.

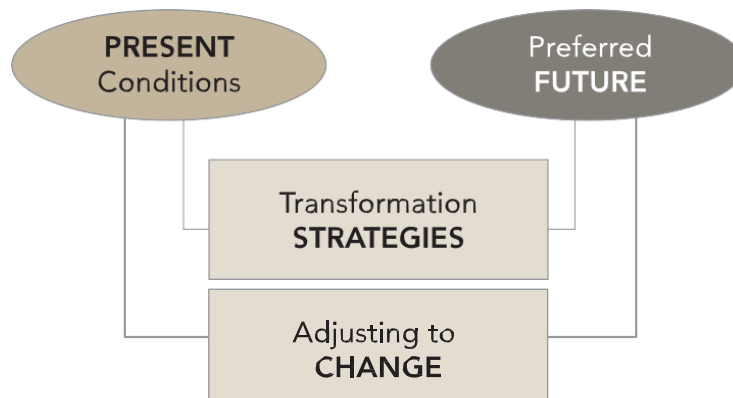
This memo summarizes the outcomes of Strategic Priority Session as follows:

- **Strategic Process** overview
- **Strategic Topics** for discussion
- **Strategic Possibilities** for potential implementation
- **Strategic Priorities** for NOW, NEXT and LATER attention
- **RECOMMENDATIONS** for follow-up

STRATEGIC PROCESS

The priority setting process started by looking at **present** conditions - issues and opportunities. The emerging strategic topics were explored with a preferred **future** – desired expectations in mind. It is in the transformation stage where the present/future gap is closed by defining achievable **strategies**. Effective strategic priority setting involves making strategic choices consistent within the Town’s mandate and capacity.

A critical important element of an ongoing strategic priority process is adjusting to **change**. Strategic priorities should be regularly monitored and adapted to changing external conditions and internal capacity using the ‘one page’ *Strategic Priorities Chart* and *Strategic Priority Work Program*. Once priorities are completed, NEXT items can take their place.



STRATEGIC TOPICS

The priority setting process began by looking to the future. Participants engaged in a 'Community Check-up' discussing the five distinct areas of a sustainable community:

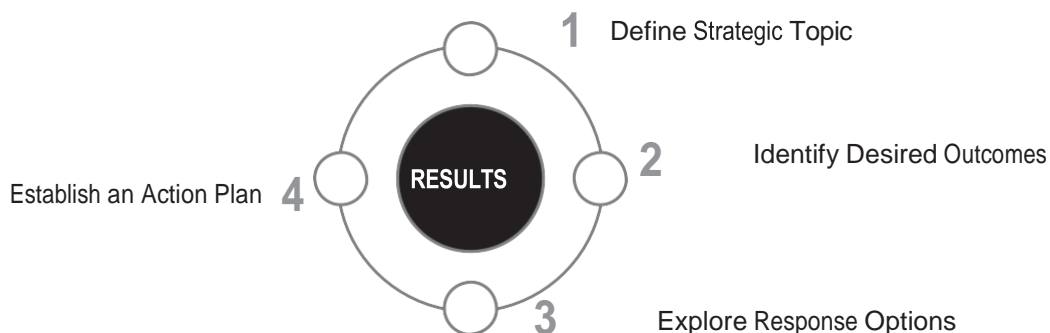
- **Environment** - healthy and natural environment through responsible use and protection
- **Infrastructure** - well maintained infrastructure and facilities that meet community needs
- **Economy** – capacity to attract, support and retain businesses and residents
- **Social** – community engagement to improve the well-being and diversity of the community
- **Governance** - sustainable government focused on strategic decision-making

Councillors and staff identified issues and opportunities facing the organization and community (*See attachment 1*) and short listed those interest for strategic attention (*see Attachment 2*). It was agreed that the following strategic topics (& related other items) warranted discussion:

1. **Economic Development Strategy**
2. **Recreation Growth**
3. **New Fire Hall**
4. **Trail System**
5. **Community Hub**
6. **Public Works Shop**
7. **New Businesses**
8. **Penhold Advantage**
9. **Fire Chief**
10. **New School**

STRATEGIC POSSIBILITIES

Participants 'unpacked' each topic utilizing a four-step Solution Seeking process.



Participants began by clarifying the strategic topic, then identifying desired outcomes if it was successfully addressed. Next, options to achieve the desired outcome were explored and a 'preferred strategy' was selected. Action steps were then identified to implement the preferred option as a **Strategic Possibility** (*next page*).

STRATEGIC POSSIBILITIES (AKA Action Plan) December 2021

STRATEGIC TOPIC – <i>Expectations</i>	STRATEGIC POSSIBILITY
<p>Economic Development Strategy</p> <p>New Businesses</p> <p>Residential Growth - Penhold Advantage</p> <p>Business Retention</p> <p>Business Expansion</p> <p>Business Attraction</p>	<p>Creating and marketing business opportunities i.e. identify what we have available and promoting it - determine process for marketing (contract or internal)</p> <p>Why Penhold campaign i.e. connect with Chamber of Commerce; local realtors; builders; and Central Alberta Real Estate Board</p> <p>– facilitate relationships with businesses and surrounding communities – review incentive opportunities/attractions for new businesses – develop marketing opportunities i.e. look for business attraction and community readiness documents – connect with home based businesses</p>
<p>Recreation Growth</p>	<ul style="list-style-type: none"> - Recreational agreements with RD County - Facility Use Agreement with Chinook’s Edge
<p>New Fire Hall</p>	<ul style="list-style-type: none"> - Clarify needs analysis based on service level requirements: i.e. community growth, current building structure, location, response times - conceptual design - cost estimation - funding sources - partnerships
<p>Trail System</p>	<p>Active Transportation Plan</p> <ul style="list-style-type: none"> - Assist in development of trails and street furnishings - Prioritizing of new and upgrading of trails and possible illumination
<p>Community Hub</p>	<ul style="list-style-type: none"> - Hire consultant to draft area plan; Committee determine priorities - Finalize conceptual layout - Draft and put out tender documents - Explore partnerships with Red Deer County - Additional funding

New Public Works Building	<ul style="list-style-type: none"> - Clarify needs analysis based on service level requirements: i.e. community growth, current building structure, location, response - conceptual design - cost estimation - funding sources / partnerships
Manager of Fire & Protective Services (Fire Chief)	<ul style="list-style-type: none"> - draft terms of reference for position - post on town, AM, Fire Chiefs Association websites
New School	<ul style="list-style-type: none"> - liaison with Chinook's Edge School Division for a new junior high school - continue to advocate need to our School Trustee administration work on environmental assessment information and subdivision (when the time comes)

STRATEGIC PRIORITIES

Based on the application of reality, urgency and responsibility criteria, five (5) **strategic priorities** were selected to be addressed NOW and placed on the *Strategic Priorities Chart (Attachment 3)* in **BOLD CAPITALS**. These priorities automatically enter the appropriate operational unit on the chart to align staff work with council direction. Items listed in CAPITALS indicate strategic directions that will be addressed NEXT/LATER when a NOW item is completed or displaced. In addition to council priorities, there are strategic items receiving administration's attention. These operational strategies are noted in regular font.

The *Strategic Priorities Chart* should be included in every council meeting agenda quarterly as a reference, updated regularly as a reminder of the organization's capacity to make adjustments, change priorities, and celebrate progress and reviewed annually. A **Follow-up Action List** (Att. 4) can be used to track other requests of council that impact the staff workload.

To enhance continued alignment of strategic directions and expectations it is also suggested that the following templates be considered:

- **Request for Decision [RFD]** (Att. 5) - to provide key information at-a-glance for council decisions re: impact on strategic priorities, budget and staff work program
- **Request for Clarification [RFC]** (Att. 6) – to 'unpack' emerging topics - what the topic expected outcomes and potential options are before staff prepare the RFD

RECOMMENDATIONS

The following suggestions are offered to sustain the strategic priority setting efforts:

1. **That Council requests the CAO to update the Strategic Priorities Chart with staff prior to quarterly council reviews and schedule an annual review.**
2. **That the CAO initiate use of the follow-up action list for matters referred by council**
3. **That the CAO initiate use of the Request for Decision for recommendations to council.**
4. **That the CAO initiate use of the Request for Clarification for emerging strategic topics at Committee of the Whole**

I trust the forgoing accurately portrays the session outcomes in a manner that facilitates follow-up to the ideas raised. If you have any questions or I can be of any further assistance, please to not hesitate to contact me.

ISSUES/OPPORTUNITIES LIST

No.	Item	Council Ranking	Staff Ranking	Total Ranking
1	Economic Development Strategy	46	14	60
2	New Fire Hall	33	14	47
3	PW Shop	20	26	46
4	Recreational Growth	36	9	45
5	Fire Chief	17	18	35
6	Community Hub	21	9	30
7	New Business	18	4	22
8	Penhold Advantage	18	4	22
9	Trail System	21	0	21
10	New School	16	4	20
11	RD County/Town Relationships	12	7	19
12	Hwy 2 - 42 Interchange	9	10	19
13	Senior and Affordable Housing	15	3	18
14	Dog Park	17	0	17
15	Resident Expectation	7	10	17
16	Ambulance Service	9	8	17
17	Revenue Generation	0	16	16
18	TIA - Whole Town	5	7	12
19	Business Retention	11	0	11
20	Policing	7	4	11
21	External Reputation	3	7	10
22	Aging Memorial Hall	9	0	9
23	Regional Collaboration	9	0	9
24	PW Succession Planning	0	8	8
25	Improve Urban Landscape	8	0	8
26	IT - Records Backup	0	8	8
27	Business Support	0	7	7
28	Fees Review	0	7	7
29	RD County Service Agreements	0	7	7
30	Asset Management	6	0	6
31	Youth Crime	0	3	3
32	Land Purchase	3	0	3
33	New Home Incentive	0	2	2
34	Brown Water	0	1	1
35	Paving stones	1	0	1
36	Infrastructure	0	1	1
37	Provincial Government Impacts	1	0	1

ISSUES/OPPORTUNITIES SHORTLIST

No.	Item	Council Ranking	Staff Ranking	Total Ranking
1	Economic Development Strategy	46	14	60
2	Recreation Growth	36	9	45
3	New Fire Hall	33	14	47
4	Trail System	21	0	21
5	Community Hub	21	9	30
6	Public Works Shop	20	26	46
7	New Businesses	18	4	22
8	Penhold Advantage	18	4	22
9	Fire Chief	17	18	35
10	New School	16	4	20

STRATEGIC PRIORITIES CHART (Dec. 3 & 4, 2021)

COUNCIL PRIORITIES

NOW

1. **ECON. DEV. STRATEGY:** 2022 List/2023 coming
2. **FIRE HALL/PW BUILDING: Design Process**
 - building \$10.5 million
 - completion May 2022
3. **COMMUNITY HUB: Conceptual Design**
 - completion Mar. 31, 2023
4. **RECREATION COST SHARING: Proposal**
 - completed Nov. 14, 2022
5. **ASSET MANAGEMENT: Plan & Policy**

TIMELINE

Apr. yearly review
 May 2022
 Mar. 31, 2023
 Nov. 14, 2022
 June 13, 2022

NEXT

- HWY. 2/42 Opportunities
- BUSINESS INCENTIVE: Options
- BUSINESS INCUBATOR: Feasibility
- LIBRARY COST SHARING: Proposal (Nov.14, 2022)
- SCHOOL TRANSFER: Proposal – in process
- COMMUNITY ASSISTANCE: Policy
- SPONSORSHIP: Policy

ADVOCACY

New School: Status/Comm. Hub (SB#73/Prov.)
School Transfer (SB #73)
Recreation Cost Sharing with Comm HUB (RDC)
Library Cost Sharing (RDC)
RDC Joint Meeting Agenda
Senior Manor Future (Parkland Fdn /Prov.)
EMS Model Concerns (Region/AUMA)
Traffic Circle: Status (AB Transportation)
Adult Community Interests (Developers)

OPERATIONAL INITIATIVES

CHIEF ADMINISTRATIVE OFFICER

1. Emergency Serv. Manager: Posting – Feb.
2. **ECON. DEV. STRATEGY: Forum** – Apr.
3. **COMMUNITY HUB. Conceptual Plan** – Feb.
 - Penhold Advantage: Marketing

CORPORATE

1. Organizational Structure: Review - Jan.
2. IT Service Contract: Status- Jan.
3. EM Manager: Onboarding – Mar.
 - ASSET MANAGEMENT: Plan & Policy
 - Staff Workload Assessment: Pilot

RECREATION

1. **USER FEE REVIEW: Recreation:** - Apr.
2. **REC. COST SHARING: Formula** - May
3. ASSET MANAGEMENT: Grant – Jan.
 - Facility Utilization Review
 - Climate Change Grant Application

PUBLIC WORKS

1. **FIRE HALL/PW BUILDING: Design**- Apr.
2. **COMMUNITY HUB: Tender** – Mar.
3. Sidewalk Repair: Proposal – May
 - Streetscape Guidelines: Review
 - Department Restructure: Proposal – Sept.

CODES: BOLD CAPITALS = NOW Priorities; CAPITALS = NEXT Priorities; Italics = Advocacy; Regular Title Case = Operational Strategies

FOLLOW-UP ACTION LIST

Item	Target	Who	Status
<u>DECEMBER 2021 Strategy Workshop</u> 1. Dog Park Proposal 2. Trail System: Project Priorities 3. Fire Hall/Public Works Building: Work to Date Review 4. Community HUB: Work to Date Review 5. School Agreement: Review			

COMPLETED ITEMS

	ITEM	WHO IS RESPONSIBLE	DATE COMPLETED	FURTHER ACTION REQUIRED
1	User Fee Review – Recreation	Michael & Nancy	completed and presented to Council at its Jan. 24 meeting	
2				

Long term costs savings:

1. sidewalks – 1 side / trail if possible
2. cul de sacs - no walk