



**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	January 21, 2019

Purpose

To establish a strategic framework that aligns the City’s short- and long-term operational efforts to the Community Vision and Pillars of Sustainability.

Policy Statement

The City of St. Albert shall follow an established strategic framework to align the City’s planning, budgeting, management and reporting processes to the Community Vision and Pillars of Sustainability.

The strategic framework shall include the following components:

1. Community Vision and Pillars of Sustainability
2. City of St. Albert Strategic Plan
3. Long-Term Plans
4. Corporate Action Plans
5. Corporate Budgeting
6. Program and Service Delivery
7. Evaluation and Reporting

These components, together with Council’s Bylaws, Policies and Resolutions, provide the Chief Administrative Officer with clear direction for the purposes of short- and long-term planning and implementation.

Definitions

“City” means the City of St. Albert.

“City of St. Albert Strategic Plan” means the primary directional plan that sets forth to achieve the Community Vision and Pillars of Sustainability and provides a single source of direction for the City.

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

“Long-Term Plans” means the primary long term plans for the City that align to the Community Vision and Pillars of Sustainability and guide the development of the City of St. Albert Strategic Plan.

“Community Vision” means the way the community envisions the City of St. Albert in the long term as outlined in Council Policy C-CG-11 “Community Vision and Pillars of Sustainability”.

“Corporate Action Plans” mean the primary mechanism that act as the business plans for Administration and provide an overview of the programs and services delivered to the community as well as the strategic initiatives undertaken in support of the City of St. Albert Strategic Plan.

“Corporate Budgeting” means the process undertaken to align financial resources to the Corporate Action Plans.

“Evaluation and Reporting” means the performance measurement and reporting 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 and progress in achieving results.

“Pillars of Sustainability” means the long-term strategic outcomes and results that the community has identified to achieve the community vision as outlined in Council Policy C-CG-11 “Community Vision and Pillars of Sustainability”.

“Program and Service Delivery” means the programs and services that are delivered by City Departments routinely.

“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 is responsible for setting priorities for their term, approving Long-Term Plans and Corporate Action Plans and Budgets, and providing input into the continuous improvement of the City of St. Albert Strategic Framework.

The Chief Administrative Officer is responsible for ensuring corporate alignment and consistency across the strategic framework. This includes responsibility for ensuring

all Long-Term Plans align with the Community Vision and Pillars of Sustainability, ensuring Corporate Action Plans align with the City of St. Albert Strategic Plan and ensure proposed budgets align with these activities.

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 in order to govern, align and conform all strategic planning and decision-making efforts across the City.
- b. All components within the City of St. Albert Strategic Framework shall align with the Community Vision and Pillars of Sustainability.

2. City of St. Albert Strategic Plan

- a. Council's strategic directions shall be identified through the development of a four-year City of St. Albert Strategic Plan. The strategic plan shall identify Council's priorities for their term, based on its interpretation of the Community Vision and Pillars of Sustainability and Long-Term Plans.
- b. In the first quarter of each year, Council members shall confirm their priorities through a strategic planning retreat, at which the Chief Administrative Officer and other Administration officials, as necessary, may be requested to attend. These priorities shall be used in the development or update of the City of St. Albert Strategic Plan which will summarize Council's strategic directions.
- c. Administration shall refer to the City of St. Albert Strategic Plan for the development of Corporate Action Plans, Corporate Budget recommendations, and other administrative implementation plans.
- d. Consultations with the community through various public participation methods will provide input into Council's strategic directions. These shall be confirmed in the first quarter of each year, to be held during the balance of the year.

3. Long Term Plans

- a. Long-Term Plans shall align with the Community Vision and Pillars of Sustainability and act as the primary long-term plans to achieve the Community Vision and Pillars of Sustainability. These plans shall include the

Municipal Development Plan (MDP), Master Plans, Long-Term Department Plans and other directional plans as deemed appropriate.

- b. Long-Term Plans shall inform the development of the City of St. Albert Strategic Plan.

4. Corporate Action Plans

- a. Administration shall develop Corporate Action Plans to support the delivery of programs and services and implement the City of St. Albert Strategic Plan.
- b. Corporate Action Plans shall provide an overview of the programs and services delivered to the community, strategic initiatives undertaken in support of the City of St. Albert Strategic Plan and resources required to deliver on the plan.
- c. Corporate Action Plans shall include actions that strengthen the City and community's adopted brand.

5. Corporate Budgeting

- a. The corporate budget is the financial representation of the City of St. Albert Strategic Plan.
- b. All strategic and operational efforts that result from the City of St. Albert Strategic Plan and Corporate Action Plans shall be aligned to the City's budget cycle.
- c. Administration shall prepare a Corporate Business Plan that provides a summary of key strategic priorities, major projects and supporting budget requirements to residents during the annual budget process.

6. Program and Service Delivery

- a. All programs and services shall align to the Community Vision and Pillars of Sustainability.

7. Evaluation and Reporting

- a. 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.
- b. The strategic framework provides the basis for the development of a performance measurement program for the City.

- c. Ongoing measurement and monitoring is undertaken on a regular basis. Administration shall manage a performance measurement program across the following perspectives:
 - i. Strategic. This perspective shall measure results from the community's point of view. These indicators describe the greater impact of the City's programs and services on the community and progress towards achieving the Community Vision and Pillars of Sustainability.
 - ii. Corporate. This perspective shall measure objectives translated from the City of St. Albert Strategic Plan as well as the City's Culture and Leadership organizational strategy. To provide a balanced perspective on the organization's health and performance, indicators must provide insight into the four critical components of an organization: customers/stakeholders, process, employees/organizational capacity and finances/stewardship.
 - iii. Program/Service. This perspective shall measure the efficiency and effectiveness of the program/service. Efficiency is focused on measuring the direct outputs compared to inputs or work processes of a program. Effectiveness is focused at measuring the achievement of desired results from the client's point of view.
 - iv. Individual Performance Plan. This perspective shall measure individual performance in accomplishing objectives aligned to the above categories (Strategic, Corporate, Program/Service).
- d. Reporting to Council is provided on a regular basis.
 - i. Administration shall prepare annual and quarterly reports to the community and include progress towards achieving the Community Vision and Pillars of Sustainability.
 - ii. Administration shall provide progress reports on all Long-Term Plans to Council annually.

Legal References

Municipal Government Act

Cross References

Policy C-CG-01, Community Vision, Mission and Values
Policy C-CG-02, City of St. Albert Strategic Plan
Policy C-CG-11, Community Vision and Pillars of Sustainability
Policy C-FS-05, Budget and Taxation Guiding Principles

Attachments

1. Listing of Long-Term Plans

REVIEW	REVISION
April 18, 2016 – Corporate Strategic Services	April 18, 2016 (C235-2016) March 20, 2017 (AR-16-444) January 21, 2019 (AR-19-003)

REVIEW DATES

Attachment 1 – Listing of Long-Term Plans:

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

- 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)

- 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)