



**2020 - 2023**  
**DEPARTMENT**  
**BUSINESS PLAN**  
Procurement  
Services Branch

Date of last revision  
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## MESSAGE FROM THE MANAGER

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Strathcona County's Procurement needs continue to grow as the community's needs grow. Since 2013, Procurement Services has recommended and implemented basic policies and procedures to ensure legislative requirements are met within our selected procurement strategies. In 2019, Procurement Services worked with our Business Transformation team to identify and map out the fundamental building blocks required for long term success. In 2020, we will continue that collaboration, and work towards a successful implementation of a new ERP Solution that will elevate the role of procurement under a larger vision of a cohesive Supply Chain Management Function.

Over the next four-year business planning cycle, Procurement Services will focus on strengthening our strategic partnerships with internal stakeholders, collaborating with the Business Transformation team on recommended changes to our policies and procedures to move towards implementing leading practices, and building our capacity for success.

I feel fortunate and excited to be part of such a dynamic team, and look forward to collaborating with other leaders of change throughout our Business Transformation journey. With this, Procurement Services will be better positioned to achieve best value and create a centre of excellence.

Tanya MacAulay

Manager, Procurement Services Branch

# 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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In support of Strathcona County's strategic direction and business goals, the Procurement Services (PS) Branch aims to strengthen the County's procurement function, through processes created to improve service delivery and organizational effectiveness as a means of improving customer service, and in support of an excellent work environment.

## DEPARTMENT OVERVIEW

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The Procurement Services (PS) Branch was established in 2013, and was made up of four professionals. In 2019, the team increased capacity, growing to eight, and were able to adopt a business portfolio lead model to better serve our clients and our community.

Annually, Procurement Services facilitates more than \$45 million of spend on a wide range of goods, services and construction projects. As stewards of the County's financial resources, Procurement Services Branch provides leadership and guidance to the organization through sound advice on procurement strategies and implementing leading practices. Procurement Services is responsible for setting corporate policy, providing governance, and delivering a full range of business services including procurement facilitation, training and consulting.

Procurement Services' functions are governed and guided by all policies, practices, acts and plans (and any related procedures) to ensure professional and ethical conduct, and alignment with other corporate requirements.

Of specific interest to Procurement Services are the following:

- Procurement Policy (SER-014-001)
- Code of Ethics and Responsibilities (HUM-001-001)
- Occupational Health & Safety (HUM-001-015)
- Freedom of Information and Protection of Privacy Act

# DEPARTMENT CORE BUSINESS FUNCTIONS AND PROGRAMS

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## NOTICE OF AWARDED CONTRACTS

This program, mandated by Council, is intended to deliver on our policy commitment of transparency. We publish on the SC website awarded contracts and purchase orders, without supporting contracts that are over \$50K. Procurement Services administers this program and completes the verification stage prior to publication of information on the County's Open Data Portal.

### 2020 – 2023 FORECAST

The Notice of Awarded Contracts Program is designed to support the County's initiative of providing open data and transparency of its awarded contract values to the County's residents and business community. The program will continue to be monitored and reviewed throughout the next business plan cycle to identify the possibilities of creating efficiencies in the process of administering the program, in an effort to pursue continuous improvement.

## PROCUREMENT CONSULTING

Procedures, processes, practices, contract interpretation, public procurement protocols, case law.

### 2020 – 2023 FORECAST

From stakeholder engagement sessions, to providing presentations and workshops with various organizations to encourage and foster supplier development and increase supplier awareness of our business opportunities, the Procurement Services Branch offers a variety of consulting services to internal and external stakeholders, clients and the general business community.

Procurement Services strives to build strategic relationships with clients by understanding their business needs and objectives, working collaboratively to implement strategies that enable success, reducing organizational risk, and increasing value to the organization. In order to achieve this effectively, our team must be ready and available to respond when clients need our assistance.

Throughout the next business planning cycle, Procurement Services will also be working closely with the Business Transformation Partner to review our operational and service delivery models, and streamline process and procedures through collaboration with various departments, in an effort to increase efficiencies and strengthen strategic partnerships with our clients.

## PROCUREMENT TRAINING

RIS JDE PO Module, Foreign Vendors, Procurement @ the County, Notice of Awarded Contracts, All About Vendors, How to Procure @ the County, Procurement Manual.

### 2020 – 2023 FORECAST

Procurement Services offers training sessions on the various procurement related modules, and functions to internal staff and stakeholders. Through the Business Transformation project, these training sessions will be reviewed and updated to cover all process and technology changes.

## PUBLIC PROCUREMENT PROCESS

Facilitation, needs identification, documentation development, process monitoring, governance, compliance, evaluation, award, non-awards, debriefs.

### 2020 – 2023 FORECAST

This is the largest program Procurement Services facilitates annually. Procurement Services has experienced a 30% increase in the number of requests to facilitate public procurement processes, year over year, for the past three years. We will continue to monitor this trend and ensure that our initiative to build for success reflects the organizations requirement for support in this area.

With the recent changes to the trade agreements and an increasing amount of case law around public procurement emerging, Procurement Services is continually monitoring the current public procurement landscape to ensure appropriate regulation of our governance frameworks, to reduce organizational risk, and to provide the best strategic advice possible to our clients.

Procurement Services strives to build strategic relationships with clients by understanding their business needs and objectives, working collaboratively to implement strategies that enable success, reducing organizational risk, and increasing value to the organization. In order to achieve this effectively, Procurement Services will be reviewing operating model options with the Business



Transformation Partner to ensure our team will be ready and available to respond when clients need our assistance.

# 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.

<b>INIT/AUTO #</b>	<b>Annual capital improvement</b>	<b>Description</b>	<b>Department lead</b>	<b>Timeframe</b>
AUTO 1284 1285 1286 1287 1288	Annual Facility Capital Lifecycle Program	To maintain safe, functioning and operating County facilities.	Facility Services	Ongoing
AUTO 1793 1866 1867 1868 1869	Annual Vehicle and Equipment Capital Replacement 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 Refurbishment 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

<b>INIT/ AUTO #</b>	<b>Annual capital improvement</b>	<b>Description</b>	<b>Department lead</b>	<b>Timeframe</b>
AUTO 1309 1310 1311 1312 1313	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 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 1243 1246 1247 1249 1278	Annual Equipment Replacement Program	To upgrade and/ or replace equipment when it has reached its end of life.	Emergency 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) Program	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.	Corporate Planning	Q3 2017 – Q3 2020
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
INIT N/A	Recreation Software Replacement	To adopt a modernized recreation software platform.	Recreation, Parks and Culture	Q1 2019 – Q4 2020
AUTO 1534	Strathcona County Public Services Yard Vehicle Wash Bays - Construct	One component of the SPSY Expansion and Modernization (INIT 1320), constructing the vehicle wash bays.	Facility Services	Q2 2018 – Q2 2021
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
AUTO 1787	Replace Recycled Fleet Program	To replace vehicles that reached the end of their life cycle with new units to reduce costs and improve productivity.	Fleet Services	Q1 2019 – Q4 2021

<b>INIT/ AUTO #</b>	<b>Improvement initiative</b>	<b>Description</b>	<b>Department lead</b>	<b>Timeframe</b>
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 Systems	Q1 2019 – Q4 2021
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 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 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 1787	Fleet Lifecycle Replacement Program	To replace vehicles that reached the end of their lifecycle with new units to reduce costs and improve productivity.	Fleet Services	Q1 2019 – Q4 2021
AUTO 1840	Ambulance Equipment Upgrades	To incorporate power lift and power load systems into future replacements of ambulances as they reach their end of life.	Fleet Services	Q1 2019 – Q4 2023
INIT 96	Parks Growth Maintenance Funding	To provide funding to address additional parks infrastructure turned over to Strathcona County by developers for ongoing maintenance.	Recreation, Parks and Culture	Q1 2019 – ongoing
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

<b>INIT/ AUTO #</b>	<b>Improvement initiative</b>	<b>Description</b>	<b>Department lead</b>	<b>Timeframe</b>
INIT 63	Succession Planning Strategy	To develop a succession planning strategy.	Human Resources	Q3 2019 – Q4 2022
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 2023
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 Learning and Development	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
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 1610	Strathcona Olympiette Centre	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

<b>INIT/ AUTO #</b>	<b>Improvement initiative</b>	<b>Description</b>	<b>Department lead</b>	<b>Timeframe</b>
INIT 117	Asset Retirement Obligations	To ensure liabilities associated with the retirement and disposal of tangible assets are reflected in the financial statements.	Corporate Finance	Q2 2020 - Q2 2023
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.

<b>INIT/ AUTO #</b>	<b>Strategic initiative</b>	<b>Description</b>	<b>Department lead</b>	<b>Timeframe</b>
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 1773	Ardrossan Regional Park Construction	To complete the Ardrossan Regional Park.	Recreation, Parks and Culture	Q1 2019 – Q4 2021
INIT 21	Tourism Strategy and Implementation	To provide a strategy to guide future tourism activities.	Economic Development and Tourism	Q3 2019 – Q3 2020
AUTO 1791	Mobility Bus Vehicle Additions	To expand the mobility bus fleet to meet demand.	Transit	Q1 2019 – Q3 2022
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 Maser Plan.	Facility Services	Q1 2019 - Ongoing
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

# 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