Technology is becoming increasingly important to the County. It is an important facet of almost all program delivery, and our citizens and businesses have increasing expectations for our ability to use technology in providing service and choice. All departments are looking at technology as a method of innovating and improving the effectiveness and efficiency of the services they offer.

To meet this challenge Information Technology Services (ITS) has developed seven goals.

The first goal is focused on ITS as a department. The County needs to have a professional, competent IT department; one they can have confidence in to deliver quality services in a timely manner.

The second goal is closely related - to become a partner of choice for departments. To do this successfully, ITS must deliver quality services, and be able to build partnerships and deliver on those partnerships – helping departments to succeed.

ITS is also charged with operating the County’s IT infrastructure, and the third goal speaks to that. The technology the County uses to deliver services must be effective (meet the needs of the County), efficient (cost effective and deliver value), and sustainable (built for tomorrow, not just today).

The fourth goal speaks to the management of information. This is becoming more and more critical. We are awash in information, and we need to ensure that it is stored where it can be easily searched and retrieved, and that our obligations for retaining records are met.

The fifth goal is to use technology to support and enhance the community. This is done through championing and encouraging greater use of technology in service delivery or by delivering services or capabilities that directly benefit citizens and/or businesses.

The sixth goal is to ensure that County staff has the technology they need to be successful, and the training to use that technology. Having just one or the other isn’t enough – staff need both to optimize the investments that the County makes in technology.

Finally, the seventh goal is about supporting department staff in being successful. We do that by supporting a culture of learning, innovation, and customer service, and by celebrating success.

The County is fortunate to have dedicated and innovative IT, IM and GIS professionals who are constantly striving to make the County a leader in the use of technology for effective and efficient program delivery. Their commitment is driving the County forward to a stronger future. There are many challenges ahead, but rest assured, ITS has the right people to take these challenges head on!

Russ Avery
Director, Information Technology Services
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**

<table>
<thead>
<tr>
<th>Integrity</th>
<th>We demonstrate ethical standards and behaviours; We display honest behaviour at all times; We do what we say we will do.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Respect</td>
<td>We treat others with care and dignity; We pay attention to each other; We welcome a variety and diversity of ideas.</td>
</tr>
<tr>
<td>Safety</td>
<td>We consistently demonstrate safe work practices; We build an environment of openness and trust; We make it safe for each other to voice opinions or concerns.</td>
</tr>
<tr>
<td>Fairness</td>
<td>We consider how our actions might affect others; We treat everyone impartially and equitably; We are willing to share the reasoning behind our thinking and decisions.</td>
</tr>
<tr>
<td>Cooperation</td>
<td>We support, assist and learn from each other; We give credit to others for their contributions; We compromise when needed to achieve common goals.</td>
</tr>
</tbody>
</table>
Department mission
Information Technology Services works with its partners to deliver innovative technology-based services and solutions to meet corporate and strategic goals for the benefit of Strathcona County citizens, business and industry.

Department overview
Information Technology Services (ITS) is composed of 36 staff in four branches, with five core business functions. Together, ITS supports over 1,200 computers, over 100 business applications, and a corporate GIS system that includes detailed information on the entire land mass of the County.

Delivery of ITS functions is guided by policies, practices, and procedures to ensure professional and ethical conduct, and is aligned with other corporate requirements. Of specific applicability to ITS are:

- Systems and Data Security Policy (GOV-002-023)
- Freedom of Information and Protection of Privacy Act

The County and its departments are constantly looking for technology solutions to make them more effective and efficient, and to improve their delivery of services to the public. To facilitate this, Information Technology Services provides five core business functions:

Business Solutions
ITS works with individual departments and the County as a whole to develop, deliver and support technology solutions. Creation of new solutions can deliver great value, but many of them are also large investments. These solutions need to be managed professionally and with great care to ensure they are provided in a timely manner and meet the planned objectives. To accomplish this, the department provides:

- Business data solutions
- Business solutions development
- Business systems support

Enterprise Geographic Information System
Most service delivery in the County involves the land base. As a result, the County has invested in a corporate Geographic Information System (GIS). ITS provides:

- GIS corporate support
- GIS system support
- GIS analytics and reporting

Technology Planning and Strategy
It is critical to ensure that investments in technology focus on delivering the most value to the County and its citizens and businesses as possible. To accomplish this, ITS is developing and maturing its ability to develop strategies and enhance technology planning.

- Technology planning
Technology Infrastructure and Customer Support
The County has a sizeable investment in technology, and most County employees use this technology every day. Outages and failures are expensive in their overall impact, and can slow down or halt service delivery to the public. To minimize these impacts, ITS provides:

- User support services
- Computer infrastructure support
- Service quality management
- Technology purchasing
- IT security
- Technology training

Information Management
Records are an organization’s memory and are a vital asset. Good management of corporate information supports effective decision making, provides essential evidence of business activities and transactions, demonstrates accountability and transparency and preserves corporate history.

Corporate records and information governance assists the organization through corporate information management (including the electronic document filing and storage system), and forms management.

- Information governance
- Enterprise Content management
- Forms and records digitization
- Retention and disposition
### Department core functions and programs

<table>
<thead>
<tr>
<th>Business Solutions</th>
<th>Enterprise Geographic Information System</th>
<th>Technology Planning and Strategy</th>
<th>Technology Infrastructure and Customer Support</th>
<th>Information Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business solutions development</td>
<td>GIS corporate support</td>
<td>Technology planning</td>
<td>User support services</td>
<td>Information governance</td>
</tr>
<tr>
<td>Business systems support</td>
<td>GIS system support</td>
<td></td>
<td>Computer infrastructure support</td>
<td>Enterprise Content management</td>
</tr>
<tr>
<td></td>
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<td>IT security</td>
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<td></td>
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<td></td>
<td>Technology training</td>
<td>Business data solutions</td>
</tr>
</tbody>
</table>
Department goals

Goal 1: The County has a mature IT organization, with a strong planning and performance measurement program.

Outcome: A more strategic IT organization that delivers value to the corporation in demonstrable ways.

Linkages:

Strategic Plan (prioritized):
- Goal 1: Strategically manage, invest, and plan for sustainable municipal infrastructure.

Corporate Business Plan:
- Goal 1: Strathcona County has planned for long-term financial sustainability in support of service delivery and infrastructure asset management.
- Goal 2: Strathcona County priorities, successes and challenges are known.
- Goal 5: We are efficient and effective in daily operations.

Initiatives:
- Create a corporate IT strategy
- Incorporate and align with industry standards and management models
- Work with departments to develop department and portfolio roadmaps
- Mature portfolio and work planning processes

<table>
<thead>
<tr>
<th>Key Performance Indicator/Measures</th>
<th>Benchmark</th>
<th>Target</th>
</tr>
</thead>
</table>
Goal 3: The County has an effective, efficient, and sustainable municipal IT infrastructure.

Outcome: The County IT assets are well maintained and managed.

Linkages:
Strategic Plan (prioritized):
Goal 1: Strategically manage, invest, and plan for sustainable municipal infrastructure.

Corporate Business Plan:
Goal 1: Strathcona County has planned for long term financial sustainability in support of service delivery and infrastructure asset management.
Goal 5: We are efficient and effective in daily operations.

Initiatives:
Deliver quality services, while meeting or exceeding service request service levels
Enhance IT systems and services availability, capacity, and management capabilities
Ensure IT assets are funded and maintained throughout their lifecycle
Improve ability to manage IT assets (hardware, software, and information)
Investigate, engage, and manage alternate service delivery platforms
Strengthen the IT security program

<table>
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<th>Key Performance Indicator/Measures</th>
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</tr>
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<tbody>
<tr>
<td>% of assets that have a compliant lifecycle plan</td>
<td>TBD (2015)</td>
<td>100% (2018)</td>
</tr>
</tbody>
</table>
Goal 4:  Strathcona County’s information-based assets are appropriately captured, classified, shared and maintained, and disposed of in accordance with approved retention schedules.

Outcome: Reliable information is available in a timely matter.

Linkages:

Corporate Business Plan:
  Goal 4: Informed decision making supports quality of life in the community.
  Goal 5: We are efficient and effective in daily operations.

Initiatives:

Development and execution of a long-term Information and Technology Strategy
Implementation of Open Text Enterprise Information Management System across the corporation
Development and delivery of information management training programs

<table>
<thead>
<tr>
<th>Key Performance Indicator/Measures</th>
<th>Benchmark</th>
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</tr>
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<tbody>
<tr>
<td>System availability</td>
<td>90% (2015)</td>
<td>98% (2018)</td>
</tr>
<tr>
<td># of registrants versus attendance at training sessions</td>
<td>70% (2015)</td>
<td>90% (2018)</td>
</tr>
<tr>
<td>Satisfaction level of Open Text and file structure</td>
<td>TBD (2016)</td>
<td>80% (2018)</td>
</tr>
</tbody>
</table>

Goal 5: Technology is used to support and enhance the community.

Outcome: A community where technology provides value and enhances the lives of our citizens.

Linkages:

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

Initiatives:

Establish the Open Data Program
Lead the Smart City conversation
Improve rural internet accessibility
Report on the feasibility of fiber to homes in the urban area

<table>
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<th>Key Performance Indicator/Measures</th>
<th>Benchmark</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Open Data availability</td>
<td>150 datasets</td>
<td>500 datasets</td>
</tr>
<tr>
<td>Rural internet accessibility</td>
<td>0 towers (2014)</td>
<td>80 towers (2018)</td>
</tr>
</tbody>
</table>
**Goal 6:** County staff are enabled and trained in the use of technology.  
*Outcome:* Staff uses technology to be efficient and effective in daily operations.  

**Linkages:**  
Corporate Business Plan:  
- Goal 4: Informed decision making supports quality of life in the community.  
- Goal 5: We are efficient and effective in daily operations.  
- Goal 6: Strathcona County is an employer of choice attracting the best people in all aspects of municipal service delivery.  

**Initiatives:**  
- Deliver and promote the technology that staff needs to be successful  
- Develop and execute a corporately integrated technology training and awareness program  
- Develop guardrails to promote technology empowerment, while controlling corporate risk  

<table>
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<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees feel they are provided with the technology to be effective at work (shared measure with Facility Services)</td>
<td>74% (2014)</td>
<td>80% (2018)</td>
</tr>
<tr>
<td>Employees are provided with the technology training they need</td>
<td>78% (2015)</td>
<td>80% (2018)</td>
</tr>
</tbody>
</table>

**Goal 7:** ITS has a culture of professionalism, innovation and customer focus, with engaged and well trained staff who are seen as leaders in their industry and the County.  
*Outcome:* ITS is an employer of choice for IT, IM and GIS professionals.  

**Linkages:**  
Corporate Business Plan:  
- Goal 6: Strathcona County is an employer of choice attracting the best people in all aspects of municipal service delivery.  

**Initiatives:**  
- Increased focus on department staff training in both current and future skill sets, technical and soft skills  
- Ensure staff have a healthy and balanced work lifestyle  

<table>
<thead>
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<th>Key Performance Indicator/Measures</th>
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<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>ITS employees are engaged in their work</td>
<td>82.8% (2015)</td>
<td>80% (2018)</td>
</tr>
</tbody>
</table>