



2020 - 2023
DEPARTMENT
BUSINESS PLAN
Information
Technology
Services

Date of last revision
JANUARY 2020

TABLE OF CONTENTS

MESSAGE FROM THE DIRECTOR	1
PLANNING FOUNDATION	2
Strathcona County vision	2
Corporate mission	2
Corporate values.....	2
DEPARTMENT MISSION STATEMENT.....	3
DEPARTMENT OVERVIEW	3
DEPARTMENT CORE BUSINESS FUNCTIONS AND PROGRAMS (SUMMARY OF OPERATIONAL PLANS)	5
Technology planning and strategy	5
2020 – 2023 forecast.....	5
Business solutions	6
2020 – 2023 forecast.....	6
Enterprise information management	7
2020 – 2023 forecast.....	7
Technology infrastructure and customer support	8
2020 – 2023 forecast.....	8
Enterprise geographic information system	9
2020 – 2023 forecast.....	9
DEPARTMENT ANNUAL CAPITAL IMPROVEMENTS	10
Annual information technology corporate infrastructure replacement program - Municipal (AUTO 1310, 1311, 1312, 1313)	10
Annual information technology application lifecycle program (INIT 111).....	11

Department support roles (annual capital Improvements)	12
DEPARTMENT IMPROVEMENT INITIATIVES...	13
Digital workplace program (INIT 30).....	13
Security and risk management program update (INIT 33).....	14
Corporate geographic information system (GIS) program update (INIT 34).....	15
ITS Disaster Recovery (Auto 2015).....	16
CAD replacement and Next generation 911 (AUTO 1496).....	17
Department support roles (improvement initiatives) ...	18
DEPARTMENT STRATEGIC INITIATIVES	21
ITS Community Broadband (INIT 149).....	21
Department support roles (strategic initiatives).....	22
APPENDIX 1: STRATHCONA COUNTY GOALS AND RESULTS	23
Strategic goals (external community facing)	23
Corporate organizational excellence goal (internal facing)	25

MESSAGE FROM THE DIRECTOR



The demand for technology solutions and an integrated digital approach to deliver services to our community continues to grow.

Our organization has a diverse network of knowledgeable, passionate and empowered people who turn to our Information Technology Services department to improve service delivery, manage associated risks and enhance the lives of citizens in our community.

Through our partnerships, in late 2017, a new enterprise approach to information and technology was created. The Information & Technology Strategy vision: *"Using an integrated and sustainable approach to managing information and technology, Strathcona County will become Canada's most livable community by 2030 using modern solutions, making insight-driven decisions, and better connecting its citizens with municipal services."*

Our department is the steward of this strategy, as our entire organization looks to become *"One Enterprise serving One Citizen built on One Foundation."*

Job number one is to ensure the availability of sustainable and modern information and technology for our community and organization. This business plan focuses on establishing a solid "Foundation" and an integrated approach to governing our information and technology as enterprise strategic assets. We have plans to ensure applications, information and devices become modern, secure and address long-term sustainability.

To support our "enterprise" focus, have launched a digital workplace and enhanced geographic information system that will enable staff to be more effective by having the tools they need, where they need them, and to improve overall collaboration.

Our department is comprised of talented and passionate professionals who look to make a difference in our organization and our community. Executing this plan is only possible through promoting partnerships, empowering our people and striving for an inclusive and strong culture.

Russ Avery

Director, Information Technology Services

PLANNING FOUNDATION

STRATHCONA COUNTY VISION

Living in Strathcona County

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.

Becoming Canada’s most livable community

CORPORATE MISSION

We are committed to working collaboratively, efficiently and effectively to provide quality service delivery to citizens, business, and industry alike.

CORPORATE VALUES

Our values help to form our organizational identity and define our culture.

Integrity	We demonstrate ethical standards and behaviours We display honest behaviour at all times We do what we say we will do
Respect	We treat others with care and dignity We pay attention to each other We welcome a variety and diversity of ideas
Safety	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
Fairness	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
Cooperation	We support, assist and learn from each other We give credit to others for their contributions We compromise when needed to achieve common goals

DEPARTMENT MISSION STATEMENT

Information Technology Services (ITS) 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

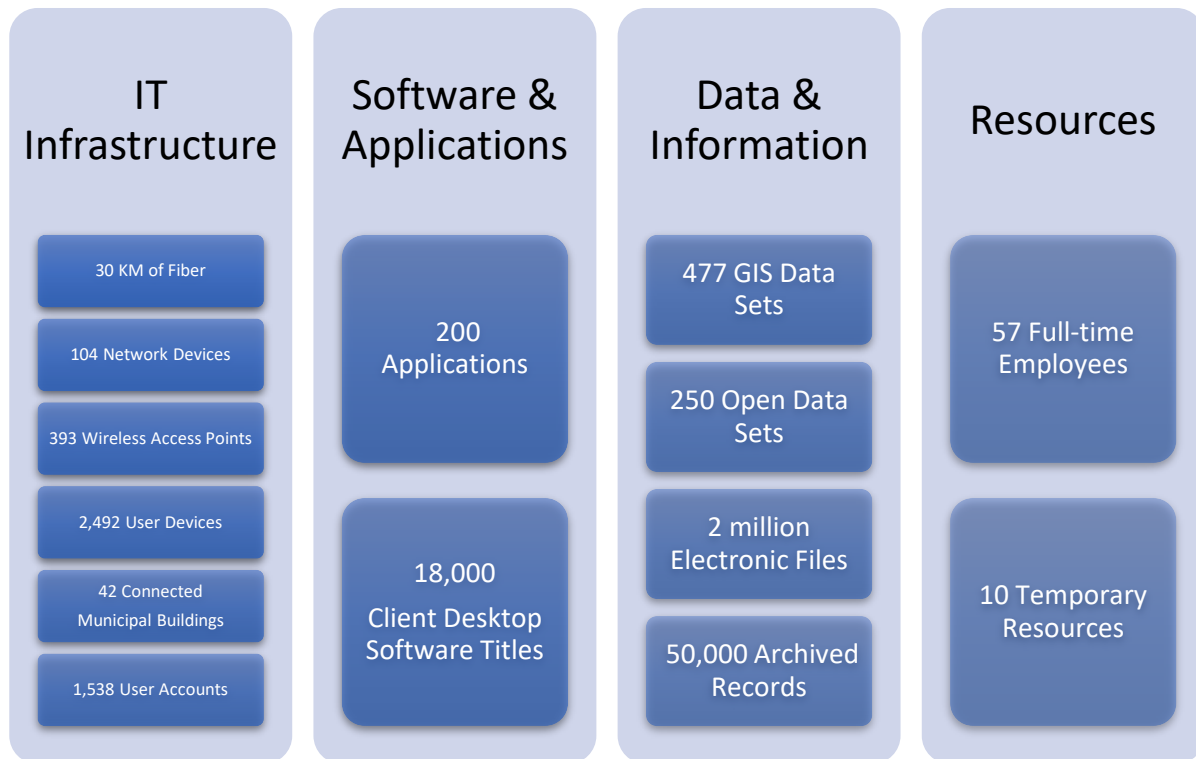
We are a service-oriented department focusing on supporting the corporation and the general public. We deliver the following core business functions:

- Technology Planning
- Technology Infrastructure & Customer Support
- Enterprise Geographic Information Systems (GIS)
- Business Solutions / Applications
- Information Management

Our department is the primary steward of the enterprise information and technology strategy. We strive to make information a strategic asset, and technology a powerful tool, while managing risk to support effective and efficient service delivery. We see ourselves as brokers of the ever-changing digital landscape that leads the organization to ensure everyone has a role in this exciting journey (not just our department).

Our approach will be to align with corporate goals, reminding ourselves of our mission (role), while reaching for our vision. The culture we aim to create is so that we take ownership for our work, are empowered to take effective action, feel valued for our contributions, are highly engaged in our work, and we offer support to others to create a work environment where each of us can do our best.

Our department by the numbers in 2019 is outlined in the following graph.



Delivery of ITS' core business functions are guided by policies, practices and procedures to ensure professional and ethical conduct, and is aligned with other corporate requirements. Specific to ITS are:

- Information Security Directive (GOV-003-001)
- Information Management Directive (GOV-003-002)
- Open Data Policy (GOV-002-034)

DEPARTMENT CORE BUSINESS FUNCTIONS AND PROGRAMS (SUMMARY OF OPERATIONAL PLANS)

TECHNOLOGY PLANNING AND STRATEGY

This core function provides information and technology insights so County business plans realize community and corporate goals. It ensures the appropriate and right-sized technology investment. The goal is to ensure administration has modern solutions, are able to make insight-driven decisions and better connect citizens with municipal digital services. The Priority Based Budget Programs under the Technology Planning and Strategy core function are:

- Information Technology Planning

2020 – 2023 FORECAST

This core function will continue to evolve to support the direction of the Corporate Planning initiatives “enterprise strategic portfolios” and “performance measurement maturity and service level review.” The technology planning and strategy function will evolve and mature I&T Governance and ITS service planning so that all staff who operate ITS services are integrated with portfolios, planning, measurements. This will be completed at a rate that existing resource assignments can be allocated. Primarily management and portfolio leaders will be assigned to focus on maturing:

- Information and technology governance, project controls and integrated service performance reporting; and
- Integrated business and technology architecture (enterprise planning).

BUSINESS SOLUTIONS

ITS helps procure, develop, deliver and support technology solutions throughout the organization. These solutions allow administration to deliver their services to internal or citizen clients. Software solutions to support business processes can be complex, supporting both corporate and critical areas of the organization. These investments need to be managed professionally and with care to ensure that they are provided in a timely manner and meet the planned objectives. To accomplish this, the department provides a blended development and support service that includes the following Priority Based Budget programs:

- IT Business Systems
- Enforcement and Emergency IT services
- Enterprise service management systems
- Business Solution Development

2020 – 2023 FORECAST

This core business function will continue supporting corporate project commitments such as Business Transformation (SCBT) and the Occupational Health & Safety(OHS) technology initiative. Additionally, providing leadership and support on department initiatives such as: Enforcement Services E-Ticketing and Animal Licensing, Transit Smart Fare and Mobility Bus, Emergency Services NextGen 911 Transition along with annual application lifecycle maintenance activities. Another priority will enhance the County's enterprise service management (ESM) environment, enabling ITS to improve the overall County Connect experience.

This core function continues to evolve a corporate approach to Application Portfolio Management (APM) by leading the rationalization efforts of approximately 200 application assets; including associated activities intended to modernize applications (e.g., upgrades and consolidations).

ENTERPRISE INFORMATION MANAGEMENT

Enterprise Information Management ensures that organizational information assets (data and content) are managed to quality standards (accurate, complete, clean, consistent, current, etc.) at each stage of the information lifecycle (i.e., generate, capture, deliver, utilize, and manage and retire).

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. Priority Based Budget Programs under the Enterprise Information Management core function include:

- Enterprise data management and reporting
- Enterprise content management
- Information governance
- Records management retention and disposition
- Forms and records digitization

2020 – 2023 FORECAST

Strathcona County will be improving the management of its information to the benefit of the operational staff and all citizens. These improvements will be noticeable within the main areas of:

Information governance – the updating of all relevant policies, procedures and processes to incorporate established standards and current best practices. Further investment in formalizing a governance framework and structure will ensure improvements are sustainable and built into the processes.

Content management – Our priority will be to comply with physical records management obligations. We will be focused on the Digital Workplace initiative.

Data management – continued development of a data management infrastructure (data warehouse, master data, and data quality) will be an integral part of the Business Transformation project and will be a catalyst for a true enterprise approach to data governance.

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 not only expensive in their overall impact, they can slow down or halt service delivery to the public. To minimize these impacts, the Priority Based Budget programs this function offers are:

- IT infrastructure services
- Customer service centre
- IT asset acquisition and management
- IT security

2020 – 2023 FORECAST

This core-function manages the annual replacement of infrastructure assets in excess of \$1 million annually. There has been significant growth in security attacks because we are an internet connected organization. The growth of services for this core function have grown significantly from 2015 to 2018: 20% increase in supported devices, 40% increase in tickets, 20% increase in accounts, 70% increase in software titles installed on PC's, 70% increase in wireless and networking, 30% increase in virtual servers, 30% increase in technology purchases for the organization. Demand for the next four years is expected to continue.

Infrastructure and Customer Support (ICS) will continue to evolve our technologies and services to ensure the County has a sustainable and reliable set of infrastructure services to work from.

Through 2020-2023, ICS will focus on these key areas: annual lifecycles, mobility device replacements, and bolstering our IT Security Program.

Telecommunications was transitioned to our department in 2018. As part of this, we will be developing an enterprise mobility device replacement program. This program will assist the county in improving the management and use of these strategic assets similar to our infrastructure program today. This will secure our information on those devices, provide consistent lifecycle, simplify administration and provide equity across the organization.

We will continue to develop IT security through end-user education, user services, and standards and technology enhancements. Further development of our perimeter security and services will occur, and we will start shifting our focus to our endpoints.

ENTERPRISE GEOGRAPHIC INFORMATION SYSTEM

Municipal governments around the world use GIS to improve decision-making, service delivery and citizen engagement. Given that most municipal government data is "location-based" the County has invested significantly in an enterprise geographic information system (GIS). The Priority Based Budget Programs under the Enterprise Geographic Information System core function are:

- Enterprise GIS

2020 – 2023 FORECAST

The growth of service demand has seen data sets used by multiple departments from 398 in 2015 to 477 in 2018. In addition to the ongoing focus to ensure sustainability of our existing Enterprise GIS infrastructure (data, applications, web services, integrations, geospatial functionality), the Enterprise GIS program team will also be focused on further enabling the enterprise through:

- Geospatial data and geospatial capabilities access projects 2019/2020 – to modernize and enhance staff and public ability to use the wealth of information available in our Enterprise GIS. (portals, dashboards)
- Geospatial data quality projects to improve accuracy of GIS data inventories 2019/2020 – for decision-making, forecasting, cartography and asset management. (streets data, parcels, raster data)
- Projects that further advance our capabilities to leverage GIS automation for field purposes 2019/2020 to enhance, improve, and make existing business workflows more efficient. (Field work activities such as: municipal census, asset management inspections and maintenance activities)
- Strategic Initiative to modernize our core enterprise GIS server/database 2020-2022 – implementation of the ArcGIS Enterprise platform. This initiative requires additional staff... This will position the County to enable its workforce to use GIS information in its service delivery on any device, anywhere, and at any time – securely. ArcGIS Enterprise represents the evolution of GIS into a complete web GIS platform.

DEPARTMENT ANNUAL CAPITAL IMPROVEMENTS

ANNUAL INFORMATION TECHNOLOGY CORPORATE INFRASTRUCTURE REPLACEMENT PROGRAM - MUNICIPAL (AUTO 1310, 1311, 1312, 1313)

The Computer Infrastructure Replacement Reserve (CIRR) addresses all infrastructure assets that include user devices such as mobile devices, phones, computers, Internet, data centre servers/storage and network equipment (firewalls, Wi-Fi, wired networks).

Linkage to corporate business plan organizational excellence goal and result(s):

Goal 9: Continuously improving the way we work, as one organization, in an agile and sustainable manner

- Supports long term financial sustainability
- Supports infrastructure management
- Leverages tools (i.e. technology, equipment) to assist in service delivery

Department role:

Lead: Information Technology Services

Support: All departments

Timeframe:

Start time: Q1 2019

End time: Ongoing

ANNUAL INFORMATION TECHNOLOGY APPLICATION LIFECYCLE PROGRAM (INIT 111)

The organization has over 200 applications with \$2 million in annual licensing costs that are strategic assets supporting all programs the County offers today. This initiative will establish a corporate perspective to manage these assets so that information and technology investments can be coordinated in a more consistent manner. These assets will be kept modern through regular reviews and maintenance, providing reassurance of value to the community and operations.

Linkage to corporate business plan organizational excellence goal and result(s):

Goal 9: Continuously improving the way we work, as one organization, in an agile and sustainable manner

- Supports infrastructure management
- Supports integrated planning

Department role:

Lead: Information Technology Services

Timeframe:

Start time: Q1 2019

End time: Ongoing

DEPARTMENT SUPPORT ROLES (ANNUAL CAPITAL IMPROVEMENTS)

This table illustrates the initiatives that this department will be expected to support during the 2020 – 2023 Business Plan timeline. Lead departments are responsible for providing clear plans to support departments. These plans are to advise support departments on particulars of the support required and timing.

INIT/AUTO #	Annual capital improvement	Description	Department lead	Timeframe
AUTO 1225 1460 1552 1589 1590	Annual Information Technology Infrastructure Replacements Program - Utilities	To replace Utilities desktop and mobile computers along with all peripherals.	Utilities	Ongoing
AUTO 1284 1285 1286 1287 1288	Annual Facility Capital Lifecycle Program	To maintain safe, functioning and operating County facilities.	Facility Services	Ongoing
AUTO 968 1115 1117 1193 1194	Annual Recreation Equipment Replacement Program	To assess equipment lifespan and address replacement based on need to optimize services to guests for program delivery, rental needs and spontaneous activities.	Recreation, Parks and Culture	Ongoing

DEPARTMENT IMPROVEMENT INITIATIVES

DIGITAL WORKPLACE PROGRAM (INIT 30)

The Digital Workplace initiative will establish a single, integrated, modern electronic content and collaboration technology platform that will replace several isolated software applications that exist today. The organization must mature our electronic records management, content security, and collaboration capabilities. Risks exist associated to non-compliance with legislative requirements, information breach and inability to recover information effectively after a crisis. Significant opportunities exist to reduce duplication and improve information locating and sharing and collaborating across the organization.

Linkage to corporate business plan organizational excellence goal and result(s):

Goal 9: Continuously improving the way we work, as one organization, in an agile and sustainable manner

- Collaborates with departments
- Leverages tools (i.e. technology, equipment) to assist in service delivery

Department role:

Lead: Information Technology Services

Support: All departments

Timeframe:

Start time: Q1 2019

End time: Q4 2021

SECURITY AND RISK MANAGEMENT PROGRAM UPDATE (INIT 33)

The Security and Risk Management program will focus on four primary areas: user education, standards and procedures, infrastructure security, and our end point security. Given the speed of change around security in the technology space, we will use the next four years to ensure alignment to our core security components with best practices, educate staff appropriately on safe use of technology, and update services for firewalls, passwords and overall cable plant.

Linkage to corporate business plan organizational excellence goal and result(s):

Goal 9: Continuously improving the way we work, as one organization, in an agile and sustainable manner

- Ensures compliance with regulations, laws, procedures and policies
- Supports infrastructure management

Department role:

Lead: Information Technology Services

Timeframe:

Start time: Q1 2019

End time: Q4 2020

CORPORATE GEOGRAPHIC INFORMATION SYSTEM (GIS) PROGRAM UPDATE (INIT 34)

Strathcona County relies significantly upon its Enterprise GIS to enhance public service, improve operations and make informed decisions. This strategic growth initiative will enable Strathcona County to further utilize and extend its return on investment in its Enterprise GIS.

Linkage to corporate business plan organizational excellence goal and result(s):

Goal 9: Continuously improving the way we work, as one organization, in an agile and sustainable manner

- Supports insight-driven/ evidence-based decision making

Department role:

Lead: Information Technology Services

Support: Utilities, Transportation Agricultural Services, Economic Development & Tourism, Planning Development Services

Timeframe:

Start time: Q1 2020

End time: Q4 2021

ITS DISASTER RECOVERY (AUTO 2015)

This initiative will increase the ability to restore several services operated by the IT department that contain single points of failure. This investment will allow ITS to be more resilient when failures occur specifically for wireless and wired networks, phone system, technology backup restoration services and database management services.

Linkage to corporate business plan organizational excellence goal and result(s):

Goal 9: Continuously improving the way we work, as one organization, in an agile and sustainable manner

- Supports continuous improvement
- Supports infrastructure management

Department role:

Lead: Information Technology Services

Timeframe:

Start time: Q2 2020

End time: Q4 2021

CAD REPLACEMENT AND NEXT GENERATION 911 (AUTO 1496)

This initiative will ensure the Emergency Services programs called Emergency Communications, and Operations that use systems called "911 Call Handling" and "Computer Aided Dispatch (CAD)", "Records Management System (RMS)" are sustained (upgrades or replacement) and meet newly refined regulatory requirements. These new requirements are called NG911. This is a nationwide, standards-based, all-IP emergency communications infrastructure enabling voice and multimedia communications between a 9-1-1 caller and a 911 center, and on to responders in the field.

Linkage to corporate business plan organizational excellence goal and result(s):

Goal 8: Foster an environment for safe communities

- Law enforcement, emergency and social services respond to community risk

Department role:

Lead / Co-lead: Information Technology Services / Emergency Services

Support: Facilities

Timeframe:

Start time: Q1 2020

End time: Q4 2022

DEPARTMENT SUPPORT ROLES (IMPROVEMENT INITIATIVES)

This table illustrates the initiatives that this department will be expected to support during the 2020 – 2023 Business Plan timeline. Lead departments are responsible for providing clear plans to support departments. These plans are to advise support departments on particulars of the support required and timing.

INIT/AUTO #	Improvement initiative	Description	Department lead	Timeframe
AUTO 1003	Strathcona County Business Transformation (SCBT) Project	To transform and align people, process and technology in four of the County's core business functions of finance, human resources, procurement and contract management. Included in process and technology are utility billing and property tax. Included in technology is corporate asset management.	SCBT Project Team	Q3 2017 – Q3 2020
INIT 90	Enterprise Strategic Portfolios Implementation	To operationalize enterprise strategic portfolios to ensure corporate -wide management oversight and decision making accountability.	Corporate Planning	Q2 2018 – Q4 2022
INIT 66	New Occupational Health and Safety (OHS) Legislation Implementation	To be fully compliant with the new OHS legislation coming into effect June 1, 2018.	Human Resources	Q1 2019 – Q1 2023
INIT 81	TAS Engagement, Culture and Workforce Planning Strategy	To develop a department engagement, culture and workforce planning strategy and implementation plan.	Transportation Agriculture Services	Q1 2019 – Q4 2020
INIT N/A	Recreation Software Replacement	To adopt a modernized recreation software platform.	Recreation, Parks and Culture	Q1 2019 – Q4 2020
INIT 89	Performance Measurement Maturity Improvements and Service Level Review	To improve the County's performance measurement maturity and to review service levels.	Corporate Planning	Q1 2019 – Q4 2022
AUTO 1823	OHS / Disability Management Technology Project	To create a digital workflow system to address information on the County's OHS and DM areas.	Human Resources	Q2 2019 – Q3 2021

INIT/ AUTO #	Improvement initiative	Description	Department lead	Timeframe
INIT 86	Corporate Inclusion and Diversity Training	To develop staff skills and knowledge to help create and maintain an inclusive work environment and promote inclusion within the community through citizen interactions	Human Resources and Intergovernmental Affairs	Q1 2019 – Q4 2022
INIT 63	Succession Planning Strategy	To develop a succession planning strategy.	Human Resources	Q3 2019 – Q4 2022
AUTO 1782	Survey Equipment Replacement	To replace survey equipment.	Transportation Planning and Engineering	Q1 2020 – Q4 2021
AUTO 1782	Survey Equipment Replacement	To upgrade/ replace the survey equipment.	Transportation Planning and Engineering	Q1 2020 – Q4 2021
INIT 14	Enterprise Risk Management Program	To develop an enterprise risk management program.	Corporate Finance	Q1 2020 – Q4 2022
INIT 8	Business Expense Policy Review and Update	To review and update the Employee Business Expense Policy.	Corporate Finance	Q1 2021 – Q3 2021
INIT 26	Enterprise - Wide Communications Review	To conduct an enterprise - wide review of communications services.	Communications	Q1 2021 – Q4 2023
INIT 32	Program Based Budgeting and Reporting Framework	To develop and / or transition to a program based budgeting framework.	Corporate Planning	Q3 2021 – Q4 2024
INIT 104	Municipal Emergency Management and Business Continuity Management Systems Integration	To properly interconnect and update department business continuity and municipal emergency response plans.	Emergency Services	Q1 2020 – ongoing
INIT 38	Corporate Payment Options Review	To complete a comprehensive review of the different payment options offered to customers in various departments.	Corporate Finance	Q1 2022 – Q4 2022
AUTO 2013	Building Security Upgrades	To enhance facility security and safety upgrades in support of the County's changing social sector and service delivery model.	Facility Services	Q2 2020 - Q3 2021

INIT/ AUTO #	Improvement initiative	Description	Department lead	Timeframe
INIT 127	Festival Place Ticketing System Replacement	To improve the current Festival Place ticket ordering and sales.	Recreation, Parks and Culture	Q3 2020 - Q4 2021

DEPARTMENT STRATEGIC INITIATIVES

ITS COMMUNITY BROADBAND (INIT 149)

The activity that will occur in 2020 will produce a plan to validate and pursue the findings included in the Community Broadband strategy report by exploring the option(s) presented and bring forth a final recommendation to Council. A steering committee will determine what regulatory changes, agreements and operational needs are required to implement each of the various options presented. The intention is to address the existing digital divide (access to internet) between rural and urban citizens, and between commercial and industrial areas in Strathcona County and its surrounding communities.

Linkage to corporate business plan organizational excellence goal and result(s):

Goal 6: Provide facilities and services that are available and accessible to residents

- Enhanced community interaction and connectedness

Department role:

Lead: Information Technology Services

Support: Utilities, Transportation Planning & Engineering, Economic Development & Tourism, Planning Development Services

Timeframe:

Start time: Q1 2020

End time: Q4 2020

DEPARTMENT SUPPORT ROLES (STRATEGIC INITIATIVES)

This table illustrates the initiatives that this department will be expected to support during the 2020 – 2023 Business Plan timeline. Lead departments are responsible for providing clear plans to support departments. These plans are to advise support departments on particulars of the support required and timing.

INIT/ AUTO #	Strategic initiative	Description	Department lead	Timeframe
00313- SCT	Smart Fare/ Smart Bus Technology Implementation	To implement regional Smart Bus and Smart Fare technology to improve the customer experience in cooperation with Edmonton Transit System and St. Albert Transit.	Transit	Q1 2016 – Q4 2021
AUTO 1518	Multi-Purpose Agricultural Facility Development	To develop the design of the facility, constructions documents, acquire permits, complete tender process and fund ongoing operational costs of the facility.	Transportation and Agriculture Services	Q4 2017 – Q4 2023
AUTO 1826	Energy Efficiency Upgrades Arising from the Strategic Energy Management Plan	To support and implement the top priority recommendations arising from the strategic energy master plan.	Facility Services	Q1 2019 – Ongoing

APPENDIX 1: STRATHCONA COUNTY GOALS AND RESULTS

STRATEGIC GOALS (EXTERNAL COMMUNITY FACING)

Goal 1: Build strong communities to support the diverse needs of residents

- Opportunities for meaningful connections within communities
- Diverse and inclusive communities
- Appropriate access to the social service system through partnerships
Affordable basic municipal services
- Programming meets the changing needs of residents
- Opportunities to be healthy and active

Goal 2: Manage, invest and plan for sustainable municipal infrastructure

- Efficient and effective multi-modal transportation network
- Safe, reliable utility infrastructure
- Innovative “smart” infrastructure
- Accessible cultural, recreational and social infrastructure
- Accessible, reliable internet connectivity
- Partnerships enhance infrastructure investment opportunities

Goal 3: Cultivate economic diversification, within the petro-chemical industry and beyond, through a business-friendly environment

- Strategic partnerships promote business growth and retention
- Planning supports strategic development
- Critical physical and technology infrastructure supports business, industry, and agriculture
- Investment attraction and retention focus on downstream, value-added industry
- Strengths and innovation provide a competitive advantage, and support attraction and diversification

- Growth opportunities increase through regional brand and economic development strategies

Goal 4: Ensure effective stewardship of water, land, air and energy resources

- Appropriate and effective use of agricultural land
- Natural areas and resources balance value for current and future generations
- Municipal buildings deploy efficient technology where appropriate
- Growth and development balanced with recognition and protection of the biosphere (Beaver Hills)
- County uses best practice approach to waste management

Goal 5: Foster collaboration through regional, community and governmental partnerships

- Improved regional land use and resource management planning
- Regional assets leveraged for mutual benefit
- Innovation and lifelong learning opportunities occur through collaboration with educational institutions
- Community partnerships leveraged to expand the County's ability to respond to the changing needs of the community

Goal 6: Provide facilities and services that are available and accessible to residents

- Connected, accessible multi-modal transportation network, including trails
- Available, accessible and affordable recreational opportunities
- Diverse, affordable neighbourhoods, amenities and housing opportunities
- Enhanced community interaction and connectedness
- Accessible community and cultural events, entertainment, shopping and dining opportunities

Goal 7: Provide opportunities for public engagement and communication

- Community is informed about County decisions
- Community – urban and rural – satisfied with opportunities to provide input

- Community is confident in how tax dollars are managed
- Public engagement efforts and information sharing mechanisms are innovative and accessible

Goal 8: Foster an environment for safe communities

- Law enforcement, emergency and social services respond to community risk
- Proactive safety education and community involvement
- Utility infrastructure provides safe, clean water, manages wastewater treatment, and provides effective storm-water management
- Citizens feel safe to express themselves in ways that represent their values, beliefs, and lifestyles
- Transportation network, including trails, allows people and goods to move safely and efficiently

CORPORATE ORGANIZATIONAL EXCELLENCE GOAL (INTERNAL FACING)

Goal 9: Continuously improving the way we work, as one organization, in an agile and sustainable manner

- Collaborates with regional, community and government partners
- Integrates information and technology
- Supports long term financial sustainability
- Supports infrastructure management
- Supports workplace culture that builds trust and promotes employee contribution
- Supports development of employee capacity through training and development
- Supports insight-driven/evidence-based decision making
- Supports continuous improvement
- Ensures compliance with regulations, laws, procedures and policies
- Supports integrated planning
- Leverages tools (i.e. technology, equipment) to assist in service delivery
- Engages stakeholders in decision making
- Communicates to stakeholders about County programs and services
- Collaborates with departments