



# STRATEGIC PLAN 2014 - 2017

*ADOPTED BY TOWN COUNCIL – OCTOBER 27, 2014*

*Part of the governance role of Council is to define the vision and goals of the Municipality. The purpose of this Strategic Plan is to provide both Administration and Council with an outline of the Council's strategic direction and to provide a communication tool that allows interested stakeholders to understand the Town's direction and activities on their behalf.*

## Project Overview

In spring of 2014, Russell Farmer and Associates was engaged by the Town of Vegreville to facilitate the development of a strategic plan. This project included:

- A review of all recent and current Town of Vegreville planning documents;
- Workshops with senior administration to identify strategic planning priorities of the administration;
- A facilitated retreat with Council to identify strategic planning objectives based on Council priorities, planning priorities and identified administrative priorities;
- Two follow-up meetings with senior administration to identify: required action items for Council objectives, points of administrative responsibility, points of Council responsibility, implementation timelines, and resourcing considerations; and
- Two meetings with Council to review the strategic plan for feedback and requested revisions.

This document includes Councils objectives and operational planning details.

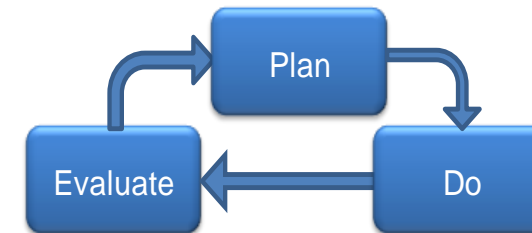
## Strategic Plan Purpose

The purpose of a Strategic Plan is to provide both administration and Council with an outline of Council's strategic priorities. These priorities serve a number of key functions:

- They guide Council's agenda;
- They guide administrations priorities and allocation of resources;
- They provide a key input into the annual budgeting process;
- They provide Council with a means to objectively assess the work of both Council and administration in reaching the Town's defined objectives; and
- They provide a communication tool that allows interested stakeholders to understand the Town's direction and activities on their behalf.

The Strategic Plan is the starting point for a cycle of continuous improvement. The following is a diagram of a cycle of continuous improvement.

## Cycle of Continuous Improvement



The three steps in the cycle of continuous improvement are:

1. **Plan** – the Strategic Plan is the first step in the process. In order for continuous improvement to occur an organization needs to have a plan in place to guide the organization moving forward into the future. It is Council's job to create a plan for the municipality moving forward into the future.
2. **Do** – the second step in a cycle of continuous improvement is to implement the plan and complete the priorities or objectives identified in the plan within the timeframe and budget identified in the plan. It is the CAO and Senior Management's job to implement the priorities identified in the plan. The CAO and Senior Management translate the priorities identified by Council into an operational plan by identifying the activities that will need to be completed to reach each priority as well as identifying the timeframe, who is responsible for each activity and any possible budget impacts.
3. **Evaluate** – the final step in a cycle of continuous improvement is to evaluate the organization's progress towards completing the priorities identified in the Strategic Plan. The evaluation is a periodic review where Council reviews the Strategic Plan in order to update the priorities and Administration reviews the Operational Plan to gauge their progress. Periodically reviewing the Strategic Plan provides Council with the flexibility to respond to any significant changes in the economic, environmental, social and cultural environment. Administration's review of the Operational Plan allows them to gauge their progress in completing the strategic priorities and to respond to changes in the Strategic Plan. It is recommended that Council assess progress towards strategic priorities quarterly, and update the plan annually.

The Strategic Plan identifies the activities that need to be completed that are outside of the day to day operational activities completed by Administration within the Municipality. Day-to-day activities are not strategic, and are therefore outside of the scope of Council responsibility.

## Planning Categories

The Town of Vegreville's Strategic Plan 2014 - 2017 has been separated into 4 categories based on areas of municipal operations and governance. These categories are:

- 1. Community Services:** Recreation, Culture & Facilities, Fire, Ambulance, FCSS, Community Development/Liaison (including Public Health, Library & Museum), and Economic Development & Tourism
- 2. Infrastructure Planning and Development:** Public Works & Utilities, Parks & Fleet, Planning & Development, Municipal Emergency Management
- 3. Corporate Services:** Administration, Finance, I/T, RCMP, Municipal Enforcement Services, Human Resources, Communications (including Social Media & Website), Legal, Occupational Health and Safety
- 4. Municipal Operations & Management:** Policy Development & Management (including Town Council), Operational Excellence, Sustainability & Strategic Planning

The responsibility of each objective within the Strategic Plan has been assigned to a member of the Senior Management Team. The Senior Management Team is comprised of:

- Town Manager, Corporate Services Director, Infrastructure Planning & Development Director and Community Services Director

In reviewing the objectives identified in these categories we have identified some potential broad goals that may serve to sort Council priorities into a format for public presentation. These goals match clusters of objectives that appear to define Council's priorities.

- Promote Economic Prosperity
- Operations, Infrastructure Growth and Asset Management
- Effective Communication, Consultation and Stakeholder Relations
- Supporting a Safe, Healthy and Vibrant Community

# Town of Vegreville Strategic Plan 2014 – 2017

## 1. Community Services

Objective		Key Activities	Key Administrative Responsibility	Council Role	Completion Date	Resource Requirements
1.01	Lobby Alberta Health Services/Covenant Health for additional/enhanced services within the community	<ul style="list-style-type: none"> <li>a. Delegation from Town meets with Minister</li> <li>b. Submit requests to Alberta Health Services</li> <li>c. Participate in local consultations on needs assessment</li> <li>d. Receive results of allocation of funding and plan for the hospital</li> </ul>	Community Services Director	<ul style="list-style-type: none"> <li>Participate in meetings</li> <li>Communicate with stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>a. Q2 2014</li> <li>b. Q2 2014</li> <li>c. Q4 2014</li> <li>d. Q2 2015 (dependent on AHS timeline)</li> </ul>	<p><b>Internal</b> Staff time</p> <p><b>External</b> Led by AHS Covenant Health</p>
1.02	Develop a strategy to address housing options	<ul style="list-style-type: none"> <li>a. Draft policy for multi-unit rental housing development incentive</li> <li>b. Present policy to Council for adoption</li> <li>c. Conduct a needs assessment</li> <li>d. Develop and adopt a strategy in response to the needs assessment</li> </ul>	Community Services Director	<ul style="list-style-type: none"> <li>Reviews and adopts policy</li> <li>Receives needs assessment for information</li> <li>Adopts strategy</li> <li>Approves budget for policy implementation</li> </ul>	<ul style="list-style-type: none"> <li>a. Q2 2014</li> <li>b. Q3 2014</li> <li>c. Q2 2015</li> <li>d. Q3 2015</li> </ul>	<p><b>Internal</b> Staff time</p> <p><b>External</b> Community survey and consultation</p>
1.03	Assess municipal and community infrastructure, services, and facilities to support aging in community / aging in place	<ul style="list-style-type: none"> <li>a. Conduct a needs assessment</li> <li>b. Develop and adopt a strategy in response to the needs assessment</li> <li>c. Explore a formal seniors advisory committee (project basis)</li> </ul>	Community Services Director	<ul style="list-style-type: none"> <li>Receives needs assessment for information</li> <li>Adopts strategy</li> </ul>	<ul style="list-style-type: none"> <li>a. Q2 2015</li> <li>b. Q3 2015</li> <li>c. Q3 2015</li> </ul>	<p><b>Internal</b> Staff time</p> <p><b>External</b> Community consultation</p>

## 1. Community Services

Objective		Key Activities	Key Administrative Responsibility	Council Role	Completion Date	Resource Requirements
1.04	Wi-Fi and wireless access strategy (linked to 3.04)	<ul style="list-style-type: none"> <li>a. Advocate to service providers to increase coverage and to service strategic locations</li> <li>b. Develop a strategy to enhance coverage</li> </ul>	Corporate Services	<ul style="list-style-type: none"> <li>Advocate</li> <li>Adopt strategy</li> </ul>	<ul style="list-style-type: none"> <li>a. Ongoing</li> <li>b. Q2 2015</li> </ul>	<ul style="list-style-type: none"> <li><b>Internal</b></li> <li>Staff time</li> </ul>
1.05	Guide the installation of the Telus Fiber Optic Network and promote	<ul style="list-style-type: none"> <li>a. Provide regulatory direction to installation</li> <li>b. Adopt and implement a communication strategy to promote the network as a community asset and economic driver</li> </ul>	Town Manager	<ul style="list-style-type: none"> <li>Support enforcement decisions of administration</li> <li>Promote</li> </ul>	<ul style="list-style-type: none"> <li>a. Q2 2014</li> <li>b. Q4 2015</li> </ul>	<ul style="list-style-type: none"> <li><b>Internal</b></li> <li>Staff time</li> <li>Economic Development Board</li> <li><b>External</b></li> <li>Community consultation</li> </ul>
1.06	Explore options to address the use and allocation of land and facilities to community groups and organizations	<ul style="list-style-type: none"> <li>a. Complete a needs assessment with community groups and organizations</li> <li>b. Integrate with the Regional Recreation and Culture Master Plan (linked to 1.12)</li> </ul>	Community Services Director	Receives and adopts Regional Recreation and Culture Master Plan	<ul style="list-style-type: none"> <li>a. Q4 2014</li> <li>b. Q4 2015</li> </ul>	<ul style="list-style-type: none"> <li><b>Internal</b></li> <li>Staff time</li> <li><b>External</b></li> <li>Resourced in 1.12</li> </ul>
1.07	Facility Master Plan: conduct an assessment of the long-term space requirements of the municipality	<ul style="list-style-type: none"> <li>a. Review and update Facility Lifecycle Assessment Report</li> <li>b. Complete a needs assessment for the long-term space requirements of municipal departments</li> <li>c. Develop a terms of reference</li> <li>d. Engage an engineering consultant</li> <li>e. Receive draft Facility Master Plan from consultant</li> <li>f. Present draft plan to Council for adoption</li> </ul>	Community Services Director	<ul style="list-style-type: none"> <li>Approve budget</li> <li>Receive and adopt Master Plan</li> </ul>	<ul style="list-style-type: none"> <li>a. Q4 2014</li> <li>b. Q2 2015</li> <li>c. Q3 2015</li> <li>d. Q3 2015</li> <li>e. Q4 2015</li> <li>f. Q4 2015</li> </ul>	<ul style="list-style-type: none"> <li><b>Internal</b></li> <li>Staff time</li> <li><b>External</b></li> <li>Consultant costs</li> </ul>

## 1. Community Services

Objective		Key Activities	Key Administrative Responsibility	Council Role	Completion Date	Resource Requirements
1.08	Adopt and implement an Economic Development and Tourism Strategic Plan	<ul style="list-style-type: none"> <li>a. Council receives draft Economic Development and Tourism Strategic Plan for input</li> <li>b. Council receives and adopts plan</li> <li>c. Develop an implementation plan</li> <li>d. Review staffing/resourcing of Economic Development and Tourism functions <i>(linked to 4.09)</i></li> </ul>	Community Services Director	<p>Provide input into the plan</p> <p>Receive and adopt Economic Development and Tourism Strategic Plan</p> <p>Budget for implementation plan</p> <p>Budgets resourcing of Economic Development and Tourism function</p>	<ul style="list-style-type: none"> <li>a. Q2 2014</li> <li>b. Q4 2014</li> <li>c. Q4 2014</li> <li>d. Q4 2015</li> </ul>	<p><b>Internal</b></p> <p>Staff time</p> <p>Economic Development Board</p>
1.09	Adopt residential and non-residential development incentive bylaw/policy	<ul style="list-style-type: none"> <li>a. Complete benchmark study of leading practices</li> <li>b. Economic Development Board makes recommendations for amendments to the existing Non-Residential Incentive Bylaw</li> <li>c. Develop draft policy</li> <li>d. Present policy to Council for adoption</li> <li>e. Complete <i>objective 2.01</i> to determine barriers to land development</li> </ul>	Community Services Director	<p>Receives and adopts amendments to Non-Residential Incentive Bylaw</p> <p>Receives and adopts policy</p>	<ul style="list-style-type: none"> <li>a. Q4 2014</li> <li>b. Q1 2015</li> <li>c. Q1 2015</li> <li>d. Q1 2015</li> <li>e. 2016</li> </ul>	<p><b>Internal</b></p> <p>Staff time</p> <p>Economic Development Board</p> <p><b>External</b></p> <p>Legal Counsel</p>

## 1. Community Services

Objectives		Key Activities	Key Administrative Responsibility	Council Role	Completion Date	Resource Requirements
1.10	Establish process to guide the point of contact and communication relating to new commercial or residential sale/attraction opportunities/enquiries	<ul style="list-style-type: none"> <li>a. Review leading practices from other communities</li> <li>b. Develop a process to guide point of contact, tracking, escalation, inter-departmental communication, and referral (<i>linked to 3.04</i>)</li> <li>c. Identify linkages to Town policies or bylaws</li> </ul>	Community Services Director	Receives for information	<ul style="list-style-type: none"> <li>a. Q4 2014</li> <li>b. Q2 2015</li> <li>c. Q2 2015</li> </ul>	<p><b>Internal</b> Staff time</p> <p><b>External</b> Tracking Software costs</p>
1.11	Evaluate the service delivery model for ambulance services in light of the impact of AHS requirements	<ul style="list-style-type: none"> <li>a. Review the Town's role as a contractor and options for service delivery</li> <li>b. Provide a recommendation to Council on the service delivery model</li> <li>c. Council provides direction</li> </ul>	Community Services Director	Receive recommendation and provide direction	<ul style="list-style-type: none"> <li>a. Q4 2014</li> <li>b. Q4 2014</li> <li>c. Q4 2014</li> </ul>	<p><b>Internal</b> Staff time</p>
1.12	Develop and adopt a regional or municipal recreation and culture master plan	<ul style="list-style-type: none"> <li>a. Approach the County of Minburn and the Town of Mundare for regional collaboration, and if successful, submit a joint application for grant funding</li> <li>b. Develop a terms of reference</li> <li>c. Engage an consultant</li> <li>d. Receive draft plan from consultant</li> <li>e. Present draft plan to Council for adoption</li> </ul>	Community Services Director	<p>Adopts budget</p> <p>Provides input</p> <p>Receives plan for adoption</p>	<ul style="list-style-type: none"> <li>a. Q4 2014</li> <li>b. Q1 2015</li> <li>c. Q1 2015</li> <li>d. 2016</li> <li>e. 2016</li> </ul>	<p><b>Internal</b> Staff time</p> <p><b>External</b> ACP Grant Municipal Affairs</p> <p>Consultant</p>
1.13	Investigate entering into reciprocal use / maintenance agreements with School Authorities ( <i>linked to 1.12</i> )	<ul style="list-style-type: none"> <li>a. Review current agreements school authorities have with other municipalities</li> <li>b. Engage school authority representatives to discuss opportunities</li> <li>c. Engage community stakeholders to identify needs</li> <li>d. Provide recommendations for Council discussion and direction</li> </ul>	Community Services Director	Receive recommendation and provide direction	<ul style="list-style-type: none"> <li>a. Q3 2014</li> <li>b. Q3 2014</li> <li>c. Q3 2015</li> <li>d. Q3 2015</li> </ul>	<p><b>Internal</b> Staff time</p> <p><b>External</b> EIPS &amp; EICS staff and board</p>

## 1. Community Services

Objective		Key Activities	Key Administrative Responsibility	Council Role	Completion Date	Resource Requirements
1.14	Explore establishing a youth advisory council	<ul style="list-style-type: none"> <li>a. Engage the Impact Vegreville Committee (IVC) to provide recommendations</li> <li>b. Provide recommendation to Council</li> <li>a. Council provides direction</li> </ul>	Community Services Director	<ul style="list-style-type: none"> <li>Participate on committee if required</li> <li>Receive recommendation and provide direction</li> </ul>	<ul style="list-style-type: none"> <li>a. Q4 2014</li> <li>b. Q1 2015</li> <li>c. Q1 2015</li> </ul>	<ul style="list-style-type: none"> <li><b>Internal</b></li> <li>Staff time</li> <li>Committee</li> </ul>
1.15	Adopt a policy on municipal facility naming rights	<ul style="list-style-type: none"> <li>a. Develop draft policy</li> <li>b. Present policy to Council for adoption</li> </ul>	Community Services Director	Receive and adopt	<ul style="list-style-type: none"> <li>a. Q4 2014</li> <li>b. Q1 2015</li> </ul>	<ul style="list-style-type: none"> <li><b>Internal</b></li> <li>Staff time</li> <li><b>External</b></li> <li>Legal counsel</li> </ul>



## 2. Infrastructure, Planning and Development

Objective			Key Administrative Responsibility	Council Role	Completion Date	Resource Requirements
2.01	Develop a strategy to ensure bare lands are available for long term growth	<ul style="list-style-type: none"> <li>a. Meet with County of Minburn to review the Inter-Municipal Development Plan (IDP)</li> <li>b. Assess the costs and benefits of annexing Town-operated assets within the County</li> <li>c. Conduct an analysis to identify barriers to the sale of existing town-owned lands</li> <li>d. Develop a strategy to address identified barriers</li> </ul>	Town Manager	<ul style="list-style-type: none"> <li>Participate on IDP Committee</li> <li>Receive and adopt cost-benefit analysis of annexation</li> <li>Provide input into the analysis of barriers</li> <li>Receive and adopt strategy for sale of lands</li> </ul>	<ul style="list-style-type: none"> <li>a. Q4 2014</li> <li>b. Q4 2015</li> <li>c. 2016</li> <li>d. 2016</li> </ul>	<p><b>Internal</b> Staff time IDP Committee</p> <p><b>External</b> Consulting, legal and facilitation support</p>
2.02	Develop a short-term strategy to address facility requirements for Public Works	<ul style="list-style-type: none"> <li>a. Purchase 4302 Bruce Road Building</li> <li>b. Address 4302 Bruce Road Building deficiencies and retrofits</li> <li>c. Begin use of 4302 Bruce Road Building</li> </ul>	Infrastructure, Planning and Development Director	Approve budget	<ul style="list-style-type: none"> <li>a. Q3 2014</li> <li>b. Q1 2015</li> <li>c. Q1 2015</li> </ul>	<p><b>Internal</b> Staff Time</p> <p><b>External</b> Trades, materials and equipment Legal Counsel</p>
2.03	Assess potential cost impact of service delivery options for Public Works functions <i>(linked to 4.09)</i>	<ul style="list-style-type: none"> <li>a. Council determines which services are to be reviewed</li> <li>b. Determine the cost of in-house service delivery in Council priority areas</li> <li>c. Develop a terms of reference with service requirements for contracting</li> <li>d. Obtain quotes for contracting services</li> <li>e. Present a cost-benefit analysis to Council for direction</li> </ul>	Infrastructure, Planning and Development Director	<ul style="list-style-type: none"> <li>Determines services to be reviewed</li> <li>Approve budget</li> <li>Receive cost-benefit analysis and provide direction</li> </ul>	<ul style="list-style-type: none"> <li>a. Q4 2014</li> <li>b. Q4 2014</li> <li>c. Q1 2015</li> <li>d. Q2 2015</li> <li>e. Q3 2015</li> </ul>	<p><b>Internal</b> Staff time</p>

## 2. Infrastructure, Planning and Development

Objective		Key Activities	Key Administrative Responsibility	Council Role	Completion Date	Resource Requirements
2.04	Develop and adopt a regional solid waste strategy	<ul style="list-style-type: none"> <li>a. Confirm position and interests of County of Minburn</li> <li>b. Work with the County of Minburn to develop a regional approach to solid waste management</li> <li>c. Based on inter-municipal approach adopted, determine the Town's solid waste strategy</li> </ul>	Infrastructure, Planning and Development Director	<ul style="list-style-type: none"> <li>Participate on inter-municipal committee</li> <li>Provide direction</li> <li>Adopt strategy</li> </ul>	<ul style="list-style-type: none"> <li>a. Q4 2014</li> <li>b. Q1 2015</li> <li>c. 2016</li> </ul>	<b>Internal</b> Staff time Solid Waste Committee
2.05	Adopt an implementation strategy for the Inter-Municipal Development Plan (IDP)	<ul style="list-style-type: none"> <li>a. IDP Committee reviews the IDP and makes recommendations for an implementation strategy.</li> <li>b. Council reviews and adopts the implementation strategy</li> </ul>	Town Manager	<ul style="list-style-type: none"> <li>Participate on IDP Committee</li> <li>Review and adopt</li> </ul>	<ul style="list-style-type: none"> <li>a. Q4 2014</li> <li>b. Q1 2015</li> </ul>	<b>Internal</b> Staff time IDP Committee
2.06	Adopt a storm water management plan / flood hazard study as identified in the IDP	<ul style="list-style-type: none"> <li>a. Submit joint grant applications</li> <li>b. Develop a storm water management plan / flood hazard study</li> <li>c. Present policy/study to Council for adoption</li> </ul>	Infrastructure, Planning and Development Director	<ul style="list-style-type: none"> <li>Adopt budget</li> <li>Receive and adopt</li> </ul>	<ul style="list-style-type: none"> <li>a. Q4 2014</li> <li>b. Q4 2015</li> <li>c. Q4 2015</li> </ul>	<b>Internal</b> Staff time  <b>External</b> Consultant
2.07	Develop a parks and open spaces master plan <i>(linked to 1.12)</i>	<ul style="list-style-type: none"> <li>a. Develop a terms of reference</li> <li>b. Engage an consultant</li> <li>c. Receive draft plan from consultant</li> <li>d. Present draft plan to Council for adoption</li> </ul>	Infrastructure, Planning and Development Director	<ul style="list-style-type: none"> <li>Adopts budget</li> <li>Provides input</li> <li>Receives plan for adoption</li> </ul>	<ul style="list-style-type: none"> <li>a. 2016</li> <li>b.2016</li> <li>c.2017</li> <li>d.2017</li> </ul>	<b>Internal</b> Staff time  <b>External</b> Consultant
2.08	Adopt a policy for legacy giving <i>(In memorials and donations)</i>	<ul style="list-style-type: none"> <li>a. Research examples from other municipalities</li> <li>b. Develop draft policy</li> <li>c. Present policy to Council for discussion and adoption</li> </ul>	Infrastructure, Planning and Development Director	<ul style="list-style-type: none"> <li>Provides input</li> <li>Receives policy for adoption</li> </ul>	<ul style="list-style-type: none"> <li>a. Q3 2014</li> <li>b. Q3 2015</li> <li>c. Q4 2015</li> </ul>	<b>Internal</b> Staff time

### 3. Corporate Services

Objective		Key Activities	Key Administrative Responsibility	Council Role	Completion Date	Resource Requirements
3.01	Complete a review of HR policies and practices	<ul style="list-style-type: none"> <li>a. Identify key policy document requirements and processes</li> <li>b. Engage consulting support to review policies and processes and to provide recommendations for amendments</li> <li>c. Consultant provides re-developed HR policy manual, templates, and processes</li> <li>d. Present HR policy manual to Council for adoption</li> </ul>	Corporate Services Director	<ul style="list-style-type: none"> <li>Approve budget</li> <li>Receive and adopt HR Policy manual</li> </ul>	<ul style="list-style-type: none"> <li>a. Q3 2015</li> <li>b. Q3 2015</li> <li>c. 2016</li> <li>d. 2016</li> </ul>	<p><b>Internal</b> HR Coordinator</p> <p><b>External</b> Consultant</p>
3.02	Develop and adopt a Communications Plan (linked to 3.04)	<ul style="list-style-type: none"> <li>a. Develop a terms of reference</li> <li>b. Engage a communications consultant</li> <li>c. Obtain Council input</li> <li>d. Receive draft communications plan</li> <li>e. Develop and adopt a social media usage policy</li> <li>f. Present communications plan to Council for adoption</li> </ul>	Corporate Services Director	<ul style="list-style-type: none"> <li>Provide input</li> <li>Receive and adopt social media usage policy</li> <li>Receive and adopt plan</li> </ul>	<ul style="list-style-type: none"> <li>a. Q2 2015</li> <li>b. Q2 2015</li> <li>c. Q2 2015</li> <li>d. Q4 2015</li> <li>e. Q4 2015</li> <li>f. Q4 2015</li> </ul>	<p><b>Internal</b> Staff time</p> <p><b>External</b> Communications consultant</p>
3.03	Ensure OH&S/AMHSA Compliance	<ul style="list-style-type: none"> <li>a. Develop terms of reference</li> <li>b. Engage external consulting support</li> <li>c. Develop safety manual and policies</li> <li>d. Adopt safety manual and policies</li> <li>e. Develop and implement staff training program</li> <li>f. Establish a safety department to implement and maintain safety program</li> </ul>	Corporate Services Director	<ul style="list-style-type: none"> <li>Receive and adopt policies</li> <li>Approve budget</li> </ul>	<ul style="list-style-type: none"> <li>a. Q3 2014</li> <li>b. Q4 2014</li> <li>c. Q4 2015</li> <li>d. Q4 2015</li> <li>e. 2016</li> <li>f. 2016</li> </ul>	<p><b>Internal</b> Staff time</p> <p><b>External</b> Consultant or additional staff</p>

### 3. Corporate Services

Objective		Key Activities	Key Administrative Responsibility	Council Role	Completion Date	Resource Requirements
3.04	Develop an IT master plan for Administration and Council	<ul style="list-style-type: none"> <li>a. Develop a terms of reference</li> <li>b. Engage an IT consultant</li> <li>c. Receive a draft master plan</li> <li>d. Present plan to Council for adoption</li> </ul>	Corporate Services Director	Approve budget  Provide input into Council needs assessment  Receive and adopt IT Master Plan	<ul style="list-style-type: none"> <li>a. Q4 2014</li> <li>b. Q4 2014</li> <li>c. Q2 2015</li> <li>d. Q2 2015</li> </ul>	<b>Internal</b> Staff time  <b>External</b> IT Consultant
3.05	Complete a review of Council remuneration	<ul style="list-style-type: none"> <li>a. Collect benchmark data</li> <li>b. Present report to Council remuneration committee</li> <li>c. Council remuneration committee provides direction</li> <li>d. Present revised policy to Council for adoption</li> </ul>	Corporate Services Director	Participate on Committee (if required)  Receive and adopt policy	<ul style="list-style-type: none"> <li>a. Q4 2015</li> <li>b. Q4 2015</li> <li>c. Q4 2015</li> <li>d. Q4 2015</li> </ul>	<b>Internal</b> Staff time Committee
3.06	Advocate for equitable RCMP related cost sharing	<ul style="list-style-type: none"> <li>a. Develop briefing notes and key messaging for Town representatives engaging with other levels of government</li> <li>b. Support AUMA in their initiatives regarding equitable cost sharing for RCMP</li> </ul>	Corporate Services Director	Participate in advocacy	<ul style="list-style-type: none"> <li>a. Q1 2015</li> <li>b. Ongoing</li> </ul>	<b>Internal</b> Staff time
3.07	Complete a review of Municipal Enforcement Services standards and practices	<ul style="list-style-type: none"> <li>a. Review expansion of the role of the Community Peace Officer to include a broader set of municipal bylaws</li> <li>b. Obtain Council direction on the balance between community education, compliance, and enforcement</li> </ul>	Corporate Services Director	Provide direction on enforcement practices	<ul style="list-style-type: none"> <li>a. Q1 2015</li> <li>b. Q1 2015</li> </ul>	<b>Internal</b> Staff time
3.08	Establish a policy to guide the sale and purchase of municipal properties and facilities	<ul style="list-style-type: none"> <li>a. Develop draft policy that identifies               <ul style="list-style-type: none"> <li>i. Process for assessing fair market value</li> <li>ii. Authorizing sale of assets</li> </ul> </li> <li>b. Present plan to Council for adoption</li> </ul>	Corporate Services Director	Receive and adopt	<ul style="list-style-type: none"> <li>a. Q1 2015</li> <li>b. Q1 2015</li> </ul>	<b>Internal</b> Staff time  <b>External</b> Legal counsel

#### 4. Municipal Operations and Management

Objective		Key Activities	Key Administrative Responsibility	Council Role	Completion Date	Resource Requirements
4.01	Review and adopt CAO (Town Manager) performance review process, timing and template	<ul style="list-style-type: none"> <li>a. Complete draft documents as a <i>component of 3.01</i></li> <li>b. Present document to Council for adoption</li> </ul>	Town Manager	Receive and adopt	<ul style="list-style-type: none"> <li>a. Q4 2014</li> <li>b. Q4 2014</li> </ul>	<b>Internal</b> Staff time
4.02	Engage in a regular cycle of reviewing and updating the Town's Strategic Plan	<ul style="list-style-type: none"> <li>a. Council adopts strategic planning policy: standardized timing, process, community engagement, facilitation, consultation, steps, etc</li> <li>b. Town Manager presents a strategic plan status update to Council quarterly</li> <li>c. Council completes a review and update of the strategic plan annually (end of June)</li> </ul>	Town Manager	<ul style="list-style-type: none"> <li>Engage in planning cycle</li> <li>Receive and adopt policy</li> </ul>	<ul style="list-style-type: none"> <li>a. Q1 2015</li> <li>b. Q1 2015</li> <li>c. Q2 2015</li> </ul>	<b>Internal</b> Staff time  <b>External</b> Consultant
4.03	Adopt a policy for scheduled bylaw reviews	<ul style="list-style-type: none"> <li>a. Develop a draft policy which identifies timing and process for bylaw review</li> </ul>	Town Manager	Receive and adopt policy	a. Q1 2015	<b>Internal</b> Staff time
4.04	Adopt a policy for scheduled policy reviews	<ul style="list-style-type: none"> <li>a. Develop a draft policy which identifies timing and process for policy review</li> </ul>	Town Manager	Receive and adopt policy	a. Q1 2015	<b>Internal</b> Staff time
4.05	Adopt a policy that defines Council training requirements and expectations	<ul style="list-style-type: none"> <li>a. Develop an inventory of Council training opportunities (AUMA, FCM, Municipal Affairs, EOEP, municipal law seminars, conferences, etc)</li> <li>b. Develop and adopt a policy on orientation and training requirements for Council</li> <li>c. Complete a Council self-assessment process to identify opportunities for professional development</li> <li>d. Complete a facilitated meeting with Council to develop both Council and Councilor training objectives for the year</li> </ul>	Town Manager	<ul style="list-style-type: none"> <li>Participate in development of training plans</li> <li>Adopt training budget</li> <li>Receive and adopt policy</li> <li>Participate in self-assessment</li> </ul>	<ul style="list-style-type: none"> <li>a. Q1 2015</li> <li>b. Q2 2015</li> <li>c. Q3 2015</li> <li>d. Q3 2015</li> </ul>	<b>Internal</b> Staff time  <b>External</b> Consultant

#### 4. Municipal Operations and Management

Objective		Key Activities	Key Administrative Responsibility	Council Role	Completion Date	Resource Requirements
4.06	Review, update, and affirm Council's Code of Conduct	<ul style="list-style-type: none"> <li>a. Identify leading practices from other municipalities</li> <li>b. Complete a facilitated meeting to review the current code of conduct</li> <li>c. Update the code of conduct</li> <li>d. Council receives and adopts the revised code of conduct</li> <li>e. Complete a Council self-assessment process to identify opportunities for ongoing improvement and Code of Conduct compliance</li> </ul>	Town Manager	<p>Participate in facilitated meeting</p> <p>Review and adopt amended Code of Conduct</p> <p>Participate in self-assessment</p>	<ul style="list-style-type: none"> <li>a. Q1 2015</li> <li>b. Q2 2015</li> <li>c. Q3 2015</li> <li>d. Q3 2015</li> <li>e. Q3 2015</li> </ul>	<p><b>Internal</b> Staff time</p> <p><b>External</b> Consultant</p>
4.07	Assess opportunities for enhanced regional governance	<ul style="list-style-type: none"> <li>a. Develop a terms of reference for an annual inter-municipal meeting</li> <li>b. Invite participants and confirm interest</li> <li>c. Collaborate with participants to develop an agenda</li> <li>d. Regional CEOs and CAOs participate in an annual meeting</li> </ul>	Town Manager	Participate in the annual meeting	<ul style="list-style-type: none"> <li>a. Q1 2015</li> <li>b. Q2 2015</li> <li>c. Q2 2015</li> <li>d. Q3 2015</li> </ul>	<p><b>Internal</b> Staff time</p> <p><b>External</b> Consultant / Facilitator</p>
4.08	Complete a review of the Town's Integrated Community Sustainability Plan (ICSP) and develop a strategy for implementation	<ul style="list-style-type: none"> <li>a. Administration reviews ICSP</li> <li>b. Administration present ICSP to Council with recommendations for amendments, and Council provides direction</li> <li>c. Present revised ICSP to Council for adoption</li> <li>d. Integrate ICSP with strategic plan for implementation</li> </ul>	Town Manager	<p>Receive recommendations from administration</p> <p>Provide input for revisions</p> <p>Adopt amended ICSP</p>	<ul style="list-style-type: none"> <li>a. Q1 2015</li> <li>b. Q2 2015</li> <li>c. Q3 2015</li> <li>d. Q3 2015</li> </ul>	<p><b>Internal</b> Staff time</p> <p><b>External</b> Consultant</p>

#### 4. Municipal Operations and Management

Objective		Key Activities	Key Administrative Responsibility	Council Role	Completion Date	Resource Requirements
4.09	Complete a Core Services Review to assess current services, service levels, resourcing, and supporting organizational design.	<ul style="list-style-type: none"> <li>a. Develop terms of reference</li> <li>b. Engage consulting support</li> <li>c. Complete Core Services Review                             <ul style="list-style-type: none"> <li>i. Engage in public consultation</li> </ul> </li> <li>d. Receive consultant's report</li> <li>e. Council reviews and adopts recommendations</li> </ul>	Town Manager	<ul style="list-style-type: none"> <li>Approve budget</li> <li>Participate in review</li> <li>Receive and adopt recommendations</li> </ul>	<ul style="list-style-type: none"> <li>a. Q1 2015</li> <li>b. Q1 2015</li> <li>c. Q4 2015</li> <li>d. Q4 2015</li> <li>e. Q4 2015</li> </ul>	<p><b>Internal</b> Staff time</p> <p><b>External</b> Consultant</p>
4.10	Develop and adopt an enhanced leadership training program for senior administration	<ul style="list-style-type: none"> <li>a. Identify training priorities</li> <li>b. Develop training plan for senior administration</li> <li>c. Integrate training plans into performance review templates arising from HR Review (<i>linked to 3.01</i>)</li> </ul>	Town Manager	<ul style="list-style-type: none"> <li>Approve budget</li> <li>Provide input as a component of Town Manager performance review</li> </ul>	<ul style="list-style-type: none"> <li>a. Q4 2014</li> <li>b. Q1 2015</li> <li>c. 2016</li> </ul>	<p><b>Internal</b> Staff time</p> <p><b>External</b> Training resources</p>

#### Acronym Legend

<b>ACP</b> – Alberta Community Partnerships	<b>EICS</b> – Elk Island Catholic Schools	<b>ICSP</b> – Integrated Community Sustainability Plan
<b>AHS</b> – Alberta Health Services	<b>EIPS</b> – Elk Island Public Schools	<b>IDP</b> – Inter-Municipal Development Plan
<b>AMHSA</b> – Alberta Municipal Health and Safety Association	<b>EOEP</b> – Elected Officials Education Program	<b>IT</b> – Information Technology
<b>AUMA</b> – Alberta Urban Municipalities Association	<b>FCM</b> – Federation of Canadian Municipalities	<b>IVC</b> – Impact Vegreville Committee
<b>CAO</b> – Chief Administrative Officer	<b>FCSS</b> – Family and Community Support Services	<b>OH&amp;S</b> – Occupational Health and Safety
<b>CEO</b> – Chief Elected Official	<b>HR</b> – Human Resources	<b>RCMP</b> – Royal Canadian Mounted Police