




**2020 - 2023**  
**DEPARTMENT**  
**BUSINESS PLAN**  
Legislative and  
Legal Services

Date of last revision  
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## MESSAGE FROM THE DIRECTOR

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The team at Legislative and Legal Services takes pride in providing excellent service to Council, the public, and administration. The department plays a key role in supporting democracy and continuity of municipal government.

We continue to work on improved access to legal service for all County Departments. Legal Service requests have increased by 289% since 2017, while resources have remained static. Building our capacity and responsiveness in this area will be a key goal during this business plan period. We will also enhance these services through the electronic legal file management system implemented late 2019.

The successful implementation of our electronic meeting management system and the extension to boards and committees is an example of how technology solutions can streamline processes and support public access and participation in Council business. Reducing manual processes has resulted in greater efficiency and has reduced paper usage, printing costs, and our carbon footprint.

We have crafted an array of standard form contracts and procurement documents for use in the County that are now being updated to reflect lessons learned. We also provide regular training and support on these key documents. Further, we will support the County with in-depth training on key concepts of privacy and access to information.

We have made significant changes to the management of the County's citizen boards and committees that provide advice and support to Council on key policy areas. Recruitment and selection processes have been refined and are now electronic, and information on all boards and committees is now readily available online. The mandate and workplan process has provided greater clarity to board and committee members to help them better support Council.

In this business plan period, Legislative and Legal Services will plan and conduct the 2021 municipal election and the mandated orientation of the new Council. 2022 is a planned census year, leading to a Ward Boundary Review in 2023.

Continued growth and engagement of our valued team remains a top priority for us with the People Plan and our 2019 Engagement Action Plan. We will continue to provide excellent service to the County and its residents, while demonstrating County values in our relationships with one another and our customers.

Mavis Nathoo

Director, Legislative and Legal Services

# PLANNING FOUNDATION

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## 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.

<b>Integrity</b>	<b>We demonstrate ethical standards and behaviours</b> <b>We display honest behaviour at all times</b> <b>We do what we say we will do</b>
<b>Respect</b>	We treat others with care and dignity We pay attention to each other We welcome a variety and diversity of ideas
<b>Safety</b>	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
<b>Fairness</b>	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
<b>Cooperation</b>	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

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We are committed to service excellence to Council, the corporation and the public through our advice, guidance and assistance in support of open and transparent municipal governance.

## DEPARTMENT OVERVIEW

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Supporting relationships among County Council, administration and citizens, Legislative and Legal Services is charged with ensuring open and transparent government through the development of sound practices and systems for supporting effective decision-making by Council. This includes ensuring that all activities of the municipality are conducted within legislative provisions respecting the roles and responsibilities of local government.

Legislative and Legal Services also facilitates corporate and business unit success through the provision of internal and external legal services and policy and governance guidance.

Provincial legislation impacting Legislative and Legal Services includes:

- Municipal Government Act (MGA)
- Freedom of Information and Protection of Privacy Act (FOIP)
- Health Information Act (HIA)
- Local Authorities Election Act (LAEA)
- School Act
- Commissioners for Oaths Act
- Interpretation Act

Other documents that impact the department:

- Municipal Policy Handbook
- Municipal Bylaws



# DEPARTMENT PROGRAMS

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## ADMINISTRATIVE TRIBUNALS

Legislative and Legal Services coordinates and supports appeal hearings to quasi-judicial boards, such as the Subdivision and Development Appeal Board, Assessment Review Board, Bylaw Enforcement Order Review Committee, General Appeals and Review Committee, in accordance with requirements set out in the *Municipal Government Act* and principles of natural justice.

### 2020 – 2023 FORECAST

In 2019, the County established a Regional Assessment Review Board with the Town of Bruderheim. With the bylaw to establish the board now in place, the next few years will provide an opportunity to develop sound processes to support this new entity and to evaluate expanding the regional approach for other tribunals with a longer-term goal of becoming a centre of excellence. The majority of the County's tribunals have been onboarded to electronic meeting management, and the electronic processes will continue to be refined over the next few years with a longer-term goal of becoming paperless. Finally, LLS continues to develop plain language templates for tribunal communications as well as resources to help members of the public navigate the various appeal processes.

## BOARDS & COMMITTEES

Legislative and Legal Services supports and maintains Council committee structure and bylaws, manages committee processes, recommends amendments to committees, manages elected official and public member appointment processes, and is responsible for public member recruitment to all boards, committees, and commissions.

### 2020 – 2023 FORECAST

Legislative and Legal Services has made significant process improvements to its boards and committees service and function. One of the most important changes has been the transition to electronic meeting management. This transition has been iterative with approximately half of the Council committees onboarded so far and the remainder is expected to be completed over the next three years. Another area of focus has been supporting board and committee public members through an orientation program. A rewrite of the current Boards and Committees Bylaw is expected to be completed in 2020. Other key tasks include exploring

electronic solutions to maintaining the various records related to boards and committees as well as committee member management.

## BYLAW AND POLICY DEVELOPMENT AND MANAGEMENT

Legislative and Legal Services provides legal and legislative analysis in bylaw and policy development to ensure coherent, integrated and consistent policy and legal frameworks that effectively meet the County's needs. The department also provides advice on related initiatives (e.g. administrative directives, procedures and guidelines, delegation of authority, and enforcement matters).

### 2020 – 2023 FORECAST

Legislative and Legal Services undertook an ambitious policy review in 2019. This initiative has seen the rescission of many outdated policies, and the review and update of all County policies. Ongoing maintenance will ensure that our policies remain up-to-date, relevant and compliant with current legislation. A similar review and update of County bylaws will be conducted in 2020 and 2021. This initiative will improve electronic bylaw accessibility for the public and replace the current, dated bylaw database. Finally, in-house bylaw preparation will be a focus for the coming years to bolster the County's expertise and capability in this area and to ensure a coherent framework for County legislation.

## CENSUS

Legislative and Legal Services conducts municipal censuses in accordance with the *Municipal Government Act*. Census data is used corporate-wide to help departments with future planning and program development. It also provides valuable information for election purposes including identification of voting stations and the calculation of ballot requirements. Our 2019 Census Modernization Project is addressing challenges such as reaching residents in an era when answering your door is not the norm and encouraging greater online participation.

### 2020 – 2023 FORECAST

The comprehensive review of our current census process will continue. A census will be undertaken in 2020 that will adopt some of the recommendations identified, including going paperless. Legislative and Legal Services is utilizing a third-party software to conduct the 2020 census with the end goal of developing our own software for the 2022 municipal census. Developing our own software will



address the needs unique to Strathcona County and will save the County licensing fees in the long term.

## COUNCIL / PRIORITIES COMMITTEE / GOVERNANCE ADVISORY COMMITTEE MEETINGS

Legislative and Legal Services coordinates and supports Council, Priorities Committee, and Governance Advisory Committee meetings, which includes agenda creation and management, minutes, and documentation and monitoring of action items. The department ensures all legislative requirements necessary to support effective, defensible and open/transparent decision-making are in place and provides procedural advice in meetings.

### 2020 – 2023 FORECAST

The work described above is ongoing and the department will continue to focus on refining the electronic meeting management system. A major review of the Meeting Procedures Bylaw will be completed in 2020. The 2021 municipal election will also require the planning and implementation of an orientation program for elected officials that complies with the requirements of the *Municipal Government Act* and associated regulation.

## ELECTIONS AND PETITIONS

Pursuant to the *Local Authorities Election Act*, the *Municipal Government Act* and the *School Act*, Strathcona County conducts the general municipal election and by-elections for the County, conducts the local public and separate school board trustee elections, and validates petitions.

### 2020 – 2023 FORECAST

The 2019 Ward Boundary Review was completed, and options were presented to Council for consideration. Council has directed Administration to conduct another ward boundary review after the 2021 general municipal election and report to Council by the end of Q1 2023.

Changes to the Local Authorities Election Act have resulted in significant changes to the laws governing campaign contributions, nominations, disclosure, and third-party advertising. Legislative and Legal Services will be updating its election process accordingly to ensure adherence to the legislation.

Legislative and Legal Services will conduct the October 18, 2021 general municipal election. This will include providing election services for the school boards, organizing candidate information sessions, delivering timely and accurate results, and ensuring that our processes can withstand legal challenge.

Petitions are a way to express public opinions to Strathcona County Council. They are written requests that are organized and signed by electors within Strathcona County. Once validated under the Municipal Government Act, a petition may require that Council act on an issue. The filing of a petition can occur at any time. Once a petition is filed, it must be validated within 45 days.

## CONTRACT MANAGEMENT

The Strathcona County Business Transformation (SCBT) is a multi-year project to improve how the County operates in areas of finance, human resources, procurement and contract management. With the acquisition of a new ERP system that will replace current dated technology, new operating models are being developed to be enabled by new technology. This will deliver role clarity, process improvements, and tools for analytics and evidence-based decision-making to increase efficiency and reduce risk at the County. Ultimately, this will enhance service delivery to residents.

### 2020 – 2023 FORECAST

The new technology, and system implementer (SI), will be known in Q2 2020. Once the SI is on board, an ERP implementation roadmap will be designed, built, and deployed. There will be an integration of business processes and an implementation of target operating models and supporting initiatives (including training). A Centre of Excellence for continuous improvement will be established.

Legislative and Legal Services will provide leadership and strategic management for the contract management functions and will work collaboratively, both internally and externally, to develop governance practices, business processes, contract documents, tools and templates, technology standards, and training and knowledge management processes that support the continuous improvement for the County's contract management functions and practices in alignment with leading public sector practices while meeting the County's needs.

## INTERNAL LEGAL ADVICE AND SUPPORT

Legislative and Legal Services is responsible for providing support for the County's contract preparation, negotiation, and review, bylaw preparation and review, as well as providing legal advice and opinions and monitoring litigation on behalf of the County. Internal legal services also include legal review of the records retention and disposition schedule in accordance with the Records Retention and Disposition Bylaw.

### 2020 – 2023 FORECAST

While the County will continue to have a need for external legal services, one of the key objectives for Legislative and Legal Services is to expand and enhance the provision of in-house legal services. Doing so helps to reduce costs while mitigating risk and building readily accessible in-house expertise. Further, the increased complexity of the municipal sector and the additional complexity associated with being a specialized municipality with a large petro-chemical industry requires robust legal resources.

## EXTERNAL LEGAL SUPPORT – RETENTION AND MANAGEMENT

Legislative and Legal Services is the liaison between County departments and external legal service providers. The department ensures that the County's needs for legal services in specialized areas of law are appropriately addressed through selecting and retaining appropriate services and monitors all files that are being advanced by external legal service providers. The department also has responsibility to manage the legal professional services budget.

### 2020 – 2023 FORECAST

Enhancing the monitoring and administration of external legal files will be a focus. Continued process review for contract management of external legal service providers is also planned.

## FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY

Legislative and Legal Services assists County staff and members of the public with respect to access to information requests (including those made under the *Freedom of Information and Protection of Privacy Act*) and privacy breach complaints. We also participate in mediations and investigations involving the Office of the Information & Privacy Commissioner. The department ensures that County projects and programs are compliant with all relevant privacy legislation.

### 2020 – 2023 FORECAST

Legislative and Legal Services will work to manage the increasing volume of access to information requests that are received by the County, and to work with departmental staff to develop and refine routine disclosure initiatives. In addition, we will develop and implement appropriate training programs for all staff. The FOIP area will continue its work in proactive privacy, including developing new practices, policies and procedures to better support privacy protection, while supporting efficient and effective business operations.

# 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 1793 1866 1867 1868 1869	Annual Vehicle and Equipment Refurbishments Program	To rebuild engines and transmissions to extend unit life cycles by two to four years and reduce costs.	Fleet Services	Ongoing
AUTO 1797 1862 1863 1864 1865	Annual Transit Refurbishments Program	To rebuild buses to extend unit life cycles by seven to ten years and realize a reduction of 65% of the purchase cost.	Fleet Services	Ongoing
AUTO 1091 1298 1299 1300 1301	Annual Fleet Transit Replacements	To maintain vehicle suitability, availability, reliability and safety for the delivery of essential services.	Fleet Services	Ongoing
AUTO 1214 1215 1216 1217 1218	Annual Vehicle and Equipment Fleet Replacements	To maintain vehicle suitability, availability, reliability and safety for the delivery of essential services.	Fleet Services	Ongoing
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

<b>INIT/ AUTO #</b>	<b>Annual capital improvement</b>	<b>Description</b>	<b>Department lead</b>	<b>Timeframe</b>
AUTO 1112 1118 1119 1120 1121	Annual Parks Infrastructure Lifecycle Program	To replace and revitalize park amenities that are or are becoming unsafe due to deterioration and age.	Recreation, Parks and Culture	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
AUTO 1268 1269 1270 1271 1272	Annual Open Space Planning Revitalization	To revitalize existing parks and open spaces before investing in new spaces.	Recreation, Parks and Culture	Ongoing
AUTO 1284 1285 1286 1287 1288	Annual Facility Capital Lifecycle Program	To maintain safe, functioning and operating County facilities.	Facility Services	Ongoing



## DEPARTMENT IMPROVEMENT INITIATIVES

### 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
AUTO 1320	Strathcona County Public Services Yard Expansion and Modernization	To develop the Strathcona County public services yard and building expansion that will meet the demands for current and 10-year growth of equipment and staff.	Facility Services	Q2 2018 – Q4 2023
AUTO 1534	Strathcona County Public Services Yard Vehicle Wash Bays - Construct	One component of the SPSY Expansion and Modernization, constructing the vehicle wash bays.	Facility Services	Q2 2018 – Q2 2021
INIT N/A	Recreation Software Replacement	To adopt a modernized recreation software platform.	Recreation, Parks and Culture	Q1 2019 – Q4 2020
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

<b>INIT/ AUTO #</b>	<b>Improvement initiative</b>	<b>Description</b>	<b>Department lead</b>	<b>Timeframe</b>
AUTO 1828	County Hall Main Floor Restacking - Phase II	To bring the building up to current building code / standards and to consolidate public counters.	Facility Services	Q1 2019 - Q1 2021
INIT 24	Fleet Management Software Upgrade and Fuel Module	To implement the Fleet Management Software fuel module.	Fleet Services	Q1 2019 - Q3 2023
AUTO 1787	Fleet Lifecycle Replacement Program	To replace vehicles that reached the end of their life cycle with new units to reduce costs and improve service levels.	Fleet 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
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
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 63	Succession Planning Strategy	To develop a succession planning strategy.	Human Resources	Q3 2019 - Q4 2022
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 14	Enterprise Risk Management Program	To develop an enterprise risk management program.	Corporate Finance	Q1 2021 - Q4 2023

<b>INIT/ AUTO #</b>	<b>Improvement initiative</b>	<b>Description</b>	<b>Department lead</b>	<b>Timeframe</b>
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	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 67	Corporate Training Framework	To establish and provide oversight for a corporate training framework that will prioritize needs, options, resources and audiences, and provide train-the-trainer supports for department level subject matter experts who will deliver the training.	Human Resources	Q1 2021 – Q4 2022
AUTO 1610	Strathcona Olympiette Center	To revitalize the curling rink floor, mechanical systems and architectural / building envelop elements.	Facility Services	Q2 2020 – Q3 2021
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 1784	Josephburg Outdoor Pickleball Courts	To convert the current tennis courts to include four full-size outdoor pickleball courts.	Recreation, Parks and Culture	Q1 2020 – Q4 2020

## DEPARTMENT STRATEGIC INITIATIVES

### 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
AUTO 1518	Multi-Purpose Agricultural Facility	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 1883	Northern Strathcona County Regional Park Master Plan	To develop a Park Masterplan to determine the best use of 280 acres of land located in northern Strathcona County	Recreation, Parks and Culture	Q1 2019 – Q1 2021
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
AUTO 1773	Ardrossan Regional Park Construction	To complete the Ardrossan Regional Park.	Recreation, Parks and Culture	Q1 2019 – Q4 2021
AUTO 1789	Multi-sport and wellness centre	To develop a proposal for a new multi-sport and wellness centre.	Recreation, Parks and Culture	Q1 2021 - Q4 2023
INIT N/A	Recreation and Culture Strategy Implementation Plan	To implement short-term, mid-term and long-term initiatives in four-year increments.	Recreation, Parks and Culture	Q1 2020 - ongoing

# APPENDIX 1: STRATHCONA COUNTY GOALS AND RESULTS

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## 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