



# CITY OF ST. ALBERT CITY COUNCIL POLICY

NUMBER	TITLE
C-CG-06	<b>City of St. Albert Strategic Framework</b>
ORIGINAL APPROVAL DATE	DATE LAST REVISED
September 24, 2001	March 20, 2017 <span style="color: red;">August 30, 2021</span>

## 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-Term Plans** **Range Strategies**
5. **Corporate Action** **Mid-Range Department** Plans
6. **Corporate Budgeting** **Business Plan**
7. Corporate Budgeting
8. Program and Service Delivery **and Optimization**
9. **Evaluation Monitoring** and Reporting

These components, together with Council's Bylaws, Policies and Resolutions, provide **direction to the City Manager** **Chief Administrative Officer (CAO)** ~~with clear direction for the purposes of short- and long-term planning, and implementation.~~ **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 the City, residents, businesses, schools and all other institutions and agencies that ~~encapsulate the~~ make up of St. Albert the City.

“Community Vision and Pillars of Sustainability” means showcase the way the community envisions the city of St. Albert 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. 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”.~~

~~“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”.~~

~~“City of St. Albert Council Strategic Plan” means is the primary directional plan that establishes Council’s strategic priorities and expected outcomes. that sets forth to achieve the Community Vision and Pillars of Sustainability and provides a single source of direction for the City. 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-Term Range Strategies Plans” 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. 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.~~

“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.

“Corporate Action Plans 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. ~~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 Business Plan Budgeting” is a four-year plan that advances the City toward achieving priorities established in the Council’s Strategic Plan and Organizational Strategy. ~~process undertaken to align financial resources to the Corporate Action Plans.~~ 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).

“Evaluation and Reporting” means the performance measurement and reporting (incorporated with wording in Section 9c)

“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.

“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

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.

~~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.~~

### Chief Administrative Officer

The ~~City Manager~~ Chief Administrative Officer is responsible for ensuring corporate alignment and consistency across the strategic framework. This includes responsibility for ensuring all ~~Long-Term~~ strategic and business ~~Plans~~, initiatives and the budget align with the Community Vision and Pillars of Sustainability, ensuring 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.

~~City Manager~~ 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, 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. ~~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. 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.
- c. 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.
- d. 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.
- e. 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.
- f. ~~In the first quarter of each year, Council members shall confirm their priorities through a strategic planning retreat, at which the City Manager 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.~~
- g. 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.
- h. ~~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. 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 ~~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~~
- b. ~~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 plans strategies shall build upon goals and principles outlined in include the Municipal Development Plan (MDP), include program and service objectives, and demonstrate the incorporation of Smart City Principles. Master Plans, Long-Term Department Plans and other directional plans as deemed appropriate.~~
- c. ~~Municipal Development Plan, and Long-Range Strategies ~~Term Plans~~ 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~~ Action Plans

- 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.
- c. ~~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 Council Strategic Plan and resources required to deliver on the plan.~~
- d. ~~Corporate Action Plans shall include actions that strengthen the City and Community's adopted brand.~~

## 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 Action~~ 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~~
- d. ~~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.~~

## 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.
- c. ~~All programs and services shall align to the Community Vision and Pillars of Sustainability.~~

## 9. Evaluation 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, **optimization** 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.**
  - 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 growth 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).~~

**(too detailed information for Council Policy that will be added to Administrative Directive instead)**

## 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 and include 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-Term Range Strategies Plans 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	April 18, 2016 (C235-2016) March 20, 2017 (AR-16-444) <b>August 30, 2021 (AR-</b>
<b>REVIEW DATES</b>	

## 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 42 – Listing of the Current Long-Term Plans

- Municipal Development Plan (2012 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)