



2020 - 2023
DEPARTMENT
BUSINESS PLAN
Planning and
Development
Services

Date of last revision
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MESSAGE FROM THE DIRECTOR



I am pleased to present our 2020-2023 Planning and Development Services Business Plan. Planning and Development Services (PDS) is committed to ensuring Strathcona County remains a safe and healthy community by balancing urban and rural land uses, natural environment and economic prosperity, all through the use of innovative and sound planning concepts and expertise.

The PDS team consists of a group of skilled individuals who are responsible for overall land use planning and development activity in Strathcona County. Through community engagement and consultation, PDS will continue to seek to understand the values of the community and reflect those values through the implementation of policies, programs, bylaws and standards. We will remain aligned with the corporate values by ensuring construction practices within the County are performed in conformance with policies, standards and regulations. Our services are delivered consistently to all residents, builders and contractors who live or work within Strathcona County.

PDS strives to ensure our stakeholders are informed, engaged and satisfied with our service. Our team aims to keep up with new and innovative ways to communicate and engage with our residents and to enhance information accessibility. To enhance customer experiences, we continue to work hard on standardizing and simplifying land development processes, and educating our stakeholders on reasoning behind standards and our decision-making processes.

Innovative technologies, refined processes, meaningful interactions, clear communication, concise information and staff expertise will allow us to continue to provide first-rate service to all our stakeholders.

Stacy Fedechko, RPP, MPP

Director, Planning and Development Services

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, business, 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

DEPARTMENT MISSION STATEMENT

Planning and Development Services is committed to ensuring Strathcona County remains a safe and healthy community by balancing urban and rural land uses, natural environment and economic prosperity, all through the use of innovative and sound planning concepts and expertise.

DEPARTMENT OVERVIEW

Planning and Development Services is comprised of a team of passionate and skilled professionals, helping to create a community of choice by design.

The department is guided by federal and provincial legislation and municipal policies such as:

- *Municipal Government Act*
- *Safety Codes Act*
- Edmonton Metropolitan Region Growth Plan
- Municipal Development Plan
- Statutory Plans
- Land Use Bylaw
- Design and Construction Standards

PDS performs under five core business functions. These functions play a key role in achieving our mission, specifically ensuring a safe and healthy community and balancing the natural environment and economic prosperity.

DEPARTMENT CORE BUSINESS FUNCTIONS AND PROGRAMS

LAND DEVELOPMENT PLANNING

The Land Development Planning Branch (LDP) leads effective land use planning review and approval processes that contribute to Strathcona County's livability and sustainability. LDP helps define the way our community is planned and developed in accordance with provincial legislation, the County's Municipal Development Plan, other statutory plans, the Land Use Bylaw and various County policies. The Priority Based Budget programs under the Land Development Planning core function are:

- Edmonton Metropolitan Regional Board – Land Use Planning Application
- Municipal Development Plan and Land Use Bylaw
- Statutory Plan Application Review
- Subdivision Application Review
- Land Use Bylaw Amendments, Preparation and Review
- Long Range Planning

2020 – 2023 FORECAST

The economy has a significant impact on Land Use and Planning's core business function. Revenue is dependent on applications and is market driven. Expenses are budgeted to ensure our level of service is balanced between being able to effectively process applications and complete County initiatives. Revenue and expenses are expected to remain relatively stable over the four year cycle.

Planning revenue is market driven. Planners are able to shift their focus depending on application volumes. Long range planning staff (who focus on County led planning initiatives) and current planning staff (who focus on applications) are cross-trained to assist each other if one group is experiencing higher volumes or unexpected staff shortages.

2015 – 2018 carryover: CITP Area Redevelopment Plan – completion Q1 2020.

2020 – 2023 new initiative: Campbelltown Heights, Wye Road Gardens and Ordze Park Area Redevelopment Plan – completion Q3 2022.

2020 – 2023 AIP Initiative: Broadview Park and Bison Meadows Area Structure Plan Updates – completion Q4 – 2021

2020 – 2023 Initiative: Update Urban Service and Alberta’s Industrial Heartland Areas to Cumulative Risk Assessments – completion Q4 - 2020

LAND DEVELOPMENT ENGINEERING

Land Development Engineering (LDE) works with the development industry to coordinate and facilitate logical and balanced development and servicing of land. LDE administers municipal infrastructure servicing requirements from start to finish, beginning with review of engineering designs to final acceptance of constructed infrastructure. The Priority Based Budget programs under the Land Development Engineering core function are:

- Municipal and Private Land Development Engineering Review
- Development Agreements
- Construction Completion and Final Acceptance
- Offsite Levies

2020 – 2023 FORECAST

The economy has a significant impact on LDE’s core business function. Expenses are budgeted to ensure our level of service is balanced between being able to effectively process applications and complete County initiatives.

The majority of activity is dependent on Land Development Planning and Permitting, Inspections and Customer Services application volumes.

PERMITTING, INSPECTIONS AND CUSTOMER SERVICE

The Permitting, Inspections and Customer Service Branch (PICS) is responsible for decisions on all development, building, and safety codes applications to ensure compliance with the Land Use Bylaw and *Safety Codes Act*. This includes conducting next day inspections on all new installations, buildings, and structures as outlined in our Quality Management Plan for each discipline (building, electrical, plumbing, and gas). The branch provides front counter customer service, information, and technical support on all PDS processes. The Priority Based Budget programs under the Permitting, Inspections and Customer Service core function are:

- Customer Process Facilitation

- Application Review, Permit Issuance and Code Compliance for Development, Building, Plumbing, Electrical and Gas
- Compliance Letters and File Searches
- Safety Codes Inspections
- Land Use Bylaw Enforcement
- Civic Addressing
- Technology and Data Management

2020 – 2023 FORECAST

Economy: The economy affects PICS core business functions. When the economy is strained, permit volumes may decrease which can impact resources in both positive and negative ways. Although there may be fewer permit applications, we see an increase in compliance/enforcement volumes. Land and business owners may look for ways to lower costs such as using residential properties to store business vehicles/equipment, not obtaining required approvals, not meeting bylaw and code requirements. We have cross-trained our staff to ensure they can flex into roles (whether it be customer facilitation, making decisions on permit applications, or conducting enforcement) to be ready for any resource adjustments as needed.

Succession planning: We have an aging workforce, particularly Safety Code Officers (SCOs) with more than 50 per cent of our Officers being eligible for retirement in this budget cycle. Throughout Alberta, certified SCOs are difficult to find (competitive private construction industry). Maintaining our current service levels may be challenging as we go into the next four years. Our Building Regulations Program is highly valued by our citizens. It is anticipated that staff training and additional staffing requirements will be necessary to backfill for these retirements. Staff are encouraged to participate in training and mentoring opportunities; we are prepared to hire applicants trained in the required disciplines and put them through the safety code certifications.

Technology: With the various corporate technology strategies and programs coming on-stream, there may be an impact to PDS technologies both internally and to our external customers (ePermits). Online services are highly utilized (and technologies change rapidly) which creates an increased demand by staff and the public for our technology to grow and allow more online applications. We will continue to maintain and enhance department technologies over the next four years.

ENVIRONMENTAL PLANNING

Environmental Planning (EP) is responsible for ensuring compliance with all applicable legislation, policy and regulations. EP coordinates and provides environmental management, monitoring and assessment for internal and external clients. EP also supports the Beaver Hills Biosphere. The Priority Based Budget programs under the Environmental Planning core function are:

- Environmental Planning and Review
- Environmental Policy Development and Implementation
- Environmental Monitoring and Assessment
- Environmental Management
- Beaver Hills Biosphere

2020 – 2023 FORECAST

Current service levels for environmental planning and review, monitoring and assessment and environmental management is appropriate.

2020 – 2023 CFIN Initiative: Asset Retirement Obligations (ARO) – completion of PDS portion of this CFIN initiative is Q4 2020

LAND MANAGEMENT

Land Management Services (LMS) is responsible for the delivery of all real estate programs including the use and management of all municipal land to support the delivery of corporate programs and services. This involves the negotiation of complex land acquisition, disposition and land exchange agreements along with maintaining a full property asset inventory. LMS is also responsible for developing and implementing policies and procedures to ensure that property transactions align with fair practices. The Priority Based Budget programs under the Land Management core function are:

- Corporate Property Acquisition and Disposition
- Encroachments
- Licenses and Leases
- Crossing Agreements
- Easements and Utility Right of Way Agreements
- Unauthorized Use of County Land

2020 – 2023 FORECAST

The economy and market fluctuations play a significant role on the work programs of LMS. These fluctuations impact the real estate market causing an increase or decrease in the number of property transfers/sales which often identify various encroachment issues. Industrial applications are also impacted by these fluctuations and impact the volume of crossing and other required consents needed to support industry.

Current staffing is sufficient to meet the level of service and it is expected this can be maintained over the 2020-2023 budget cycle.

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 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 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 1097 1346 1399 1400 1401	Annual Traffic and Pedestrian Safety Improvements	To improve intersection designs, traffic calming, neighborhood engagement and physical improvement initiatives to enhance safety and mobility at critical rural and urban locations.	Transportation Planning and Engineering	Ongoing
AUTO 1284 1285 1286 1287 1288	Annual Facility Capital Lifecycle Program	To maintain safe, functioning and operating County facilities.	Facility Services	Q1 2019 - ongoing
AUTO 1345 1409 1410 1411	Annual Bridge Replacement Project	To replace the bridge network based on routine structural inspections and engineering analysis for failures.	Transportation Agriculture Services	Q1 2020 – 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
AUTO 1103 1355 1414	Annual Sidewalk Missing Links Program	To design and construct concrete sidewalks.	Transportation Planning and Engineering	Ongoing

INIT/ AUTO #	Annual capital improvement	Description	Department lead	Timeframe
1415 1416				
AUTO 1268 1285 1286 1287 1288	Annual Open Space Planning Revitalization	To revitalize existing parks and open spaces before investing in new spaces.	Recreation, Parks and Culture	Ongoing

DEPARTMENT IMPROVEMENT INITIATIVES

UPDATE URBAN SERVICE AND ALBERTA'S INDUSTRIAL HEARTLAND AREAS TO CUMULATIVE RISK ASSESSMENTS (INIT 57)

The Municipal Development Plan (MDP) requires that updates to the Cumulative Risk Assessments for the Urban Service Area and Alberta's Industrial Heartland Area be undertaken every five years. As the cumulative risk assessments were last undertaken in 2015, updates will be required in 2020.

The results of the cumulative risk assessments provide a calculation of the risk emanating from industrial development and are intended to be the basis for future land use planning decisions. The application of use restrictions, transition zones, and regulations reduces the risk to public safety; minimizes nuisance associated with heavy industry; and facilitates emergency management in the event of an industrial accident.

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

- Supports insight-driven/evidence-based decision making
- Ensures compliance with regulations, laws, procedures and policies
- Collaborates with departments

Department role:

Lead: Planning and Development Services

Support: Emergency Services

Timeframe:

Start time: Q1 2020

End time: Q4 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.

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 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 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

INIT/ AUTO #	Improvement initiative	Description	Department lead	Timeframe
INIT 79	Sustainable Rural Roads Master Plan (SRRMP) Update	To develop a new Sustainable Rural Roads Master Plan.	Transportation and Agriculture Services	Q1 2019 – Q3 2020
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 – 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 32	Program Based Budgeting and Reporting Framework	To develop and / or transition to a program based budgeting framework.	Corporate Planning	Q3 2021 – Q4 2024
INIT 34	Corporate Geographic Information System (GIS) Program Update	To further utilize and extend the return on investment on Enterprise GIS.	Information Technology Services	Q1 2020 – Q4 2021
INIT 14	Enterprise Risk Management	To develop an enterprise risk management program.	Corporate Finance	Q1 2020 – Q4 2023
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 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 2024

INIT/ AUTO #	Improvement initiative	Description	Department lead	Timeframe
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 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
AUTO 1610	Strathcona Olympiette Centre	To revitalize the curling rink floor, mechanical systems and architectural / building envelop elements.	Facility Services and Recreation, Parks and Culture	Q1 2020 – Q4 2021

DEPARTMENT STRATEGIC INITIATIVES

BROADVIEW PARK AND BISON MEADOWS AREA STRUCTURE PLAN UPDATES (INIT 37)

Updates to the existing Area Structure Plan (ASP) for these areas are necessary in order to achieve an improved utilization, configuration and marketability of County owned lands.

The updates will provide for new recreational, commercial, residential and institutional opportunities for County residents. Strategic land use planning of municipal lands will maximize benefits to the County.

County owned lands within the Broadview Park ASP and the Bison Meadows ASP will be re-designated to provide for appropriate uses.

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

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

- Efficient and effective multi-modal transportation network.
- Safe, reliable utility infrastructure.
- Accessible cultural, recreational and social infrastructure.

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

- Planning supports strategic development.

Goal 7: Provide opportunities for public engagement and communication.

- Community is informed about County decisions.

Department role:

Lead: Planning and Development Services

Support: Recreation, Parks and Culture; Transportation Planning and Engineering; Utilities; Economic Development and Tourism

Timeframe:

Start time: Q1 2021

End time: Q4 2021

CAMPBELLTOWN HEIGHTS, WYE ROAD GARDENS AND ORDZE PARK AREA REDEVELOPMENT PLAN (INIT 161)

An Area Redevelopment Plan (ARP) is a statutory plan that provides guidance to landowners who decide to redevelop their properties in the future. An ARP generally outlines acceptable uses, forms and densities of development in different areas and the infrastructure required to facilitate such development.

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

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

- Diverse and inclusive communities.

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

- Efficient and effective multi-modal transportation network.
- Safe, reliable utility infrastructure.

Goal 7: Provide opportunities for public engagement and communications.

- Community is informed about County decisions.
- Community – urban and rural – satisfied with opportunities to provide input.

Department role:

Lead / Co-lead: Planning & Development Services

Support: Transportation Planning & Engineering, Utilities

Timeframe:

Start time: Q1 2020

End time: Q3 2022

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 initiatives	Description	Department lead	Timeframe
AUTO 1518	Multi-Purpose Agricultural Facility Development	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 1773	Open Space Planning - Ardrossan Park Construction	To complete the Ardrossan Regional Park.	Recreation, Parks and Culture	Q1 2019 – Q4 2021
AUTO 1321	Broadway Boulevard and Broadview Drive Roundabout Intersection Upgrade	To upgrade the Broadway Boulevard / Broadview Drive intersection to a single-lane roundabout, including storm upgrades, utility moves, and sidewalks at the roundabout with tie-ins to existing sidewalks in the area.	Transportation Planning and Engineering	Q1 2021 – Q4 2023
AUTO 1160	Wye Road Upgrade- Range Road 231, Wye Road to Hillshire Boulevard	To upgrade Range Road 231 from Hillshire Boulevard to Wye Road and the Range Road 231 / Wye Road intersection.	Transportation Planning and Engineering	Q1 2020 – Q4 2027
AUTO 1649	Wye Road, Estate Drive to Clover Bar Road Widening Construction	To widen Wye Road from Estate Drive to Clover Bar Road to six lanes.	Transportation Planning and Engineering	Q1 2019 - Q4 2023
INIT 16	Functional Planning Study South West Quadrant (Range Road 234 to Highway 21 and Township Road 510 to Highway 14)	To conduct a functional planning study and preliminary design for the transportation network in Strathcona County's South West quadrant, from the City of Edmonton's East boundary to Highway 21 and from Highway 14 to Township Road 510.	Transportation Planning and Engineering	Q1 2019 – Q3 2020
INIT 109	Wet Weather Flow Management Plan – Development and Implementation	Meet minimum compliance requirements under Alberta Capital Region Wastewater Bylaw #8 to reduce the negative impacts of wet weather flows on the local and regional wastewater systems.	Utilities	Q1 2019 – Q4 2021

INIT/ AUTO #	Strategic initiatives	Description	Department lead	Timeframe
INIT 21	Tourism Strategy and Implementation	To provide a strategy to guide future tourism activities.	Economic Development and Tourism	Q3 2019 – Q3 2020
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 847	North of Yellowhead - Range Road 232, Aurum Access to Township Road 534 Intersection Upgrade	To upgrade the intersection of Range Road 232 and Township Road 534 to improved widened cross section.	Transportation Planning and Engineering	Q1 2021 – Q4 2025
AUTO 1780	Rural Roads Construction - Township Road 522, 800m East of Highway 21 to West of Curve	Construction of the remaining section of Township Road 522 from west of the curve at Range Road 224 to Highway 21.	Transportation Planning and Engineering	Q1 2019 – Q4 2021
AUTO 1164	Wye Road Upgrade - Sherwood Drive from Ash Street to Village Drive Construction	To make upgrades on Sherwood Drive from Ash Street to South of Village Drive.	Transportation Planning and Engineering	Q1 2020 – Q4 2023
AUTO 1139	Heartland Drive - Range Road 214 and Township Road 554 Intersection Improvements	To improve the intersection at Range Road 214 / Township Road 554.	Transportation Planning and Engineering	Q1 2023 – Q4 2027
INIT 19	Broadmoor Boulevard and Baseline Road Functional Planning Study	To determine requirements to help alleviate traffic congestion and increase traffic safety for Broadmoor Boulevard from Main Boulevard to Lakeland Drive, and Baseline Road from Shivam Road to Broadview Drive	Transportation Planning and Engineering	Q1 2022 – Q3 2023
AUTO 1904	Range Road 233, Ash Street to Balmoral Way Land Acquisition	To purchase land on the East and West side of Range Road 233 in order to continue with upgrades from Ash Street to Balmoral Way.	Transportation Planning and Engineering	Q1 2022 - Q4 2024
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/ AUTO #	Strategic initiatives	Description	Department lead	Timeframe
INIT 149	Community Broadband	To produce a plan to validate and pursue the findings included in the Community Broadband strategy report.	Information Technology Services	Q1 2020 - Q4 2020

APPENDIX 1: 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