

2015-18 Department Business Plan Progress Report

Corporate Planning

Reporting Period: Q4/2017



Goal 1: Business planning and performance measurement is fully implemented and actively supported by County administration.

Outcome: Increased accountability, transparency, and focused priorities.

Progress Update		
Initiative	Status IP: In Progress NS: Not Started C: Complete WI: With Issue	Milestones/Deliverables Achieved
Continue to develop and implement the Business Plan and Budget Implementation (BPBI) project including multiyear budgeting	IP	BPBI Project outstanding deliverables have been operationalized into CP. Efficiency and effectiveness reviews will be rolled into the 2019 – 2022 business plan. A multiyear planning and execution project (MYPE) has commenced.
Continue to implement and refine the business plan methodology	IP	MYPE philosophy and business case templates have been introduced in a test environment. This includes improving the maturity of the governance model, of business planning and of execution through: <ul style="list-style-type: none"> • Portfolios, • Business cases • Corporate prioritization approach • Corporate capacity analysis • Project management capabilities • Reporting capabilities
Develop and implement organizational performance measurement framework and reporting tools	IP	Foundational elements rolled into the MYPE project, specifically the phase dealing with performance and execution of initiatives. This has two components: the reporting on the initiative progress in our CBP and output and outcome measures developed at a program level. The latter is something we plan to work on in the next 4-year business plan.
Develop and maintain the Fiscal Impact Model for evaluation of new major growth scenarios	NS	Deemed to be less of a priority compared to MYPE and LTFSF, and put on hold.
Develop the Long Term Financial Sustainability Framework (LTFSF)	IP	Draft has been shared with ET, SLT and an update shared with the Financial Advisory Committee. Preparing to go to Council for approval in 2018 Q1.
Provide Council/Priorities Committee with regular updates on business planning/performance measurement	C	This is part of a regular cycle. We will be improving this further in the next 4 –year business plan when we report on the progress of initiatives from the perspective of actually completing them.
Engage citizens in determining what it means to become	C	Both the satisfaction survey and the SC Directions survey ask this very question. As

Canada's most liveable community		well, for the strategic planning session (Feb 2018) a video was created asking several citizens their thoughts on "what makes SC livable". Also establishing the Online research panel will support this.
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Opportunities, Challenges and Other

A lot of change is happening at the same time for the organization. MYPE implementation at the same time as Business Transformation will mean that the leaders of these initiatives need to be in constant contact with each other to ensure minimal overlap and that expectations on staff are realistic and clear.

Key Performance Indicator/Measures	Benchmark	Progress Update (include year)	Target
Staff feel the organization has clearly established and known priorities	89% (2015)		95% (2018)

Goal 2: Strathcona County is a valued stakeholder in provincial and regional matters*.

Outcome: Enhanced relationships assist in achieving strategic goals.

Progress Update		
Initiative	Status IP: In Progress NS: Not Started C: Complete WI: With Issue	Milestones/Deliverables Achieved
Build relationships and partnerships with other orders of government, neighbouring municipalities and civic organizations	IP	<p>Intergovernmental Affairs (IA) provided background on Government of Alberta's Cabinet and local elected officials to new 2017-2012 Council, which included several new Council members. IA also supported Council members at both the Alberta Urban Municipalities Association's convention, the Alberta Association of Municipal Districts and Counties' fall convention.</p> <p>Briefings and pre-meetings were completed on key intergovernmental issues as required based on elected officials' meetings.</p> <p>IA provided orientations for Council about the new Edmonton Metropolitan Region Board (EMRB), including the updated Edmonton Metropolitan Region Growth Plan, and Edmonton Global. During the orientations key messages were provided to Council.</p> <p>IA provided information to Strathcona County staff and Council to assist in the transition to the growth management board regulation and the resulting changes for the Edmonton Metropolitan Region Board because of this.</p> <p>Opportunities resulting from the changes to the regional Board were identified for Strathcona County.</p>

Opportunities, Challenges and Other
The 2017 Municipal Election saw turn over with elected officials in several of the municipalities within the region.

Key Performance Indicator/Measures	Benchmark	Progress Update (include year)	Target
Citizen's perception of Strathcona County's municipal government as collaborative (excellent/good)	52% (2015)		60% (2018)

* *As a result of a 2017 internal reorganization, this goal is now the responsibility of the Intergovernmental Affairs Branch, but will be reported on through the Corporate Planning department business plan*

Goal 3: Corporate Planning supports coordination and continuous improvement in corporate project management, business process management and information delivery for corporate decision makers.

Outcome: Increased visibility, coordination, alignment, accountability and delivery of corporate goals and initiatives.

Progress Update		
Initiative	Status IP: In Progress NS: Not Started C: Complete WI: With Issue	Milestones/Deliverables Achieved
Plan, communicate and execute targeted improvements in organizational project management through the Corporate Planning Project Management Office and begin stakeholder engagement activities to evaluate enterprise PPM opportunities	IP	<p>The Corporate PMO office has improved the project management maturity in Corporate Finance through improved PM methodology awareness and introducing PM templates, process workflows, a department project prioritization tool, project communication, etc.</p> <p>The PMO Advisor is part of the MYPE project team which is leading by example demonstrating mature PM principles and has achieved positive results for the corporation and will continue to do so throughout 2018 moving further along the OPM/PPM corporate maturity path.</p> <p>Our work with OPM/PPM maturity will help evolve our new focus on Organizational Execution and Accountability building on our maturing “strategic planning” processes and aligning the corporation toward “strategic doing” as well.</p>
Complete business process reviews for strategic and financial management areas looking for continuous improvement opportunities and potential quick wins	IP	Corporate Finance business process work continues. As well, participation in corporate priority projects MYPE, Business Transformation and the Online Research Panel are adding continual value for Corporate BPM work using the BlueWorks tool and industry BPM standards and methodologies.
Manage and sustain the Corporate Finance ERP business and information systems in collaboration with vendors, ITS, HR, and other key department stakeholders	C	This has been operationalized. Our Corporate Finance ERP Sustainment approach continues its successful operations and supports management and improvements in the financial function and ERP ecosystem.
Evaluate and enhance financial reporting tools for financial statements, department reporting, public communication, and other ad hoc requirements	IP	<p>Targeted improvements in reporting will continue to be realized as part of the MYPE project deliverables.</p> <p>We continue invest our efforts directly in the Business Transformation Project which will have transformational impacts in our corporate reporting tools.</p>
Manage user groups such as the Strathcona County ERP	C	Operationalized and we continue to engage and leverage these stakeholders throughout the

CPIA Q4/2017 Progress Report

User Group, the Analysis and Reporting Tools (ART) User Group, Community of Practice of Project Managers, etc.		corporate function through upgrades, etc.
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Key Performance Indicator/Measures	Benchmark	Progress Update (include year)	Target
TBD			

Goal 4: Corporate Planning fosters a working environment committed to internal communication and collaboration.

Outcome: Increased staff satisfaction, commitment, and internal communications.

Progress Update		
Initiative	Status IP: In Progress NS: Not Started C: Complete WI: With Issue	Milestones/Deliverables Achieved
Institutionalize intra-departmental meetings and team-building activities	C	Branch meetings occur regularly. Team building twice per year.
Provide timely and meaningful recognition and feedback	C	One on one meetings, performance related meetings.
Increase emphasis on individual career planning and learning/development	IP	New department requires a wholesome conversation.

Opportunities, Challenges and Other
With a new group comes both new challenges and opportunities. A CP specific effort will need to be made to catch up to the organization as far as employee engagement.

Key Performance Indicator/Measures	Benchmark	Progress Update (include year)	Target
Employee engagement index	80.6 (2014)		85 (2018)
Communication index	63 (2014)		80 (2018)
% of staff who attend professional development opportunities	92% (2015)		100% (2018)