



CITY OF ST. ALBERT CITY COUNCIL POLICY

NUMBER	TITLE
C-CG-06	City of St. Albert Strategic Framework
ORIGINAL APPROVAL DATE	DATE LAST REVISED
September 24, 2001	August 30, 2021

Purpose

To establish a strategic framework that aligns the City's short, medium and long-term operational efforts to the Community Vision and Pillars of Sustainability and the City of St. Albert Council's Strategic Plan.

Policy Statement

The City of St. Albert shall follow an established strategic framework to align the City's strategic and business planning, budgeting, management and reporting practices and processes to achieve outcomes established in the Community Vision and Pillars of Sustainability and City of St. Albert Council Strategic Plan.

The strategic framework shall include the following components:

1. Community Vision and Pillars of Sustainability
2. City of St. Albert Council Strategic Plan
3. Municipal Development Plan
4. Long-Range Strategies
5. Mid-Range Department Plans
6. Corporate Business Plan
7. Corporate Budgeting
8. Program and Service Delivery and Optimization
9. Monitoring and Reporting

These components, together with Council's Bylaws, Policies and Resolutions, provide direction to the Chief Administrative Officer (CAO) for decision making related to strategic and business planning, budgeting, management and implementation of initiatives to achieve established outcomes, and corporate reporting to Council and the Community.

Definitions

“City” means the City of St. Albert.

“Community” refers to, residents, businesses, schools and all other institutions and agencies that encapsulate the make up of the City.

“Community Vision and Pillars of Sustainability” showcase the way the community envisions the city in the long term. They were established to guide the long-term sustainability of the community in Council Policy C-CG-11. The Vision outlines an inspirational future state and quality of life the community aspires to. The Pillars of Sustainability need to be supported to provide strength and balance in the community.

“City of St. Albert Council Strategic Plan” is the primary directional plan that establishes Council’s strategic priorities and expected outcomes. The Plan guides City administration’s corporate and financial planning activities over the Council’s term.

“Municipal Development Plan” (MDP) is a comprehensive, city-wide plan for growth and change, envisioning a future population of 100,000, and up to 13,000 new jobs over the coming decades. The goals outlined in the MDP are: Green Environment, Robust Economy, Housing Options, Mobility Choices, Cultural Richness, Resilient Infrastructure, Community Well Being, Great Places and Sustainable Growth.

“Long-Range Strategies” plans that establish long-term strategic direction. This direction is set via the Municipal Development Plan goals and principles, as well as by the Organizational Strategy (Attachment 1). The Long-Range Strategies guide long and mid-range planning efforts to ensure alignment to Community Vision and Pillars of Sustainability.

“Organizational Strategy” is a comprehensive, long-term plan for Administration related to four key components of an organization: customers/stakeholders, processes/technology, employees, and financial stewardship. The plan provides direction for how the organization will evolve over the long-term to meet current and future needs of the community.

“Mid-Range Department Plans” are department business plans, that summarize all the work to be undertaken within a 5-year period. This work is prioritized based on service delivery, Long-Range Strategies and City of St. Albert Council Strategic Plan outcomes.

“Corporate Business Plan” is a four-year plan that advances the City toward achieving priorities established in the Council’s Strategic Plan and Organizational Strategy. The plan provides a single source of direction for aligning financial resources related to achieving Council priorities and the Organizational Strategy.

“Corporate Budgeting” is the process undertaken to align and prioritize financial resources with Mid-Range Department Plans and Corporate Business Plan, including activities related to achieving Council priorities.

“Program and Service Delivery and Optimization” means ongoing delivery of programs and services and optimization of services to ensure efficiency and effectiveness. This includes the delivery of internal services and external services outlined in the Council approved Service and Service Level Inventory (C-FS-05).

“Reporting” refers to processes that are developed to increase transparency and maintain the Community’s trust and confidence.

“Performance Measurement” means the collection of metrics that are developed and maintained by the City to provide insight into the overall health of the organization, delivery of program and services and progress in achieving results.

“Public Participation” means processes through which the City provides opportunities for the community to have input into decision-making through public meetings, surveys, open houses, workshops, polling, citizen’s advisory committees and other forms of engagement.

Responsibilities

Council

Council is responsible for setting its strategic priorities for its four-year term through a City of St. Albert Council Strategic Plan.

Council plays a key role in setting the long-term direction for the community by

- approving the Municipal Development Plan,
- providing input into the development of the Corporate Business Plan to achieve Council priorities, and
- approving the Service and Service Levels Inventory (C-FS-05) and Budget.

Council provides input and direction for program and service reviews as outlined in the Program and Service Review Policy (C-CAO-15) and public participation activities (C-CAO-20).

Council also provides input into continuous improvement of the City of St. Albert Strategic Framework.

Chief Administrative Officer

The Chief Administrative Officer is responsible for ensuring corporate alignment and consistency across the strategic framework. This includes responsibility for ensuring all strategic and business plans, initiatives and the budget align with the Community Vision and Pillars of Sustainability, St. Albert Council Strategic Plan, MDP Goals, and Council approved Services and Service levels Inventory.

The Chief Administrative Officer is responsible for stewarding and championing the Strategic Framework, as well as planning and managing activities to ensure organizational alignment and consistent implementation throughout the organization.

The Chief Administrative Officer shall review this policy at a minimum of four years from the date of its last revision and recommend amendments to Council if necessary.

Service Standards / Expectations

1. Community Vision and Pillars of Sustainability

- a. The Community Vision and Pillars of Sustainability shall provide Administration with a single, shared Community Vision and set of sustainability pillars to govern, align and conform all strategic, business planning and decision-making efforts across the City.
- b. All components within the City of St. Albert Strategic Framework shall align and/or be informed by ~~with~~ the Community Vision and Pillars of Sustainability.
- c. The Community Vision and Pillars of Sustainability (Council Policy C-CG-11) will be assessed every 10 years to ensure it continues to reflect the desires of the community.

2. City of St. Albert Council Strategic Plan

- a. A newly elected Council shall develop the St. Albert Council Strategic Plan in the first quarter of the year following the municipal election. This will be done through a facilitated strategic planning retreat. The plan shall establish priorities for the Council term to provide direction to Administration for the priority outcomes.
- b. The St. Albert Council Strategic Plan priorities will be informed by the Community Vision and Pillars of Sustainability (C-CG-11), Council's Vision, Mission, Values (C-CG-01), Municipal Development Plan, Long-Range Strategies, Council's knowledge of the community and community consultation through various public participation methods.
- c. Priorities outlined in the St. Albert Council Strategic Plan shall be used to plan and prioritize projects and initiatives in the Corporate Business Plan and Mid-Range Department Plans to achieve Council established strategic priorities, and to inform the proposed Financial Plan and Budget.
- d. Outside of the municipal election year, Council shall meet in the first quarter of every year to formally review progress towards the achievement of

priorities and expected outcomes, to discuss emergent items and re-prioritize priorities if required.

3. Municipal Development Plan

- a. The Municipal Development Plan shall be established and maintained as per Bylaw 20/2020.
- b. Goals and principles established in the Municipal Development Plan shall be used as a foundation to establish Long-Range Strategies.

4. Long-Range Strategies

- a. These strategies shall establish the strategic direction related to each goal outlined in the Municipal Development Plan and be aligned with the Community Vision and Pillars of Sustainability.
- b. These strategies shall build upon goals and principles outlined in the Municipal Development Plan, include program and service objectives, and demonstrate the incorporation of Smart City Principles.
- c. Municipal Development Plan, and Long-Range Strategies shall be used to inform the development of the City of St. Albert Council Strategic Plan and ultimately Department Mid-Range Plans and Corporate Business Plan and Budget.
- d. Long-Range Strategies shall be developed for a rolling 10-year term with a 5-year rolling implementation plan. Long-Range Strategies shall be updated on a 5-year cycle, and implementation plans on a 2-year cycle.

5. Mid-Range Department Plans

- a. Mid-range Department Plans shall be developed by Administration to summarize all work to be undertaken within a 5-year period to meet service delivery, Long-Range Strategies, and City of St. Albert Council Strategic Plan outcomes.
- b. These plans shall be developed for a 5-year rolling term and shall be updated every 2 years.

6. Corporate Business Plan

- a. Administration shall develop a Corporate ~~Action~~ Business Plans to support the delivery of programs and services and implementation of the outcomes outlined in the City of St. Albert Council Strategic Plan, Long-Range Strategies (including the Organizational Strategy) and Department Plans.

- b. The Corporate Business Plan shall prioritize initiatives over the 4-year Council term, which will inform the development of the proposed budget.

7. Corporate Budgeting

- a. The corporate budget is the multi-year financial representation of the City of St. Albert Council Strategic Plan, Mid-Range Department Plans, Service and Service Levels Inventory and the Corporate Business Plan.
- b. All strategic and operational efforts that result from the City of St. Albert Council Strategic Plan, Mid-Range Department Plans, Service and Service Levels Inventory and the Corporate Business Plans shall be aligned to the City's budget cycle and be used to inform the development of the budget.
- c. Corporate Budget shall be developed pursuant to the standards within Policy C-FS-05, Budget and Taxation Guiding Principles

8. Program and Service Delivery and Optimization

- a. Program and service delivery and Optimization shall be carried out pursuant to the standards within Budget and Taxation Guiding Principles (Policy C-FS-05), Program and Service Review (C-CAO-15) and the Services and Service Levels Inventory.
- b. Changes to services delivered to the community and/or associated service levels shall be approved by Council motion.

9. Monitoring and Reporting

- a. The strategic framework provides the basis for the development of a Performance Measurement program for the City.
- b. Performance Measurement is essential to provide the business intelligence required for effective decision making in the allocation of resources and effort, setting of priorities, and in annual planning and budgeting.
- c. Ongoing measurement and monitoring are undertaken on a regular basis.
- d. Performance Measures and other insights ~~are~~ shall be used to monitor performance and to identify opportunities for continuous improvement and optimization of program, service, and process, and to ensure operational efficiency, as outlined in Council Policy C-CAO-15, Program and Service Review.
- e. Administration shall manage a Performance Measurement program across the following perspectives: strategic, corporate, and programs/services.

10. Reporting to Council and the community is provided on a regular basis.

- i. Administration shall prepare quarterly and annual reports to the community. These reports should demonstrate progress the City is making towards achieving the Council's Strategic Priorities. They should also outline the City's financial performance.
- ii. Administration shall provide progress reports on all Long-Range Strategies to Council and the community annually, or as per the frequency established in each Strategy.

Legal References

Municipal Government Act

Cross References

Policy C-CG-01, Council's Community Vision, Mission and Values
Policy C-CG-02, City of St. Albert Council Strategic Plan
Policy C-CG-11, Community Vision and Pillars of Sustainability
Policy C-FS-05, Budget and Taxation Guiding Principles including Appendix:
Services and Service Levels Inventory
Policy C-CAO-15, Program and Service Review
Policy C-CAO-20, Public Participation
Municipal Development Plan

Attachments

1. Listing of the future Long-Range Strategies
2. Listing of the current Long-Term Plans

REVIEW	REVISION
April 18, 2016 – Corporate Strategic Services August 30, 2021 – Strategic Services and Communications	April 18, 2016 (C235-2016) March 20, 2017 (AR-16-444) August 30, 2021 (AR-21-339)
REVIEW DATES	

Attachment 1 – Listing of the future Long-Range Strategies

- Green Environment (in development)
- Robust Economy
- Sustainable Growth
- Housing Options
- Community Well Being
- Mobility Choices
- Resilient Infrastructure
- Cultural Richness
- Great Places
- Organizational Strategy

Plans with high level of technical requirements will continue to be developed as separate Plans (ex. Utilities Master Plan)

Attachment 2 – Listing of the Current Long-Term Plans

- Municipal Development Plan (2021)
- Intermunicipal Development Plan (2012)
- Downtown Area Redevelopment Plan (2011)

The following Master Plans, Long-Term Department Plans and Management Plans will be reviewed and either rolled into one of the Long-Range Strategies, become part of Mid-Range Department Plans, or retired. This will ensure streamlined direction to the organization and a collaborative approach to development of long-range, outcome-based strategies that align to Municipal Development Plan Goals as listed above.

- Master Plans:
 - Cultural Master Plan (2012)
 - Economic Development Master Plan (2004)
 - Environmental Master Plan (2014)
 - Recreation Master Plan (2012)
 - Red Willow Park Master Plan (1999)
 - Red Willow Park Master Plan West (2003)
 - Social Master Plan (2013)
 - Stormwater Master Plan (2004)
 - Tourism Master Plan (2007)
 - Transportation Master Plan (2009)
 - Utility Master Plan (2007)
 - Smart City Master Plan
- Long-Term Department Plans:

- Business and Tourism Development Long-Term Department Plan (2008)
- Long Range Plan Fire Services (2011)
- Public Works Long-Term Department Plan (2009)
- Transit Long-Term Department Plan (2013)
- Management Plans
 - Big Lake Basin Stormwater Management Plan (2004)
 - Integrated Pest Management Plan (2011)
 - Parks and Open Spaces Management Plan (2007)
 - St. Albert Heritage Management Plan (2013)