



2021 - 2024

DEPARTMENT BUSINESS PLAN

Intergovernmental Affairs

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MESSAGE FROM THE MANAGER



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

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

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

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

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

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

Nancy Lyzaniwski

Manager, Intergovernmental Affairs

PLANNING FOUNDATION

STRATHCONA COUNTY VISION

Living in Strathcona County

Strathcona County, located in the heart of Alberta, is an energetic and thriving community. A leader in North America's petroleum industry and a champion for advancing diverse agricultural business, we use our energy to power our new tomorrow.

We are a specialized municipality and work cooperatively with our urban and rural residents to govern as a single municipality. Proud of our distinct governance model, we promote and demonstrate our achievements.

We are a welcoming place to live and attract people of all ages, cultures and walks of life to join us. Families thrive in our dynamic, caring and safe community.

We strive to be a model of ecological integrity, protecting our environment and preserving our agricultural heritage.

Investment in infrastructure, quality services, cultural and recreational programs, and facilities is a priority and sets us apart.

Becoming Canada's most livable community

CORPORATE MISSION

We are committed to working collaboratively, efficiently and effectively to provide quality service delivery to citizens, businesses, and industry alike.

CORPORATE VALUES

Our values help to form our organizational identity and define our culture.

Integrity	We demonstrate ethical standards and behaviours We display honest behaviour at all times We do what we say we will do
Respect	We treat others with care and dignity We pay attention to each other We welcome a variety and diversity of ideas
Safety	We consistently demonstrate safe work practices We build an environment of openness and trust We make it safe for each other to voice opinions or concerns
Fairness	We consider how our actions might affect others We treat everyone impartially and equitably We are willing to share the reasoning behind our thinking and decisions
Cooperation	We support, assist and learn from each other We give credit to others for their contributions We compromise when needed to achieve common goals

BRANCH MISSION STATEMENT

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

BRANCH OVERVIEW

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

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

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

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

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

- Rural Municipalities of Alberta (RMA)

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

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

BRANCH PROGRAMS

INTERGOVERNMENTAL AFFAIRS

IA fosters relationships and partnerships with other levels of government, neighbouring municipalities, and civic organizations.

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

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

Coordinate the development of the last Intermunicipal Collaboration Framework (ICF) with Strathcona County's neighbours, as required by the *Municipal Government Act*, that specify what and how services are funded and delivered by April 1, 2021.

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

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

Additionally, IA seeks to build robust relationships with Indigenous Nations by leading several initiatives, including an internal Indigenous Working Group (IWG), creating a knowledge hub for administrative use, and policy analysis through dedicated time and internal expertise.



INTERGOVERNMENTAL POLICY ANALYSIS

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

2021 – 2024 FORECAST

Provide support and analysis to interdepartmental projects, including those focused on the commitments to affordable housing approaches, Indigenous engagement, the Environmental Framework, municipal data analysis, Council orientation materials, and the long-term impacts from the pandemic.

Monitor positions and resolutions of related boards, committees, organizations, and the overall regional political landscape to prepare briefings as required.

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

IA fosters relationships with Indigenous partners throughout the region to spur reciprocity as outlined through the Truth and Reconciliation Commission's Calls to Action. By acknowledging Indigenous voices in a policy and decision-making framework through our department, we can create an opportunity to shift in the social paradigm throughout the municipality.

DEPARTMENT ANNUAL CAPITAL IMPROVEMENTS

BRANCH SUPPORT ROLES (ANNUAL CAPITAL IMPROVEMENTS)

This table illustrates the initiatives that this department will be expected to support during the 2021 – 2024 Business Plan timeline. Lead departments are responsible for providing clear plans to support departments. These plans are to advise support departments on particulars of the support required and timing.

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

DEPARTMENT IMPROVEMENT INITIATIVES

BRANCH SUPPORT ROLES (IMPROVEMENT INITIATIVES)

This table illustrates the initiatives that this department will be expected to support during the 2021 – 2024 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
INIT 26	Enterprise - Wide Communications Review	To conduct an enterprise - wide review of communications services.	Communications	T1 2021 - T3 2021
INIT 8	Business Expense Policy Review and Update	To review and update the Employee Business Expense Policy.	Corporate Finance	T1 2022 - T3 2022
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.	Corporate Planning	T2 2017 - T1 2022
INIT 32	Program Based Budgeting and Reporting Framework	To develop and/ or transition to a program based budgeting framework.	Corporate Planning	T2 2022 - T3 2025
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	T1 2019 - T3 2022
INIT 104	Municipal Emergency and Business Continuity Management Systems Integration	To properly interconnect and update department business continuity and municipal emergency response plans.	Emergency Services	T1 2020 - T3 2021
INIT 14	Enterprise Risk Management	To develop an enterprise risk management program.	Corporate Planning	T1 2023 - T3 2024

INIT/ AUTO #	Improvement initiative	Description	Department lead	Timeframe
	Program			
AUTO 1823	Occupational Health and Safety/ Disability Management Technology Project	To create a digital workflow system to address information on the County's OHS and DM areas.	Human Resources	T2 2019 - T3 2021
INIT 63	Succession Planning Strategy	To develop a succession planning strategy.	Human Resources	T2 2019 - T3 2022
INIT 66	New Occupational Health and Safety Legislation Implementation	To be fully compliant with the new OHS legislation coming into effect Jun 1, 2018.	Human Resources	T1 2019 - T1 2023
INIT 86	Corporate Inclusion and Diversity Training	To train staff on corporate inclusion and diversity.	Human Resources and Family and Community Services	T1 2019 - T3 2022
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	T1 2019 - T3 2021
INIT 174	Electronic Procurement System Update	To implement a long-term electronic procurement tool.	Procurement Services	T2 2021 - T3 2021

DEPARTMENT STRATEGIC INITIATIVES

INDIGENOUS AND CULTURAL EVENTS (INIT-176)

Strathcona County has been working to be a more diverse and inclusive community, including moving forward in the spirit of reconciliation. The initiative aims to allow for hosting events and engagements with members of the community to facilitate projects. Events include raising the Treaty Six and Métis Nation of Alberta flags, hosting engagement sessions, and recognizing events such as Indigenous people's days.

Intergovernmental Affairs is also leading several projects, including updating the Land Acknowledgment Policy, developing an interjurisdictional scan, creating a knowledge hub for administration use, incorporating Indigenous information into Council orientation materials, and facilitating relationship-building between County and Indigenous stakeholders.

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

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

- Ensure Strathcona County is a welcoming community for Indigenous residents and supports reconciliation efforts

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

- Streamlining communication, increasing collaboration, and relationship-building between Indigenous Nations and municipalities in the region to further reconciliation efforts

Department role:

Lead / Co-lead: Intergovernmental Affairs

Timeframe:

Start time: T1 2021

End time: T3 2021

STRATHCONA COUNTY GOALS AND RESULTS

STRATEGIC GOALS (EXTERNAL COMMUNITY FACING)

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

- Opportunities for meaningful connections within communities
- Diverse and inclusive communities
- Appropriate access to the social service system through partnerships
affordable basic municipal services
- Programming meets the changing needs of residents
- Opportunities to be healthy and active

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

- Efficient and effective multi-modal transportation network
- Safe, reliable utility infrastructure
- Innovative “smart” infrastructure
- Accessible cultural, recreational and social infrastructure
- Accessible, reliable internet connectivity
- Partnerships enhance infrastructure investment opportunities

Goal 3: Cultivate economic diversification, within the petro-chemical industry and beyond, through a business-friendly environment

- Strategic partnerships promote business growth and retention
- Planning supports strategic development
- Critical physical and technology infrastructure supports business, industry, and agriculture Investment attraction and retention focus on downstream, value-added industry
- Strengths and innovation provide a competitive advantage, and support attraction and diversification
- Growth opportunities increase through regional brand and economic development strategies



Goal 4: Ensure effective stewardship of water, land, air and energy resources

- Appropriate and effective use of agricultural land
- Natural areas and resources balance value for current and future generations
- Municipal buildings deploy efficient technology where appropriate
- Growth and development balanced with recognition and protection of the biosphere (Beaver Hills)
- County uses best practice approach to waste management

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

- Improved regional land use and resource management planning
- Regional assets leveraged for mutual benefit
- Innovation and lifelong learning opportunities occur through collaboration with educational institutions
- Community partnerships leveraged to expand the County's ability to respond to the changing needs of the community

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

- Connected, accessible multi-modal transportation network, including trails
- Available, accessible and affordable recreational opportunities
- Diverse, affordable neighbourhoods, amenities and housing opportunities
- Enhanced community interaction and connectedness
- Accessible community and cultural events, entertainment, shopping and dining opportunities

Goal 7: Provide opportunities for public engagement and communication

- Community is informed about County decisions
- Community – urban and rural – satisfied with opportunities to provide input
- Community is confident in how tax dollars are managed
- Public engagement efforts and information sharing mechanisms are innovative and accessible

Goal 8: Foster an environment for safe communities

- Law enforcement, emergency and social services respond to community risk
- Proactive safety education and community involvement
- Utility infrastructure provides safe, clean water, manages wastewater treatment, and provides effective storm-water management
- Citizens feel safe to express themselves in ways that represent their values, beliefs, and lifestyles
- Transportation network, including trails, allows people and goods to move safely and efficiently

CORPORATE ORGANIZATIONAL EXCELLENCE GOAL (INTERNAL FACING)

Goal 9: Continuously improving the way we work, as one organization, in an agile and sustainable manner

- Collaborates with regional, community and government partners
- Integrates information and technology
- Supports long-term financial sustainability
- Supports infrastructure management
- Supports workplace culture that builds trust and promotes employee contribution
- Supports development of employee capacity through training and development
- Supports insight-driven/evidence-based decision making
- Supports continuous improvement
- Ensures compliance with regulations, laws, procedures and policies
- Supports integrated planning
- Leverages tools (i.e. technology, equipment) to assist in service delivery
- Engages stakeholders in decision making
- Communicates to stakeholders about County programs and services
- Collaborates with departments