




**2020 - 2023**  
DEPARTMENT  
BUSINESS PLAN  
RCMP and  
Enforcement  
Services

Date of last revision  
**JANUARY 2020**

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## MESSAGE FROM THE DIRECTOR

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On behalf of the management team and all the members and staff at Strathcona County Detachment, I am pleased to present the 2020-2023 RCMP and Enforcement Services business plan.

The key areas of focus continue to be traffic safety, crime reduction, communication and employee wellness. As we focus on these areas, our department builds upon partnerships with other agencies and departments to further strengthen the County's vision of becoming Canada's most livable community.

We continue to be involved with community partnerships which include the Social Framework and the Violence Threat Risk Assessment Intervention Program. In the case of the V/TRA, Strathcona County Detachment members work collaboratively with over 10 different community agencies or groups to provide services which are timely, and focused in order to meet the needs of our residents.

The Social Framework is an ongoing and collaborative effort between various agencies in Strathcona County that work to address the root cause of social issues for residents in the community. Participation allows us to contribute to a process that is proactive and innovative.

Our traffic and crime reduction efforts are intelligence led and the information gathered is analyzed and then provided to our front-line resources to make sure we are doing our work in the most effective and efficient way possible.

Moving forward, we continue to work with partners in the community on education, prevention and enforcement. We also continue to evaluate our service delivery to the community to ensure we are doing so in a fiscally responsible manner as we work towards becoming Canada's most livable community.

Dave Kalist

Director, RCMP and Enforcement 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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To be leaders in public safety through partnerships, innovation and excellence.

## DEPARTMENT OVERVIEW

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Strathcona County RCMP and Enforcement Services is an integrated detachment that includes RCMP, municipal peace officers, sheriffs and municipal support staff. The detachment has four core functions; General Duty, General Investigations, Traffic Safety and Public Communications. These core functions are responsible for public safety, law enforcement, evidence-gathering for judicial proceedings, support for victims of crime, traffic safety, and public awareness/education through community policing.

We are engaged in a number of initiatives that relate to our core functions. These initiatives are performed collaboratively, and in consultation, with both internal and external partners. Our department's over-arching primary function is to keep our community safe.

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

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## GENERAL DUTY

RCMP responds to calls for service that police intervention in an effort to deter and reduce crime in our community. Enforcement Services complements the RCMP by responding to calls for service relating to provincial and municipal legislation complaints. This core function ties with our PPB programs:

- Reactive Policing
- Proactive Policing
- Municipal Bylaw Enforcement
- Traffic Enforcement
- School Resource Program
- Municipal Operations Control Centre
- Electronic Voice Entry Unit Operational Control Center

## 2020 – 2023 FORECAST

Areas of focus over the next four years include:

- Reviewing options for greater oversight and guidance to the RCMP general duty watches.
- Enhancing mental health training for calls involving residents with mental health issues.
- Alleviating administrative duties for frontline RCMP and Enforcement Services members through continued enhancements to the Electronic Voice Entry Unit (EVE).
- Introducing electronic ticketing for members and administrative staff.
- Implementing employee wellness and communication programs to strengthen communication channels and enhance employee wellness.
- Create efficiencies in Court Disclosure and File Management with the Introduction of Electronic Disclosure.

Calls for service continue to rise within the Capital Region. Over the past five years, we have seen an 18% increase in calls for service. We are projecting the same increase over the next five years. The increased calls for service have an impact on Strathcona County residents and we will continue to monitor this closely and deploy resources where and when they are required

## GENERAL INVESTIGATIONS

General Investigation Section is comprised of the Drug Enforcement Unit, Persons Crime Unit, Property Crime Unit, Crime Reduction Unit and Domestic Violence Unit. This section provides follow up and proactive strategies to deal with crime in Strathcona County. This core function supports our PBB Programs:

- Drugs and Organized Crime
- Serious Crime Investigation

### 2020 – 2023 FORECAST

Areas of focus over the next four years include:

- Enhancing criminal analysis through training and technology as part of overall strategies to reduce and suppress crime in Strathcona County.
- Reviewing options for property crimes and domestic violence units to provide increased oversight and expertise on high risk investigations. Deterring organized and transient crime patterns with stronger collaboration with regional police agencies.

Crime rates in Alberta are increasing, in addition to concerns for the upcoming approval of cannabis legislation in respect to edibles. In Strathcona County, we have recorded an 18% increase in Criminal Code Offences, over the past five years. We are projecting that societal pressures will continue increase the crime rates. The sophistication of criminals through organized crime will also challenge police agencies. Technology and intelligence-led policing initiatives will be implemented to curb these trends. We continue to monitor these areas and direct resources where needed.

## TRAFFIC SAFETY

RCMP and Enforcement Services are part of an integrated service delivery dedicated to road safety by changing driver behaviour in adhering to the rules of



the road. Traffic Services provides pro-active enforcement through intelligence led analysis of collision locations. Additionally, RCMP traffic is comprised of collision investigators trained in the use of cutting edge technology and reconstruction models to investigate serious collisions. This core function supports our PBB Programs:

- Traffic Enforcement
- Municipal Bylaw Enforcement
- Traffic Safety Planning, Public Relations and Education
- Commercial Vehicle Safety Compliance

## 2020 – 2023 FORECAST

Areas of focus for the next four years include:

- Ongoing development of the Vision Zero philosophy within Strathcona County.
- Partnering with other Strathcona County departments to deliver the 2020 Strathcona County Traffic Safety Strategic Plan.
- Increasing resident interaction through repeated messaging on various social media platforms, as well as mainstream media.
- Increasing resident engagement on traffic safety and program delivery through the Traffic Advisory Committee, along with Strathcona County elected officials.
- Continuing to develop Specific Measureable Actionable Relevant Time-bound (SMART) goals through historical collision analysis and mapping.
- Maintaining a robust commercial vehicle safety inspection process to ensure the safety of road users.

As population continues to increase along with the number of kilometres traveled within the Capital Region, we expect to face unique challenges involving road users. Through ongoing targeted efforts for enforcement and education, along with the use of advance technological tools, our traffic unit is poised to address these challenges.

## PUBLIC COMMUNICATIONS

The Public Communications is comprised of our media relations, public relations programs and our internal and external communications processes. These programs are entrenched in our community to provide resources and education on crime prevention and awareness as well as internal and external communication processes. This core function ties in with our PBB Programs:

- Public Relations
- Crime Prevention and Public Safety Education

## 2020 – 2023 FORECAST

Areas of focus for the next four years include:

- Enhancing focus on bullying and specifically cyber-bullying.
- Monitoring and identifying trends on drug usage posing a risk to youth and adults and delivering targeted educational programs.
- Increasing rural crime prevention presentations.
- Providing Fraud Awareness education to vulnerable residents.
- Delivering timely and informative media releases to enhance our external and internal communications.
- Providing businesses and residences crime prevention techniques through CPTED principles
- Initiating best practices around Emergency Management and Corporate Security.

With the rising crime rates in Alberta and Strathcona County, Public Communications will have added pressures to provide prevention and awareness strategies to our residents. This will be a focus over the next five years to ensure we are empowering our residents with crime prevention techniques and to ensure crime and disorder is being reported. We will also enhance our internal communication processes as part of our Employee Engagement strategy.

# DEPARTMENT ANNUAL CAPITAL IMPROVEMENTS

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## 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 1284 1285 1286 1287 1288 INIT 112	Annual Facility Capital Lifecycle Program	To maintain safe, functioning and operating County facilities.	Facility Services	Q1 2019 - 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

# DEPARTMENT IMPROVEMENT INITIATIVES

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## AUTOMATED TICKETING SYSTEM – ENFORCEMENT SERVICES (AUTO 1201)

In line with recent changes to Alberta legislation, Enforcement Services is now in a position to recommend and implement an electronic ticketing system (e-ticketing). Implementation of this initiative will keep the County on pace with the province’s planned moves in this direction. The updated provincial legislation permits Alberta law enforcement agencies to use electronic violation systems. The province’s Automated Ticketing System (ATS) is a combination of hardware and software that will link to the Alberta Justice On-line Network (JOIN) and upload Provincial violations in real time instead of having to submit the information for manual data entry.

By moving to e-ticketing it will greatly simplify and streamline processing times, reduce the administrative burden, and boost the accuracy of violator information on each ticket

This project will result in a modern, functional e-ticketing system, which includes full access to JOIN and the Government of Alberta Motor Vehicle Information System (AMVIS). The system will also integrate with Enforcement Services’ record management system.

**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

- Leverages tools to assist in service delivery
- Integrates information and technology

**Department role:**

Lead: RCMP and Enforcement Services

Support: Information Technology Services

**Timeframe:**

Start time: Q1 2019

End time: Q2 2020

## 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.

<b>INIT/AUTO #</b>	<b>Improvement initiative</b>	<b>Description</b>	<b>Department lead</b>	<b>Timeframe</b>
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 38	Corporate Approach to Credit Card System and Payment Options	To complete a comprehensive review of the different payment options offered to customers in various Departments.	Corporate Finance	Q1 2022 – 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 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

<b>INIT/ AUTO #</b>	<b>Improvement initiative</b>	<b>Description</b>	<b>Department lead</b>	<b>Timeframe</b>
INIT N/A	Research Alternative Fuels	Research on alternative fuel opportunities for Strathcona County's fleet.	Fleet Services	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
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 14	Enterprise Risk Management Program	To develop an enterprise risk management program.	Fiscal Services	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 – Q3 2021
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 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

## DEPARTMENT STRATEGIC INITIATIVES

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### 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>
INIT 3	Event and Sport Tourism - Special Olympics Alberta Summer Games 2021	To host the 2021 Special Olympics Alberta Summer Games.	Recreation, Parks and Culture	Q1 2019 – Q4 2021

# ADDENDA: ANNUAL POLICING PLAN

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## TRAFFIC SAFETY THROUGH INNOVATION AND PARTNERSHIPS

Initiatives will be put in place to strive to meet Vision Zero's goal of no traffic-related fatalities in Strathcona County. These initiatives focus on enforcement, education and prevention, and are based on strong partnerships with the community.

### **Linkage to strategic goal(s) and result(s):**

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

- Apply diverse approaches to traffic safety between urban and rural enforcement, based on trend analysis.
- Optimize available resources to respond to complaints through analysis of neighbourhood traffic safety initiatives.
- Manage the amendment to the Speed Bylaw to address citizen concerns regarding all-day school zones.

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

- Apply robust protocols for Intersection Safety Device review through a multi-jurisdiction committee.
- Allocate a Criminal Analyst to review serious injury collisions and fatalities to determine trends and set intelligence-led goals.

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

- Continue to be an active member in the Capital Region Intersection Safety Partnership, a regional group of experts in road safety; where ideas are exchanged.
- Work in partnership with corporations as an active member of a national movement to bring corporations in line with a safe system approach towards Vision Zero.

Goal 7: Provide opportunities for public engagement and communication

- Strathcona County Traffic Safety Advisory Team (T-SAT) is comprised of road safety experts dedicated to improving road safety for all road users. Using the established Strathcona County Public Engagement policies, the T-SAT collaborates with Strathcona County department.
- Provide an opportunity for residents to have a voice in road safety through the Traffic Advisory Committee (TAC).
- Implemented the RCMP Crime Mapping tool onto Strathcona County Website.



- Implemented the Rural Proactive patrol mapping tool on the Strathcona County website.

Goal 8: Foster an environment for safe communities

- RCMP and Enforcement Services follow the principles set in the Strathcona County Traffic Safety Strategic Plan (TSSP), to provide the safest roads for all users.
- Engage in ticket diversions programs with educational programs to enhance safe drivers in Strathcona County.
- Set initiatives that are intelligence-led to meet the TSSP goals through in-depth analysis and RCMP and Enforcement Services.

**Department role:**

Lead: RCMP and Enforcement Services

Support: Transportation Planning and Engineering Legislative and Legal Services, Transportation and Agriculture Services

**Timeframe:**

Start time: January 2018

End time: December 2023

## CRIME REDUCTION

Strategies focused on intelligence led policing will be implemented to ensure residents of Strathcona County are among the safest in Canada. Initiatives listed below will deter the trend of rising crime rates in Alberta.

### **Linkage to strategic goal(s) and result(s):**

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

- Continue to support the Social Framework in partnership with Family and Community Services.
- Invest in the Crime Watch Volunteer Programs.
- Violence Threat Risk Assessment (VTRA) collaboration with schools throughout Strathcona County.

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

- Increase visibility in rural area through coordinated rural proactive patrols.
- Criminal Analysts to attend weekly Crime Management Collaboration Team meetings which focus on crime trends affecting provincial and national communities.
- Integrated Offender Management Initiative.
- Embed parole and Canadian Firearms officers within the detachment.
- Embed Family and Community Services resource in our General Investigations Section (GIS) to provide enhanced response to victims of person crimes.

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

- Dedicate trained officers in crime prevention design to ensure existing and new infrastructure is safe and a deterrent to criminal activity.
- Implement new and innovative social media tools to regularly inform the community about incidents of crime, emerging trends, and how to avoid being victims of crime.

Goal 7: Provide opportunities for public engagement and communication

- Provide information to residents as part of the County Connect network.

Goal 8: Foster an environment for safe communities

- Secured the Corporate Security/ Emergency Management position to coordinate responses for all eventualities ranging from natural disasters to active shooters in public places.
- Provide unified programs in line with the Strathcona County Emergency Management principles through on-going cooperation with internal agencies.

- Continue to prevent and reduce the threat and impact of crime by employing intelligence led policing, coordinating information generated through internal investigations and external investigations to provide a more global approach to policing in the interests of public safety.
- Ensure that habitual offenders are abiding by their court-imposed conditions through regular checks.

**Department role:**

Lead: RCMP and Enforcement Services

Support: Strathcona County Emergency Services, Family and Community Services, Facilities

**Timeframe:**

Start time: January 2018

End time: December 2023

## SERIOUS CRIME STRATEGIES AND MANAGEMENT

We will be focusing on investigative excellence in the all areas of serious crime to curb re-offenses as part of our work to become the safest community in Canada.

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

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

- Participate in regional and national training opportunities relating to serious crime trends and best practices.

Goal 7: Provide opportunities for public engagement and communication

- Conduct Town Hall meetings in rural and urban locations to discuss crime trends and policing issues facing our residents.

Goal 8: Foster an environment for safe communities

- Domestic Violence Unit will conduct 72 hour reviews on all domestic violence investigations. Policy and legislation requires police to follow up on victims and offenders of Domestic Violence within a 72 hour period.
- Increase Victim support and efficiencies with Victim Services partnership with Family and Community Services and community agencies.

### **Department role:**

Lead: RCMP and Enforcement Services

Support: Family and Community Services

### **Timeframe:**

Start time: January 2019

End time: December 2023

## COMMUNICATION AND ENGAGEMENT

We are developing a culture where every employee is accountable and engaged. We will strengthen our ties in the community with new technology and programs to empower our residents in making our community safe.

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

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

- Implement an employee engagement committee and conduct regular employee communication meetings with senior management and staff to ensure employees are being heard. The greatest asset for a strong community is a strong work force.
- Continue staff development and learning.
- Provide timely and meaningful feedback to our employees and the public.
- Provide employees the ability to have a voice in the development of policies and practices through an annual internal survey.

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

- Work cooperatively with the Strathcona County Emergency Services on the active 9-1-1 system.
- Determine trends and identify areas of common concerns in monthly meetings with Strathcona County Administration and elected officials.

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

- Ensure resident access to the Municipal Operation Communication Centre (MOCC) 24/7 to address emergencies and complaints. The MOCC is the call-in centre where police officers and peace officers are dispatched to calls for service.
- Continue Customer Service Front Counter which allows for walk-in complaints and concerns by residents.

Goal 7: Provide opportunities for public engagement and communication

- Provide residents a voice through Traffic Advisory Committee and the Community Advisory Council (CAC).
- Support neighbourhood traffic safety initiatives addressing citizen traffic concerns through Speed Watch.
- Participate every two years in the Strathcona County Trade Fair, provide an opportunity for residents to discuss concerns with officers and support staff.

Goal 8: Foster an environment for safe communities

- Provide information and assistance to Strathcona County residents through partnership and cooperation of Victim Services and Family and Community Services.
- Engage our community through volunteer engagement, special events, media relations and numerous proactive presentations to support Strathcona County through the Community Policing Unit utilizing a wide range of crime prevention strategies.

**Department role:**

Lead: RCMP and Enforcement Services

Support: Human Resources, Communications, Facility Services, Family and Community Services

**Timeframe:**

Start time: January 2019

End time: December 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