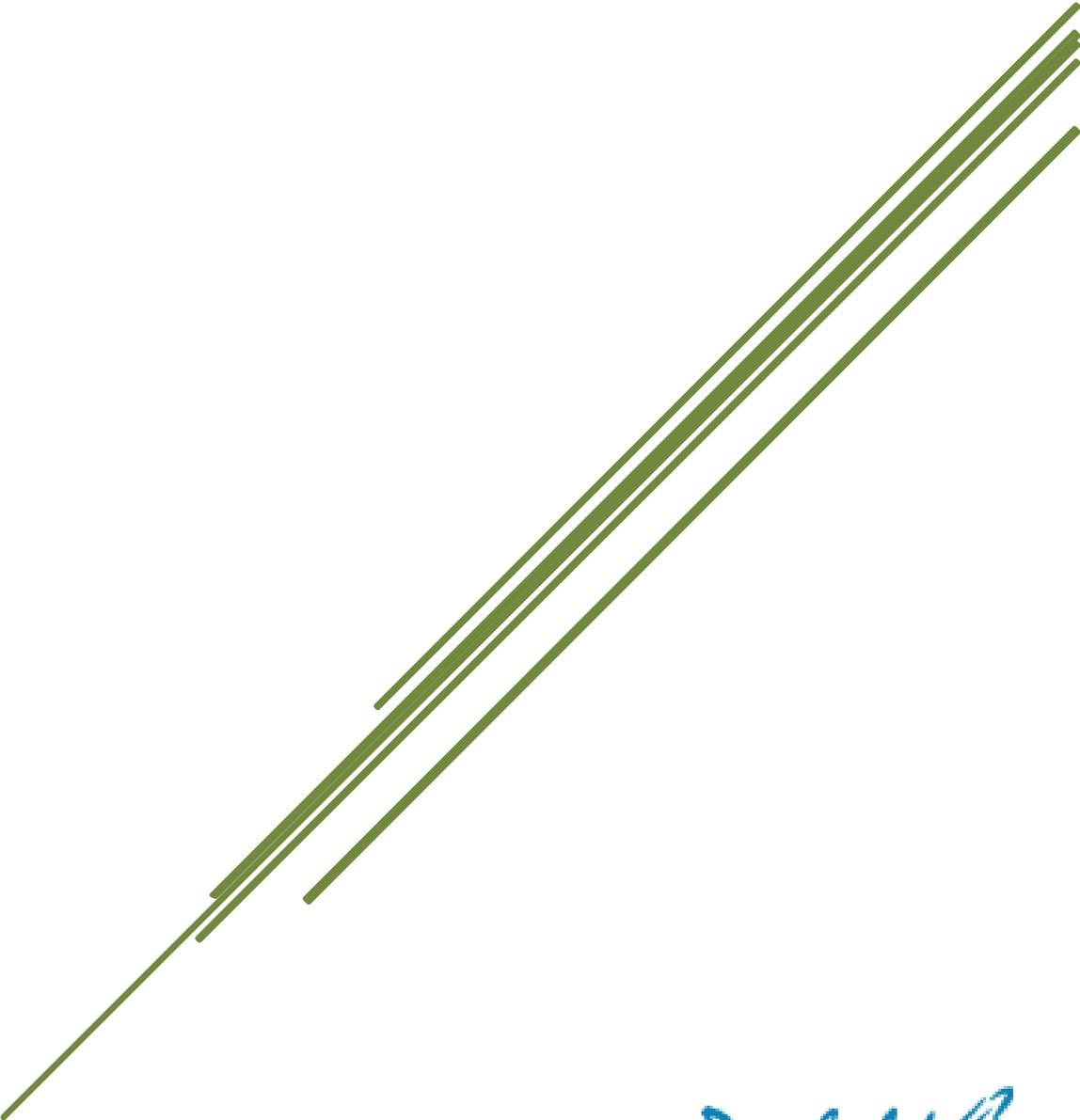


**STRATEGIC PRIORITIES  
REVIEW  
2019**





# A REVIEW OF STRATEGIC PRIORITIES (2017)

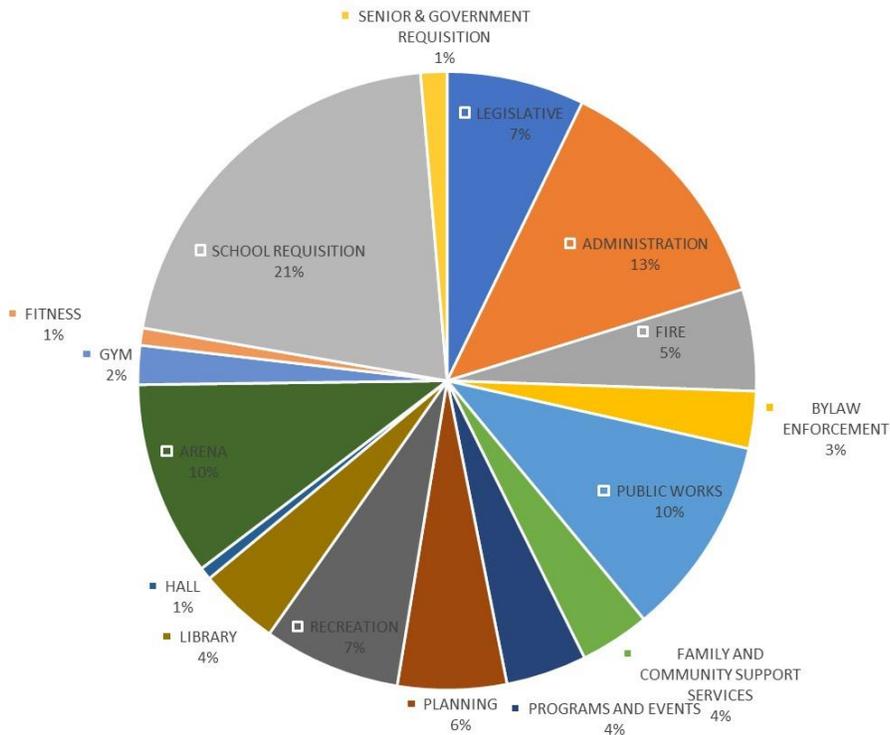
## with Town of Penhold Council and Staff

### INTRODUCTION

In the second year of a four year term, Council members and staff for the Town of Penhold met to review progress and priorities outlined in their first Strategic Plan drawn up in 2017. This review was designed to re-think existing priorities based on current fiscal and economic realities, public interests and progress over the past two years.

Background materials gathered to bring current realities to the fore included the pie chart seen below “Where do my tax payments go?”, a visual map of the Outdoor Recreation Facility, a Police Costing Model (also shown below) made available from a division of Alberta Justice and Solicitor General and a progress report on the Strategic Priorities from 2017.

Where do my tax payments go?



## Police Costing Model

Penhold July 30, 2019		Weighted Percentages																	
	Revenue Generated (after subsidies)	Total Municipal Population	Total Equalized Assessment	Average Equalized Assessment per Capita		Population	Equalized Assessment	Total Municipal Share Policing Costs				CSI Average (3 Years, 2015-2017)		Subsidy per Mun CSI point above Average			Shadow Population Max Subsidy		
15%	\$33,681,570	765,780	\$293,162,459,917	\$310,203		30%	70%	\$34,900,000				115.25		0.05%				5.0%	
30%	\$ 67,363,141							\$69,800,000											
40%	\$89,753,182							\$93,000,000											
50%	\$112,239,731							\$116,300,000											
60%	\$134,629,772							\$139,500,000											
70%	\$157,116,322							\$162,800,000											

	2018 POPULATION	2018 EQUALIZED ASSESSMENT	Equalized Assessment per Capita	% Population	% Equalized Assessment	Based on Population	Based on Equalized Assessment	Total Share Policing Cost	% Municipal Property Tax	2017 Municipal Property Tax	Municipal CSI Value (3 Year Avg)	Mun CSI points above Average	% Subsidy	Dollar Subsidy	Shadow Population	% Subsidy	Dollar Subsidy	Total Cost Share Including Subsidies If Eligible
15%	3,277	\$392,172,150	\$119,674	0.43%	0.13%	\$44,804	\$32,681	\$77,485	2.30%	\$3,480,488	43.03	0	0.0%	\$0	0	0.0%	\$0	\$77,485
30%	3,277	\$392,172,150	\$119,674	0.43%	0.13%	\$89,608	\$65,361	\$154,970	4.45%	\$3,480,488	43.03	0	0.0%	\$0	0	0.0%	\$0	\$154,970
40%	3,277	\$392,172,150	\$119,674	0.43%	0.13%	\$119,392	\$87,086	\$206,479	5.93%	\$3,480,488	43.03	0	0.0%	\$0	0	0.0%	\$0	\$206,479
50%	3,277	\$392,172,150	\$119,674	0.43%	0.13%	\$149,305	\$108,905	\$258,209	7.42%	\$3,480,488	43.03	0	0.0%	\$0	0	0.0%	\$0	\$258,209
60%	3,277	\$392,172,150	\$119,674	0.43%	0.13%	\$179,089	\$130,629	\$309,718	8.90%	\$3,480,488	43.03	0	0.0%	\$0	0	0.0%	\$0	\$309,718
70%	3,277	\$392,172,150	\$119,674	0.43%	0.13%	\$209,001	\$152,448	\$361,449	10.38%	\$3,480,488	43.03	0	0.0%	\$0	0	0.0%	\$0	\$361,449

## THE PROCESS

Background materials and the Strategic Priorities 2017 were each reviewed under the lens of:

- observations (what images, words, phrases jump out at you?)
- reflections (what intrigues or worries you about this information?)
- interpretations (what are some of the key points?)
- decisions (what direction is emerging from this discussion?)

Each strategic priority was also measured against the **Urgent/Important principles of the Eisenhower Matrix** as explained here.

The Urgent/Important Principle helps to quickly identify the activities that you should focus on, as well as the ones that can be rescheduled, delayed or even ignored. The focus turns to the truly urgent issues, while at the same time recognizing the need to schedule time to work towards important, longer-term goals

Strategies were sorted according to the following definitions:

### Urgent and important:

Important and urgent activities are either emergencies that you couldn't predict or those that you've left until the last minute and have reached crisis point.



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### Important but not urgent:

These are activities that help you achieve your long and mid-term goals and objectives. Because they aren't necessarily pressing for attention, we often put them off to deal with "urgent" issues.

### Urgent but not important:

These are activities that sap your time and energy without contributing to longer term benefits. They keep you busy but have no real value.

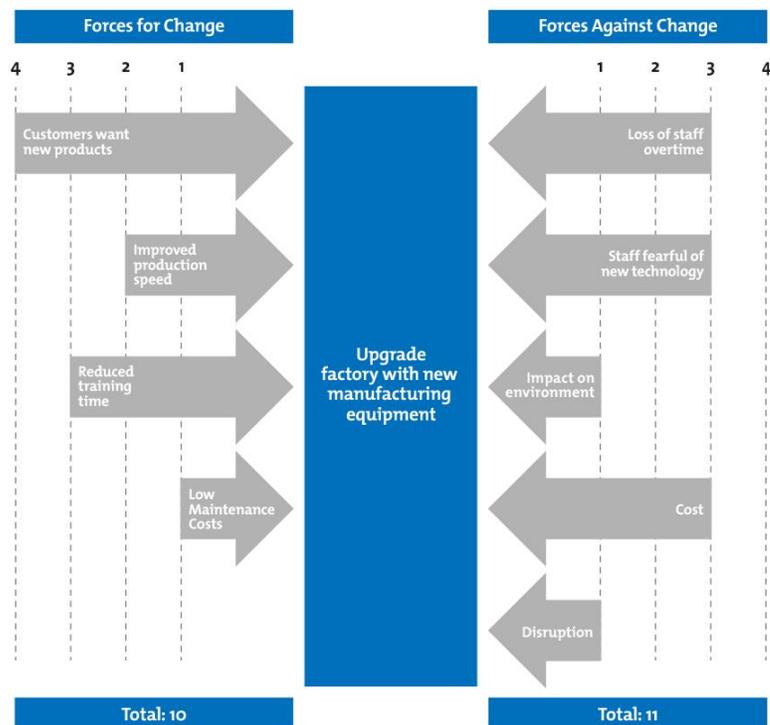
### Not Urgent and Not Important:

These activities are neither important for achieving your long – term goals nor urgent. They are essentially distracting you from doing things that matter.

To further explore priorities within the context of current realities, participants then broke into smaller groups and applied the **Force-field Analysis**. This tool is used by participants to consider factors that influence a particular situation. It looks at forces that are either driving towards a goal (positive) or blocking movement towards a goal (obstacles to overcome). An example of the tool and how it can be applied is shown here.

Following a review of the Force Field Analysis participants brainstormed next steps or actions and further refined priorities against the Urgent/Important matrix.

Participants stopped short of adding timelines. Staff were asked to propose timelines with consideration to financial and human resources, legislative requirements of municipalities, priorities of other partners and regular administrative functions. Participants also recognized that the Provincial Budget, to be announced in the week following this session, may impact some of the work and decisions of Council.



## THE RESULTS – STRATEGIC PRIORITIES 2019

### Urgent and Important – Do



<b>POLICING (New)</b>	
<p><b>Positive forces:</b></p> <ul style="list-style-type: none"> <li>Options available</li> <li>“must be done”</li> <li>Perception by public of a safer community</li> <li>opportunity</li> </ul>	<p><b>Obstacles to overcome:</b></p> <ul style="list-style-type: none"> <li>cost</li> <li>lack of resources</li> <li>no plan</li> <li>time (timing)</li> <li>no guarantee of service</li> <li>level of control</li> <li>has to be done</li> <li>uncertainty (How will we handle this?)</li> </ul>
<p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>Set aside funds in 2020 budget (requisition)</li> <li>When information becomes available, plan for education of general public</li> </ul>	<p><b>Timeline:</b></p> <p>March 31, 2020 revisit directives            Province identified costs: Jan 1<sup>st</sup>, 2021            3 year escalating values:  <b>2020</b> -\$62,442; <b>2021</b> - \$93,730; <b>2022</b> - \$124,883;  <b>2023</b> - \$187,459; <b>2024</b> - \$187,459  <b>July 2020</b> - Memorandum of Understanding – working partnership with CPO’s</p>

<b>2/42 DEVELOPMENT (Strategic Plan 2017 – Ref. 12)</b>	
<p><b>Positive forces:</b></p> <ul style="list-style-type: none"> <li>Red Deer County</li> <li>Economic development</li> <li>Growth</li> <li>Opportunity</li> <li>Infrastructure</li> <li>Timing</li> <li>Finances</li> </ul>	<p><b>Obstacles to overcome:</b></p> <ul style="list-style-type: none"> <li>Red Deer County</li> <li>Cost</li> <li>Timeline</li> <li>Economy</li> <li>Expectations</li> <li>Election</li> <li>Preparedness</li> <li>AB Transportation</li> <li>Infrastructure</li> </ul>
<p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>Collaboration – formalize agreement with Red Deer County (e.g. infrastructure, sewer line tie in – maintenance agreements)</li> </ul>	<p><b>Timeline:</b></p> <p>September 30, 2020.            Wastewater Collaborative Agreement for servicing areas.</p>

	<ul style="list-style-type: none"> <li>- To be finalized</li> <li>- Draft for Council July 13, 2020</li> </ul>
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**ANNEXED LAND (Strategic Plan 2017 – Ref. 13)**

<p><b>Positive forces:</b></p> <ul style="list-style-type: none"> <li>• New tax revenue</li> <li>• Economy (cost of build in present time)</li> <li>• Opportunity (opens up)</li> <li>• County forcing discussions</li> <li>• Growth</li> </ul>	<p><b>Obstacles to overcome:</b></p> <ul style="list-style-type: none"> <li>• Cost</li> <li>• Lack of control (will of farmers)</li> <li>• Economy now</li> <li>• Direct competition from Red Deer County</li> <li>• More staff / operational costs</li> </ul>
<p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>- Determine town vs developer initiative</li> <li>- Create and adopt an area structure plan, vision of what we are planning / doing with it</li> <li>- Negotiate with landowners</li> <li>- Marketing; developing a plan</li> <li>- Servicing; developing a plan</li> <li>- Hold a session to discuss ED; provide clarity for Administration on expectations</li> </ul>	<p><b>Timeline:</b></p> <p>March 31, 2020</p> <p>Revisit as a group after EDA Conference April/20</p> <ul style="list-style-type: none"> <li>- Falcon Welding Development</li> <li>- <b>Winter of 2019/20:</b> place sewer capacity tie in for area.</li> <li>- <b>Mar. 2020:</b> Submitted possible funding project for Provincial stimulus funding.</li> <li>- <b>Aug 2020:</b> new road access into parcels from #275</li> <li>- Work towards offsite calculations</li> <li>- Develop land service plans</li> <li>- Conceptual land layout for areas</li> <li>- Look for promotional opportunities</li> </ul>

**NEW SCHOOL (Strategic Plan 2017- Ref. 17)**

<p><b>Positive forces:</b></p> <ul style="list-style-type: none"> <li>• Location</li> <li>• Collaboration</li> <li>• Community benefit</li> <li>• Recreation</li> <li>• Selling feature</li> <li>• Safety</li> <li>• Bussing</li> <li>• Efficiency</li> <li>• Old school</li> </ul>	<p><b>Obstacles to overcome:</b></p> <ul style="list-style-type: none"> <li>• Funding</li> <li>• Hidden costs</li> <li>• Working relationship with school division</li> <li>• Budget uncertainty</li> <li>• Location change</li> <li>• Traffic congestion</li> <li>• Recreation</li> <li>• Multiplex capacity</li> <li>• Old school</li> </ul>
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<p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• Identify final site</li> <li>• Who's paying for what</li> <li>• Servicing costs</li> <li>• Determine old school site ownership</li> <li>• Traffic impact assessment</li> <li>• Clarity of roles for construction with Chinook's Edge ie: Chinook's Edge, Town, AB Transportation</li> <li>• School impact assessment</li> </ul>	<p><b>Timeline:</b></p> <p>*not approved in the 2020 budget however Chinook's Edge still sees us as a high priority</p> <p>Continue to work with School Division on service expectations.</p> <ul style="list-style-type: none"> <li>- Location identified as adjacent to the current Penhold Crossing School.</li> <li>- Information has been sent to School Division upon request.</li> </ul>
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**Important But Not Urgent – Schedule**



**ACTIVE TRANSPORTATION PLAN (Strategic Plan 2017 – Ref. 4)**

<p><b>Positive forces:</b></p> <ul style="list-style-type: none"> <li>• Lifestyle</li> <li>• Connected community</li> <li>• Attract new residents</li> <li>• Safety</li> <li>• Visibility / appealing</li> <li>• Legacy</li> </ul>	<p><b>Obstacles to overcome:</b></p> <ul style="list-style-type: none"> <li>• No perceived need</li> <li>• Money / taxes</li> <li>• Long timelines</li> <li>• Priorities</li> <li>• Location</li> <li>• Maintenance</li> <li>• Ongoing</li> </ul>
<p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• Review the plan as a whole (more than trails)</li> <li>• Prioritize items</li> <li>• Acquire funding / grants</li> </ul>	<p><b>Timeline:</b></p> <p><b>June 30, 2020</b></p> <p>Alberta Transportation identified round about for 2A and #42; AT will cover the development cost.</p>



**RECREATIONAL AREA (Strategic Plan 2017 – Ref. 7 Multiplex Site)**

<p><b>Positive forces:</b></p> <ul style="list-style-type: none"> <li>• Growth</li> <li>• Amenities</li> <li>• Economic development</li> <li>• Partnership</li> <li>• Healthy community</li> <li>• Gathering place</li> <li>• Tourism (RV Park)</li> </ul>	<p><b>Obstacles to overcome:</b></p> <ul style="list-style-type: none"> <li>• Cost (is there a measurement)</li> <li>• Infrastructure</li> <li>• Buy in (residents)</li> <li>• Potential tax increase</li> <li>• Need vs want</li> <li>• Staff resources (maintenance, etc.)</li> <li>• Not having a defined plan</li> </ul>
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<ul style="list-style-type: none"> <li>• Programming (sports events)</li> <li>• Legacy project</li> <li>• Active youth</li> <li>• Diversity</li> </ul>	<ul style="list-style-type: none"> <li>• Partnership</li> <li>• Gathering place</li> </ul>
<b>Actions:</b> <ul style="list-style-type: none"> <li>• Create a new plan</li> <li>• Identify targets for completion and prioritize for completion in phases</li> <li>• Find champions</li> <li>• Budget and do!</li> </ul>	<b>Timeline:</b> <ul style="list-style-type: none"> <li>- Draft plan completed by <b>Feb. 29, 2020</b></li> <li>- Open house to occur after COVID; maybe in the fall, prior to finalizing</li> <li>- Parking lot to serve area being developed Summer 2020</li> <li>- <b>Collect resident comments on re-design prior to budget deliberations. (Nov 2020)</b></li> </ul>

### PUBLIC WORKS BUILDING (Strategic Plan 2017 – Ref. 10)

<b>Positive forces:</b> <ul style="list-style-type: none"> <li>• Need</li> <li>• Cost</li> <li>• Safety</li> <li>• Better staff working conditions</li> <li>• There is a 10 year plan</li> <li>• Longevity of equipment</li> <li>• Security</li> <li>• Better productivity / efficiencies</li> </ul>	<b>Obstacles to overcome:</b> <ul style="list-style-type: none"> <li>• Cost</li> <li>• Land</li> <li>• Location</li> <li>• Emerging technology</li> <li>• Citizens</li> <li>• Need</li> </ul>
<b>Actions:</b> <ul style="list-style-type: none"> <li>• Re-educate Council as to technology and equipment needs</li> <li>• Acquire land / location</li> <li>• Budget; create a budget for project</li> <li>• Design for needs now and in the future</li> </ul>	<b>Timeline:</b> <b>Revisit February, 2020</b> <ul style="list-style-type: none"> <li>- Met and had discussion with two possible site location owners.</li> <li>- Ongoing discussions with one land owner does not appear to be going forward.</li> <li>- Another one has expressed interest. Meeting and working towards possible purchase of lands.</li> </ul>

### ECONOMIC DEVELOPMENT (Strategic Plan 2017 – Ref. 20)

<b>Positive forces:</b> <ul style="list-style-type: none"> <li>• Jobs</li> <li>• Growth (sustainable)</li> <li>• Tax base</li> </ul>	<b>Obstacles to overcome:</b> <ul style="list-style-type: none"> <li>• no clarity</li> <li>• money</li> <li>• no plan</li> </ul>
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<ul style="list-style-type: none"> <li>• Keep it local</li> <li>• Clear vision</li> <li>• attractive</li> </ul>	<ul style="list-style-type: none"> <li>• economy</li> <li>• staff (qualified)</li> <li>• NIMBY syndrome</li> </ul>
<p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• Educate council and plan – narrow the focus and clarify the vision</li> <li>• Commit to a path</li> <li>• Understand different facets of Economic Development</li> <li>• Choose a focus and move forward</li> <li>• Consistent messaging</li> </ul> <p>Commit to a path of achieving results</p>	<p><b>Timeline:</b></p> <p><b>March 31, 2020</b></p> <ul style="list-style-type: none"> <li>- Bring in a facilitator to assist developing a game plan moving forward? PENDING</li> <li>- Launched Summer New Home Buyer Incentive Program for 2 years; ending Dec. 2021</li> <li>- May 2020 – Business Incentive Bylaw 783/2020; tabled</li> <li>- Work with new businesses on a case by case scenario; attract new services to Town</li> <li>- Summer “Why Penhold” promo</li> <li>- <b>Work with County for possible joint promotions</b></li> </ul>

<p><b>SAFE COMMUNITY STRATEGY (Strategic Plan 2017 – Ref. 1 and 16 combined)</b></p>	
<p><b>Positive forces:</b></p> <ul style="list-style-type: none"> <li>• Cost</li> <li>• Public perception</li> <li>• Partnerships</li> <li>• Community engagement</li> <li>• Safety</li> <li>• Strategy</li> <li>• Social media</li> <li>• Communication</li> <li>• Education</li> </ul>	<p><b>Obstacles to overcome:</b></p> <ul style="list-style-type: none"> <li>• Cost</li> <li>• Community engagement</li> <li>• Time</li> <li>• Logistics – several components</li> <li>• Perception</li> <li>• Growth</li> <li>• Outside influences</li> <li>• Location</li> <li>• Social media</li> <li>• Communication</li> <li>• Education</li> </ul>
<p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>- Get Website page on town site</li> <li>- Implementation of report</li> </ul>	<p><b>Timeline:</b></p> <p>September 30, 2020</p>

**Urgent But Not Important – Delegate**



**FIBRE OPTIC CAPACITY (Strategic Plan 2017 – Ref. 18)**

<p><b>Positive forces:</b></p> <ul style="list-style-type: none"> <li>• Partnership</li> <li>• Timing</li> <li>• Revenue (utility)</li> <li>• Innovation</li> <li>• Economic development</li> <li>• Opportunity</li> <li>• Options (other than Shaw)</li> <li>• “Smart Community”</li> <li>• Grant funding</li> </ul>	<p><b>Obstacles to overcome:</b></p> <ul style="list-style-type: none"> <li>• Cost</li> <li>• Lack of information</li> <li>• Need vs want</li> <li>• Infrastructure</li> <li>• Disruption (installation)</li> <li>• Buy-in</li> <li>• Access to infrastructure below</li> <li>• Political will</li> <li>• Administrative considerations (utilities)</li> <li>• Timing (rushed)</li> <li>• Change</li> </ul>
<p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• Plan for education of Council – 3<sup>rd</sup> Monday in November</li> <li>• Create a business plan for the Town</li> </ul>	<p><b>Timeline:</b></p> <p><b>January 31, 2020</b></p> <ul style="list-style-type: none"> <li>- Fiber has been run adjacent to #42 and serviced Melcor subdivision.</li> <li>- Proposal come back with a possible option.             <ul style="list-style-type: none"> <li>- Towers identified at 1.5 million</li> <li>- Direct fiber at 2.7-3.4 million through town</li> </ul> </li> </ul> <p>Evaluating if this is a good approach to move forward.</p> <p><b>August 13, 2020</b></p> <ul style="list-style-type: none"> <li>- Business Plan Report for Council</li> </ul>

**FIRE SERVICE REVIEW (Strategic Plan 2017 – Ref. 8 and 9 combined)**

<p><b>Positive forces:</b></p> <ul style="list-style-type: none"> <li>• Community optics</li> <li>• Costs savings / timing</li> <li>• Land / space</li> <li>• Railway (H)</li> <li>• Ownership</li> </ul>	<p><b>Obstacles to overcome:</b></p> <ul style="list-style-type: none"> <li>• Perpetual ask</li> <li>• Cost (unknown)</li> <li>• Level of service</li> <li>• Competitive needs</li> <li>• Land / space</li> <li>• Ownership</li> </ul>
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<p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• Complete a level of service assessment by a third party to inform next steps</li> <li>• Consider mutual aid and outside parties</li> </ul> <ul style="list-style-type: none"> <li>- We provide direction</li> <li>- Intelligent discussion</li> </ul>	<p><b>Timeline:</b></p> <p><b>September 30, 2020</b></p> <ul style="list-style-type: none"> <li>- Fire underwriters have done an updated review of the town's systems and noted a reduction for insurance purposes.</li> </ul>
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**LONG TERM WATER STRATEGY (Strategic Plan 2017 – Ref. 3)**

<p><b>Positive forces:</b></p> <ul style="list-style-type: none"> <li>• Safety</li> <li>• Economic development</li> <li>• Other government control</li> <li>• Accountability</li> <li>• Communication</li> <li>• Education</li> <li>• Local vs regional</li> <li>• Security of supply</li> </ul>	<p><b>Obstacles to overcome:</b></p> <ul style="list-style-type: none"> <li>• Cost to taxpayers</li> <li>• Loss of control</li> <li>• Cost on utility bills</li> <li>• No regional partners</li> <li>• Buy-in from future councils</li> </ul>
<p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• Explore regional vs local options</li> <li>• Trigger planning at population mark of 5,000</li> </ul>	<p><b>Timeline:</b></p> <ul style="list-style-type: none"> <li>- Ongoing with Red Deer County; plan for long term growth</li> </ul>

**Not Urgent – Not Important - No Further Action Required**

- THIRD WATER WELL (Strategic Plan 2017 – Ref. 2)
- PLAYGROUND INVENTORY (Strategic Plan 2017 – Ref. 5)
- ANNEXATION (Strategic Plan 2017 – Ref. 11)
- INTERMUNICIPAL COLLABORATION FRAMEWORK (Strategic Plan 2017 – Ref. 14)
- INTERCHANGE OFFSITE LEVY (Strategic Plan 2017 – Ref. 15)
- CRIME PREVENTION PROGRAMS 16 (Strategic Plan 2017 Ref. 16)
- GREAT NEIGHBORHOOD PROGRAM (Strategic Plan 2017 Ref. 19)
- CAMPGROUND COMPLETION (Strategic Plan 2017 Ref. 21)

**Passed motions:**

- Nov. 27, 2017 - approved as discussed at Priority Setting Council Workshop on Nov. 7 & 8, 2017
- Mar. 12, 2018 - approved as presented at the Mar. 5, 2018 Council Workshop
- Oct. 22, 2018 - approved updates as discussed at Oct. 15, 2018 Council Workshop
- Jan. 14, 2019 - accept 2019 priorities for coming year; and further, priorities be reviewed 1/4ly
- Nov. 25, 2019 - approved 2019 Strategic Priority document as presented at the Nov. 18, 2019 Council Workshop
- July 13, 2020 - approved June 2020 updates as presented at the Nov. 13, 2020 Council Meeting