



2020 - 2023
DEPARTMENT
BUSINESS PLAN
Intergovernmental
Affairs

Date of last revision
JANUARY 2020

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MESSAGE FROM THE MANAGER



The Intergovernmental Affairs (IA) team plays an integral role in implementing, maintaining, and fostering strategic relationships for the organization, the community, and Council. This is accomplished through providing outreach support, building relationships, policy analysis, project management, and an extensive suite of organizational participation and information products.

The branch provides information and advice to Council and administration in support of Strathcona County's participation at the following municipal organizations:

- Alberta's Industrial Heartland Association (AIHA)
- Edmonton Global
- Edmonton Metropolitan Regional Board (EMRB)
- Intermunicipal Relations Committees (IMRC)
- Local Government Administrators Association (LGAA)
- Metro Mayors Alliance (MMA)
- Mid-Sized Cities Mayors Caucus
- Northern Alberta Mayors & Reeves Caucus (NAMRC)

We also support Council and the organization to participate as municipal members of the Alberta Urban Municipalities Association (AUMA), Federation of Canadian Municipalities (FCM), and the Rural Municipalities Association (RMA).

IA advocates and collaborates with the provincial and federal governments on a range of important issues that affect our citizens. The branch participates in many fora and analyzes and coordinates input on proposed federal and provincial legislative initiatives.

The branch continues to evolve its operations and improve systems as we further define and enhance our service levels.

Nancy Lyzaniwski

Manager, Intergovernmental Affairs

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

IA fosters relationships and partnerships with other levels of government, municipalities, and stakeholders. The IA team works with Council and Administration on a wide range of intergovernmental advocacy issues, opportunities, and priorities. IA provides support through the provision of information, analysis, insight, and coordination of intergovernmental and interdepartmental issues and initiatives that affect Strathcona County.

DEPARTMENT OVERVIEW


Reporting directly to the Chief Commissioner, IA advises elected officials and staff on intergovernmental issues that affect the County, and provides advice to support Strathcona County's interests, while balancing the needs of the region and sub-region. IA coordinates and facilitates information processes and products that will help Council and the organization make informed decisions for the long-term prosperity of Strathcona County.

IA works with a wide spectrum of legislative stakeholders, including Council, senior leadership, and administration, regional municipalities, and the provincial and federal governments.

In particular, building strong relationships with both the provincial and federal governments and surrounding municipalities is important for the long-term success of our community. IA ensures the County takes the opportunity to make its perspective known to all orders of government prior to new policies that affect municipal operations.

On behalf of Strathcona County, the branch and advocates for the County's goals and works with both rural and urban municipalities through sub-regional, regional, provincial, and national organizations. Strathcona County is an active member of the following municipal organizations:

- Alberta's Industrial Heartland Association (AIHA)
- Alberta Urban Municipalities Association (AUMA)
- Edmonton Global
- Edmonton Metropolitan Regional Board (EMRB)
- Federation of Canadian Municipalities (FCM)
- Local Government Administrators Association (LGAA)
- Metro Mayors Alliance (MMA)
- Mid-Sized Cities Mayors Caucus
- Northern Alberta Mayors & Reeves Caucus (NAMRC)
- Rural Municipalities of Alberta (RMA)



The branch provides supports and programs that primarily help achieve Goal 5 of the strategic plan: Foster collaboration through regional, community and governmental partnerships. Specific programs include:

- Intergovernmental affairs
 - Provide advisory services to Council and to Strathcona County senior leaders and departments on intergovernmental content, as well as coordinating relevant information between departments on issues.
 - Participate in municipal associations, boards and committees, provincial subject matter working groups, and departmental task forces.
 - Manage intergovernmental relationships, including coordination of internal and external reports and information-sharing between external government and municipal organizations.
- Intergovernmental policy analysis
 - Issue management, research, and strategy development on trends, issues, and opportunity identification.
 - Departmental project management, including assisting Strathcona County with early identification of trends or issues that may impact policy or resource allocation and community understanding.
 - Project coordination when policy implications span multiple departments and assist current projects with interdepartmental analysis.

BRANCH PROGRAMS

INTERGOVERNMENTAL AFFAIRS

Foster relationships and partnerships with other levels of government, neighbouring municipalities, and civic organizations. This includes, but is not limited to, the Edmonton Metropolitan Region Board, municipal/provincial/federal governments, as well as associations, such as AUMA, FCM, and RMA.

Work with respective departments to support Council's and Administration's participation in intermunicipal committees including, but not limited to:

- AUMA, FCM, and RMA
- Integrated Regional Transportation Master Plan
- Intermunicipal Relations Committee, including its Senior Administration and Technical Committees
- Edmonton Metropolitan Region Board
- Metropolitan Region Servicing Plan
- Regional Agricultural Master Plan
- Shared Investment for Shared Benefit

Coordinate the development of Intermunicipal Collaboration Frameworks (ICFs) with Strathcona County's neighbours, as required by the *Municipal Government Act*, that specify what and how services are funded and delivered by April 1, 2020.

Coordinate input from Strathcona County departments into proposed legislative or regulatory changes or initiatives by the governments of Alberta and Canada.

Work with Council to ensure their advocacy plan remains current and relevant.

INTERGOVERNMENTAL POLICY ANALYSIS

Provide information, analysis, and internal coordination of intergovernmental issues and initiatives that impact Strathcona County and will be used to influence the direction and implementation of policies and programs.

2020 – 2023 FORECAST

Facilitate Council approval of the policy on diversity and inclusion in the County and present an outline of the priority initiatives needed to achieve the outcomes under the policy.

Provide support and analysis to interdepartmental projects, including those focused on the commitments to the Coalition of Inclusive Municipalities (CIM), affordable housing approaches, Indigenous engagement, municipal data analysis, cannabis legalization implementation, Fort Saskatchewan annexation, and intermunicipal alliance exploration study.

Monitor positions and resolutions of related boards, committees and organizations, and complete briefings as required.

Monitor and provide reports on issues, legislation, and research which could affect the County.

DEPARTMENT ANNUAL CAPITAL IMPROVEMENTS

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 1309 1310 1311 1312 1313	Annual Information Technology Corporate Infrastructure Replacement Program - Municipal	To support computer and technology infrastructure components remain current and able to deliver on services and reduce risk of service interruptions.	Information Technology Services	Ongoing
AUTO 1284 1285 1286 1287 1288	Annual Facility Capital Lifecycle Program	To maintain safe, functioning and operating County facilities.	Facility Services	Q1 2019 - ongoing

DEPARTMENT IMPROVEMENT INITIATIVES

CORPORATE INCLUSION AND DIVERSITY TRAINING (INIT 86)

On April 10, 2018 Council directed Administration to develop an Inclusive Hiring Policy and a broad Diversity and Inclusion Policy. Corporate training on diversity and inclusion is a critical pillar for the successful implementation of both policies. There is convincing evidence that organizations with a diverse workforce and inclusive practices reap tangible business benefits by way of greater productivity, innovation and employee engagement.

Corporate inclusion and diversity training will build capacity in our employees and leaders to support a culture of inclusion and build on the 10 commitments made through our membership in CIM. Inclusive actions and behaviors include everything from equitable hiring to tackling unconscious bias to small everyday interactions. This project will develop and deliver employee education about these topics and related programs required, in order to move this important work forward.

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 employee capacity through training and development
- Supports continuous improvement
- Ensures compliance with regulations, laws, procedures, and policies
- Supports workplace culture that builds trust and promotes employee contribution
- Collaborates with departments

Department role:

Co-lead: Intergovernmental Affairs and Human Resources

Timeframe:

Start time: Q1 2019

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 2021
INIT 30	Digital Workplace Program	To establish a single, integrated, modern electronic content and collaboration technology platform that will replace several isolated software applications that exist today.	Information Technology Services	Q1 2019 – Q4 2021
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 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 – Q1 2021
INIT 63	Succession Planning Strategy	To develop a succession planning strategy.	Human Resources	Q3 2019 – Q4 2022

INIT/ AUTO #	Improvement initiative	Description	Department lead	Timeframe
INIT 14	Enterprise Risk Management Program	To develop an enterprise risk management program.	Corporate Finance	Q1 2021 – Q4 2023
INIT 8	Business Expense Policy Review and Update	To review and update the Employee Business Expense Policy.	Corporate Finance	Q1 2021 – Q4 2021
INIT 26	Enterprise - Wide Communications Review	To conduct an enterprise - wide review of communications services.	Communications	Q1 2021 – Q4 2021
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 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
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

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