

2018 - 2021 STRATEGIC PLAN

Issue

The Town of Okotoks 2018 - 2021 Strategic Plan is presented to Council for approval.

Motion Proposed by Administration

That the 2018 - 2021 Town of Okotoks Strategic Plan be approved as presented.

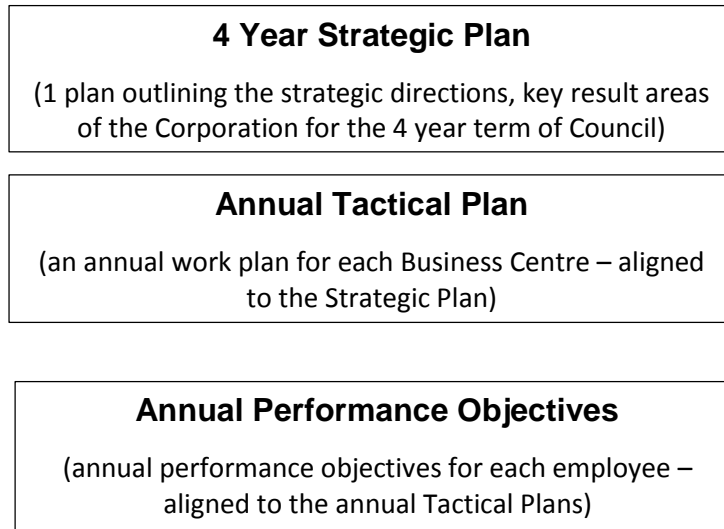
Report, Analysis and Financial Implications

For many years, the Town of Okotoks has operated under the direction of Council developed and approved Strategic Planning that is aligned with the elected term of Council. The plan being presented today, is based on Council's priorities discussed at the January 11 and 12 Strategic Planning Workshop and further refined at the Governance and Priorities Committee meeting February 13. The information discussed was a reflection of Council's knowledge of citizen desires and concerns expressed during interactions in both formal and informal venues, including the election process. The Strategic Priorities focus on what needs to be done and why in the next four years. The Strategic Plan is guided by the Okotoks Community Vision: "The Town of Okotoks is resilient, where people, businesses, ideas and sense of community thrive. Grounded by the Sheep River valley and supported by thoughtful planning and design, a strong local economy and a vibrant quality of life at every stage of life. Respect for each other and the natural environment makes Okotoks home."

The 2018 - 2021 Strategic Plan outlines Council's 7 "Strategic Directions" that reflect the challenging and evolving environment within which our community is flourishing. Okotoks' strategies include managing community growth, fostering economic vitality, providing quality infrastructure, promoting environmental excellence, providing strong governance, facilitating a healthy and safe community and maintaining organizational excellence. Contained within these 7 strategic directions are 22 Key Result Areas that provide detailed objectives and direction to the Corporation.

The Corporation has a long established performance management system that aligns staff with the goals identified in the Strategic Plan. Once the Strategic Plan is approved, annual Tactical Plans are created for each Business Centre that set out the work plan for the year to achieve the outcomes as directed by Council. Additionally, each employee's annual objectives are aligned to their Business Centre's Tactical Plan through their objectives created during the performance appraisal process. This alignment ensures that the Corporation works as a team to accomplish the identified priorities and outcomes in the Strategic Plan.

A visual representation of the corporate performance management process is as follows:



The 2018 - 2021 Strategic Plan provides a comprehensive approach to the community's current and anticipated challenges and opportunities over the next four years. The Strategic Plan directs the priority activities along with core services of the Corporation and continues to guide our community towards a promising future as a great place to live, work and play.

Should this Plan be approved, Administration is responsible for developing an implementation plan to determine how they will achieve strategic priorities and key result areas over the next four years. The implementation plan will be presented to Council in April. Once this work is completed, the Plan will be designed as a publication and widely distributed to staff and posted on the Town's website.

Strategic Plan Goals

<input checked="" type="checkbox"/> Manage Community Growth <input checked="" type="checkbox"/> Provide Quality Community Infrastructure <input checked="" type="checkbox"/> Maintain Organizational Excellence	<input checked="" type="checkbox"/> Provide Strong Governance <input checked="" type="checkbox"/> Healthy and Safe Community <input checked="" type="checkbox"/> Foster Economic Vitality <input checked="" type="checkbox"/> Promote Environmental Excellence
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Governing Policies/Bylaws/Legislation or Agreements

n/a

Public Engagement/Communication Strategy

The Plan will be published on the Town's website for public information.

Alternatives for Consideration

n/a

CAO Comments

Strategic Planning has dual responsibilities. Council has the responsibility to produce the 'what and why', as expressed in this Strategic Plan document. Once this document is approved, Administration has the responsibility for the development of the strategic implementation plan to ensure effective execution. The execution is the 'how' the strategies will be achieved. These outcomes are anticipated to be shared in April, ensuring Administration has interpreted Councils direction appropriately.

Attachment(s)**1. Draft 2018-2021 Strategic Plan**

Prepared by:
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February 20, 2018