



Request for Decision

Title	2018-2027 Strategic Plan
Proposed Motion	That Council approve the 2018-2027 Strategic Plan.
Administrative Recommendation	That Council approve the 2018-2027 Strategic Plan, as workshopped with Council.
Previous Council Direction	<p><u>July 9, 2018</u> Motion 202/18: That Council refer the 2018-2027 Strategic Plan to a future Regular Council Meeting.</p> <p><u>August 27, 2014</u> Motion 262/14: That County Council approves the Strategic Plan Policy: PLY_GOV_ELE_Strategic Plan_2014.</p> <p>Motion 263/14: That County Council approves the 2012-2021 Sturgeon County Strategic Plan, as amended August 26, 2014, in accordance with Policy: Strategic Plan 2014.</p> <p><u>July 12, 2011</u> Motion 313/11: That Council approve the 2012-2021 Sturgeon County Strategic Plan: <i>Making Strategy Happen</i>.</p>
Report	<p><u>Background Information</u></p> <ul style="list-style-type: none"> In 2011, Sturgeon County Council approved the 2012-2021 Strategic Plan. The original Strategic Plan included a 30-year community vision, which is shared with our Municipal Development Plan. It was developed with public input and staff consultation. In 2014, Council approved a Strategic Plan policy, outlining the Strategic Plan should be revisited at least every five years to ensure it is relevant and responsive to the current operating environment. The Strategic Plan was also amended and approved by Council in 2014. In early 2018, Council met to review the Strategic Plan as per Strategic Plan Policy: PLY_GOV_ELE_Strategic Plan_2014. Council reaffirmed the Vision, Mission and Community Outcomes. They provided their feedback and input to Administration to revise the Strategic Plan and

	<p>expand the timeframe to 2027 so the plan remains relevant and forward looking.</p> <ul style="list-style-type: none"> July 9, 2018, Administration presented the revised Strategic Plan and Council referred it back to Administration for further refinement. August 30, 2018, Council met to review the Draft 2018-2027 Strategic Plan to provide feedback. <p><u>External Communication</u></p> <ul style="list-style-type: none"> Once approved, a news release will be issued and communicated on the Sturgeon County website. Presentations at Council committees will commence in the fall. Further opportunities to discuss the Strategic Plan can be available at Council's request. <p><u>Relevant Policy/Legislation/Practices</u></p> <p>PLY_GOV_ELE_Strategic Plan_2014</p>
Implication of Administrative Recommendation	<p><u>Strategic Alignment:</u></p> <p>Strong Local Governance and Regional Leadership – The Strategic Plan is the highest order strategic direction that Council provides to County Administration. By approving the Strategic Plan, Council is setting the overall policy direction for the County over the next ten years, or until the Strategic Plan is revised again.</p> <p><u>Organizational:</u></p> <p>The Strategic Plan will provide overall direction for priority setting and decisions for all Sturgeon County departments as they develop the 2019-2021 Corporate Business Plan, 2019 Budget and 2019 Department Business Plans.</p> <p><u>Financial:</u></p> <p>The Strategic Plan will directly inform the Corporate Business Plan, County annual budgets and Department operational plans. Through its ability to set direction, the Strategic Plan will enable improved service delivery, staffing efficiencies and fiscally responsible decision-making.</p> <p>All printing costs and promotional materials will be funded under current budgets.</p>
Alternatives Considered	<p>Council could delay the approval of the Strategic Plan and refer it back to Administration.</p>
Implications of Alternatives	<p><u>Strategic Alignment:</u></p> <ul style="list-style-type: none"> Council's Strategic Plan will not be part of the 2019-2021 Corporate Business Plan and 2019 Budget development processes.

	<p><u>Organizational:</u></p> <ul style="list-style-type: none"> • Council and Administration actions may not be aligned if Council's main policy direction is not set, approved and communicated. <p><u>Financial:</u></p> <ul style="list-style-type: none"> • Financial decisions may not be as focused without Council's Strategic Plan.
Follow up Action	<ol style="list-style-type: none"> 1. A communication plan will be developed for rolling out the amended Strategic Plan out to stakeholders and staff. 2. The Strategic Plan will set the direction for the 2019-2021 Corporate Business Plan and corresponding 2019 Budget. 3. Strategic Alignment Checklist to be updated for the September 25, 2018 Council meeting.
Attachment(s)	1. 2018-2027 Strategic Plan
Report Reviewed by:	<p>  Danielle Figura, Business Strategy Manager </p> <p>  Bill Minnes, County Commissioner – CAO </p>

Strategic Alignment Checklist

Vision: Sturgeon County: a diverse, active community that pioneers opportunities and promotes initiative while embracing rural lifestyles.

Mission: Provide quality, cost effective services and infrastructure to meet the diverse needs of the Sturgeon County community, while improving competitiveness and sustainability.

Focus Areas	Not consistent	N/A	Consistent
Strong Local Governance and Regional Leadership			
<i>We promote consistent and accountable leadership through collaborative and transparent processes (Strategic Plan, pg. 27 MDP)</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> Consistent with neighborhood role (see MDP), master plans, policies 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> Considers fiscal stability and sustainability 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> Has a positive impact on regional and sub-regional cooperation 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Respect the Natural Environment			
<i>We acknowledge the importance of a healthy environment and will minimize and monitor our impact on ecosystems (Strategic Plan, pg. 27 MDP)</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Compliance with Provincial and Federal regulations and/or legislation 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Ensure effective environmental risk management 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Community Identity & Spirit			
<i>We will build upon our strengths, where together we will create an inclusive, caring community (Strategic Plan, (Strategic Plan, pg. 27 MDP)</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Promotes and/or enhances residents' identification with Sturgeon County 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Enhances service provision through community partnerships 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Supports Sturgeon County's cultural history 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Planned Growth and Prosperity			
<i>We encourage varied and integrated enterprises that enhance our strong economic base, while balancing the needs of the community and natural environment. (Strategic Plan, pg. 27 MDP)</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Does the proposal align with the Integrated Regional Growth Strategy (map/policies) pg. 26 MDP 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Considers cumulative costs and long-term funding implications 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Targets growth around current or planned infrastructure 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Maintain and Enhance Strong Communities			
<i>We are committed to a safe, secure community, where our residents are respected and provided with access to opportunities. (Strategic Plan, pg. 27 MDP)</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Positive impact on residents' quality of life 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Supports and promotes volunteer efforts 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Provides programs and services that are accessible to all residents 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Operational Excellence			
<i>We have the organizational capability to deliver consistent and defined levels of service to all stakeholders in a professional, efficient, and cost effective manner</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Staff have the knowledge, skills and capability to perform their jobs 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Streamlines operational processes and policies 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Promotes engagement and professional interaction with stakeholders 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Considers a cost-structure which allows Sturgeon County to remain competitive within a regional, national and global context 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>