



## Corporate & Long-Term Planning

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**Authority:** Council

**Effective Date:** October 11, 2022

**Date Approved by Council:** October 11, 2022

**Resolution No.:** 153/10/22/SP

**Future Review Date:** 2026

**Responsibility:** Corporate Services

**References:** *Municipal Government Act* Sections 242 – 249

**Replaces:** Budget and Long-Term Planning C-FS-0019 (2017)

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**1.0 Purpose:** To outline the Town of Stony Plain’s policy related to corporate planning and long-term financial planning. This policy will be used to establish context and hierarchy for planning documents within the organization and set parameters for the corporate planning and long-term financial planning processes.

**2.0 Scope:** This policy covers corporate planning and long-term financial planning for all facets of the Town’s operation.

**3.0 Statement:** Strategic planning provides the context for development of a Corporate Plan and Long-Term Financial Plan. Although important, the Corporate Plan and long-term financial plans are not the strategic planning documents of the organization. They flow out from the work of strategic planning and Council priority setting. Corporate planning and long-term planning formalize the gathering of resources to meet strategic priorities. Formalization of policy surrounding corporate planning and long-term planning will help to ensure that the expressed strategies of the community are being met and tax dollars are being used effectively. Corporate planning and long-term financial planning should be given focused attention through annual processes and longer-term views within those processes.

### **4.0 Standards:**

#### 4.1 Hierarchy and Context of Planning Documents

The Town’s Corporate Plan will be developed in accordance with the policies and priorities set forth in the Municipal Development Plan, Council’s Strategic Plan and Department Business Plans. Program/project priorities and service levels will be established by the aforementioned plans.

The Municipal Development Plan will be viewed as the collective voice of Council, the community, and the organization in regard to long term strategic focus. It will guide the community for up to

twenty years. Public engagement in the process will be most prevalent in the preparation of this document.

Once in each Council term, making use of the Municipal Development Plan as a guiding document, Council will develop a Council Strategic Plan. It will guide the community for up to five years. Once established, the Council Strategic Plan will be reviewed at least once annually during a Council process set aside for strategic review. Council will determine any necessary changes to their direction in these annual reviews and the Council Strategic Plan will be updated. Public engagement will be sought during the determination of Council's Strategic Plan.

Flowing from the Council Strategic Plan, the Town Manager will ensure that all departments formulate Department Business Plans that outline needed resources and work plans to accomplish the objectives of the Council Strategic Plan. Department Business Plans will also seek to encompass best practices and legislative compliance within the various disciplines required of a municipality. These business plans will guide departments for up to three years and should be reviewed annually prior to the preparation of the Corporate Plan and long-term financial plans.

Finalization of department business plans will lead to the preparation of the Corporate Plan. The approved fiscal plan within the Corporate Plan will serve as the financial plan for the Town and as the policy document of Town Council for the implementation of Council's priorities as determined in the Council Strategic Plan. The Corporate Plan gives administration approval to expend resources to fulfill the strategic direction expressed by Council and will provide support to department business plans. The Corporate Plan will cover three years. Public engagement during the Corporate Plan process is facilitated through opportunity for public review of the proposed Corporate Plan in October and attendance at public deliberation meetings in November.

Long-term financial planning will focus on the capital needs of the municipality. These plans will result from the strategic direction expressed in Council's strategic plan as well as best practices for asset management. A Ten-Year Capital Plan will be formulated and reviewed by administration and leadership on a regular basis. This plan will identify all future capital needs of the organization as well as funding sources for all expressed needs. The plan will include new infrastructure as well as life cycle considerations for existing assets. The plan will be dynamic and changing as updated information becomes available. Identifying gaps in funding will point to the need for increased reserves, diversification of revenues or reduced spending. This ten-year capital plan will be referred to in reports to Council and will be included in the fiscal plan portion of the corporate plan. Council will have opportunity to review the ten-year capital plan at least once annually. Year one of the ten-year plan will automatically be included in the draft fiscal plan within the Corporate Plan for the upcoming year.

#### 4.2 Corporate Plan Format

The Town of Stony Plain Corporate Plan will be a comprehensive document containing at minimum the following sections:

- Corporate Business Plan

- Department Business Plans
- Fiscal Plan
- Initiatives and Service Changes

Corporate planning will be an annual process which includes three-year operational planning. The first year of the cycle will be approved by Council and the following two years will be accepted in principle by Council. Budget totals will be presented to Council by department and broken down into various functional areas within departments.

Capital Project planning will be annual and will be presented by project initiative detail to Council for approval. The ten-year capital plan will be the background document for the fiscal plan.

The budget will be based on Generally Accepted Accounting Principles (GAAP) and compliant with the guidelines of the Public Sector Accounting Board (PSAB).

The Town will adopt a fiscal plan that is fully funded with the exception of the annual amortization amount which is not required to be funded under the Municipal Government Act.

#### 4.3 Corporate Planning Calendar

The corporate planning year will run from January 1 to December 31 in alignment with the fiscal year.

The calendar for the corporate plan process will be as follows:

Jan/Feb	Council Retreat – Strategic Planning session leading to Corporate Plan
March	Adoption of Strategic Plan  Corporate Business Planning – Senior Leadership Team and Managers identify and define corporate initiatives from strategic plan
April – June	Department Business Planning – Departments work on defining detailed Status Quo budgets, business cases for initiatives and service changes.  Ranking and Prioritization – Senior Leadership Team completes a detailed review and prioritization of initiatives and service changes.
July – August	Financial and Capacity Analysis – Calculation and compilation of financial summaries, funding strategies, rates, etc.
September	Finalize Proposed Corporate Plan – Senior Leadership Team reviews and finalizes changes to status quo budgets and prioritization of initiatives and service changes.
October	Distribution of Proposed Corporate Plan – to provide members of Council and the public an opportunity for review.

Early November	Public Corporate Plan meetings for Council deliberation and direction.
Late November	Corporate Plan Approval – Final Recommended Corporate Plan based on Council direction is presented for approval.
December	Public and Staff Communication of Approved Corporate Plan.
Following Spring	Spring Adjustments prior to Tax Rate setting.

#### 4.4 Roles and Responsibilities

##### 4.4.1 Town Council Responsibilities:

- a) Develop a strategic plan which guides the corporate plan process.
- b) Review and deliberate over the draft Corporate Plan including review of the ten-year capital plan.
- c) Approve the Corporate Plan prior to the start of the new budget and fiscal year (January 1<sup>st</sup>).
- d) Review and approve any spring adjustments prior to setting the annual tax rate.
- e) Review and approve any Corporate Plan amendments presented to Council throughout the year.
- f) Review quarterly progress on Corporate Plan in the context of financial reports to Council.

##### 4.4.2 Town Manager Responsibilities:

- a) Communicate Council's strategic priorities to the leadership team.
- b) Participate with the leadership team in management deliberations around the proposed Corporate Plan.
- c) Participate with the leadership team in the development and ongoing modification of the ten-year capital plan.
- d) Present the proposed corporate plan to Council for approval prior to the new fiscal year.
- e) Communicate approved corporate plan to staff members and the public.
- f) Present necessary spring adjustments to Council for approval prior to Council setting the tax rate.
- g) Present corporate plan amendments to Council as necessary from time to time.
- h) Present the ten-year capital plan to Council for their review during the corporate plan process.

##### 4.4.3 Leadership Team Responsibilities:

- a) Work with departments to develop business plans in line with Council's strategic plan.
- b) Submit business plans, initiatives and service changes to the Town Manager comprised of capital projects and operating programs which are consistent with the expectations outlined in Council's strategic plan.
- c) Participate with the Town Manager in management deliberations around the proposed Corporate Plan.

- d) Participate with the Town Manager in the development and ongoing modification of the ten-year capital plan.
- e) Communicate approved Corporate Plan to staff members.
- f) Present to the Town Manager any necessary corporate plan amendments required from time to time.
- g) Monitor progress of approved Corporate Plan on a monthly or by project basis.

#### 4.4.4 Financial Services Responsibilities:

- a) Enter draft submitted status quo budgets, initiatives and service changes submitted by departments into financial software.
- b) Compile budgets submitted by departments into a draft document for the deliberation process.
- c) Make modifications to the draft budgets throughout the deliberation process.
- d) Create ten-year capital plan and make modifications as required throughout deliberation.
- e) Financial Services Manager participates with leadership team in deliberation process.
- f) Compile fiscal plan for inclusion in Corporate Plan for Council approval.
- g) Make amendments to the Corporate Plan as approved by Council from time to time throughout the year.
- h) Provide monthly reporting on Corporate Plan to leadership team.
- i) Provide quarterly reporting on Corporate Plan to Council via the quarterly report.

#### 4.5 Human Resource Budgets:

The timing of full-time equivalent increases within the Corporate Plan will be considered by taking into account the business case presented and the service level need within the community.

Following Administrations review of the Compensation Market Review Survey, salary and benefit adjustments resulting from the review will be included in the initial draft of the Corporate Plan for Councils consideration and approval. All adjustments are initiated to align to the Town's compensation philosophy and will be based on market data from the survey results, and to reflect pay at the 50<sup>th</sup> percentile rate of peer comparator group of similar municipalities. The Town of Stony Plain will administer a Compensation Market Review Survey at a minimum every three (3) years.

Cost of Living increases for non-union staff will be included in the initial draft of the Corporate Plan based on information from the Consumer Price Index (CPI) for Alberta and the labour market.

Anticipated merit increases for staff will be included in the initial draft of the status quo budget within the Corporate Plan for Council's review.

**5.0 Policy Review:** This policy shall be reviewed by Administration every four years with any changes being recommended to Council for approval.