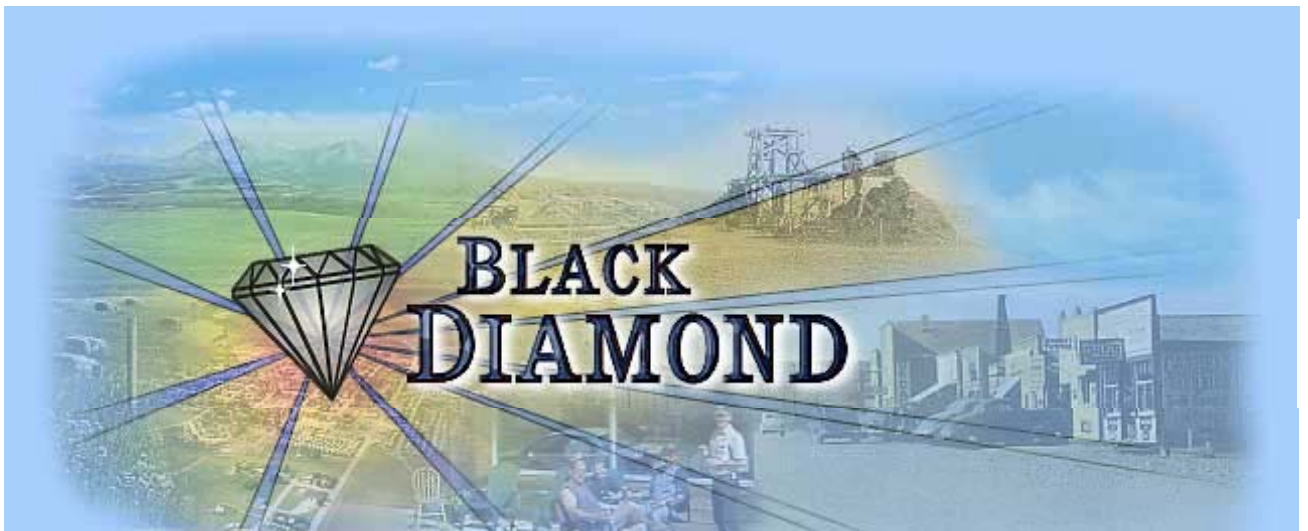


STRATEGIC PLAN



SERVING OUR COMMUNITY



*"A good plan is like a roadmap:
it shows the final destination and usually
the best way to get there."*

~ H. Stanley Judd ~

2007



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Acknowledgements

2007 Strategic Planning Team

| | |
|-----------------|-----------------------------|
| Dean Anderson | Councillor |
| Sharlene Brown | Councillor |
| Tom Dougall | Public Works Supervisor |
| Willie Williams | Peace Officer/Bylaw Officer |
| Joanne Irwin | Administrative Assistant |
| Michel Jackson | Councillor |
| Dianne Kreh | Town Manager |
| LesQuinton | Parks & Arena Manager |
| Rolly Magee | Mayor |

The Strategic Planning Team met on August 29, 2007 and reviewed the existing Strategic Plan. It was agreed that the existing Mission, Vision, Corporate Values and the Core Strategies remain intact and unchanged. However, some amendments were made to the Key Success Measure Continuous Improvement Matrix and to the Strategic Action Items (SAI's) in the Core Strategies.

This is the finished review and finalized update of the Strategic Plan for 2007.

“An empowered organization is one in which individuals have the knowledge, skill, desire, and opportunity to personally succeed in a way that leads to collective organizational success”
~ Stephen R. Covey ~



Introduction

In 2004, a group of people representing all departments and Council of the Town of Black Diamond met several times. They became a cohesive team that shared their beliefs and ideas. Together, along with the input and feedback received from all of the employees, a Strategic Plan was built. This plan is intended to be incorporated into the day-to-day operations of the Town of Black Diamond.

With the question of amalgamation to be placed before the public during the upcoming election, it was determined that rather than hire a facilitator this year, since the future of the structure of the community was not known, that we would review the plan informally. The available representatives met again for a ½ day session to review it. The Town of Black Diamond still believes that rather than have events determine the paths we will travel, we intend to follow the paths that will lead us to the goals we have established. Our budget process, decisions and the way we provide our goods and services will be a direct reflection of our Corporate Vision, Mission and our Values. We try to live this plan on a day-to-day basis.

This Strategic Plan is a living plan and is therefore considered to be a work in progress. We encourage every member of our organization to take pride and ownership in this Strategic Plan, to make it an integral part of their job and function and to never hesitate to point out if we (as a whole) stray from our path. As always, we must be ready to propose suggestions and solutions when needed and embrace the changes or enhancements as they evolve.

With continued planning and preparation we will work towards our future goals and ensure the citizens of the Town of Black Diamond receive the good government they are entitled to and deserve.

*“The reason most people never reach their goals is that they don’t define them, or ever seriously consider them as believable or achievable. Winners can tell you where they are going, what they plan to do along the way, and who will be sharing the adventure with them”
~ Denis Watley ~*



Our corporate vision statement describes where and what we want to be in the year 2015. These are our wishes, dreams, and goals – our focus for the future!

Corporate Vision

We value and promote a safe, clean and healthy environment. We strive to develop and maintain effective partnerships within our organization and with surrounding communities. We are open, effective and responsible to our citizens.

We encourage ongoing education for all members of our organization, and work together for a common goal. We respect the diverse beliefs, values and opinions of our community. Through active leadership, we constantly strive to improve service to our citizens.

*“Vision without action is a daydream. Action without vision is a nightmare.”
Japanese Proverb*

Our corporate mission statement identifies our distinct purpose to which we dedicate our work life. This is the reason for our existence and it clearly defines why we exist and who our customers are.

Corporate Mission

Serving our Community.

*“We are continually faced by great opportunities brilliantly disguised as insoluble problems.”
~ Lee Iacocca ~*



Our corporate values outline how we will behave while realizing our business/mission. This is the way we do our business and our guiding principles.

Corporate Values

Honesty and Integrity

- ◆ *We keep our word, we tell the truth*

Excellent Service Delivery

- ◆ *We respond in a timely, consistent and effective manner.*

Safety

- ◆ *We work to provide a safe environment for employees and the public.*

Accountability

- ◆ *We use our resources wisely and accept responsibility for our actions.*

Teamwork

- ◆ *We work together in an atmosphere of mutual respect.*

Creativity

- ◆ *We encourage both new and improved ways of doing business.*

Communication

- ◆ *We support and encourage open dialogue.*

*“It’s not hard to make decisions when you know what your values are.”
~ Roy Disney ~*



Our key success measures are an indicator of our success in achieving our organizational vision, mission and values on a year-to-year basis. They assist in ensuring continual improvement towards achieving our ideal future vision.

Key Success Measures

Financial Viability

Community Satisfaction (Citizen)

Employee Satisfaction

*“The great thing in the world is not so much where we stand, as in what direction we are moving.”
~Oliver Wendell Holmes ~*



Key Success Measure Continuous Improvement Matrix

KSM Coordinators: Dianne Kreh, Town Manager & Joanne Irwin, Administrative Assistant

| Key Success Measure Areas with specific factors for each | Baseline Target 2007 | Targets | | | |
|---|---|--|--|--------------|------|
| | | Actual 2007 | 2008 | 2009 | 2010 |
| Financial | | | | | |
| 1. Review actual vs. budget for operational and capital monthly | - Departments review monthly to ensure actual costs are within budget. - Council reviews actual vs. budget (in Red Book) | ✓ Only 1 sometimes 2 review it | ✓ | | |
| 2. Review Reserves in our 10 year Capital Plan to Actuals annually | Prepare 10 yr Capital Plan & revise future targets to ensure reserves increase in order to cover anticipated expenditures | Review 10 yr cap. Plan during 2008 budget discussions | TBA | TBA | TBA |
| 3. Review annual financial statements to ensure surplus and borrowing room | Review auditor notes and recommendations annually. Target – zero negative notes | Done & no negative notes | 0 | 0 | 0 |
| Community Satisfaction | | | | | |
| 1. Conduct a survey with questions on accountability, responsiveness, accessibility & communication | Develop & conduct tri-annual survey to determine how the community views the staff & Council's effectiveness, measured as a %age of total respondents | Done-target was 50% - actual response 21% (160 out of 755 rtn'd) | n/a | 30% response | n/a |
| Employee Satisfaction | | | | | |
| 1. Safety | Measure by a decrease in hours lost due to job-related injury and accidents (2005=17.5hrs) | Target 0 ytd to Jul 31 st = 16 hrs P&R | 0 | 0 | 0 |
| 2. Education and awareness | % age of learning applied on-the-job and reviewed annually | Annual reviews not yet done | TBA | TBA | 100% |
| 3. Bi-annual Employee Survey -responsiveness & accessibility of management, Council & other staff -teamwork, morale, accessibility of their supervisor – are employees given the tools needed to complete their jobs -compensation | Develop & conduct survey to determine overall employee satisfaction. Measures all factors-target is %age of surveys returned | Target 100% - 83% responses rec'd | Provide an update on actions taken from survey input | n/a | 100% |



Our Core Strategies are the primary methods and techniques that we use to bridge the gap from where we are today and enable us to reach our desired vision. These are the goals for all areas of our organization.

Core Strategies

Flexibility

Provide Safe and Effective Service

Partnerships

Improve Communication

Positive Leadership

*“What’s the use
of running if you
are not on the
right road?”
German Proverb*



Flexibility

- ◆ *Be able to adapt to external trends. Council, employees and committees are receptive to differing concepts and able to adapt to changing trends and circumstances. We are able to evaluate plans and make changes as needed (plans are not cast in stone).*

*The significant problems we face cannot be solved at the same level of thinking we were at when we created them.”
~ Albert Einstein ~*

From:

- Plans made but not implemented
- Listening to and being swayed by minority opinion
- Council dealing with operational matters brought to them by various individuals/companies
- Unable to set goals & benchmarks
- Plans are cast in stone

To:

- Open plans and implement
- Take leadership and look at community as a whole
- Council understanding that this is not their role, and refraining from doing staff's job.
- Set goals and benchmarks
- Monitor and change plans as needed

Flexibility - Strategic Action Items (SAI's)

2007

2008

2009

Review existing plans on a regular basis. Change, develop and implement or discard plans as required. Require background and reasoning for proposed changes. If information is not available – defer the item. Decisions are to be made based on Corporate Values. Realistic goals are to be based on plans.

- Master Fire Plan
- Economic Development
- Land Use Bylaw
- MDP
- IMDP
- Housing Needs Assessment Report
- Parks and Recreation Strategic Plan
- Protective Services Business Plan
- FCSS Business Plan
- Strategic Plan (Quarterly)
- Storm Water Management Plan
- Disaster Services Plan
- Trails & Walkways Master Plan
- Area Structure Plans

Not done-need by 2009 ◆
Ongoing –review 2009 ◆
Ongoing via amendments
Ongoing via amendments
Ongoing as needed
 ◆ *review: Council*
Ongoing-need by 2009 ◆
Ongoing-need by 2009 ◆
 ◆
Ongoing as needed
Ongoing with development
Ongoing as needed
Done & budgeted ?
Ongoing w.amendments



- Recycling/Composting Initiative
- Sustainability Plan
- Management Plan for major events & programs in/on Town facilities/lands

Ongoing
Ongoing
Policy in place by EDC

Provide Safe and Effective Service

- ◆ *Safe and effective service will be provided by ensuring everyone follows regulations, legislation and policies. Selection of staff is based on fit with organizational values and job requirements. Everyone will have access to information necessary to what they are doing and will know the standards required.*

“Safety is not a gadget but a state of mind”
~Eleanor Everet~

From:

To:

- | | |
|------------------------------------|--|
| -Unknowledgeable about regulations | - Knowledgeable about regulations |
| - Some persons not qualified | - Train and make qualified |
| - Hiring unqualified people | - Match people to jobs |
| - Unsure where to access resources | - Better resource access |
| - Not knowing standards | - Knowing and meeting or exceeding standards |
| - Not knowing relevant plan | - Understanding and implementing relevant plan |

Provide safe and effective service - Strategic Action Items (SAI's)

2007 2008 2009

- ◆ Develop and/or maintain *core* services
 - Roads and infrastructure (maintenance, repairs, improvements)
 - Equipment and vehicles (Public Works, Protective Services, Fire Dept, Parks & Rec)
 - Water distribution systems (pipes, water quality control, pumps, etc)
 - Parks, playgrounds and trails (maintenance, repairs, improvements)
 - Solid waste (collection, disposal)
 - Wastewater management (sewers, etc)

Ongoing
Ongoing
Ongoing
Ongoing
Ongoing
Ongoing



| | <u>2007</u> | <u>2008</u> | <u>2009</u> |
|---|--|----------------|---------------------------------------|
| <ul style="list-style-type: none"> • Arena management and operation (maintenance, repairs, improvements) • Water Licensing • Sheep River Sustainability | <i>Ongoing</i> | <i>Ongoing</i> | <i>Committee needs to be reviewed</i> |
| <p>◆ Develop and/or maintain <i>administrative and regulatory</i> services</p> <ul style="list-style-type: none"> • Employees and personnel records (salary/wages, performance reviews, job descriptions, etc.) • Financial records (tax bills/payments, business/dog licences, utility accounts, etc) • Financial transactions (contracts, invoices, payments, etc) • Institutional records (bylaws, Council resolutions, minutes, etc) • Enforcement records (bylaw, traffic, and other infractions) • User records (arena, etc) • Cash collection and reconciliation • Communications systems (computing, radio, etc) • Planning and inspection services (assessment, etc) • Budgets and accounts (monthly, annual, actual vs. budget, etc) • Audit process (preparation, response, etc) • Disaster Services | <i>All Admin. & Reg. are ongoing</i> | | |
| <p>◆ Develop and/or maintain <i>information and communication</i> services</p> <ul style="list-style-type: none"> • Education and awareness programs to the public • Traffic safety plans (with RCMP) • Regulatory information (planning/building requirements, bylaws, etc) • Internal (inter-departmental) communications • External communications (residents, businesses, partners, service associations – contractors, service providers, other levels of government and media) • Employee evaluation procedures and instruments • In-service training and education programs • Orientation programs (Councillors) • Orientation programs (Employees / Volunteers) • Community profile packages • Community Satisfaction Survey, instruments and reports • Employee Survey, instruments and reports | <i>All Info & Comm. are ongoing</i> | | |
| | <i>EDC done</i> | | ◆ |
| | <i>Done</i> | | |
| | <i>Done</i> | ◆ | |



| | <u>2007</u> | <u>2008</u> | <u>2009</u> |
|--|-------------|---|---|
| <ul style="list-style-type: none"> ◆ Develop and/or maintain <i>legal and related</i> services <ul style="list-style-type: none"> • Contracts with local partners (campground, community garden, etc) • Liability, risk assessment, insurance processes, procedures, and contracts • Compliance with municipal / provincial / federal legislative standards / requirements • Specific legal actions, cases – as required • Management Plans for major events and programs in/on town facilities / lands | | <p><i>Comm. Garden under review</i></p> <p><i>Ongoing</i></p> <p><i>Ongoing</i></p> <p><i>Ongoing</i></p> <p><i>Ongoing</i></p> | |
| <ul style="list-style-type: none"> ◆ Develop and/or maintain <i>community support</i> services <ul style="list-style-type: none"> • FCSS programs | | | <p><i>Currently handled by FCSS Board</i></p> |



Partnerships

- ◆ We improve and create services in a cost effective manner, exchange ideas and access more resources by being part of a larger network.

From:

- Partnerships presently are not assessed
- Partnerships are established when needed
- Not sharing information
- No organizational sense (us/them)

To:

- Partnerships are assessed
- Proactive establishment of Partnerships
- Sharing information
- Team players

“It will not do to leave a live dragon out of your plans if you live near one.”

~ J.R.R. Tolkien ~

Partnerships - Strategic Action Items (SAI's)

- | | |
|---|---|
| - Calgary Regional Partnership | - Cemetery Board |
| - Foothills Foundation | - Foothills Emergency Regional Medical Services (FREMS) |
| - Fire Department | - Joint Use with Schools |
| - Foothills Regional Services Commission | - MD of Foothills |
| - Sheep River Community Library | - Mutual Aid Agreements |
| - Oilfields Health Council | - Regional Protective Services |
| - Westend Regional Sewage Services Commission | - Boys & Girls Club of DV & District |

- ◆ Ensure information flows between concerned partners
- ◆ Seek opportunities to establish new partnerships
- ◆ Assess the need for continuing existing partnerships
- ◆ Establish & complete specific projects with partners (as applicable)

2007 2008 2009

Ongoing

Ongoing

Needs to be done

Ongoing



Positive Leadership

- ◆ *We provide a workplace where all employees and Council are empowered to take a leadership role. Decisions are guided by our Corporate Values. We operate within an atmosphere of mutual respect and teamwork.*

From:

- Designated leadership
- Not understanding/knowing Corporate Values
- Doing the job (policy)
- Individuals
- Fudging factor
- Ineffective use of resources
- Limited recognition of achievements
- Listening and being swayed by minority opinion
- Council not a team

To:

- Everyone takes leadership roles
- Living Corporate Values – making them part of our daily routine.
- Empowerment of individuals to recommend/make suggestions regarding new & existing policies and legislation.
- Corporate teamwork concept – feeling part of the bigger picture
- Ability to say “no”
- Effective use of resources
- Recognition of achievements
- Take leadership and consider entire community
- Council acting as a team

*A community is like a ship; everyone ought to be prepared to take the helm.”
~ Henrik Ibsen ~*

*“Snowflakes are one of nature’s most fragile things, but just look at what they can do when they stick together.”
~ Source Unknown ~*

Positive Leadership - Strategic Action Items (SAI’s)

- ◆ Maintain recognition procedures
- ◆ Maintain evaluation procedures
- ◆ Promote cooperation and development/reinforcement of team skills
- ◆ Develop &/or maintain policies

| | <u>2007</u> | <u>2008</u> | <u>2009</u> |
|--|-------------|-------------|-------------|
| | Ongoing | | |
| | Ongoing | | |
| | Ongoing | | |
| | Ongoing | | |



Strategic Planning Cycle

2007

- ◆ **January:**
- ◆ **February:**
- ◆ **March:** Quarterly meeting; Draft of employee survey
- ◆ **April:**
- ◆ **May:**
- ◆ **June:**
- ◆ **July:**
- ◆ **August:** Annual review & update of Strategic Plan
- ◆ **September:** Depts to begin budgeting for 2008
- ◆ **October:** Municipal Election
- ◆ **November:** Council Orientation
- ◆ **December:** Finalize Budgets



Conclusion

This document signifies the end of the work of the Strategic Planning Team as a whole in 2007 and the continuation of the process to incorporate these procedures into the day-to-day operations of the Town of Black Diamond.

This Strategic Plan continues to be one of the most important compilation of the goals and objectives that the Town has ever adopted. It remains our guide for attaining our Mission, Vision and Values as an organization and outlines the actions for all of us to follow.

It is critical that everyone embraces these principles and incorporates them into their day-to-day activities – that way, we will achieve our goals. By constantly cultivating this plan we will allow it to grow and evolve. We must all be the driving force that ensures that this plan will succeed and we must all help each other from drifting from the Plan's intent.

Thank you all for taking the time to read this plan. We cannot emphasize enough how important it is for everyone to become familiar with what the plan has to say and to offer suggestions for change and enhancement.

By staying focused on how we can incorporate the plan into our day-to-day activities and tasks, we will succeed in our goals. As individuals – we stand alone, but as a team – we stand strong and able to meet whatever opportunities may come our way.

“No matter how carefully you plan your goals, they will never be more than pipe dreams unless you pursue them with gusto.”
– W. Clement Stone -

*“Plan your work for
today and every day,
then work your plan.”*
~ Norman Vincent
Peale~

*“Divide your moments
into easy-to-do sections.
If you fail, divide
again.” ~ Peter Nivio
Zarlenga ~*