



TOWN POLICY

POLICY NUMBER: 1106

REFERENCE:

Council
096.09.18A

ADOPTED BY:

Town Council
12 September 2018

PREPARED BY: Administration

DATE: September 12, 2018

TITLE: Strategic Planning Policy

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1. POLICY STATEMENT

A Strategic Plan provides the organization with the strategic direction of the organization, including the mission and vision as determined by Council. The Strategic Plan is the overarching document that sets the strategic direction for the municipality and needs to be inclusive of all aspects of the community. The Strategic Plan needs to be reviewed and updated by Council annually as a minimum. Strategic plans are a living document and may be refreshed and updated as needed.

Core Governance Functions of Council

LEADERSHIP: set the strategic direction of the organization and put in place a leadership model to accomplish that direction.

STEWARDSHIP: allocation of resources, duties and responsibilities and delineation of authority.

MONITORING: receive and review measures of performance and hold the organization accountable for outcomes (achieving the purpose and creating value).

Why Create a Strategic Plan?

1. Alignment with the Municipal Government Act Sec. 3 which addresses the purpose of a municipality, including good government and Sec. 153 which addresses the general duties of Councillors.
2. Allows a community to take advantage of opportunities, address challenges and mitigate risks.
3. Allows a Council and Administration to work collaboratively to achieve a vision for their municipality in a focussed way.
4. Considers the long term, and how to focus limited resources on key goals.
5. Municipalities that operate with no defined strategies run the risk of becoming occupied by only what is necessary to “keep the lights on each day”.

Why Measure Strategy?

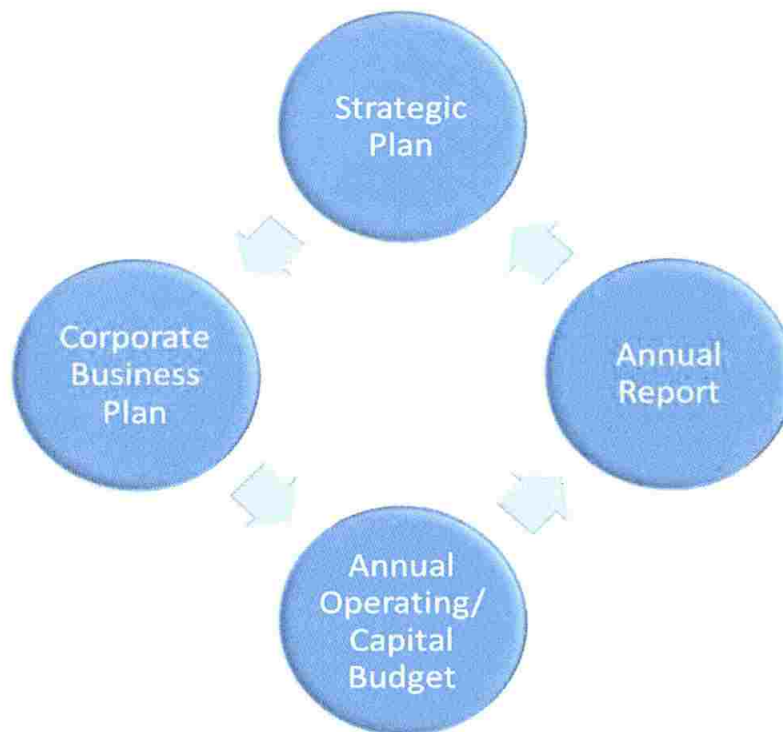
1. Tracking the progress of a municipality is very difficult without well thought out measures and objectives.
2. Measures provide evidence of progress.
3. Developing specific measures that are meaningful to Council and the residents makes strategic directions actionable and measurable.
4. The objectives should show what will be accomplished during implementation.

2. ALIGNMENT

2.1 The Strategic Plan provides direction for the Corporate Business Plan, which in turn is built into the Annual Operating & Capital Budget.

2.2 The Annual Report for the town contains information on the previous year's accomplishments and shall comprise the following as a minimum:

- Mayor's message
- CAO's message
- Accomplishments for the year
- Audited Financial Statements



3. POLICY

- 3.1** The Council of the Town of Strathmore commits to developing a strategic plan and updating the plan on a regular basis, annually at a minimum.
- 3.2** Administration of the Town of Strathmore commits to reporting to Council on the implementation of the Strategic Plan and measurement of success at least twice a year as a minimum, in the form attached as Appendix A. The CAO and the Strategic Leadership Team will create the Corporate Business Plan based on the annual Strategic Plan. The Corporate Business Plan will be reviewed by Council three times per year.
- 3.3** The Strategic Plan, the Corporate Business Plan and the Annual Operating/Capital Budget may be updated from time to time as required.
- 3.4** An Annual Quantitative/Qualitative Citizen Survey will be completed by an external resource.

4. SCHEDULE

- 4.1** January/February annually: Council reviews the Strategic Plan and updates as necessary.
- 4.2** April and September: Administration reports to Council on the implementation of the plan, in the form attached as Appendix A. This information will also be included in the annual budget process.
- 4.3** The Quantitative/Qualitative Survey will be conducted on a regular basis, at least every second year.

5. END OF POLICY