

# **2015-18**

# **Department Business Plan**

## **Corporate Planning and Intergovernmental Affairs**

Updated June 2016



It is my pleasure to introduce the Corporate Planning and Intergovernmental Affairs (CPIA) 2015-2018 Department Business Plan. In support of Strathcona County's strategic plan, CPIA has a talented group of individuals who assist the organization in the provision of corporate planning, intergovernmental affairs, and public engagement and outreach to the community.

In order to provide strategic advice to departments, Executive Team, and Council, CPIA ensures that analysis of current and future trends, relationships (internal and external), corporate and community priorities, and efficiency and effectiveness have all been considered as part of the decision making process.

The 2015-2018 CPIA Business Plan sets forth four goals to provide focus for the department, based on Council and corporate direction, through the strategic plan and the 2015-2018 Corporate Business Plan. The first goal speaks to the deliverables of the Business Planning and Budget Implementation Project coordinated by CPIA. This project implements priority-based business planning and performance measurement to respond to focused priorities, and improve accountability and transparency.

The second goal is focused on building relationships with provincial and regional partners to ensure that Strathcona County is a valued and recognized stakeholder in the region as we work toward strategic goals.

The third goal looks to continue to engage the public to ensure that residents have the opportunity to provide input on County matters.

Finally, the fourth goal is focused internally at strengthening our department communication to ensure that CPIA staff are cooperative and collaborative in providing exceptional service to our organization and community.

CPIA's business plan has been carefully created to respond to Council and corporate priorities. We look forward to success in these goals, which will translate into movement towards becoming "Canada's most livable community."

Kelly Rudyk  
Director, Corporate Planning and Intergovernmental Affairs

Strathcona County Council created a strategic plan which outlines their vision for the County in 20 years, and the priorities and strategic goals to achieve that vision.

Strathcona County Administration has developed a corporate business plan to create a bridge between the long-term, high-level goals and priorities outlined by Council in its strategic plan, and the short to medium-term operational goals and priorities of the organization and its departments. Business plans will include measures so we can report how we are doing in implementing Council's strategic plan, as well as achieving department and corporate goals.

### **Vision and values**

Strathcona County, located in the heart of Alberta, is an energetic and thriving community. A leader in North America's petroleum industry and a champion for advancing diverse agricultural business, we use our energy to power our new tomorrow.

We are a specialized municipality, and work cooperatively with our urban and rural residents to govern as a single municipality. Proud of our distinct governance model, we promote and demonstrate our achievements.

We are a welcoming place to live and attract people of all ages, cultures and walks of life to join us. Families thrive in our dynamic, caring and safe community.

We strive to be a model of ecological integrity, protecting our environment and preserving our agricultural heritage. Investment in infrastructure, quality services, cultural and recreational programs and facilities is a priority and sets us apart.

**We are Canada's most livable community.**

### **Corporate values**

<b>Integrity</b>	Be honest and transparent; Demonstrate ethical standards and behaviors; Display courage of convictions.
<b>Respect</b>	Build an environment of trust; Value other peoples' strengths and ideas; Treat others with care and dignity.
<b>Safety</b>	Follow safe standards of practice; Maintain a safety conscious workplace for ourselves and each other; Ensure a safe community for our residents.
<b>Fairness</b>	Create equal opportunities to learn and grow for all employees; Demonstrate approachable leadership; Strive to communicate with purpose and clarity.
<b>Cooperation</b>	Encourage collaborative relationships and unique partnerships; Strive for innovation and efficiency by being open-minded; Freely share information and ideas to contribute to Strathcona County's ongoing excellence.

## **Department mission**

To accomplish the strategic goals and vision of Strathcona County the Corporate Planning and Intergovernmental Affairs (CPIA) Department is responsible for advising on business planning and performance measurement practices, building relationships with provincial and regional partners, and public engagement and outreach in the community.

## **Department overview**

CPIA reports directly to the chief commissioner and our roles and responsibilities cover a wide spectrum of stakeholders, ranging from Council to Strathcona County citizens.

CPIA coordinates and facilitates information that will help Council, the organization, and residents make informed decisions for the long-term prosperity of Strathcona County. Department resources are aimed at advancing the overall position of Strathcona County, by enhancing relationships (internal and external), offering constructive advice, monitoring service delivery, promoting organizational effectiveness, planning and evaluating corporate processes, and reporting on performance.

## **Corporate planning**

Planning allows the organization to make informed decisions and to prioritize actions. CPIA facilitates the business planning process, where Council's strategic plan goals are implemented by the organization through the corporate business plan. To further implement the corporate business plan, CPIA facilitates the process of departments developing and amending department business plans to align with corporate priorities. We help the organization monitor, measure, and report on the progress or achievement of priorities and goals. CPIA also works to help the public understand the strategic plan and how its prioritized strategic goals impact their daily lives.

- Strategic/corporate business planning and performance
- Organizational effectiveness

### **Intergovernmental affairs**

As Strathcona County is a specialized municipality, it works closely with both rural and urban municipalities, and is a member of the Capital Region Board, the Alberta Urban Municipalities Association and the Alberta Association of Municipal Districts and Counties. CPIA advises elected officials and the appropriate staff on intergovernmental issues that impact the County, and provides evidence-based advice that supports Strathcona County's interests, while balancing the needs of others.

Strong relationships with both the provincial and federal governments are important for the long-term success of our community. Provincial legislation has a large impact on Strathcona County. CPIA must ensure that the County has had the opportunity to make its perspective known to the other orders of government prior to new legislation being adopted.

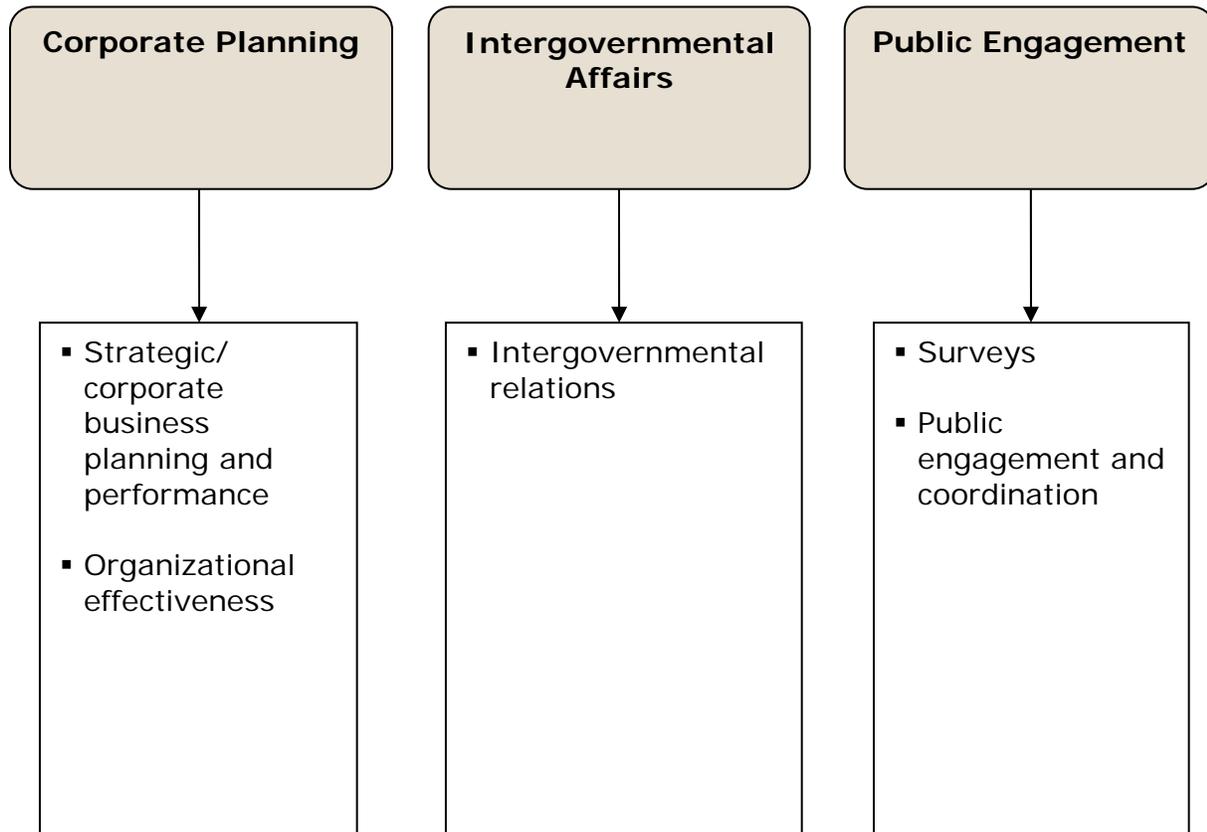
- Intergovernmental relations

### **Public engagement**

Public engagement processes are used to capture how citizens, businesses, industries, non-profit organizations, and others feel about issues that will affect them. The department plays a lead role in ensuring public engagement processes are designed and implemented that follow the guidelines as set out in the Public Engagement Policy and Framework.

- Surveys
- Public engagement and coordination

## Department core functions and programs



## Department goals

**Goal 1: Business planning and performance measurement is fully implemented and actively supported by County administration.**

*Outcome: Increased accountability, transparency, and focused priorities.*

**Linkages:**

Strategic Plan (prioritized):

- Goal 1: Strategically, manage, invest and plan for sustainable municipal infrastructure.
- Goal 4: Increase public involvement and communicate with the community on issues affecting the County's future.

Corporate Business Plan

- Goal 2: Strathcona County priorities, successes and challenges are known.
- Goal 5: We are efficient and effective in daily operations.

**Initiatives:**

- Continue to implement and refine the business plan methodology
- Develop and implement organizational performance measurement framework and reporting tools
- Provide Council/Priorities Committee with regular updates on business planning/performance measurement

Key Performance Indicator/Measures	Benchmark	Target
Staff feel the organization has clearly established and known priorities	89% (2015)	95% (2018)

**Goal 2: Strathcona County is a valued stakeholder in provincial and regional matters.**

*Outcome: Enhanced relationships assist in achieving strategic goals.*

**Linkages:**

Strategic Plan (prioritized):

- Goal 3: Advance the community's interests by developing and maintaining strong relationships with our neighbouring municipalities and civic organizations to ensure long-term prosperity.

Corporate Business Plan

- Goal 2: Strathcona County priorities, successes and challenges are known.
- Goal 3: Economic opportunities are created through strategic partnerships.

**Initiatives:**

- Build relationships and partnerships with other orders of government, neighbouring municipalities and civic organizations

Key Performance Indicator/Measures	Benchmark	Target
Citizen's perception of Strathcona County's municipal government as collaborative (excellent/good)	52% (2015)	60% (2018)

**Goal 3: Strathcona County's relationship with the community is enhanced through public engagement and outreach.**

*Outcome: Increased opportunities for citizen engagement.*

**Linkages:**

Strategic Plan (prioritized):

Goal 4: Increase public involvement and communicate with the community on issues affecting the County's future.

Corporate Business Plan:

Goal 2: Strathcona County priorities, successes and challenges are known.

Goal 3: Economic opportunities are created through strategic partnerships.

Goal 4: Informed decision making supports quality of life in the community.

**Initiatives:**

Engage citizens in determining what it means to become Canada's most liveable community

Consistently apply the engagement policy and framework and the policy's guidelines

Key Performance Indicator/Measures	Benchmark	Target
Citizens who feel they have had an opportunity to express their opinion	32% (2013)	60% (2018)

**Goal 4: CPIA fosters a working environment committed to internal communication and collaboration.**

*Outcome: Increased staff satisfaction, commitment, and internal communications.*

**Linkages:**

Corporate Business Plan:

Goal 6: Strathcona County is an employer of choice attracting and retaining the best people in all aspects of municipal service delivery.

**Initiatives:**

Institutionalize intra-departmental meetings and team-building activities

Provide timely and meaningful recognition and feedback

Increase emphasis on individual career planning and learning/development

Key Performance Indicator/Measures	Benchmark	Target
Employee engagement index	80.6 (2014)	85 (2018)
Communication index	63 (2014)	80 (2018)
% of staff with individual learning plans in place	92% (2015)	100% (2018)