

Framework Governance – Guiding Policy

Aims Statements

GFOA Alberta – Policy Manual	
Policy Type: Framework Governance – Guiding Policy	Number: 1.5
Policy Name: Aims Statements	Original Effective Date: May 6, 2020 Date of Last Amendment:

The Board of Directors (Board) and Administration will work on the following to achieve the mission of the Association.

This policy includes a progression of the following documents:

1. the Strategic Plan,
2. an Operating Plan that forms the framework for the Business Plans of the Task Forces and includes timelines for both budgets and business plans,
3. a Business Plan of the Board that incorporates the Task Force Business Plans and ties to the Operating Plan,
4. multi-year Budgets and
5. a long-term Revenue Strategy.

A Strategic Plan:

– provides guidance in fulfilling the GFOA Alberta mission with maximum efficiency and impact. If it is to be effective and useful, it should articulate specific goals and describe the action steps and resources needed to accomplish them. As a rule, the strategic plan should be reviewed and revamped every three to five years.

An Operating Plan:

– coordinated set of tasks for carrying out the goals delineated in a strategic plan. It thus goes into greater detail than the strategic plan from which it is derived, spelling out time frames and the roles of individual staff and board members, for example. It also has a shorter horizon than a strategic plan — usually one fiscal year.

A Business Plan:

– focusing on the actions and investment necessary to generate income from a specific program or service. A business plan includes information about GFOA Alberta’s products, competitive environment and revenue assumptions. It describes the Association’s goals, capabilities and strengths and the benefits it provides. Its purpose is to secure contributions and grants, foundations, corporate giving programs and other philanthropic entities.

The Multi-Year Budget:

– administration will collaborate with the Association’s Treasurer to create a budget for each department’s/project’s operational plan. The multi-year budget will reflect the work outlined in the operational plan and include the following:

- activities required to complete the work,
- resources required to conduct planned activities,
- staff resources necessary (including salaries and benefits)
- additional expenditures (travel, supplies, consultants, postage, telephone).

Long-Range Fund-Raising Plan:

– The long-range revenue strategy helps the Board and Administration to ensure that the funding necessary to conduct its annual operational plan and to fulfill its longrange strategic plan. A long-range revenue strategy includes steps to identify the funding needs of the Association, and the Association’s potential sources of income or support.