

TOWN OF RIMBEY

TOWN COUNCIL AGENDA

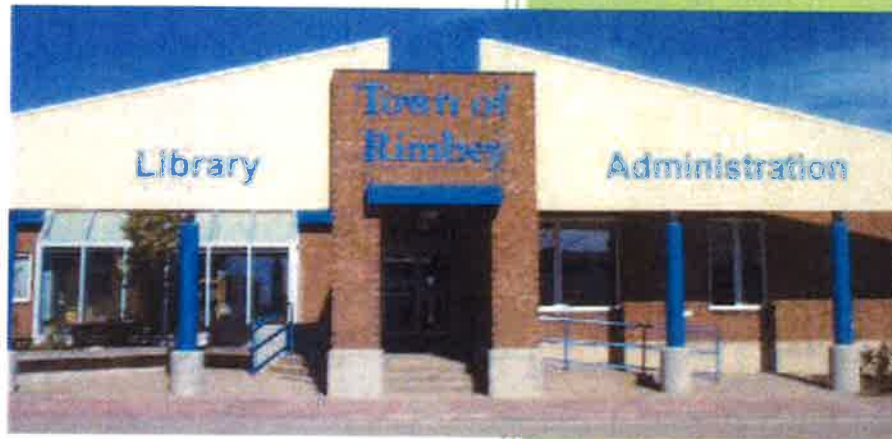
9:00 AM

**AGENDA FOR SPECIAL MEETING OF THE TOWN COUNCIL TO BE
HELD ON WEDNESDAY, JUNE 29, 2016 AT 9:00 AM IN THE COUNCIL
CHAMBERS OF THE TOWN ADMINISTRATION BUILDING**

- | | | |
|-----------|---|-------------|
| 1 | Call to Order Special Council Meeting
& Record of Attendance | |
| 2 | Agenda Approval | 1 |
| 3 | 3.1 Strategic Planning | 2-27 |
| 4. | Adjournment | |

2016-
2017

STRATEGIC PLAN WORKBOOK



[Date]

RIMBEY STRATEGIC PLAN FORMAT AND TEMPLATE

Strategic business planning involves the Town's (a strategic business unit, division, region, country, facility, product team, sales team, department...) attempt to spell out in clear detail the paths by which the Town's vision is to be accomplished and how progress toward that vision will be measured and tracked.

This process defines:

- success in the context of the business the Town wants to be in;
 - What types of business it will attract;
 - How will it support or assist in promoting the business
 - How will it attract residents;
 - What demographic of residents will it attract;
 - What services it will provide.
- how success in the Town will be quantified;
 - Service levels that are funded and make sense;
 - Operating budgets provided to achieve success;
 - Communication to businesses and residents on a continual basis;
 - Policies and Bylaws that fit the town's strategic initiatives;
 - A professional administration;
 - Safety and security that is measured;
- what will be done to achieve it;
- what resources (time, money, people, products, technology...) will be required;
- and what kind of organizational culture is necessary to achieve this success;

While remaining consistent with the overall mission of the Town.

Strategic Planning is NOT...

1. Strategic Planning is not an attempt to blueprint the future.

It is not the development of a set of plans that are cast in stone - to be used day after day without change into the distant future. Good strategic plans are flexible, responsive and adaptable.

2. Strategic planning is not necessarily the preparation of massive, detailed, and interrelated sets of plans.

It can range from the very simple - to the highly complex.

3. Strategic planning is not an attempt to replace good managerial judgement.

Strategic planning is carried out in order to assist in making sound business decisions – that are congruent with the direction of the overall corporate mission, vision and strategic plan.

Strategic Planning Can:

1. Change the direction of the municipality / division / team;
2. Accelerate growth and improve service delivery to budget ratios;
3. Uncover strategic issues for top management consideration;
4. Concentrate resources on important areas - allocate assets to areas of best potential;
5. Develop better information for managers to make sound decisions;
6. Develop a frame of reference for budgets and short-range operating plans;
7. Develop situation analysis of opportunities and threats to provide better awareness of the municipality's potential in light of its strengths and weaknesses;
8. Increase coordination of internal activities;
9. Develop superb communications within the organization;
10. Gain more control of operations;
11. Develop a sense of security among Council and managers coming from an improved understanding of changing environment and the Municipality's ability to adapt to it;
12. Provide a road map to show where the Municipality is going and how to get there;
13. Setting more realistic, demanding, yet attainable objectives.
14. Review and audit current operations so as to make proper adjustments and modifications as a result of changing environmental and organizational factors;
15. Provide awareness of changing environment in order to better adapt to it;
16. Pick up the pace of a "tired" Municipality.

Unleash Your Business Thinking!

- 1. CHECK YOUR EGO AT THE DOOR**
No one has wrong thinking, or crazy ideas. When we work in a fun atmosphere and let the ideas flow, great things are born. This leads to changing the business (and your life). Stay focused on your purpose: *the best solution*.
- 2. CREATE CURIOSITY**
Curiosity is the driving force behind Business Thinking, and it thrives on intellectual diversity. Breakthrough solutions require fresh thinking, and curiosity drives your exploration of the unknown. What we currently know can get in the way of the unknown and the pursuit of phenomenal solutions and strategies. Your ability to enact curiosity can help create a culture that encourages everyone to ask questions and discourages those who don't.

*It ain't what you don't know that will hurt you...
It's what you do know – that ain't so!*

- 3. MOVE OFF THE SOLUTION**
Solutions are only valuable for the results they get – and some solutions are better than others. Avoid solutions that serve more as a distraction than as bona fide solutions. Get to the core of the underlying business issues that need to be addressed – by moving past the easy answers and focusing on **the third) correct answer**.

BEFORE YOU STRATEGIC BUSINESS PLAN– YOU BUSINESS THINK!

- 4. GET EVIDENCE**
If you don't have evidence, there is no reason to do anything – **period!** Get proof that a business problem needs to be solved or that an opportunity *could* exist - by collecting soft evidence, and then converting soft evidence into hard evidence that your business can measure. It is important to achieve a high confidence level in the soundness of your evidence and assumptions based on those facts.
- 5. CALCULATE THE IMPACT**
Just because you *can* do something – does not mean you *should*. It is not unusual that the cost of a solution is more expensive than the cost of living with the problem. Make sure early on that your solution has a worthwhile impact on the Municipality, and a solid economic return. You'll never know unless you convert hard evidence into monetary impact – this will help you move from the subjective to the objective and from **the could, to the should**.
- 6. EXPLORE THE RIPPLE EFFECT**
By widening your functional lens to capture the broader impact of problems or opportunities on the Municipality, you are calculating more than financial impact. Make

sure you know *who or what else in the Municipality is affected* to get the full scope of the impact.

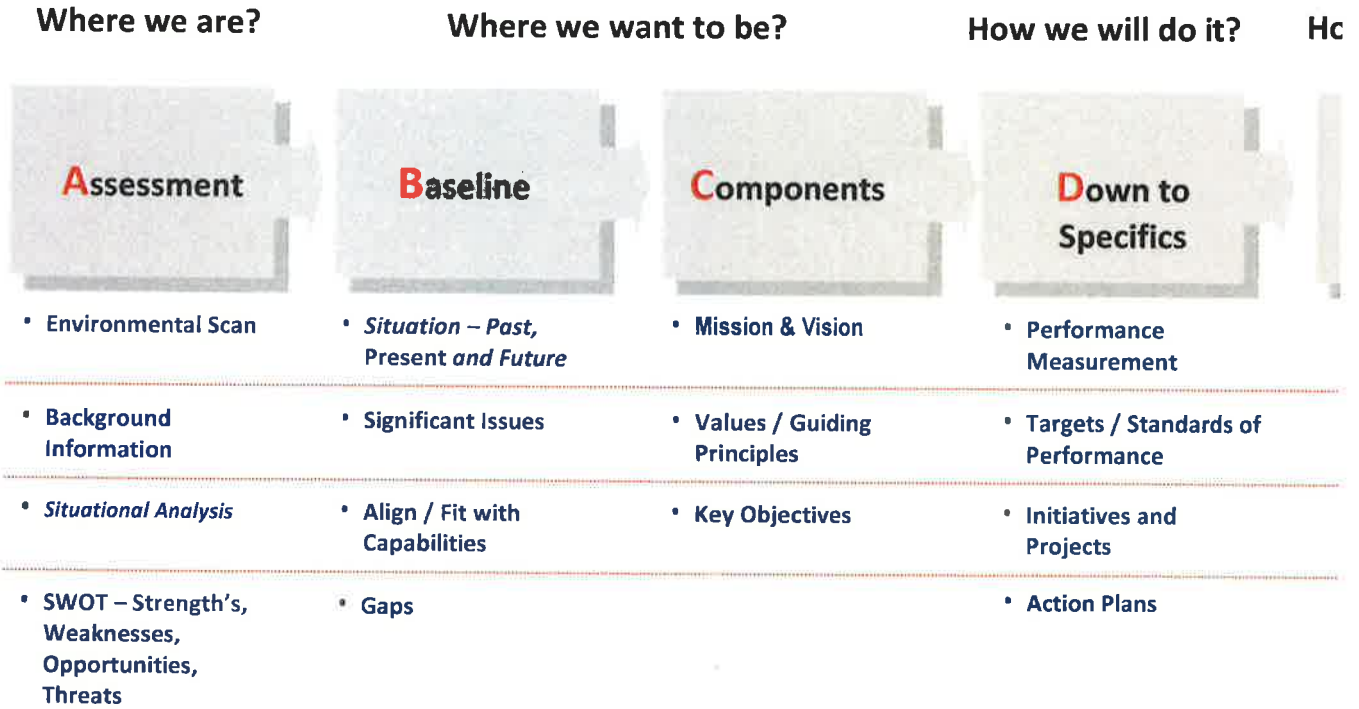
7. SLOW DOWN FOR YELLOW LIGHTS

There are hurdles that can stop any solution in its tracks. If the problem or opportunity is as big as you think it is, what stopped everyone from successfully doing anything about it before now? What (or who) might stop you in the future?

It is impossible to build an effective strategic business plan, without the proper strategic mind set and thinking skills.

STRATEGIC PLAN FORMAT TEMPLATE

Strategy Development Process



RIMBEY STRATEGIC PLAN FORMAT AND TEMPLATE

Executive Summary

The Town of Rimbey

RIMBEY STRATEGIC PLAN FORMAT AND TEMPLATE

Environmental Analysis

Internal Environment

[Internal Assessment: Organizational assets, resources, people, culture, systems, partnerships, suppliers, etc]

External Environment

[External Assessment: Marketplace, competitor's, social trends, technology, regulatory environment, economic cycles, etc]

RIMBEY STRATEGIC PLAN FORMAT AND TEMPLATE

Tools for comparison analysis

[It involves specifying the objective of the institution or project and identifying the internal and external factors that are favorable and unfavorable to achieving that objective.]

Examples:

SWOT Analysis; Six Forces Model; VRIO; PEST analysis; Porter's Four Corners Model

Benchmarking

[Benchmarking is the process of comparing one's business processes and performance metrics to industry bests and/or from other industries. Dimensions typically measured are quality, time, and cost. Improvements from learning mean doing things better, faster, and cheaper.

Benchmarking involves management identifying the best institutions in their industry, or any other industry where similar processes exist, and comparing the results and processes of those studied (the "targets") to one's own results and processes to learn how well the targets perform and, more importantly, how they do it.]

Best practices

[A best practice is a technique, method, process, activity, incentive, or reward that is believed to be more effective at delivering a particular outcome than any other technique, method, process, etc. when applied to a particular condition or circumstance. The idea is that with proper processes, checks, and testing, a desired outcome can be delivered with fewer problems and unforeseen complications. Best practices can also be defined as the most efficient (least amount of effort) and effective (best results) way of accomplishing a task, based on repeatable procedures that have proven themselves over time for large numbers of people.]

Gap Analysis

[Identify the gap between the optimized allocation and integration of the inputs, and the current level of allocation. This helps provide the institution with insight into areas which could be improved. The gap analysis process involves determining, 'where you are now' and 'where you want to be'.]

RIMBEY STRATEGIC PLAN FORMAT AND TEMPLATE

Strategic Plan

The strategic plan should be communicated to all relevant individuals, including stakeholders and sponsors. It should include the following:

Vision

[What the org/dept wants to be; it should be compelling, vivid and concise,, challenges everyone to reach for something significant – inspires a compelling future; it is time bound. An organisation's **Vision** sets out its aspirations for the future. The Vision is the 'dream' of the future, a picture painted in words, which is intended to inspire people by appealing to the heart as well as the head.]

Mission

[Our purpose of existence; should be brief and to the point; it provides context for major decisions and capable of infinite fulfilment; it is not time bound].

Vision/Mission Formulation

Council and Administration are undertaking a strategic planning exercise so that long and short range planning can take place. This also enables the Town to draft budgets that reflect service levels, service levels can be appropriately cost to determine their value to the budget, and the Town can have a collective vision and mission and plan to move into the future.

Strategic planning is not an isolated exercise. You have received this questionnaire because Council and Administration value your insight into the future of Rimbeby. **We would like these questionnaires back at Town office by JULY 30 2015. You do not have to identify yourself!**

Please answer each of these questions. There are no right or wrong answers. It is your view and interpretation of the Town. For the purposes of this document we encourage you to fill it out. In the fall we are going to work with the Schools and have the "kids" fill out their survey. It is their town too!

For that purpose please feel to photocopy this form and for our demographic purposes, please indicate the following:

- I am filling it out as a business owner _____
- I am filling it out as a resident: _____
- I am filling it out as a renter: _____
- I am filling it out as a commuter working in Rimbeby (oil/gas/county/etc.)* _____
- I am 18-30 years of age _____
- I am 31-49 years of age _____
- I am 50-65 years of age _____
- I am 65-75 years of age _____
- I am 76+ and amazing! _____

What services and/ or products /does Rimbey provide?

Who are the people who may use or benefit from these services or products?

What are the reasons for the Town's existence?

Who is Rimbey's customer now – who will it be in the future – what will they want?

What is Rimbey known for? What is Rimbey's core business and what will it be in 5 years (specifically)?

How do your answers fit with the overall CURRENT Municipal vision? Do you know what it is?

RIMBEY STRATEGIC PLAN FORMAT AND TEMPLATE

<p>What markets does the Town of Rimbey compete in? What markets will they/should they abandon?</p>	<p>What services does Rimbey provide? What services should they abandon?</p>
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Who will Rimbeý be competing against and how will we be positioned in relation to the competition?

How do we want the public (including our staff) to think of the Municipality, Products, Services?

How will we treat our employees – retain good talent and attract new key people?

Ages 6-12 Work Page – If you would like to send us a picture we'd love it! If you do, can we use it in our planning and can we hang it on our wall? _____



What do you like best about living in Rimbeby?

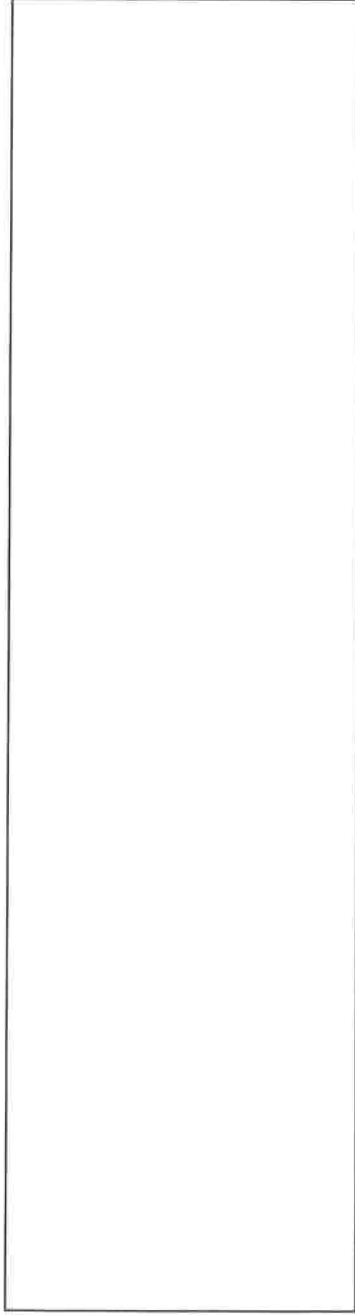
If you could wave a magic wand and change anything in Rimbeby what would it be and why?



Values

What are our core Municipal Values that will carry us there? Remember, values will guide every major decision making; they embody the spirit of the Municipality and in turn the departments and the residents.

Do we know the current values of the Municipality and if so what are they and how do they guide the Town's decision making?



Strategic Objectives

List specific actionable results needed to support the vision and the mission. Use the mnemonic SMART/ER

- S Specific
- M Measurable
- A Attainable
- R Relevant
- T Time bound
- And
- E Evaluate
- R Reevaluate

Initiatives

[These are actions that will lead to achievement of your objectives, often taking the form of **projects or programs**]

Measures Key Performance Indicators (KPI(s), Timeline and Deliverables

[These are objective, quantifiable methods for measuring success. Indicators and monitors of success. It includes; performance measurement, initiatives and projects and action plans.]

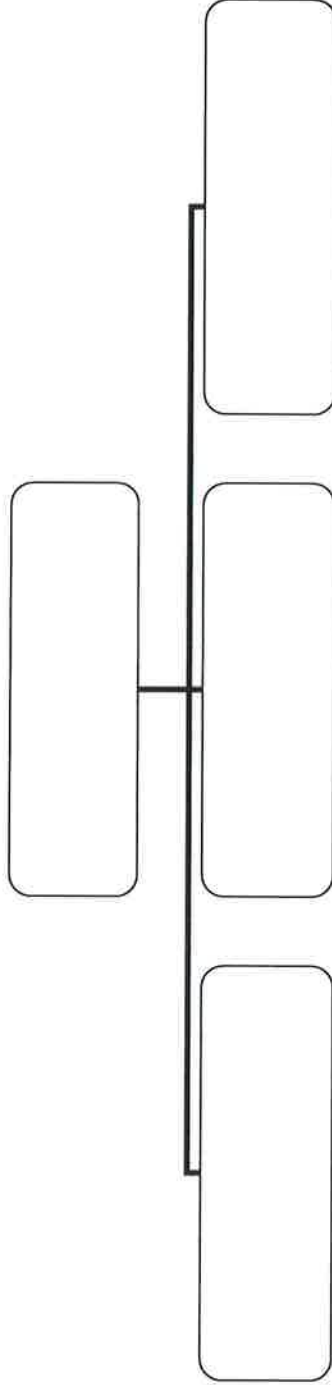
[Each Initiative has a supporting Action Plan(s) attached to it. Action Plans are geared toward operations, procedures, and processes They describe who does what, when it will be completed, and how the organization knows when steps are completed Like Initiatives; Action Plans require the monitoring of progress on Objectives, for which measures are needed]

Quick wins

[These are improvement which is expected to provide a Return on Investment in a short period of time with relatively small cost and effort.]

Organization Structure

[Organizational structure allows the expressed allocation of responsibilities for different functions and processes to different entities such as the department, workgroup and individual. Please provide a diagram]



Resource

Personnel

RIMBEY STRATEGIC PLAN FORMAT AND TEMPLATE

Finance/ Budget

Facilities/ equipment

Summary (include a 5 by 5 year timeline towards 2030)