



2020 - 2023
DEPARTMENT
BUSINESS PLAN
Transportation
Planning and
Engineering

Date of last revision
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MESSAGE FROM THE DIRECTOR



Strathcona County's transportation system is essential to safe, sustainable growth and quality of life. An effective transportation system gets us to and from work and school; allows a quick response time from emergency services and RCMP; and allows delivery of goods and services to our homes and businesses. Some of the responsibilities of our team include review and assessment of traffic volume patterns, monitoring and planning for impacts from regional growth and development on the transportation network, coordinated review of provincial and regional transportation matters, as well as consistent application of traffic safety best practices.

Transportation Planning and Engineering is committed to provide safe and efficient multi-modal transportation infrastructure through effective planning, design, and implementation according to engineering, construction, and municipal best practices.

The Transportation Planning and Engineering department continues to collaborate with municipal and regional partners to ensure strategic, cost-effective development, and regional transportation linkages to meet the current and future needs of the municipality. Throughout the implementation of this business plan, it is vital that we focus on the all-encompassing link to Strathcona County's strategic plan to establish how we approach our work, collaborate with internal and external stakeholders, and ultimately engage our citizens, as we move along the road to become Canada's most livable community.

Kevin Cole, P. Eng.

Director, Transportation Planning and Engineering

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

To provide safe and efficient multi-modal transportation infrastructure through effective planning, design, and implementation according to engineering, construction and municipal best practices.

DEPARTMENT OVERVIEW

Transportation Planning and Engineering is responsible for strategic transportation planning and major road construction projects of the County's transportation systems infrastructure. Transportation systems infrastructure is required for vehicular, pedestrian and other active transportation modes. We primarily serve internal stakeholders with 30.6 full-time employees who plan, survey, design and manage \$30 million in transportation system-related capital projects per year.

We are guided by and follow:

Regulatory

- Engineering and Geoscience Professions Act and associated regulations
- Association of Professional Engineers and Geoscientists of Alberta
- The Association of Science and Engineering Technology Professionals of Alberta
- Professional Practice Management Plan/Permit to Practice
- Traffic Safety Act
- Water Act
- Builders Lien Act
- Expropriation Act
- Environmental Protections and Enhancement Act
- Canadian Environmental Protection Act
- Railways Act
- Navigable Waters Act
- Migratory Birds Act
- Fisheries Act

Bylaws and policies

- Transportation Systems Bylaw
- Noise Control Bylaw
- Speed Control Bylaw
- Surface Drainage Bylaw
- Traffic Bylaw
- Public Engagement

- Tree Clearing Policy
- Traffic Noise Policy
- Traffic Calming Policy
- Train Whistle Cessation Policy
- Traffic Control Devices Policy

Guidelines, standards, strategies

- Transportation Association of Canada
- Alberta Transportation
- Strathcona County Design and Construction Standards
- Federal (USA) Highway Administration
- Integrated Transportation Master Plan
- Traffic Safety Strategic Plan 2020

DEPARTMENT CORE BUSINESS FUNCTIONS AND PROGRAMS

PLANNING, ENGINEERING AND SAFETY

Planning, Engineering and Safety (PES) develops coordinated transportation systems, long and short-range plans for major road networks and other modes of transportation within Strathcona County. The branch collaborates with regional, municipal, and provincial partners to ensure regional long-range plans are synchronized with the County's transportation networks and systems to improve and enhance the movement of goods and people.

PES is responsible for planning and managing updates and ongoing development of the County's integrated transportation master plans, transportation network bylaws, and associated functional planning studies and traffic impact assessments in support of ongoing development. The transportation modelling program develops and maintains predictive transportation models for major transportation corridors throughout Strathcona County. The traffic engineering program provides optimized traffic signal design and implementation engineering, while traffic safety initiatives develop traffic safety reviews and audits; traffic safety engineering; traffic calming engineering, public engagement, and evaluation expertise. The Priority Based Budget programs under the Planning, Engineering and Safety core function are:

- Strathcona County and Region Transportation Planning and Coordination
- Transportation Modeling
- Traffic Engineering
- Traffic Safety Education and Outreach

2020 – 2023 FORECAST

In order to maintain our service levels with addressing public concerns and recommending technical solutions, we will require additional staff in this area in 2020. This branch includes the Traffic and Pedestrian Safety and Traffic Signal / Intersection Replacement annual programs.

ENGINEERING SERVICES AND PROGRAMMING

The Engineering Services and Programming (ESP) branch provides topographical surveying, mapping and layout services for the planning and construction of County infrastructure. The branch offers design services for transportation infrastructure and provides AutoCAD support to County departments.

ESP utilizes principles of asset management to evaluate and prioritize transportation network needs and demands in order to develop individual capital projects in terms of cost estimate and scope, and further develop multi-year transportation capital programs. Additionally, the branch maintains, distributes, and updates aspects of Strathcona County's Design and Construction Standards. The Priority Based Budget programs under the Engineering Services and Programming core function are:


- Survey Services
- Design Services
- Transportation Capital Programming

2020 – 2023 FORECAST

In order to continue to meet the growing needs in capital programming and complete annual updates to the design and construction standards additional staffing resources will be required. The Northern Alberta Institute of Technology co-op program will be extending their terms in 2020 by two months which will help us meet growing needs for survey services and as-built drawings. Due to advances in technology and our current survey equipment service contracts expiring, we will be replacing our survey equipment in the next four years.

PROJECT CONSTRUCTION AND ENGINEERING

Project Construction and Engineering (PCE) manages capital projects that include new roadways or upgrades to existing transportation systems infrastructure, as well as open space projects that provide gathering places (parks, playgrounds), streetscape plantings, and pedestrian connectivity (trails) in Strathcona County. The branch also provides project management services in support of other County departments' projects such as supporting Recreation, Parks, and Culture's open space projects. PCE functions range from coordination of procurement and contract management of land, utilities, public engagement, coordination with other stakeholders, along with technical design, engineering, and construction management. This branch also manages the County's geotechnical and materials



testing contract in collaboration with other County departments that require these services on an annual basis. The Priority Based Budget programs under the Project Construction and Engineering core function are:

- Capital Road Construction Project Management
- Outdoor Open Space Construction Project Management

2020 – 2023 FORECAST

This branch will be completing the projects in the capital program including roadways, trails, parks, and sidewalks. This group will also continue to focus on enhancing project management practices including quality assurance and quality control procedures and documents.

ANNUAL CAPITAL INITIATIVES

ANNUAL TRAFFIC AND PEDESTRIAN SAFETY IMPROVEMENTS (AUTO 1097, 1346, 1399, 1400, 1401)

Capital improvements include intersection designs, traffic calming, and neighbourhood engagement and physical improvement initiatives to enhance safety and mobility at critical rural and urban locations.

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 infrastructure management

Department role:

Lead: Transportation Planning and Engineering

Support Planning and Development Services and Transportation and Agriculture Services

Timeframe: Ongoing

ANNUAL TRAFFIC SIGNAL / INTERSECTION REPLACEMENTS (AUTO 1098, 1347, 1404, 1405, 1406)

This program ensures continuous improvement to safety and efficiency of our transportation network. The network is strategically reviewed to plan and prioritize new installations and infrastructure upgrades. Traffic signals and intersection control devices are installed and upgraded as traffic delay and safety triggers are met. Rehabilitation of aging traffic signal infrastructure reduces risks of hardware malfunctions, while supporting the advancement of technology.

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 infrastructure management

Department role:

Lead: Transportation Planning and Engineering

Support: Transportation and Agriculture Services

Timeframe: Ongoing

ANNUAL SIDEWALK MISSING LINKS PROGRAM (AUTO 1103, 1355, 1414, 1415, 1416)

Increasing transportation mode choice and creating a more connected framework for pedestrians contributes to walkability and quality of place. This initiative allows for planning, prioritization, land acquisition and construction of sidewalk through business and industrial areas. These areas have a need for active transportation connectivity for pedestrians including those who are transit users at bus stops.

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 infrastructure management
- Supports insight-driven/evidence-based decision making

Department role:

Lead: Transportation Planning and Engineering

Support: Transportation and Agriculture Services and Planning and Development Services, Utilities

Timeframe: Ongoing

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	Annual Facility Capital Lifecycle Program	To maintain safe, functioning and operating County facilities.	Facility Services	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 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 1090 1344 1393 1394 1395	Annual Rural Roads Rehabilitation Program	To maintain rural roadways through the correct treatment at the optimum time.	Transportation and Agriculture Services	Ongoing
AUTO 1100 1349 1378 1379 1380	Annual Asphalt Trails Rehabilitation Program	To maintain the trail network through the correct treatment at the optimum time.	Transportation and Agriculture Services	Ongoing

INIT/ AUTO #	Annual capital improvement	Description	Department lead	Timeframe
AUTO 1101 1353 1373 1374 1375	Annual Urban Roads Rehabilitation Program	To maintain the urban roadways through the correct treatment at the optimum time.	Transportation and Agriculture Services	Ongoing

DEPARTMENT IMPROVEMENT INITIATIVES

SURVEY EQUIPMENT REPLACEMENT (AUTO 1782)

Our survey equipment is reaching the end of its lifecycle and needs to be replaced. This project will replace the total station, GPS, reference station and scanner.

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 (i.e. technology, equipment) to assist in service delivery

Department role:

Lead: Transportation Planning and Engineering

Support: Information Technology Services

Timeframe:

Start time: Q1 2020

End time: Q4 2021

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 #	Annual capital 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 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 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/ AUTO #	Annual capital initiative	Description	Department lead	Timeframe
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 14	Enterprise Risk Management Program	To develop an enterprise risk management program.	Corporate Finance	Q1 2021 – Q4 2023
INIT 8	Business Expense Policy Review and Update	To review and update the Employee Business Expense Policy.	Corporate Finance	Q1 2021 – Q4 2021
INIT 26	Enterprise - Wide Communications Review	To conduct an enterprise - wide review of communications services.	Communications	Q1 2021 – Q4 2021
INIT 32	Program Based Budgeting and Reporting Framework	To develop and / or transition to a program based budgeting framework.	Corporate Planning	Q3 2021 – Q4 2024
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 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

DEPARTMENT STRATEGIC INITIATIVES

FUNCTIONAL PLANNING STUDY SOUTHWEST QUADRANT – RANGE ROAD 234 TO HIGHWAY 21 AND TOWNSHIP ROAD 510 TO HIGHWAY 14 (INIT 16)

This functional planning study is for the southwest quadrant of Strathcona County (Range Road 234 to Highway 21 and Township Road 510 to Highway 14) due to the Decoteau Development in the City of Edmonton.

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

Goal 8: Foster an environment for safe communities

- Transportation network, including trails, allows people and goods to move safely and efficiently

Department role:

Lead: Transportation Planning and Engineering

Support: Planning and Development Services, Utilities, Transportation and Agriculture Services, Communications

Timeframe:

Start time: Q1 2019

End time: Q3 2020

WYE ROAD UPGRADE – RANGE ROAD 231, WYE ROAD TO HILLSHIRE BOULEVARD (AUTO 1160)

The design, land acquisition and shallow utilities for Range Road 231, Wye Road to Hillshire Boulevard are required in advance of the Hillshire Development in order for construction of the intersection upgrades to commence.

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

Goal 7: Provide opportunities for public engagement and communication

- Community is informed about County decisions

Department role:

Lead: Transportation Planning and Engineering

Support: Planning and Development Services, Utilities, Transportation and Agriculture Services, Communications

Timeframe:

Start time: Q1 2022

End time: Q1 2027

WYE ROAD WIDENING, ESTATE DRIVE TO CLOVER BAR ROAD (AUTO 1649)

Widen Wye Road from Estate Drive to Clover Bar Road to six lanes. This construction will provide network continuity and connectivity including additional access to the Hillshire neighbourhood.

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

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

- Connected, accessible multi-modal transportation network, including trails

Department role:

Lead: Transportation Planning and Engineering

Support: Planning and Development Services, Utilities, Transportation and Agriculture Services, Communications

Timeframe:

Start time: Q1 2019

End time: Q4 2023

BROADWAY BOULEVARD AND BROADVIEW DRIVE ROUNDBOUT INTERSECTION UPGRADE (AUTO 1321)

Construction of a roundabout at the intersection of Broadway Boulevard and Broadview Drive. This roundabout will reduce the number of traffic conflict points, and increase user compliance and provide for active transportation with new sidewalk connections.

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

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

- Connected, accessible multi-modal transportation network, including trails

Goal 8: Foster and environment for safe communities

- Transportation network, including trails, allows people and goods to move safely and efficiently

Department role:

Lead: Transportation Planning and Engineering

Support: Planning and Development Services, Utilities, Transportation and Agriculture Services, Communications

Timeframe:

Start time: Q1 2021

End time: Q4 2023

WYE ROAD UPGRADE - SHERWOOD DRIVE FROM ASH STREET TO VILLAGE DRIVE (AUTO 1164)

Construction of roadway upgrades on Sherwood Drive from Ash Street to Village Drive. These upgrades will address traffic capacity issues, intersection safety, delays and access challenges along the corridor.

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

Goal 8: Foster and environment for safe communities

- Transportation network, including trails, allows people and goods to move safely and efficiently

Department role:

Lead: Transportation Planning and Engineering

Support: Planning and Development Services, Utilities, Transportation and Agriculture Services, Communications

Timeframe:

Start time: Q1 2020

End time: Q4 2023

TRAIN WHISTLE CESSATION (AUTO 1856)

Train whistle cessation at seven at-grade crossings along Highway 630 (Wye Road) from Range Road 220 to Range Road 205 near North Cooking Lake. This project will improve the quality of life for residents and address ongoing public complaints.

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

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

- Programming meets the changing needs of residents

Department role:

Lead: Transportation Planning and Engineering

Support: Transportation and Agriculture Services

Timeframe:

Start time: Q1 2019

End time: Q4 2021

NORTH OF YELLOWHEAD - RANGE ROAD 232, AURUM ACCESS TO TOWNSHIP ROAD 534 INTERSECTION UPGRADE (AUTO 847)

This project is for the construction of the widening of Range Road 232 from the Aurum access to Township Road 534. This project is required in light of anticipated traffic volume increases in the corridor.

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

Goal 8: Foster an environment for safe communities

- Transportation network, including trails, allows people and goods to move safely and efficiently

Department role:

Lead: Transportation Planning and Engineering

Support Planning and Development Services, Utilities, Transportation and Agriculture Services, Communications

Timeframe:

Start time: Q1 2021

End time: Q4 2025

HEARTLAND DRIVE - RANGE ROAD 214 AND TOWNSHIP ROAD 554 INTERSECTION IMPROVEMENTS (AUTO 1139)

This project facilitates ongoing industry and development activities in Alberta's Industrial Heartland. It entails construction of intersection upgrades at the intersection of Range Road 214 and Township Road 554, and includes a bridge replacement to remove the current weight restrictions in the corridor.

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

Goal 8: Foster an environment for safe communities

- Transportation network, including trails, allows people and goods to move safely and efficiently

Department role:

Lead: Transportation Planning and Engineering

Support: Planning and Development Services, Utilities, Transportation and Agriculture Services, Communications

Timeframe:

Start time: Q1 2023

End time: Q4 2027

RURAL ROADS CONSTRUCTION - TOWNSHIP ROAD 522, 800M EAST OF HIGHWAY 21 TO WEST OF CURVE (AUTO 1780)

Construction of the remaining section of Township Road 522 from west of the curve at Range Road 224 to Highway 21. This project is to upgrade the roadway to a Class I standard with increased width and with paved shoulders, due to existing high traffic volumes in the corridor.

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

Goal 8: Foster an environment for safe communities

- Transportation network, including trails, allows people and goods to move safely and efficiently

Department role:

Lead: Transportation Planning and Engineering

Support: Planning and Development Services, Transportation and Agriculture Services, Communications

Timeframe:

Start time: Q1 2019

End time: Q4 2021

BROADMOOR BOULEVARD AND BASELINE ROAD FUNCTIONAL PLANNING STUDY (INIT 19)

The Broadmoor Boulevard and Baseline Road area is one of the busiest corridors in the community. This study will determine requirements to help alleviate traffic congestion and increase traffic safety. The study area is Broadmoor Boulevard from Main Boulevard to Lakeland Drive, and Baseline Road from Shivam Road to Broadview Drive.

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

Goal 7: Provide opportunities for public engagement and communication

- Community is informed about County decisions

Goal 8: Foster an environment for safe communities

- Transportation network, including trails, allows people and goods to move safely and efficiently

Department role:

Lead: Transportation Planning and Engineering

Support: Planning and Development Services, Utilities, Transportation and Agriculture Services, Communications

Timeframe:

Start time: Q1 2022

End time: Q3 2023

RANGE ROAD 233, ASH STREET TO BALMORAL WAY LAND ACQUISITION (AUTO 1904)

Upgrades to Range Road 233/Sherwood Drive from Village Drive to Ash Street have been approved for 2020. In order to continue with upgrades from Ash Street to Balmoral Way, we need to purchase land on the East and West side of Range Road 233.

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

Goal 8: Foster an environment for safe communities

- Transportation network, including trails, allows people and goods to move safely and efficiently

Department role:

Lead: Transportation Planning and Engineering

Support: Planning and Development Services, Utilities, Transportation and Agriculture Services, Communications

Timeframe:

Start time: Q1 2022

End time: Q4 2024

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 #	Annual capital initiative	Description	Department lead	Timeframe
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 2020
INIT 37	Broadview Park and Bison Meadows Area Structure Plan Updates	To update the development concepts of the existing Area Structure Plans for Broadview Park and Bison Meadows.	Planning and Development Services	Q1 2021 – Q4 2021
INIT 161	Campbelltown Heights, Wye Road Gardens and Ordze Park Area Redevelopment Plan (ARP)	An 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.	Planning and Development Services	Q1 2020 – Q3 2022
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