



Council Meeting of March 25th, 2008

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Community Services *Action Plan*

2008 - 2010



... supporting and strengthening the quality of life
and quality of place in Red Deer.

October 19, 2007

Community Services Action Plan

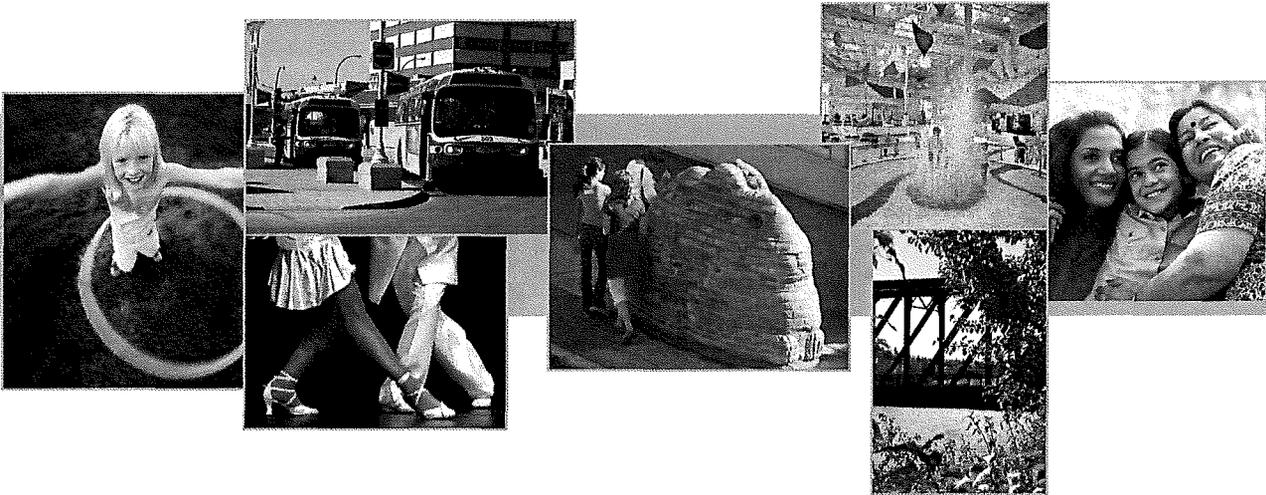


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About the Community Services Division

Our Mission:

To support and strengthen the quality of life and quality of place in Red Deer.

Introduction to the Services Action Plan

The Community Services Action Plan provides direction for the Division as staff work together to set and implement program and service strategies that are consistent with *The City of Red Deer 2005 – 2008 Strategic Plan – The Road Ahead*.

The Community Services Action Plan has been developed within the framework of The City's Strategic Plan, which defines The City's cornerstone values, vision, purpose, and guiding principles. The Strategic Plan sets out goals and strategies in the key focus areas of *Serving the Community* and *Building Organizational Capacity*.

The focus of this Action Plan is to work with, and provide services for, people in the community and to develop relationships among all stakeholders who play a role in the delivery of community services. This plan is one of many communication tools that provide a foundation for planning and a focus on collaborative and cooperative approaches by Division staff.

Foundations for Action: Enhancing the Quality of Life for Albertans also provides a framework for the strategic outcomes developed by the steering committee. The report outlines a policy framework for the quality of life sector and is used as a springboard in considering the role of quality of life in the work of the Community Services Division.

We are also mindful of other related plans that provide guidance for the future development of the community: *Community Services Open Spaces and Facilities Action Plan*; *Neighbourhood Planning Guidelines & Standards*; *Industrial Area Planning Guidelines and Standards*; *Red Deer Growing Smarter*; *Red Deer 300,000*; the *Red Deer Community Culture Master Plan*; the *Greater Downtown Action Plan*; *Waskasoo Park Interpretive Master Plan*; *Waskasoo Park Special Gathering Places*; *Gaetz Lakes Sanctuary Master Plan*; *Transit/Special Transportation Study*; *Trails and Pathways Master Plan*; *Bicycle Master Plan*; *Crime Prevention and Policing Study*; the *Heritage Management Plan*; and the *Riverlands Community Plan*.

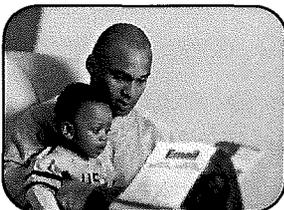
Our Commitment

The Community Services Division is committed to the Cornerstone Values, Vision, Purpose and Guiding Principles as set out in The City of Red Deer's Strategic Plan and will act on the goals and strategies that are appropriate to the Division's mission.

Our Responsibilities

The Community Services Division is responsible for the coordination and delivery of recreation, parks, culture, community planning, preventive social services, transit, library and police services. The Division includes the Recreation, Parks & Culture, Social Planning and Transit departments; and the following contract agencies: Royal Canadian Mounted Police, Waskasoo Environmental Education Society, Red Deer and District Museum Society, Parkland Community Planning Services, Red Deer Public Library, and River Bend Golf & Recreation Society.

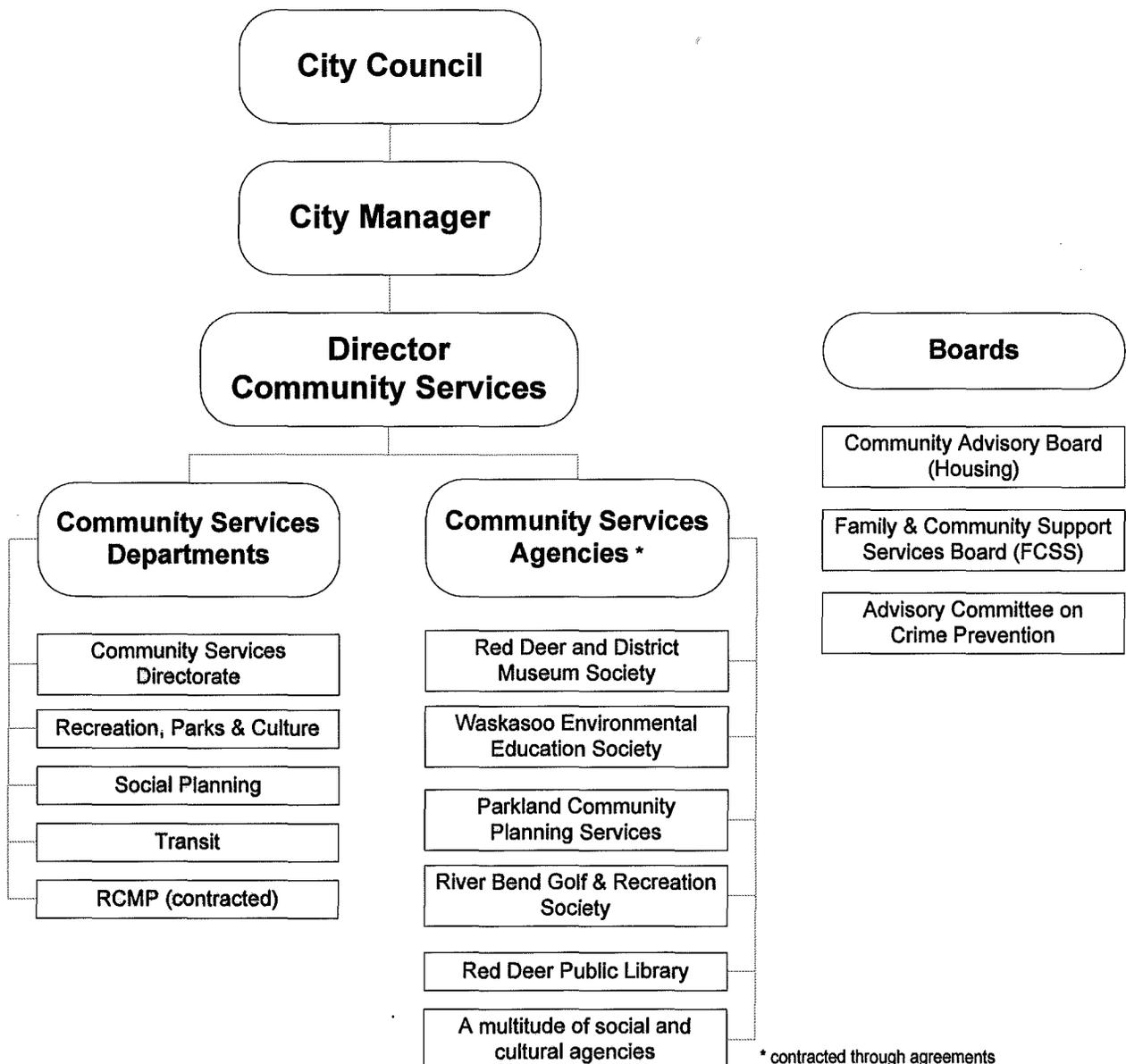
The Division serves all Red Deer citizens. It also focuses special care on the needs of disenfranchised populations. Examples of these populations are Aboriginal, youth, seniors, international newcomers, persons with disabilities, people experiencing homelessness, and people impacted by addictions.



Our organization

Overview of the Community Services Organizational Structure

The Community Services Division is composed of a number of departments and agencies that have outcomes contributing significantly to improving the quality of life and quality of place for the citizens of Red Deer. Some of the programs and services are run by The City and some are run by agencies contracted by Community Services that act at arms length. Together they form the Community Services Division.



* contracted through agreements

Our perspective

Our Environment:

In preparing this document we considered many aspects of the current context within which we operate. Some of these are:

- High growth rate
- Increasing regional cooperation and leadership requirements
- Increasing attention to environmental issues, long-term impacts and alternatives for responding to these
- Aging population; decreasing birth rate; increasing numbers of retirees
- Increasingly diverse population
- Dynamic, regional economy
- Increasing gap between the “rich” and “poor”
- Crime levels
- Impact on our ability to recruit and retain staff
- Increasing difficulty in recruiting volunteers for long-term commitments related to board governance and service delivery
- Increasing complexity of crime and related community issues
- Increasing use of Internet and other related on-line technologies
- Increasing demands to meet a variety of accessibility needs
- High staff turnover
- Increasing rate of work-related stressors and health issues
- Increasing stresses on volunteers, decreasing rate of volunteerism and the changing nature of volunteerism with preferences for short-term projects versus-long term commitments

Our Divisional Strengths:

We acknowledge our strengths to include:

- Knowledge of community - by working and developing relationships with the community we have an understanding of the needs and resources
- Strong customer service focus and high-quality programming
- Friendly, helpful staff working effectively in a team and, where appropriate, in a regional environment
- Skilled leadership, broad expertise, knowledge, dependability
- Commitment to a collaborative approach to address issues
- Extensive system of networks and partnerships
- Organizational structure with a community development approach to better bring solutions to community challenges
- Effective communication systems and skills within our organization

Our perspective

Our Opportunities:

We recognize opportunities to:

- Communicate better with the community about issues that affect the quality of life and quality of place for our citizens
- Communicate better among Divisional departments and agencies
- Improve our ability and capacity to respond to community service issues using a coordinated and integrated approach
- Increase public focus on environmental issues to support City initiatives related to environmental stewardship and projects
- Gather information and input through the community development approach

Our Challenges:

We are aware that the following issues will challenge our ability to respond to community needs:

- Population growth and changing demographics, including a more culturally diverse population that results in shifting and increasing public needs and demands
- A combination of organizational growth and a heated economy places stresses on the Division to recruit and retain staff
- Continued financial challenges due to increased capital and operating costs, The City's debt load, uncertainty of provincial and federal funding partnerships, coupled with limitations on the capacity of municipalities to generate revenue
- Increasing vulnerability of staff to stresses at work and resource strains, while attempting to understand and respond to these diverse needs
- Increasing opportunities to use new technology places strains on financial resources and staff skills and time
- Increasing accessibility issues for citizens as related to financial, physical, literacy, timing, location, diversity and psychological barriers to programs and services
- Crisis in the not-for-profit sector as it copes with the heated economy's impact on their ability to recruit and retain staff
- Increasing difficulty in recruiting volunteers for long-term commitments related to board governance and service delivery
- Increasing complexity of crime and related community issues

Our approach

We **plan** and set priorities:

- As part of the annual service planning process.
- Based on community needs, determined through a variety of means.
- Recognizing the need to build community capacity and stability by supporting volunteer-based community organizations as they carry out programming and services of a community services nature.

We **assess**:

- Operational costs for work required to accommodate community growth and to support new initiatives.
- The role and workload of Community Services departments and agencies.
- Appropriateness of service delivery methods, while considering community needs and demographic changes and realities.
- The human, financial and time resource costs and benefits for undertaking initiatives and providing services.

We **collaborate**:

- With departments and contracted agencies to utilize the broad expertise and creativity existing throughout our Division and the organization.
- By sharing information between departments and contracted agencies, when the information is of benefit to more than one area of operation and to ensure duplication of services is minimized.
- By pursuing new partnerships and joint projects with the public, not-for-profit and private sectors, where feasible.

We **share and use** tools that assist us, including:

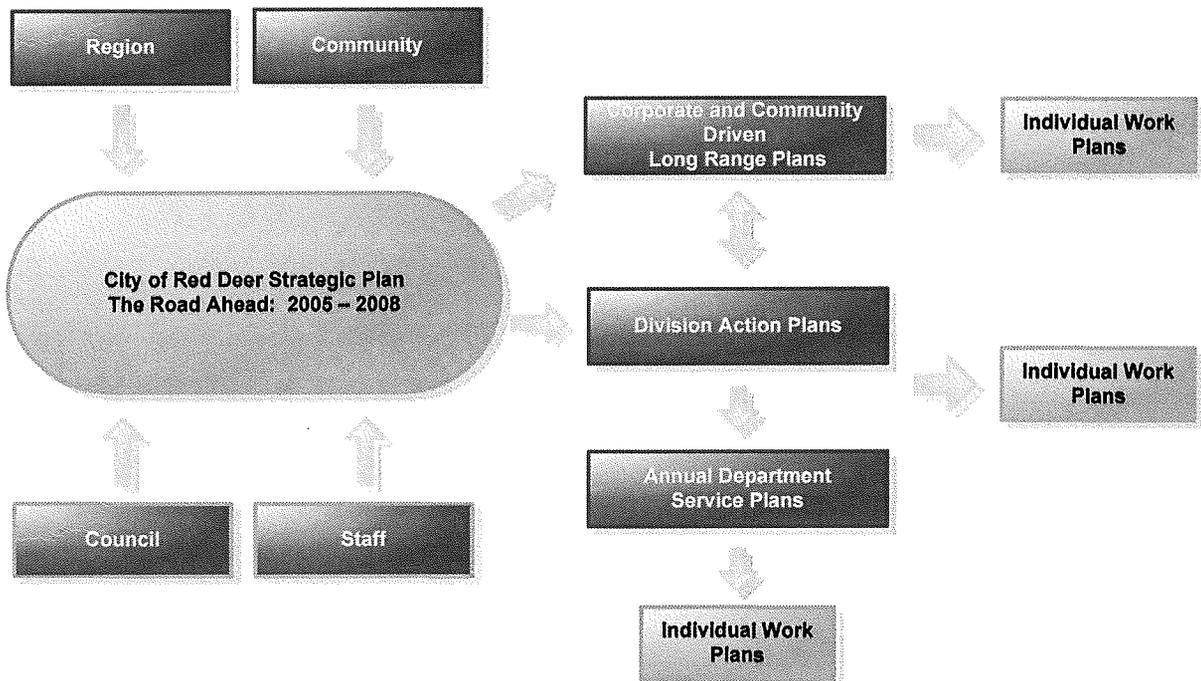
- Plans and other documents prepared within The City and by the community.
- The experiences of other municipalities.
- Formal meetings and opportunities to make collaborative decisions among departments and contracted agencies.
- Informal gatherings and discussions to cooperatively examine an issue or challenge.
- Communication with one another, among Divisional members and with others in the organization and community.

Relationship of corporate and division plans

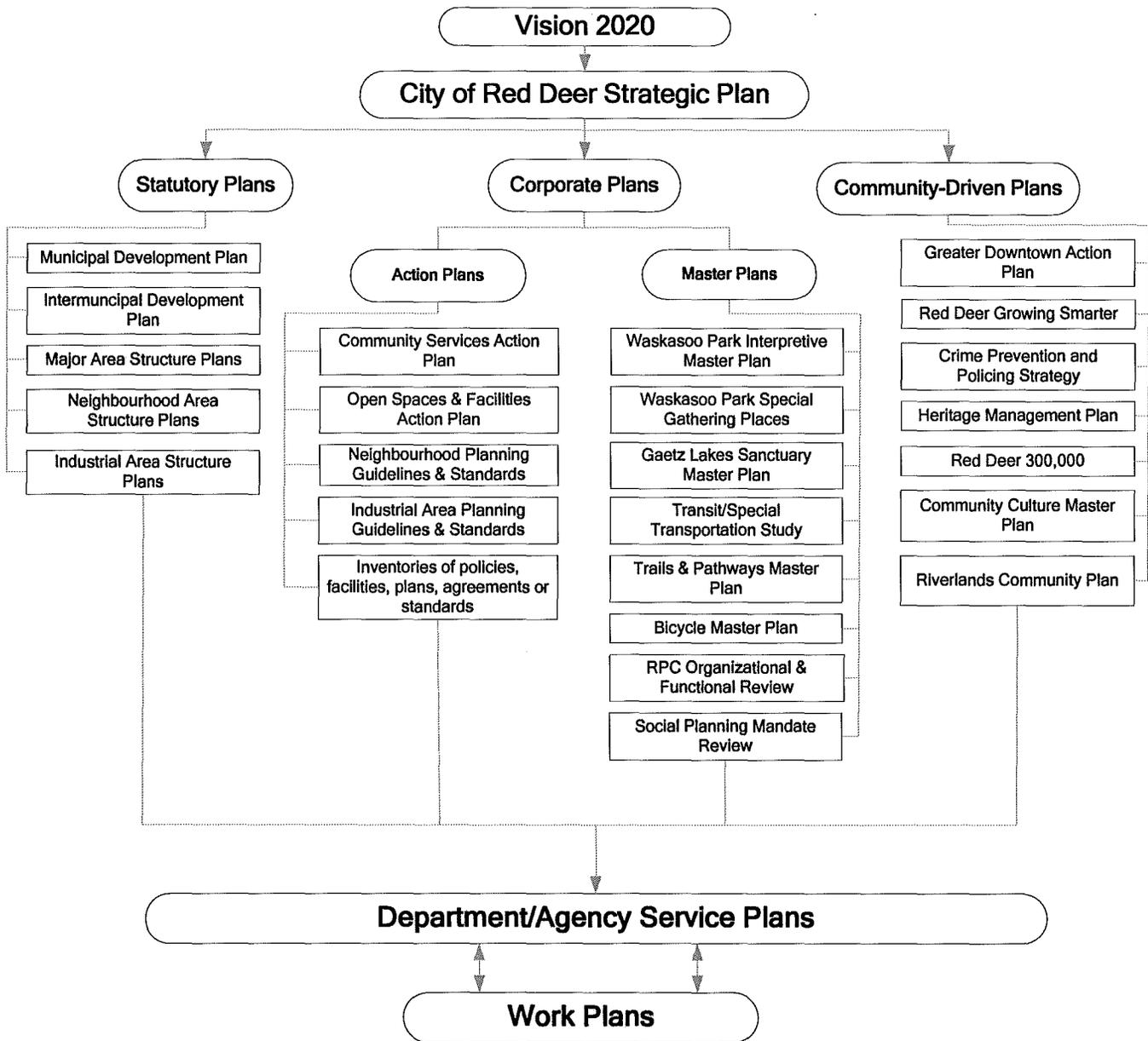
The City of Red Deer planning process occurs in four phases. *The City of Red Deer Strategic Plan: The Road Ahead 2005 – 2008* provides guidance for corporate and community-driven long-range plans. The Division uses the parameters of the Strategic Plan and corporate and community-driven long-range plans to develop strategic goals for specific areas within the Community Services Action Plan. Annual department Service Plans provide operational objectives to implement the corporate and division plans. Individual work plans become the implementation mechanism for the department Service Plans. This relationship is depicted in the chart below.

Relationship Among Plans

Corporate and division plans are generally strategic and have a more global application. Department Service Plans and individual work plans are generally operational and more specific, detailing the actions to achieve the strategic directions of the Corporation and Division.



Plans that guide Division planning and operations



Defining quality of life

From 2001 to 2005, leaders from the quality of life sector in Alberta collaborated to develop a framework and purpose, including a vision, values, guiding principles and shared quality of life outcomes. The resulting work, *Foundations for Action: Enhancing the Quality of Life for Albertans*, has served as an adjunct for the deliberations of the Community Services Action Plan review in 2007. The work of the quality of life sector included representatives from education, health and wellness, human and community services, the environment, heritage, culture, recreation, parks and other disciplines. The development of the framework was led by the Alberta Recreation and Parks Association (ARPA); the culmination of the work by this multi-disciplinary group is a powerful vision for the future of these service sectors.

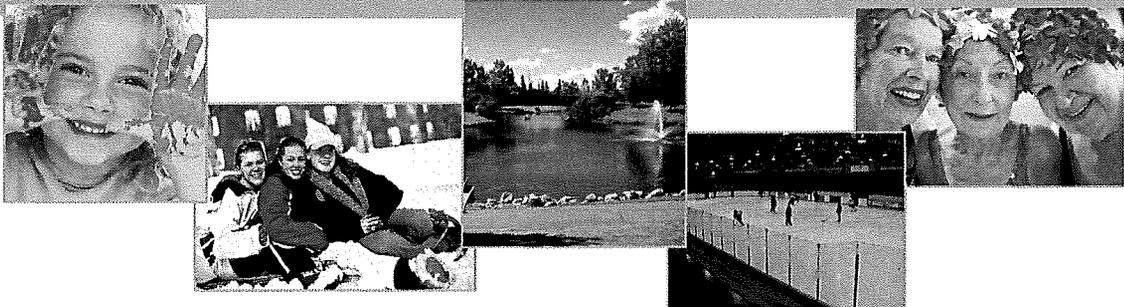
Quality of life and quality of place is the mission of the Community Services Division. As a result, the Division has included *Foundations for Action* as one of the tools that will help shape our vision and strategies for the next three years.

Quality of life – a working definition

The thread that binds together the departments and agencies in the Community Services Division is quality of life. Each department and its staff are contributing in various ways to the quality of life of the citizens of Red Deer. The concepts and outcomes for building a strong and healthy community permeate the work of all. While the definition of quality of life varies from individual to individual and from circumstance to circumstance, for the purpose of our document, Community Services uses the following definition.

Quality of life

A sustainable community that lives and promotes a culture of wellness, creativity and stewardship of the community and the environment.



Community Services Strategic Outcomes

The strategic outcomes are the result of a detailed environmental scan and a review of *Foundations for Action*. They are reflective of the corporate framework, with a strong community focus. The strategic outcomes drive our action plan.

- **Planning with Vision**
We have thoughtful, well-researched, and visionary Division plans that engage stakeholders and staff, reflect corporate and community plans and strive to build capacity, promising practices, and understanding in our community.
- **Embracing Diversity**
We embrace the diversity and assets of people from a variety of cultures, demographics, and abilities corporately and within the community.
- **Strong Collaborative Relationships**
We develop strong, collaborative relationships that advance communication and understanding, reduce barriers, foster synergies, and maximize limited resources within and among the Division, the Corporation, community partners and stakeholders.
- **Impact of Growth**
We anticipate growth patterns and emerging needs when planning programs and services and allocating resources.
- **Engaged Citizenship**
We offer Red Deer citizens opportunities to understand the issues and participate in the decision making process. We engage and support Red Deer's volunteers, organizations and agencies in the planning and delivery of community programs and services.

Community Services Strategic Outcomes

➤ **Environmental Stewardship**

We integrate environmental stewardship and sustainability into the culture of the community and the Corporation through our planning and service delivery.

➤ **Balancing Expectations and Needs**

The community and the Corporation understand and appreciate the need to balance service delivery within the context of limited access to resources and the complex nature of our society.

➤ **Safe Places**

We sustain a safe community by collaboratively identifying issues and developing and promoting opportunities that utilize crisis management, safety education and prevention strategies for both the public and staff.

➤ **Healthy Supported Staff**

We provide a healthy working environment that is enjoyable, supportive and engaging; this environment will provide worthwhile and challenging experiences that attract highly skilled people to work in the Community Services Division.

➤ **Asset Management**

We plan, manage and maintain the physical and environmental assets of the community through preventative maintenance programs, asset management and prudent investment in existing and new infrastructure, in balance with the fiscal realities and the needs of the community.

Community Services Strategic Actions

The Community Services Action Plan has been developed within the framework of The City's Strategic Plan, which sets out goals and strategies in these key focus areas:

- A. Serving the Community*
- B. Enabling Organizational Capacity*

The Community Services strategic outcomes are embedded within these two principles. The following tables lay out the Community Services Strategic Actions that set the direction for annual service plans. The strategic actions flow from the foundation established by the corporate goals, as outlined in The City of Red Deer Strategic Plan.

Timelines for each strategic action will be incorporated in the Directorate, Department and Agency annual service plans.



Community Services Strategic Actions

A.

Serving the Community - The City of Red Deer Strategic Plan

We serve our community by aligning City services towards achieving a socially, economically and environmentally sustainable community. (pg. 6)

I. Service Delivery - The City of Red Deer Strategic Plan

To ensure that each department and work group is able to provide programs and services for our community that address evolving needs. (pg. 6)

The Division's service delivery strategic actions are based on the following outcomes:

- Planning with vision
- Embracing diversity
- Impact of growth
- Strong collaborative relationships
- Engaging citizenship
- Environmental stewardship
- Balancing expectations and needs
- Safe places

(full outcome statements may be found on page 13/14.)

Community Services Strategic Actions		Responsibility
a)	Facilitate the development of relevant, accessible and sustainable leisure and/or preventive programs for identified populations through a community development approach.	RPC SP
b)	Identify, engage and/or support community organizations to enable them to provide programs that contribute to the quality of life in Red Deer.	RPC SP
c)	Implement the ranking tool with our work as a filter to prioritize facilities, programs and services and to assess delivery methods.	All departments with CS Director
d)	Review the standard that relates to "basic" service and determine how it applies to Community Service programs and services.	All departments and agencies with CS Director
e)	Conduct an annual review of the programs and services as part of department and agency service planning process and where appropriate explore ways to enhance and assist with the evaluation process.	All departments and agencies
f)	Identify funding sources and communicate to community organizations. Where appropriate, act as a fiscal agent in order to build organizational capacity.	RPC SP
g)	Develop and implement communication plans using a variety of avenues to achieve success in reaching identified populations.	All departments and agencies
h)	Provide research services to the corporation and other agencies to better quantify and evaluate programs and services.	SP

2. Engagement - The City of Red Deer Strategic Plan

To learn about community priorities, communicate with citizens, and assess impact of our services, facilities, and programs. (pg. 7)

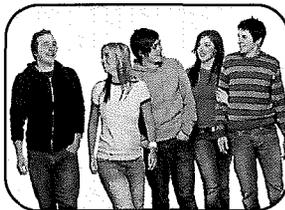


The Division's service delivery strategic actions are based on the following outcomes:

- Planning with vision
- Engaged citizenship
- Strong collaborative relationships
- Impact of growth
- Environmental stewardship
- Balancing expectations and needs
- Safe places

(full outcome statements may be found on page 13/14.)

Community Services Strategic Actions		Responsibility
a)	Develop an internal communication system to increase effectiveness in collecting and sharing information within the Division.	All departments and agencies with CS Director
b)	Enhance Division public engagement process to ensure that it: <ul style="list-style-type: none"> • Establishes and maintain two-way communication and information sharing with key stakeholders and • Provides input into community planning issues to facilitate citizens feelings of empowerment and connection 	All departments and PCPS
c)	Plan to meet growing community needs by incorporating recommendations from various studies into Service Plan Development. (e.g. Transit and Specialized Transportation Study, Crime Prevention and Policing Strategy, Recreation, Parks and Culture Organizational and Functional Review, Social Planning Mandate Review).	All departments and PCPS



Community Services Strategic Actions

3. Planning - The City of Red Deer Strategic Plan

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. (pg. 7)



The Division's service delivery strategic actions are based on the following outcomes:

- Planning with vision
- Strong collaborative relationships
- Impact of growth
- Engaged citizenship
- Environmental stewardship
- Balancing expectations and needs

(full outcome statements may be found on page 13/14.)

Community Services Strategic Actions	Responsibility
a) Complete and implement the Community Culture Master Plan Update to identify ongoing and future needs and means of increasing understanding about the importance of culture to health, well-being, and economic development.	RPC
b) Incorporate into the Neighbourhood Planning Guidelines and Standards a process for addressing requests from developers for enhanced parks and facilities.	RPC PCPS
c) Champion research practices to incorporate a social component in community planning initiatives.	SP
d) Implement the Heritage Management Plan.	RPC PCPS
e) Complete the Recreation, Parks and Culture Community Facilities Needs Study.	RPC
f) Take into account the long term implications and costs of annexation as a result of the Intermunicipal Development Plan (financial, social and environmental) in future planning.	All departments

4. Social, Cultural and Leisure Development - The City of Red Deer Strategic Plan
 To learn about community priorities, communicate with citizens, and assess impact of our services, facilities, and programs. (pg. 8)

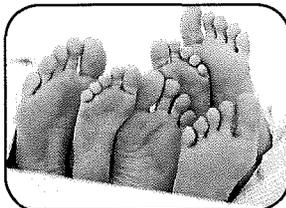


The Division's service delivery strategic actions are based on the following outcomes:

- *Planning with vision*
- *Embracing diversity*
- *Strong collaborative relationships*
- *Engaged citizenship*
- *Balancing expectations and needs*
- *Safe places*

(full outcome statements may be found on page 13/14.)

	Community Services Strategic Actions	Responsibility
a)	Continue to review accessibility issues when planning new and revising existing Community Services programs.	All departments
b)	Implement a collaborative approach, to develop a strong and supportive social infrastructure, including opportunities for cross-departmental, cross-divisional and interagency cooperation.	All departments
c)	Continue the integration of public transit services as recommended in the 2004 Transit and Specialized Transportation Study.	Transit
d)	Implement CARE accessibility project recommendations.	RPC



Community Services Strategic Actions

5. Volunteerism - The City of Red Deer Strategic Plan
 To encourage and support volunteerism in the community. (pg. 9)



Community Services Strategic Actions	Responsibility
a) Develop community organizational capacity through <ul style="list-style-type: none"> • supporting board development • building understanding and knowledge of the Red Deer community services environment • building understanding and knowledge of promising practices in funding distribution. 	SP RPC
b) Facilitate the development of volunteer policies, procedures and promising practices to provide consistent service, messages and improved coordination of volunteer resources within The City and the community.	SP RPC
c) Develop and use tools to support and enhance volunteers in the community (e.g. Community Associations, social agencies sport/recreation/cultural groups).	SP RPC
d) Support and work with community agencies as they address legal, legislative, insurance responsibilities and other changing responsibilities. (e.g. Occupational Health & Safety, contracts)	CS Directorate with SP and RPC

The Division's service delivery strategic actions are based on the following outcomes:

- Strong collaborative relationships
- Engaged citizenship

(full outcome statements may be found on page 13/14.)

6. Community and Land Use Planning - The City of Red Deer Strategic Plan
 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. (pg. 9)



Community Services Strategic Actions	Responsibility
a) Administer a collaborative process to facilitate the City's assessment of neighbourhood development plans, as set out in the Neighbourhood Planning Guidelines & Standards.	RPC SP CS Directorate PCPS
b) Work with developers to ensure that there is an appropriate allocation of Municipal Reserve, Environmental Reserve and Public Utility Lots in order to present the whole "green space" picture to Council.	RPC CS Directorate PCPS
c) Use the Neighbourhood Planning Guidelines & Standards to evaluate the neighbourhood and social impacts of Neighbourhood Area Structure Plans (NASP) and Area Redevelopment Plans (ARP) proposals, considering components such as liveable communities, social impact of design, affordable housing and accessibility.	RPC SP CS Directorate PCPS
d) Support proactive social planning and innovative approaches of new developments utilizing Division expertise, including research, facilitation of community forums, and collaborative neighbourhood planning.	SP RPC CS Directorate PCPS
e) Use and review current and new statutory planning documents considering the leisure, social, safety and transportation elements and implications.	All departments PCPS
f) Develop guidelines that will assist developers in interpreting the significant human history and natural features of a development site as outlined in the Neighbourhood Planning Guidelines and Standards.	RPC CS Directorate All agencies

The Division's service delivery strategic actions are based on the following outcomes:

- Planning with vision
- Embracing diversity
- Strong collaborative relationships
- Impact of growth
- Environmental stewardship
- Balancing expectations and needs

(full outcome statements may be found on page 13/14.)

Community Services Strategic Actions

7. Protective and Emergency Services - The City of Red Deer Strategic Plan
 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. (pg. 10)



The Division's service delivery strategic actions are based on the following outcomes:

- Strong collaborative relationships
- Impact of growth
- Engaged citizenship
- Balancing expectations and needs
- Safe places

(full outcome statements may be found on page 13/14.)

Community Services Strategic Actions		Responsibility
a)	Establish a strategy to manage safety that includes loss prevention and disaster response plans for operations within Community Services and contracted agency facilities and open spaces.	CS Director with all departments
b)	Identify and follow through on opportunities to take action to sustain a safe community that could include crisis management, safety education and prevention strategies for public and staff.	CS Directorate RCMP
c)	Incorporate Crime Prevention Through Environmental Design (CPTED) principles in the design phase of new construction and renovations of existing facilities.	All departments

8. Disaster Services - The City of Red Deer Strategic Plan

To provide Red Deer with competent and well-trained leadership that is prepared to manage disaster response. (pg. 11)

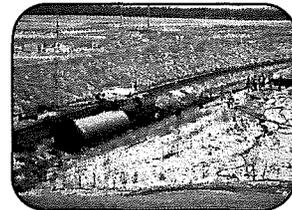
The Division's service delivery strategic actions are based on the following outcomes:

- Planning with vision
- Strong collaborative relationships
- Healthy enabled staff
- Safe places

(full outcome statements may be found on page 13/14.)



Community Services Strategic Actions		Responsibility
a)	Increase the Community Services level of involvement with the Disaster Social Services and Disaster Services Plan and participate in Emergency Operations Centre design function with City Hall expansion.	SP
b)	Complete or update Department and Division pandemic plans.	All departments
c)	Develop emergency preparedness plans for major facilities.	RPC SP



Community Services Strategic Actions

9. Regional Role - The City of Red Deer Strategic Plan

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. (pg. 12)



The Division's service delivery strategic actions are based on the following outcomes:

- Planning with vision
- Strong collaborative relationships
- Impact of growth
- Balancing expectations and needs

(full outcome statements may be found on page 13/14.)

	Community Services Strategic Actions	Responsibility
a)	Assess and evaluate Community Services' departments and agencies current and potential regional leadership roles and service delivery on an ongoing basis.	CS Director All departments and agencies
b)	Establish a system to track, evaluate and report non-resident participation in Community Service Division and agency programs and services to assist in determining appropriate fee structures, delivery methods, fee-for-service, other municipal contributions and potential partnerships.	RPC SP WEES MAG River Bend
c)	Communicate regularly with Central Alberta municipalities to develop a better understanding of regional needs and areas for collaboration on community services.	RPC SP

10. Land Development - The City of Red Deer Strategic Plan

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. (pg. 12)

The Division's service delivery strategic actions are based on the following outcomes:

- Planning with vision
- Impact of growth

(full outcome statements may be found on page 13/14.)

Community Services Strategic Actions		Responsibility
a)	Appoint representatives from each Department in the Division to participate in the Land Bank Advisory Committee.	RPC SP PCPS
b)	Develop a strategy for acquisition of land for future facilities, including, recreation, parks, culture, affordable housing, RCMP, Transit and Social Planning facilities.	All departments



Community Services Strategic Actions

II. Transportation - The City of Red Deer Strategic Plan

To maintain an effective, sustainable and integrated transportation system that responds to the changing needs of our community. (pg. 13)



The Division's service delivery strategic actions are based on the following outcomes:

- Planning with vision
- Embracing diversity
- Impact of growth
- Balancing expectations and needs

(full outcome statements may be found on page 13/14.)

Community Services Strategic Actions		Responsibility
a)	Develop a marketing strategy for promoting public transportation and alternative forms of transportation as contributors to accessibility, quality of life and sustainability.	Transit
b)	Maintain annual planning and monitoring of transportation services and make revisions that reflect the changing community needs.	Transit
c)	Identify opportunities to use transit to address accessibility barriers of Division programs and services.	Transit RPC SP

12. Business Development and Retention - The City of Red Deer Strategic Plan
 To foster local economic development and business retention to encourage and attract diverse, long-term economic growth. (pg. 14)

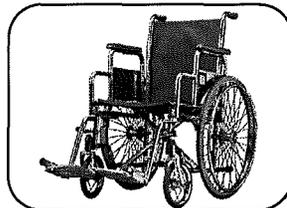
The Division's service delivery strategic actions are based on the following outcomes:

- Strong collaborative relationships
- Impact of growth
- Safe places

(full outcome statements may be found on page 13/14.)



	Community Services Strategic Actions	Responsibility
a)	Provide training support and identify opportunities in the community to expand on the Community Economic Development philosophy.	SP
b)	Collaborate with stakeholders in the greater downtown area, including the Civic Centre, to develop strategies that foster ongoing development and promotion of the downtown area as a welcoming and safe place.	CS Directorate SP



Community Services Strategic Actions

13. Tourism - The City of Red Deer Strategic Plan

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. (pg. 14)



The Division's service delivery strategic actions are based on the following outcomes:

- Strong collaborative relationships

(full outcome statements may be found on page 13/14.)

Community Services Strategic Actions		Responsibility
a)	Work with Tourism Red Deer to develop a tourism promotion strategy that includes those areas in Community Services that make Red Deer attractive as a tourist destination.	RPC
b)	Work with Tourism Red Deer when opportunities arise to promote the economic and quality of life benefits of the programs and services provided by the Division and its agencies.	All departments
c)	Assist with the transition of Tourism Red Deer moving from Community Services to Land and Economic Development.	CS Director

14. Our Environment - The City of Red Deer Strategic Plan

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. (pg. 15)



Community Services Strategic Actions	Responsibility
a) Update the River Valley Concept Plan, in particular as it relates to the annexation areas, to include joint cooperation with relevant authorities in protecting the river valley beyond City boundaries.	RPC PCPS Directorate
b) Identify and implement day to day activities where we model environmental promising practices within our own work environment.	All departments
c) Investigate and develop an environmental tool and promising practices for community events for Community Services and community groups (e.g. reduce use of disposable items, recycling containers at events).	RPC with community organizations
d) Investigate and determine feasible green options to incorporate into operations in conjunction with various departments (i.e. alternative fuel and power sources for vehicles, in conjunction with Fleet).	Transit RPC
e) Incorporate energy efficient and environmentally friendly systems into the construction of new facilities and future facility upgrades where feasible.	RPC SP
f) Participate with other departments to educate and encourage public participation in environmental initiatives and practices.	RPC RCMP

The Division's service delivery strategic actions are based on the following outcomes:

- Planning with vision
- Strong collaborative relationships
- Environmental stewardship

(full outcome statements may be found on page 13/14.)

Community Services Strategic Actions

B.

Enabling Organizational Capacity - The City of Red Deer Strategic Plan
 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. (pg. 16)



15. Staffing - The City of Red Deer Strategic Plan
 To recruit, attract and retain talented and capable people to serve in our organization. (pg. 16)



Community Services Strategic Actions		Responsibility
a)	Work with Human Resources Department in the implementation of the Human Resource Plan as it relates to staffing requirements in the Community Services Division with a focus on succession, recruitment, retention and training.	All departments
b)	Facilitate human resources planning with agencies as requested.	All departments
c)	Develop staff education opportunities for working in an increasingly diverse community.	SP
d)	Develop a plan to re-evaluate casual positions for consideration of permanent full/part-time as a strategy to promote recruitment and retention of staff.	All departments

The Division's enabling organizational capacity strategic actions are based on the following outcomes:

- Embracing diversity
- Balancing needs and expectations
- Healthy supported staff

(full outcome statements may be found on page 13/14.)

16. Total Compensation - The City of Red Deer Strategic Plan

To have corporate compensation, benefits and recognition programs that support us in achieving our strategic objectives. (pg. 17)

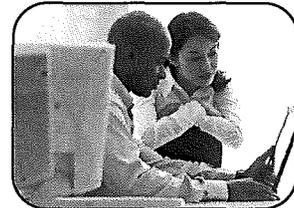
The Division's enabling organizational capacity strategic actions are based on the following outcomes:



- *Balancing expectations and needs*
- *Healthy supported staff*

(full outcome statements may be found on page 13/14.)

Community Services Strategic Actions	Responsibility
a) Develop and implement a strategy to identify opportunities to recognize achievements of Community Services Division staff.	CS Director



Community Services Strategic Actions

17. Learning - The City of Red Deer Strategic Plan

To be an organization with employees that pride themselves on professional and personal development, in a continuous learning environment. (pg. 17)



Community Services Strategic Actions		Responsibility
a)	Continue to offer the Director's Brown Bag Lunches to encourage Division networking.	CS Directorate
b)	Participate in regional, provincial and national (sometimes international) learning events where the collaborative and community development approaches are highlighted.	CS Directorate All departments
c)	Develop educational plans for staff, as appropriate.	All departments
d)	Explore and assess, on a case-by-case basis, potential opportunities for staff to participate in cross-training, secondment or volunteer opportunities that support professional growth (i.e. Alberta Games) and Corporate learning.	All departments

The Division's enabling organizational capacity strategic actions are based on the following outcomes:

- Healthy supported staff

(full outcome statements may be found on page 13/14.)

18. Work Environment - The City of Red Deer Strategic Plan

To have an enabling work environment that keeps our staff productive and motivated.
(pg. 18)



The Division's enabling organizational capacity strategic actions are based on the following outcomes:

- Embracing diversity
- Strong collaborative relationships
- Healthy supported staff

(full outcome statements may be found on page 13/14.)

	Community Services Strategic Actions	Responsibility
a)	Assess department and agency roles and workloads during the Service Plan process and adjust according to available resources.	All departments
b)	Work with community organizations to develop efficiencies and synergies that contribute to long-term sustainability.	All departments
c)	Respond to issues identified through the Organizational Climate Survey, various Safety Audits and other reports, in order to support the health, safety and environmental friendliness of Community Services work places and practices.	CS Director All departments



Community Services Strategic Actions

19. Technology - The City of Red Deer Strategic Plan

To enable the use of a broad range of technology in improving the efficiency and effectiveness of Red Deer's municipal services. (pg. 19)



The Division's enabling organizational capacity strategic actions are based on the following outcomes:

- Strong collaborative relationships
- Healthy enabled staff

(full outcome statements may be found on page 13/14.)

Community Services Strategic Actions		Responsibility
a)	Undertake a cost-benefit assessment when considering the implementation of new technology tools and electronic links to support program and service delivery.	All departments and agencies
b)	Explore opportunities to share technical expertise and programs among departments, agencies and community organizations.	All departments and agencies
c)	Work with other departments on technology initiatives related to wireless, GPS, AVL, and traffic management strategies.	Transit

20. Financial Planning - The City of Red Deer Strategic Plan

To prepare and approve financial plans and budgets which reflect our strategic directions and operational needs (pg. 19)

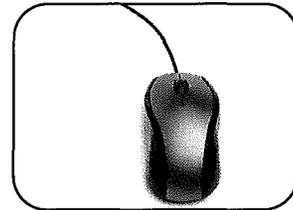


Community Services Strategic Actions	Responsibility
a) Develop a long-term investment strategy for funds contributing to community housing and Community Economic Development.	SP
b) Maintain policy that reflects a reasonable mix of revenue from user fees and taxes for community services so as to ensure basic services are financially accessible to the public.	RPC Transit
c) Engage staff at all levels and, where appropriate, to contribute to service planning and budgeting processes.	All departments and agencies
d) Develop a plan that is PSAB compliant and further allows for proactive revitalization and management of assets.	All departments

The Division's enabling organizational capacity strategic actions are based on the following outcomes:

- Planning with vision
- Balancing expectations and needs
- Asset management

(full outcome statements may be found on page 13/14.)



Community Services Strategic Actions

21. Financial Management - The City of Red Deer Strategic Plan

To ensure adequate funds are secured and sustained in a fiscally responsible manner to support the program and service delivery levels established by Council. (pg. 20)



Community Services Strategic Actions		Responsibility
a)	Assess regularly, as part of the Service Plan process, the appropriateness of programs and services, the exploration of new partnerships, sponsorships, etc. and analyze the human and financial costs of each approach.	All departments
b)	Review Divisional programs and services fees and charges to <ul style="list-style-type: none"> • assess the impact on accessibility for citizens • develop a coordinated Divisional response where feasible. 	RPC Transit PCPS
c)	Conduct a review of funding policies and procedures to address third party accountability, reporting, equity, fairness and ability to meet community needs.	RPC SP

The Division's enabling organizational capacity strategic actions are based on the following outcomes:

- Balancing expectations and needs

(full outcome statements may be found on page 13114.)

22. Financial Sustainability - The City of Red Deer Strategic Plan

To develop reliable and sustainable funding that will ensure the long-term success of Red Deer's programs and services. (pg. 21)

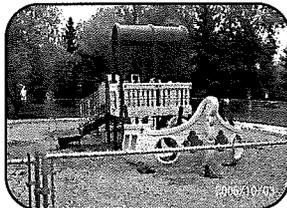


The Division's enabling organizational capacity strategic actions are based on the following outcomes:

- Balancing expectations and needs
- Asset management

(full outcome statements may be found on page 13/14.)

	Community Services Strategic Actions	Responsibility
a)	Review the funding and operation of activity centres, including those attached to schools, and develop a model that will be sustainable into the future for utilization by the community and for Divisional programs.	RPC together with Community Associations and schools
b)	Update and maintain the Ten-Year Infrastructure Maintenance Plan.	All departments and agencies
c)	Work to secure funding from Federal and Provincial sources to support Division programs and services and that will provide for sustainability (including public transportation, parks, facilities, social planning and policing).	All departments and agencies



Acknowledgements

Staff and Department Managers

Special thanks to the members of the 2007 Community Services Action Plan Committee, who guided the process. Their enthusiasm and talent, combined with a collective sense of humour, made for productive and thoughtful discussions. The 2008 - 2010 CSAP reflects the committee's commitment to plan for the best interests of serving the citizens of Red Deer, enabling our organization's capacity and building quality of life and quality of place.

Committee List

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Linda Healing	Social Planning
Colleen Jensen	Division Director
Kay Kenny	Recreation
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Kristina Mark	Parkland Community Planning Services
Wendy Meeres	Culture
Jim Robertson	Waskasoo Environmental Education Society
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Staff resources

Barbara Hill	Senior Projects Consultant
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Sheila Sikora	Community Researcher
Liz Soley	Administrative Assistant

Community Services Acronyms and Abbreviations

AVL	Automatic Vehicle Location System
CPTED	Crime Prevention Through Environmental Design
CSAP	Community Services Action Plan
CS Director	Community Services Director
CS Directorate	Community Services Directorate
CS Division	Community Services Division
GPS	Global Positioning System
MAG	Red Deer Museum and Art Gallery
M.P.	Master Plan
PCPS	Parkland Community Planning Services
RCMP	Royal Canadian Mounted Police
RDPL	Red Deer Public Library
RBG&RS	River Bend Golf and Recreation Society
RPC	Recreation, Parks & Culture
PSAB	Public Service Accounting Board
SP	Social Planning
WEES	Waskasoo Environmental Education Society

