STRATHCONA COUNTY

2023 - 2026 - updated 2024
CORPORATE BUSINESS
PLAN

Becoming Canada's
most livable community

2023 - 2026 CORPORATE BUSINESS PLAN

TABLE OF CONTENTS

LAND ACKNOWLEDGMENT

Strathcona County acknowledges that we are located on Treaty Six Territory and the homeland of the Métis Nation of Alberta, Region Two and Four. Strathcona County honours the First Peoples of this land. We recognize that we stand upon land that carries the footsteps of Cree, Métis, and Blackfoot amongst many other Nations, who have been here for thousands of years. Therefore, Strathcona County has an inherent responsibility to foster healthier relationships with First Peoples and further the Calls to Action as outlined by the Truth and Reconciliation Commission.

MESSAGE FROM THE CHIEF COMMISSIONER

Strathcona County's 2023-2026 corporate business plan establishes our organization's commitment to Council's strategic plan. It describes the business functions that Administration focuses on to deliver programs and services supporting the achievement of Council's goals and the vision of becoming Canada's most livable community.

Strathcona County strives to be a regional economic development leader, to create welcoming spaces for our citizens and visitors, and to be a recognized employer of choice. We care deeply about what we do and how we do it.

This plan describes how Strathcona County intends to achieve our four strategic goals. It describes initiatives designed to enrich the way we work, deliver progressive services, innovatively solve problems, and invest in the community for future generations to thrive. How we interact with our residents is very dynamic. We are experiencing complex changes in the expectations and needs of our community, including how people choose to work, travel and play. The scope and scale of critical social supports also continues to evolve.

Our corporate business plan is the platform through which we report to Council and the community about our progress. Strathcona County will continue to refine and mature its performance measurement and management systems and create tools to better improve where and how decisions are made across the organization.

I would like to thank my colleagues for their hard work, their willingness to collaborate and innovate and their commitment to the residents of Strathcona County while actioning this 2023-2026 corporate business plan.

Darrell Reid

Chief Commissioner

OVERVIEW

BECOMING CANADA'S MOST LIVABLE COMMUNITY

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.

What we are and strive to be is guided by our four strategic goals. These goals identify where we need to make a difference in our community and guide the delivery of our 13 programs and 61 services.

Additional improvement activities support the way we work and what is delivered in our community. These activities and their relationship to our established programs and service inventory are identified throughout this corporate plan.

BUDGET

Strathcona County's 2024 operating and 2024-2026 capital budgets were approved by Council on December 4, 2023.

The 2023 consolidated operating budget for the municipality is approximately $443M. This includes additional areas not included in this business plan such as fiscal services and the library. The 2024-2026 capital budget was approved for $112M and supports maintaining the assets and infrastructure, as well as the development of the community. Both the operating and capital budgets enable the County to deliver services to the community through programs and services.

The County operates through four divisions which are a collection of departments that work together. These divisions include Infrastructure and Planning Services, Community Services, Corporate Services and CFO and the Office of the Chief Commissioner. An organizational chart can be found in Appendix A.

INFRASTRUCTURE AND PLANNING SERVICES DIVISION (IPS)

The Infrastructure and Planning Service division annual operating budget (including Utilities) is approximately $121M. IPS is focused on supporting all goals in the strategic plan and is comprised of four departments that collectively support building and maintaining a strong, diverse, and sustainable economy while contributing to overall corporate and community prosperity.

These four departments are:

- Economic Development and Tourism
- Planning and Development Services
- Transportation Engineering and Operations
- Utilities

The four departments in IPS collectively support the following programs:

- Corporate
- Development and Standards
- Economic Development
- Environment Protection
- Public Safety – Prevention, Compliance and Enforcement
- Transportation
- Utilities

COMMUNITY SERVICES DIVISION (CSD)

The Community Services division's annual operating budget is approximately $165M. CSD is focused on the strategic plan goals of Healthy and Safe Community and Municipal Excellence. The CSD is comprised of five departments that work on topics for residents, including affordability and meeting basic needs, access to public programs and services, community safety and inclusion.

These five departments are:

- Emergency Services
- Family and Community Services
- RCMP and Enforcement Services
- Recreation, Parks and Culture
- Strathcona County Transit

The five departments in CSD collectively support the following programs:

- Development and Standards
- Economic Development
- Environmental Protection
- Public Safety – Emergency Response
- Public Safety – Prevention, Compliance and Enforcement
- Recreation and Culture
- Social Supports
- Transportation

CORPORATE SERVICES AND CFO DIVISION (CSF)

With an operating budget of approximately $68M, Corporate Services and CFO (CSF) is the backbone of our organization supporting all departments in delivering high-quality service to our staff, residents and the business community. Corporate Services is comprised of seven departments that focus on the strategic goal of Municipal Excellence and Responsible Development.

These seven departments are:

- Assessment and Tax
- Business Excellence
- Communications
- Financial and Strategic Services
- Fleet and Facility Management
- Human Resources
- Information Technology Services

The division collectively support all programs by providing support to the organization through these internal programs:

- Civic Engagement
- Civic Oversight
- Corporate
- Financial

OFFICE OF THE CHIEF COMMISSIONER (OCC)

With an operating budget of approximately $6M, the Office of the Chief Commissioner develops, implements and administers policies and programs approved by Council. The division supports and advises Council and all departments on legislation and municipal operations and focuses on all goals of the strategic plan.

These three areas are:

- Office of the Chief Commissioner
- Legislative and Legal Services Department
- Intergovernmental Affairs branch

The division collectively support all programs by providing support to the organization through these internal programs:

- Civic Engagement
- Civic Oversight
- Corporate

OPERATING CONTEXT

Change continues to be persistent in how we function and what the community needs. Operating costs remain high due to the price of supplies, energy, borrowing in addition to competition in a tight labour market. However, strong energy prices and population growth presents an excellent opportunity for Strathcona County.

Some of these pressures from a political, economic, social, technological, legal and environmental (PESTLE) perspective can be seen here:

STRATHCONA COUNTY

OPERATING CONTEXT

POLITICAL

Provincial and Federal regulatory and funding decisions may impact County services and residents.

ECONOMIC

Inflation, supply chain issues, price increases and the cost of borrowing drives the need for strategic financial planning. Upcoming development projects, such as hydrogen, alternative energy and value add agriculture may support economic growth.

SOCIAL

Trends are indicating both a rise in the intensity and complexity and the number of residents seeking assistance. Social sector organizations are struggling to balance rising costs alongside decreasing volunteerism. Challenges in the social sector put increasing pressure on the County to fund and deliver increasing levels of social supports.

TECHNOLOGICAL

Online tools can support streamlined application processes, asset planning, and enterprise resource planning. New technologies, such as Artificial Intelligence, can modernize and improve the way we work and interact with the public while also fueling the need to evolve our cybersecurity approach.

LEGAL

There is a high volume and diversity of client department legal needs. Additionally, the regulatory environment is becoming increasingly complex.

ENVIRONMENTAL

All orders of government are seeing a rise in environmental issues, climate change impacts and costs with varying approaches to implementation. Alternate energy sources present new opportunities and challenges for heating and cooling County facilities.

STRATEGY, GOALS AND PRIORITY SETTING

HEALTHY AND SAFE COMMUNITY

RESPONSIBLE DEVELOPMENT

ECONOMIC PROSPERITY

VISION
Becoming Canada's most livable community

MUNICIPAL EXCELLENCE

The strategic plan guides our decisions for governance, infrastructure, community development and service delivery. The plan sets our priorities, what is important to us as a community and how to best serve our community. More importantly, the strategic plan is the foundation for other plans because the goals and priorities guide specific activities at an operational level as illustrated throughout this corporate plan.

A key consideration is that all goals are equally important in moving towards our vision and there are many dependencies between the priority areas.

COUNCIL'S STRATEGIC GOALS AND PRIORITIES

ECONOMIC PROSPERITY

Strathcona County is a prosperous community that capitalizes on the strength of its industrial, agriculture and business sectors while advancing economic diversity and growth.

2023-2026 PRIORITIES:

- Collaboration with industrial partners that promotes innovation and growth opportunities
- Development of emerging sectors that support innovation, economic diversification and tourism
- Promote a diverse agricultural market that supports the local economy
- Attraction and retention of small and medium-sized businesses that fosters economic growth

HEALTHY AND SAFE COMMUNITY

Strathcona County is a safe and supportive community that is healthy, active, connected and thriving.

2023-2026 PRIORITIES:

- A diversity of housing options that address affordability, align with community needs and respond to changing demographics
- Indigenous relations that advance reconciliation
- A diverse, welcoming, inclusive, and an accessible community for all
- Social supports that enhance community well-being and safety, and build community connection

RESPONSIBLE DEVELOPMENT

Strathcona County is an innovative community that encourages sustainability and respects the environment.

2023-2026 PRIORITIES:

- Growth and development that prioritizes community well-being and economic benefits
- Investment in our infrastructure that supports development and complete communities
- Environmental stewardship that addresses climate change and demonstrates responsible use of land and natural resources

MUNICIPAL EXCELLENCE

Strathcona County is a leading municipality that moves the community forward through service excellence delivered by engaged and empowered employees.

2023-2026 PRIORITIES:

- Optimal use of resources that meets the community's needs
- Relationships with all levels of government and key stakeholders that are strategic, purposeful and productive
- A workplace culture that is connected, inclusive, diverse, and promotes employee development

COUNTY PLANNING FRAMEWORK

The cycle of planning and prioritizing, action and measurement is the foundational principle used within the County to continue moving towards our vision of becoming Canada's most livable community.

Planning and prioritizing outlines what we are trying to achieve and who is needed. The goals and priorities found in the strategic plan and the activities within the corporate plan represent this aspect in the planning cycle.
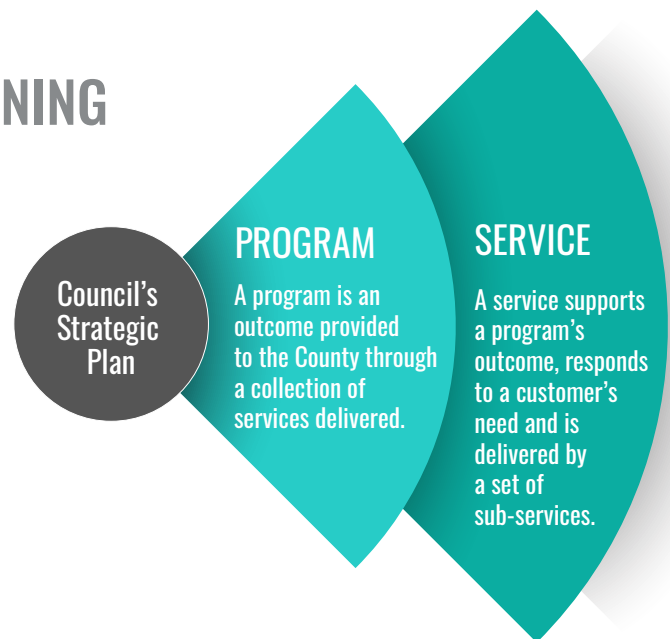
Action and measurement outlines what is provided and how effectively outcomes are delivered to customers. Programs and services, measurement and improvement activities represent this aspect in the planning cycle.

INTEGRATED PROGRAM PLANNING

Programs and services represent Administration's delivery arm and describes how outcomes are provided to the County. There are many interdependencies between programs, services, and the goals they support to make a difference in the community. There are 13 programs, delivering 61 services to support the County's residents, businesses and visitors.

A comprehensive list of County programs and services is as follows:

Council's Strategic Plan

PROGRAM
A program is an outcome provided to the County through a collection of services delivered.

SERVICE
A service supports a program's outcome, responds to a customer's need and is delivered by a set of sub-services.

Economic Development:
- Business Attraction, Retention and Expansion
- Investment Attraction and Diversification
- Tourism Development

Development and Standards:
- Development Approval
- Land Development Planning
- Licensing and Permitting
- Property Standards

Environmental Protection:
- Agriculture
- Environmental Compliance
- Stormwater Drainage
- Tree and Forest Management
- Waste Collection

Public Safety – Prevention, Compliance and Enforcement:
- Building Permission and Compliance
- Community Safety Services
- Law Enforcement
- Records Checking and Disclosure
- Traffic Enforcement

Public Safety – Emergency Response:
- Emergency Management
- Emergency Medical Services
- Emergency Communication and Coordination
- Fire Rescue

Recreation and Culture:
- Culture and Heritage
- Parks and Open Spaces
- Recreational and Culture Delivery
- Recreation and Culture Facilities

Social Support:
- Community Social Support
- Individual and Family Social Support

Transportation:
- Aviation Services
- Parking
- Roadways
- Sidewalks and Trails
- Transit

Utilities:
- District Energy Services
- Wastewater Services
- Water Supply

Civic Engagement:
- Communications
- County Information Services
- External Collaboration
- Statutory Support

Civic Oversight:
- Council Operations
- Council Representation
- Elections and Census
- Performance Measurement and Improvement
- Policy Development
- Strategic and Business Planning

Corporate:
- Asset Management
- Business Excellence
- Engineering Design and Construction
- Facilities
- Fleet
- Hardware Management
- Human Resource Management
- Information Management
- Land Management
- Legal Support
- Software Management

Financial:
- Financial Reporting
- Procurement
- Risk Management and Insurance
- Taxation
- Treasury and Cash Management

SERVICE DELIVERY AND CONTINUOUS IMPROVEMENTS

Administration enables the delivery and improvement of outcomes to the County through programs and services. The quality of programs and services can either be maintained or changed (increased or decreased) based on community needs identified in Council's strategic plan. A change in service is accomplished through no cost initiatives, which are day-to-day activities not requiring additional funding or project-based work funded through the budget process. Budgeted projects include initiatives (INIT) and capital projects (AUTO). Council may also request that Administration focuses on a specific priority in the form of a Council Driven Initiative (CDI) which are also represented in the budget process.

The following section for the 13 Programs and 61 Services, outlines what departments share in service delivery and identifies specific improvement activities for 2023-2026. As you read the improvement activities, a key consideration is that these do not represent the entire scope of work of Administration each and every day, but rather strategic improvements to services.

There are 16 major indoor recreation and culture facilities within the County.

Did You KNOW?

In 2023, there were **2,217** residents in the *Everyone Gets to Play* program, which is an increase of 425 from last year.
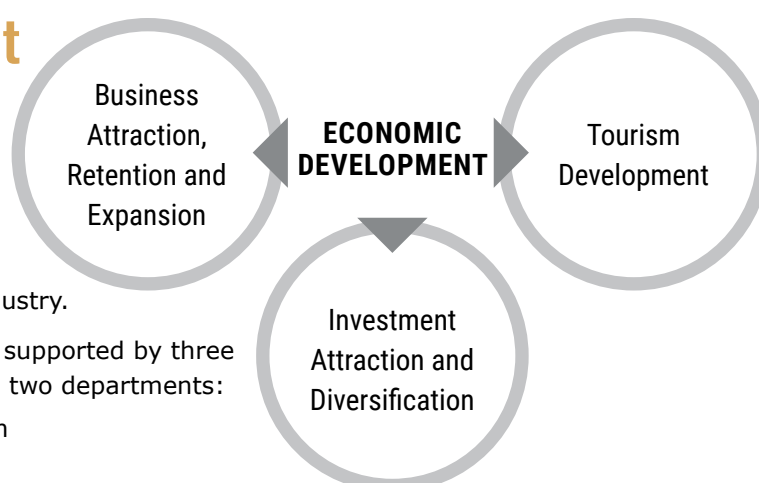
PROGRAMS AND SERVICES

Economic Development
PROGRAM

The outcome for the Economic Development program is to increase total prosperity, revenue and assessment in Strathcona County by enabling success and growth of business and industry.

The Economic Development program is supported by three public facing services delivered through two departments:

- Economic Development and Tourism
- Recreation, Parks and Culture

Business Attraction, Retention and Expansion

← **ECONOMIC DEVELOPMENT** →

Tourism Development

Investment Attraction and Diversification

Program areas of focus and major bodies of work

This program focuses on three services:

Business Attraction, Retention and Expansion supports the long-term success of businesses as well as support for established businesses that wish to expand. These supports include seminars for small and medium-sized enterprises, one-on-one support, and community events focused on business benefit.

Investment Attraction and Diversification attracts industrial and commercial businesses, and land developers to the County to grow the economy. Potential businesses are supported through contract coordination, County process navigation, and are provided with information needed for informed decision-making such as demographics, site details, or other information.

Tourism Development focuses on the attraction of visitors and events to support growth within the visitor economy. This includes the promotion of Strathcona County as a location to host various types of events and conferences to increase economic prosperity.

In addition to the services provided through the Economic Development program, Administration is committed to improving service delivery to customers through the following activities:

BUSINESS ATTRACTION, RETENTION AND EXPANSION	INVESTMENT ATTRACTION AND DIVERSIFICATION	TOURISM DEVELOPMENT
• Provide relevant and additional seminars or monthly workshops to relevant business associations and stakeholder groups • Offer workforce development initiatives such as employment fairs to help businesses find talent and employees • Offer supply chain forum to assist business networking with sources for local goods and services • Offer the interactive Business Visitation Program designed to foster stronger partnerships and more efficient information exchange between elected officials and local businesses	• Enhance and elevate awareness of Strathcona County as an ideal location to invest by strengthening relationships with investment agencies • Promote the newly developed website to share Strathcona County's advantages and opportunities for investors • Proactively advocate infrastructure site readiness and business cases for investments • Execute new agriculture investment plans by recruiting specialized staff and designing targeted programs (CDI 14)	• Continue the Tourism Strategy execution such as a tourism experience committee, visitor information at local events and attraction of sport tourism events • Develop a Tourism Hosting Plan

Recreation and Culture
PROGRAM

The outcome for the Recreation and Culture program is to increase the quality of life through the engagement of people in active living pursuits and in the protection and enrichment of customs, traditions and values of society and the community.

The Recreation and Culture program is supported by four public facing services delivered through two departments:

- Fleet and Facility Management
- Recreation, Parks and Culture
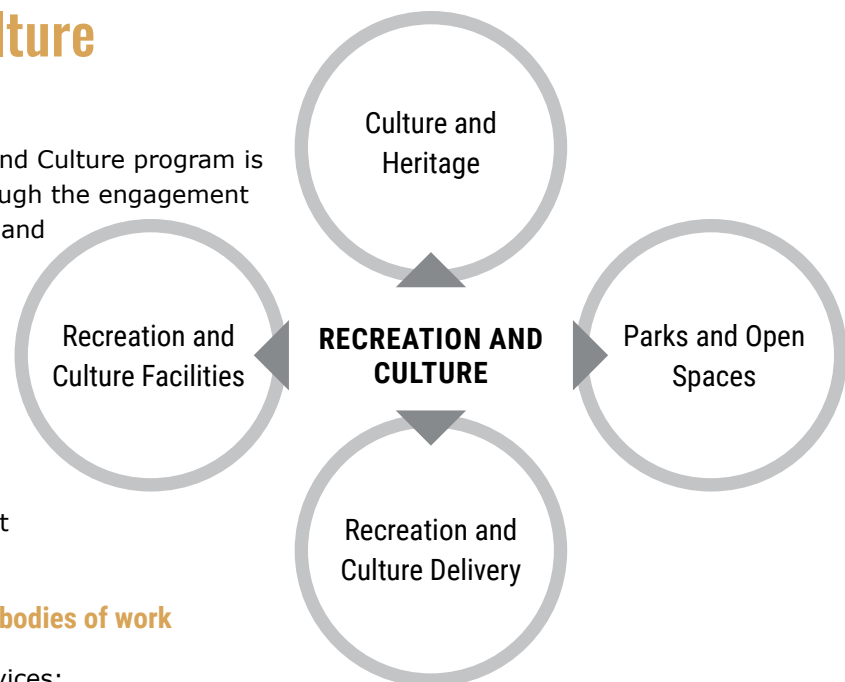
Program areas of focus and major bodies of work

This program focuses on four services:

Culture and Heritage focuses on preserving the history, heritage, customs, and traditions of Strathcona County. This includes music, language, art, expression, traditions, and community experiences.

Parks and Open Spaces provides welcoming spaces for recreational purposes. Access includes the operation and maintenance of outdoor parks, open spaces and natural areas including infrastructure and supportive amenities within.

Recreation and Culture Delivery provides services and programming for members of the public to partake in recreational and leisure activities. This includes programs, events, and activities that targets a variety of ages, locations, skill levels, and activity types.

Recreation and Culture Facilities provides individuals or groups access to facility space for recreation and culture purposes, including both indoor and outdoor facilities. This includes booking facilities, as well as accessing unstructured or general use amenities. This service includes the operation of indoor and outdoor assets, amenities and includes any supervision or support required to access the space.

In addition to the services provided through the Recreation and Culture program, Administration is committed to improving service delivery to customers through the following activities:
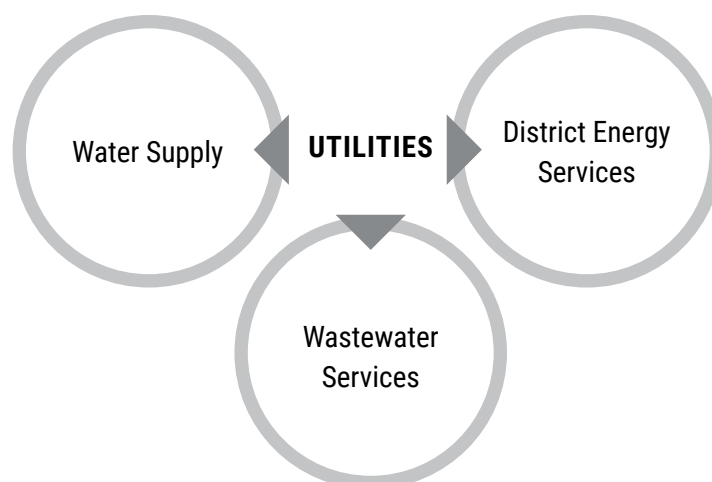
CULTURE AND HERITAGE	PARKS AND OPEN SPACES	RECREATION AND CULTURE DELIVERY	RECREATION AND CULTURE FACILITIES
• Completion of the Feasibility Study for the Strathcona Museum and Archives	• Completion of the Open Space Master Plan • Collaborate with the City of Edmonton on the planning, design and construction of the Edmonton Strathcona Footbridge and amenities	• Begin coordination of the 2026 Alberta Summer Games • Create a permanent Reconciliation monument or public artwork (CDI 7) • Report on options and strategies to enhance the profile, promotion and support for arts and culture activities	• Indoor Fieldhouse project (AUTO 2014) • Construction of the multi-purpose agriculture facility – The Pointe

Utilities
PROGRAM

The outcome for the Utilities program is to provide access to basic living amenities, specifically water, wastewater, and heat.

The Utilities program is supported by three public facing services delivered through one department:

• Utilities

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        Water Supply  →  UTILITIES  →  District Energy
                                         Services
                           ↓
                       Wastewater
                        Services
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Program areas of focus and major bodies of work

This program focuses on three services:

District Energy Services provides a system that delivers heat to multiple buildings from a central source, with an objective of achieving energy, environmental, and economical benefits. This shared infrastructure results in cost savings, energy efficiency, and sustainable operations.

Wastewater Services provides the collection and treatment of wastewater through the operation and maintenance of all underground sewer systems. This includes gravity and low-pressure sewer systems from the property up to and including the lift stations and lagoons.

Water Supply provides access to healthy drinking and non-potable water, through a high-pressure underground pipe system, bulk truck fill and a trickle system. The department also works with regional partners to ensure safe water distribution in the region.

In addition to the services provided through the Utilities program, Administration is committed to improving service delivery to customers through the following activities:

| DISTRICT ENERGY SERVICES	WASTEWATER SERVICES	WATER SUPPLY
• Continue to focus on delivering service excellence through existing activities	• Centre in the Park Wastewater Design (AUTO 2236)	• Continue Phase 1 of Bremner Water Servicing (AUTO 2084) • Complete the 17th Street Reservoir Solar (AUTO 2300)

Did You KNOW? The County maintains **659** KM of water mains and delivers **29** million litres of water daily. That is enough water to fill nearly **12** Olympic-size swimming pools every day.

Public Safety –
PREVENTION, COMPLIANCE AND ENFORCEMENT
PROGRAM

The outcome for this Public Safety program is to protect people and property, with a view to increase the safety and security of the public through prevention, compliance and enforcement.

The Public Safety – Prevention, Compliance and Enforcement program is supported by five public facing services delivered through four departments:

- Emergency Services
- Family and Community Services
- Planning and Development Services
- RCMP and Enforcement Services
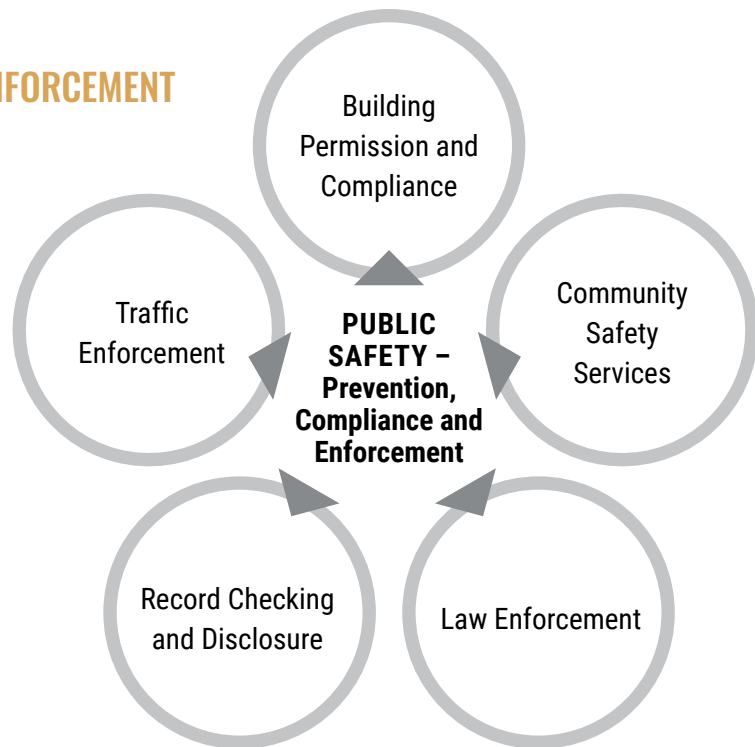
Program areas of focus and major bodies of work

This program focuses on five services:

Building Permission and Compliance ensures that new or existing buildings comply with the required building and safety codes under the Safety Codes Act and other bylaws. This includes inspections on all new installations, buildings, and structures as outlined in the Quality Management Plan for each discipline (building, electrical, plumbing, private sewage, gas and fire).

Community Safety Services provides education and support to individuals and the community to reduce the likelihood of adverse events that may impact citizen or community safety. This may include the collection of data related to events to focus education and prevention activities, community engagement, training, and provision of resources.

Law Enforcement includes the proactive and intelligence-led response by officers to reduce the occurrence and impact of crime in the community. This includes the presence of officers in the community and neighbourhoods to act as a deterrent to crime, investigate offences and ensure public safety.

Record Checking and Disclosure provides background and security checks of individuals for use by the individual and the intake of required motor vehicle collision reporting.

Traffic Enforcement includes automated and in-person law enforcement that targets driver behaviours that places motorists and the public at risk. This service includes the execution of targeted enforcement initiatives and the collaborative development and participation in a comprehensive community and commercial traffic safety strategy and plan.

PUBLIC SAFETY – PREVENTION, COMPLIANCE AND ENFORCEMENT PROGRAM

In addition to the services provided through the Public Safety - Prevention, Compliance and Enforcement program, Administration is committed to improving service delivery to customers through the following activities:

BUILDING PERMISSION AND COMPLIANCE	COMMUNITY SAFETY SERVICES	LAW ENFORCEMENT	TRAFFIC ENFORCEMENT	RECORDS CHECKING AND DISCLOSURE
• Partner with Fort Saskatchewan through a reciprocal agreement to support the maintenance of next day inspections	• Continue to implement the community safety and well-being strategy • Review findings from the Fire Underwriters Survey	• Continue to implement community policing programs and strategies • Create an RCMP fraud unit (CDI 10)	• Continue to deliver Project TENSOR East to curb vehicle noise offences • Implement the County's Traffic Safety Plan in an effort to reduce motor vehicle collisions and promote driver and pedestrian safety	• Continue efforts to move record check requests online • Support system modernization and the integration that includes expanded online payment options • Open a Collision Reporting Centre at the Strathcona RCMP Detachment

Did You KNOW?

Into the third year of Project TENSOR East, Strathcona County Enforcement services were awarded the Crime Prevention & Community Policing award by the Alberta Association of Chiefs of Police, for their dedication and hard work in making a significant contribution to the safety and well-being of their community.

Did You KNOW?

In 2023, the Strathcona County RCMP and Enforcement Services Municipal Operations Communications Centre (MOCC) answered 6,577 (9-1-1) calls and approximately 100,000 public complaint calls. Providing services 24/7, skilled and dedicated operators quickly and accurately prioritize calls to ensure officer and public safety as well as community well-being.

Public Safety – EMERGENCY RESPONSE PROGRAM

The outcome for this Public Safety program is to protect people and property, with a view to increase the safety and security of the public through effectively responding to emergencies.

The Public Safety – Emergency Response program is supported by four public facing services delivered through two departments:

- Emergency Services
- RCMP and Enforcement Services
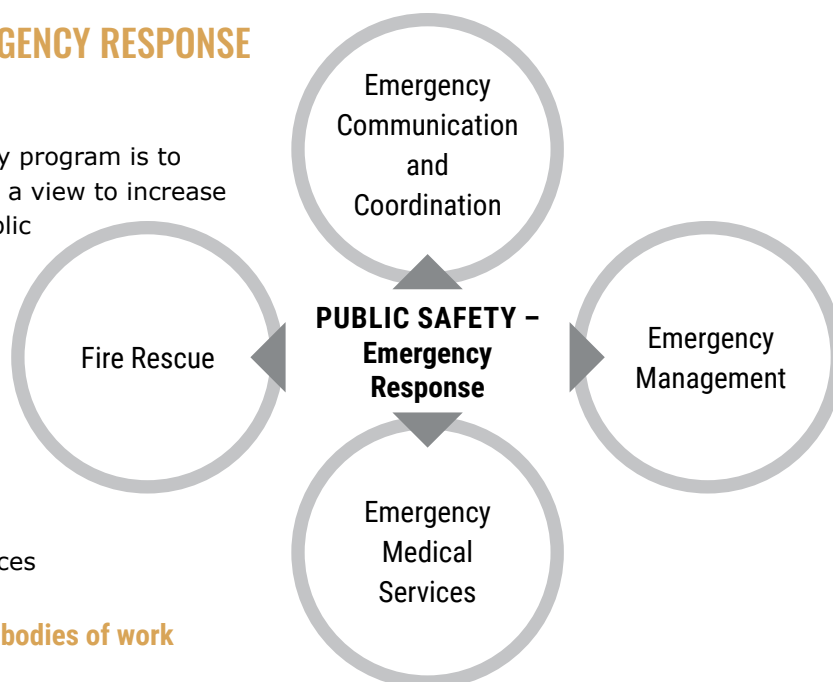
Program areas of focus and major bodies of work

This program focuses on four services:

Emergency Communication and Coordination enables emergency services to respond to incidents threatening the safety of persons and property. This service includes 9-1-1 call answer and transfer, call evaluation, and the appropriate dispatch of emergency resources.

Emergency Management includes the County's emergency preparedness and all-hazards emergency management programs. During an emergency, this service provides the skill and knowledge to mitigate risks relating to the disruption of service, and to minimize the impact of harm.

Emergency Medical Services provides pre-hospital care under contract with Alberta Health Services. This includes delivering basic and advanced life support services, as well as patient transportation.

Fire Rescue includes the response to a range of emergencies including structural, wildland and industrial/petrochemical fires. This service prioritizes life safety and property conservation. Fire Rescue also includes those responses to other types of emergencies, including vehicle, aircraft, or specialized emergencies like water-based or hazmat rescue.

In addition to the services provided through the Public Safety - Emergency Response program, Administration is committed to improving service delivery to customers through the following activities:

| EMERGENCY COMMUNICATION AND COORDINATION	EMERGENCY MANAGEMENT	EMERGENCY MEDICAL SERVICES	FIRE RESCUE
• Operationalize NextGen 9-1-1 that went live in Strathcona County in October 2023	• Continue to focus on delivering service excellence through existing activities	• Transition Community Response Units (CRUs) to be permanently integrated into the emergency response model • Continue negotiations with Alberta Health Services for ground ambulance services	• Implement the Council approved Emergency Services Master Plan (INIT 99)

Did You KNOW? The County has integrated emergency services. This means that all Strathcona County firefighters are also paramedics.

Environmental Protection
PROGRAM

The outcome for the Environmental Protection program is to focus on the environmental health and vibrancy of the community's natural assets and how they interface with the built environment.

The Environmental Protection program is supported by five public facing services delivered through three departments:

- Planning and Development Services
- Recreation, Parks and Culture
- Utilities
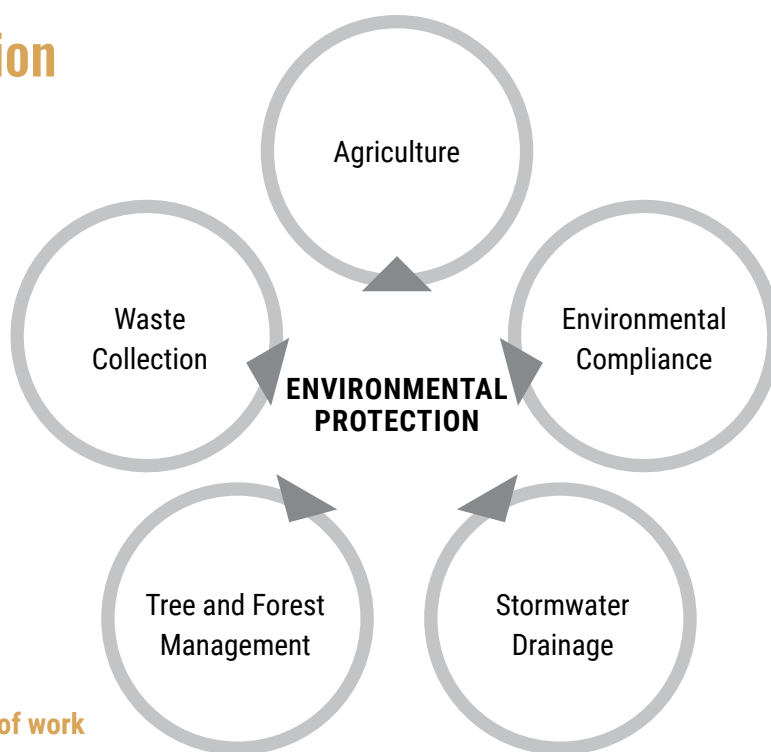
Program areas of focus and major bodies of work

This program focuses on five services:

Agriculture promotes sound agricultural practices, soil conservation, land stewardship, and responsible livestock ownership and assists the agriculture community with land use planning, environmental needs, making connections and developing networks.

Environmental Compliance enables the protection of the natural environment by ensuring compliance with federal, provincial and local policy designed to steward and protect the integrity of the environment, public health, and safety. This includes the development and implementation of policies, managing internal County projects to reduce impacts, and regional collaboration efforts.

Stormwater Drainage includes the management of rainfall and surface water run-off from properties and roadways, reducing the possibility of flooding, erosion and property damage, and other unintended impacts.

Tree and Forest Management plants and maintains trees and shrubs to ensure a healthy urban forest, by promoting growth and avoiding disease.

Waste Collection includes the removal and disposal of solid waste (waste, recyclables and organics), including from public spaces. Waste collection services include curb-side collection and roll-out collection carts. Recycling depots are also available to all citizens to help divert the amount of waste sent to the landfills through community recycle stations.

Did You KNOW? In 2023, **17,639** tonnes of garbage was diverted from landfills. This is about the same weight as **42** jumbo jets.

ENVIRONMENTAL PROTECTION PROGRAM

In addition to the services provided through the Environmental Protection program, Administration is committed to improving service delivery to customers through the following activities:

| AGRICULTURE	ENVIRONMENTAL COMPLIANCE	STORMWATER DRAINAGE	TREE AND FOREST MANAGEMENT	WASTE COLLECTION
• Provide walkable, inclusive and community-led opportunities to experience agriculture through the Community Gardens program • Adopt an Agriculture and Food Sector Development Strategy	• Increase public awareness of actions taken to support the Environmental Framework through storytelling • Support the Climate Resilience Plan (INIT 221) • Support residential green energy improvements through the implementation of the Clean Energy Improvement Program (CEIP) (AUTO 1826) • Continue a pilot with GEARS for the Strathcona County Cat Shelter (CDI 12) • Alberta-funded Wetland Replacement Program: Restoring and re-establishing vital wetland ecosystems	• Update the Sherwood Park Stormwater Model (INIT 219) • Continue to support the Lakeland Village Creek Erosion Mitigation project (AUTO 2082)	• Prioritization and completion of streetscape and boulevard revitalization • Develop a public tree management directive	• Use the Waste Management Roadmap as the guiding document for waste management program improvements (INIT 154) • Implement the Sort and Save program in residential collection to incentivize waste reduction with a lower cost option (INIT 155) • Support the Commercial Waste Diversion pilot with the Circular Innovation Council

Social Support
PROGRAM

The outcome for the Social Support program is to provide prevention and early intervention supports for social challenges and opportunities in the community.

The Social Support program is supported by two public facing services delivered through one department:

- Family and Community Services
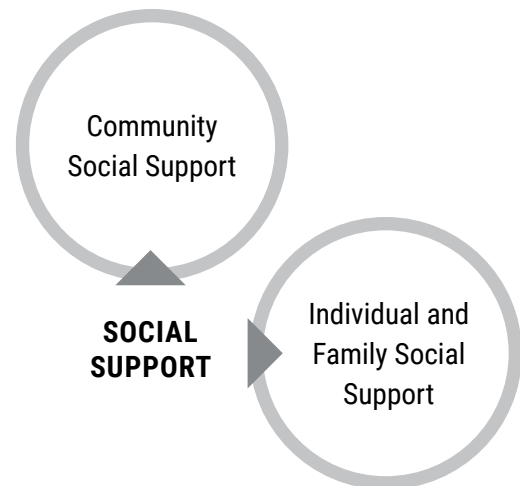
Program areas of focus and major bodies of work

This program focuses on two services:

Community Social Support promotes the development of a safe, supported, and connected community for all. Empowering communities involves using innovative strategies, concepts and approaches, partners, staff and communities to collaboratively address complex social issues in Strathcona County.

Individual and Family Social Support includes the provision of advice, guidance, and direction to build skills that increase resiliency, relationship and coping strategies.

In addition to the services provided through the Social Support program, Administration is committed to improving service delivery to clients through the following activities:

| COMMUNITY SOCIAL SUPPORT	INDIVIDUAL AND FAMILY SOCIAL SUPPORT
• Continue to implement the Community Safety and Well-being Strategy • Engage Strathcona County seniors with respect to the range of programs and services they require in the County	• Continue to implement Supportive Outreach Services (CDI 1)

Did You KNOW? In 2023, **3,287** unique residents had 12,090 contacts to create solutions to everyday challenges such as finance, relationships, mental health and well-being, and aging in place.

Transportation
PROGRAM

The outcome for the Transportation program is to facilitate the movement of people and goods through the provision of access to appropriate multi-modal network infrastructure for motorized and non-motorized movement.

The Transportation program is supported by five public facing services delivered through three departments:

- Recreation, Parks and Culture
- Strathcona County Transit
- Transportation Engineering and Operations
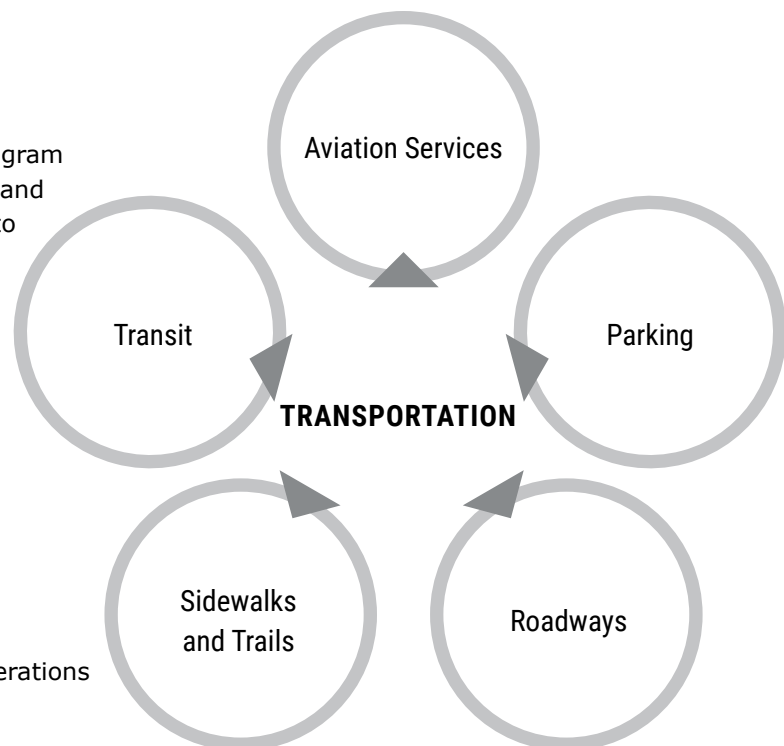
Program areas of focus and major bodies of work

This program focuses on five services:

Aviation Services includes providing access to airport infrastructure and its operation to enable aviation access and recreation. While this service does not include any airport programming, such as programing air travel and flight schedules, it does provide access to individuals who wish to use the facilities for private aviation purposes.

Parking provides access to parking for roadway users while at their intended destination. Parking includes managing and maintaining County parking lots, street parking, and loading zones.

Roadways provides access and right-of-way control for vehicle operators to travel from one location to another safely. This includes seasonal maintenance and controlled access using a variety of permanent or temporary traffic control mechanisms, such as traffic signals, pedestrian crossings, lighting and signage to accommodate development, construction or events.

Sidewalks and Trails provides access to public sidewalks and multi-use trails for active modes of transport (walking, running, bicycling) to move people. This includes the management and maintenance of infrastructure in both urban and rural areas of the County.

Transit provides local, intermunicipal and specialized public transit services for the County. Intermunicipal transit services include park and ride, and access to major regional destinations such as downtown Edmonton and the University of Alberta. Specialized transit services include door-to-door bus service provided throughout the community. There are also special event services which provide access to annual festivals and events throughout the region.

Did You KNOW?

In 2023, over **1,317** km of rural (956 km paved and 361 km unpaved), **421** km of urban roads and **320** km of trails were maintained.

For our Transit services, there was over **1,200,000** transit rides and over **36,000** mobility bus trips.

TRANSPORTATION PROGRAM

In addition to the services provided through the Transportation program, Administration is committed to improving service delivery to customers through the following activities:

AVIATION SERVICES	PARKING	ROADWAYS	SIDEWALKS AND TRAILS	TRANSIT
• Continue to focus on delivering service excellence through existing activities	• Implement accessible parking in park areas (AUTO 2255)	• Develop roadway requirements for maintenance and new Construction for the Heartland Development Recovery (INIT 216) • Acquire topographical LIDAR data used in surveying, design, drainage plans, and contours in the Geographical Information System (INIT 218)	• Implement the Missing Links Sidewalk Program for areas that lack sidewalk connections to commercial centers	• Continue the evening and weekend On-Demand Transit Pilot • Continue the hydrogen fuel cell electric bus pilot in partnership with the City of Edmonton • Update the Transit Master Plan to complete a post pandemic review of Transit service • Continue ARC card implementation with seniors, low income and mobility bus clients • Pilot NAIT services to provide a direct route from the Bethel Transit Terminal to NAIT (INIT 210) • Implement a transit workforce management software to supplement the existing shift scheduling system

Did You KNOW?

In 2023, there were **618** dwelling units approved and over **450** new lots were created.

Did You KNOW?

Approximately **15,000** safety code inspections were completed to support this significant growth throughout the year.

Development and Standards
PROGRAM

The outcome for the Development and Standards program is to build stronger and more resilient local communities. This is achieved by setting standards for planning, licensing and permitting that improve the community to be both attractive and safe to live and work.

The Development and Standards program is supported by four public facing services delivered through three departments:

- Emergency Services
- Planning and Development Services
- RCMP and Enforcement Services
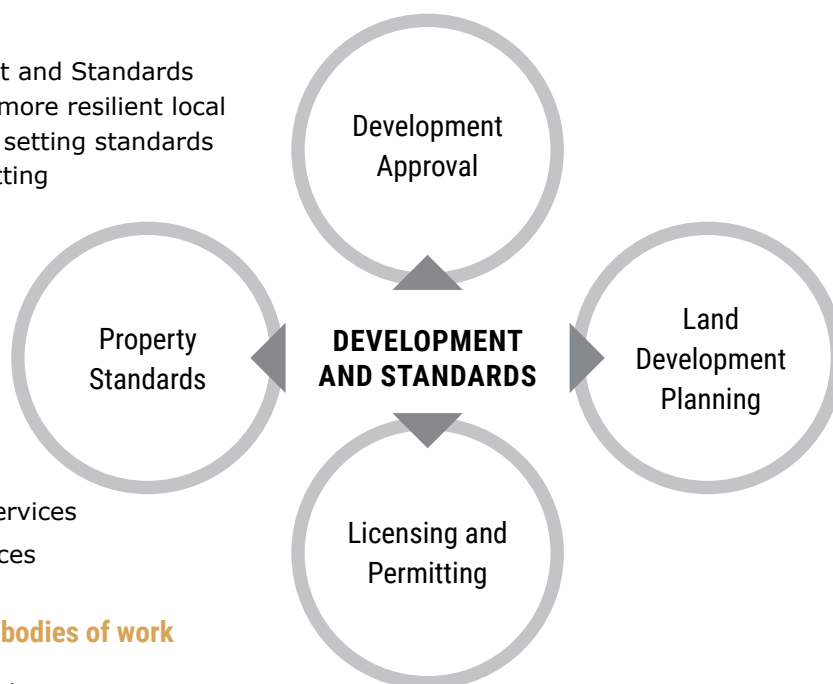
Program areas of focus and major bodies of work

This program focuses on four services:

Development Approval includes the delivery of land use, development review and approval processes that contribute to Strathcona County's livability and sustainability. This includes the review of all applications to ensure compliance with required legislation, and the land use bylaw.

Land Development Planning includes the designation of land for industrial, commercial, and residential development. This also includes the development of the standards that are used to govern design and construction of developments, that align with County principles and intended land use.

Licensing and Permitting grants permission to operate, engage in an activity or ensure compliance with a specific regulation or standard.

Property Standards creates standards to make the community safe, attractive, and livable. This helps to ensure that all properties and property improvements adhere to the relevant standards and policies that apply to land and property ownership.

In addition to the services provided through the Development and Standards program, Administration is committed to improving service delivery to customers through the following activities:

DEVELOPMENT APPROVAL	LAND DEVELOPMENT PLANNING	LICENSING AND PERMITTING	PROPERTY STANDARDS
•Expanding technology to streamline the development approval process	•Support the Affordable Housing Plan through community conversations on redevelopment and revitalization (INIT 220)	•Continue to focus on delivering service excellence through existing activities	•Modernization of the Land Use Bylaw to improve understanding and accessibility for the public •Utilize the federal Codes Acceleration Fund to enhance technology, supporting the adoption of building and safety codes

Civic Engagement
PROGRAM

The outcome for the Civic Engagement program is to engage with internal and external stakeholders to define and achieve priorities that reflect the values and needs of the community.

The Civic Engagement program is supported by four enabling services delivered through four departments:

- Communications
- Information and Technology Services
- Intergovernmental Affairs
- Legislative and Legal Services
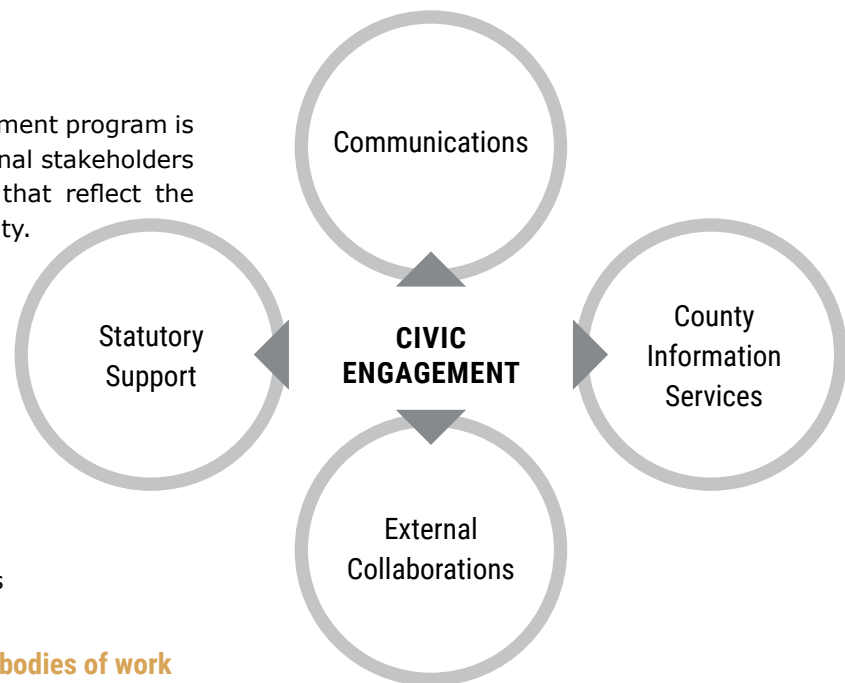
Program areas of focus and major bodies of work

This program focuses on four services:

Communications offers advice and support to the organization to communicate and engage with the County's various audiences. These services are guided by the County's brand and corporate standards as well as the County's communications and public engagement policies.

County Information Services offers access to multiple services over multiple channels (voice, online, etc.). This includes online web capabilities and digital-first operations and supporting online self-service while providing secure data and spatial information.

External Collaboration cultivates relationships and partnerships with other levels of government, neighbouring municipalities, and civic organizations. Collaboration may be ongoing, such as defined collaboration or service delivery opportunities, or initiative-based, such as participation in task forces or working groups. Administration will also cultivate relationships to provide the County's perspective and facilitation of important regional initiatives.

Statutory Support provides services that meet the legal requirements as mandated and/or that perform due diligence against legal requirements and responsibilities. This includes the Administrative Tribunal processes as required under the Municipal Government Act. This service includes those processes that are undertaken to validate and authorize that due diligence has been applied.

Did You KNOW? In 2023, there was over **24** distinct public engagement projects, including 37 public surveys, and over 100 internal surveys.

Did You KNOW?

In supporting residents, over **10,680** requests were facilitated through County Connect in 2023.

CIVIC ENGAGEMENT PROGRAM

In addition to the services provided through the Civic Engagement program, Administration is committed to improving service delivery to customers through the following activities:

COMMUNICATIONS	COUNTY INFORMATION SERVICES	EXTERNAL COLLABORATION	STATUTORY SUPPORT
• Improve two-way dialogue with residents and staff through innovative approaches • Tell the story of our value for tax dollars and evaluate the County's successes in meeting community needs	• Examine the County's digital presence (e.g. the corporate website, social media channels, payment systems, etc.) to improve consistency (one brand), innovation, relevance, and usability with the public • Replace County Connect software to improve the public request process	• Develop and implement the Indigenous Relations Framework, through communication with Indigenous community members • Continue to support the Truth and Reconciliation Commission calls to action plan • Implement advocacy support services for department leaders to complement Council in achieving strategic priorities	• Continue to focus on delivering service excellence through existing activities

Corporate
PROGRAM

The outcome of the Corporate program is to assist other departments in the delivery of their programs and services.

The Corporate program is supported by 11 enabling services delivered through eight departments:

- Business Excellence
- Fleet and Facility Management
- Financial and Strategic Services
- Human Resources
- Information Technology Services
- Legislative and Legal Services
- Planning and Development Services
- Transportation Engineering and Operations
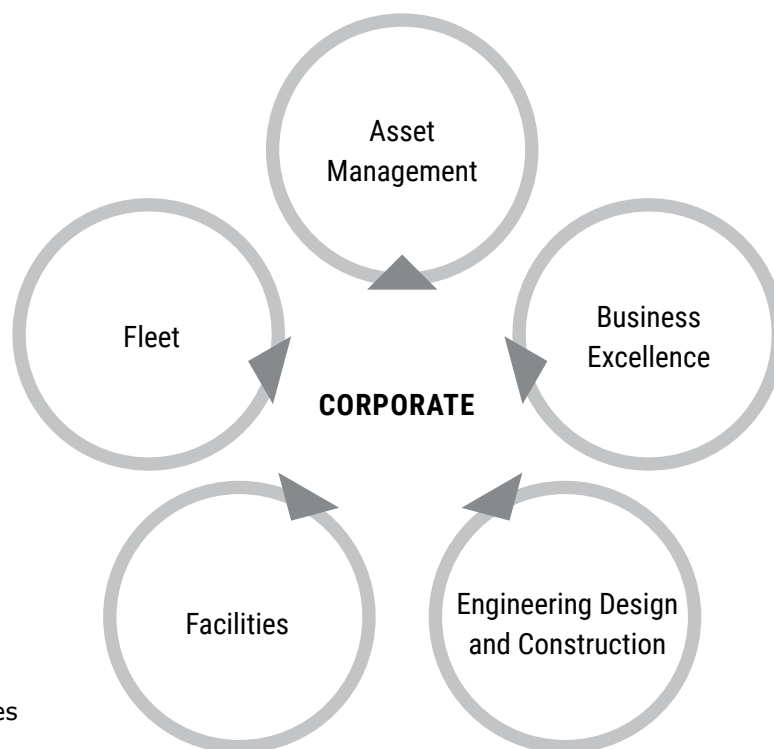
Program areas of focus and major bodies of work

This program focuses on 11 services:

Asset Management develops and maintains an inventory of County assets through reporting, performance monitoring, and risk management; that support our asset management plans. Balancing the renewal of our current assets, and the investment in the growth of new assets, is critical to the overall well-being of our community.

Business Excellence works as a strategic partner to provide consistent service delivery in support of our departments, special projects, and transformational initiatives. From this service, clients and partners can rely on a consistent and positive experience.

Engineering Design and Construction provides design services and oversight of construction and rehabilitation projects. This includes the planning and construction of the County's infrastructure projects.

Facilities provides management of the facilities the County may own, operate or lease. This includes maintenance and lifecycle management of the building infrastructure (not operating the building or equipment within).

Fleet provides management of the County's purchased and leased fleet. This service includes all elements of lifecycle management to ensure that fleet is available for use by the departments when needed.

Did You KNOW? In 2022, Strathcona County achieved a score of **95%** on the Certificate of Recognition (COR) Audit for Occupational Health and Safety.

CORPORATE PROGRAM

In addition to the services provided through the Corporate program, Administration is committed to improving service delivery to customers through the following activities:

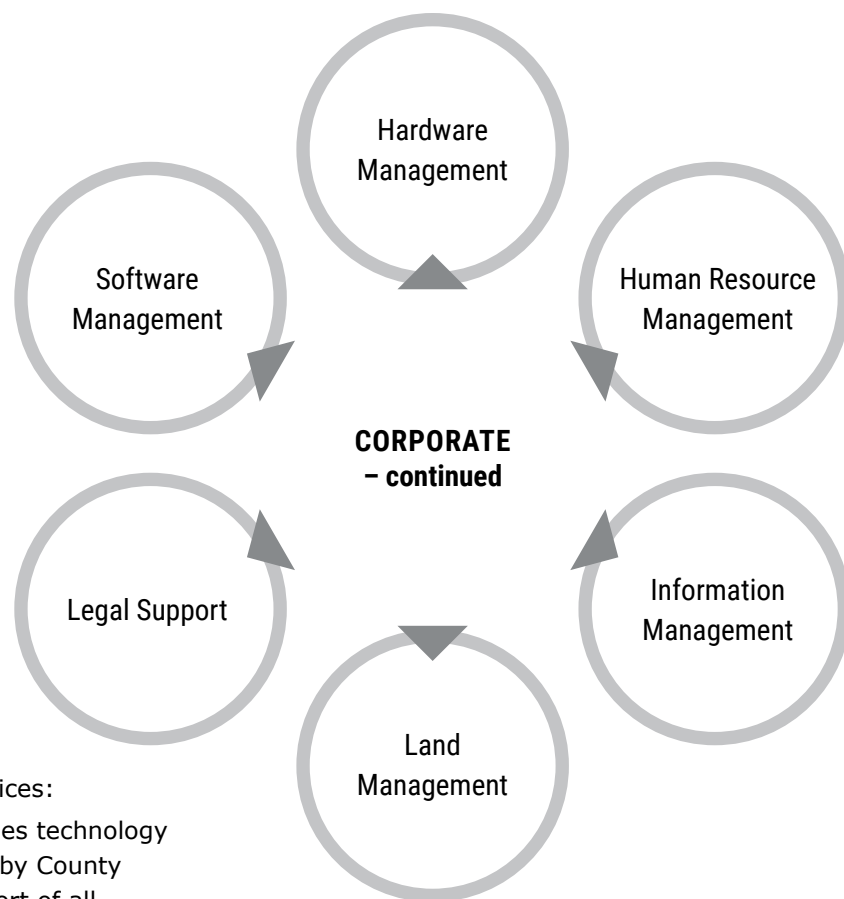| ASSET MANAGEMENT	BUSINESS EXCELLENCE	ENGINEERING DESIGN AND CONSTRUCTION	FACILITIES	FLEET
• Asset Planner (FAME) database reset and improved use of software for enhanced reporting structures • Implement a work order management system (AUTO 2271)	• Stabilization and process improvement related to Oracle and department business processes • Continuous implementation of corporate change management	• Determine the level of involvement and oversight required to ensure appropriate developer constructed infrastructure • WYE- Range Road 232 (AUTO 872) • Emergency Services Station Cambrian Crossing construction (AUTO 112) • Sherwood Drive Traffic Circle: Design and construction phase (AUTO 1022) • Granada Intersection Improvements on Sherwood Drive: Design and construction phase (AUTO 2053) • Replace Ardrossan Main Street bridge (AUTO 2289) • Wye Road landscaping Brentwood to Clover Bar (AUTO 1152) • Enhancements to Range Road 232 coordinated with area development (AUTO 872) • Bethel Transit Center roadway upgrade (AUTO 2262)	• Support the Strathcona County Public Services Yard (SPSY) modernization project (AUTO 1320) • Evaluate opportunities to optimize the use of County Facilities through the hybrid work environment and facility design considerations • Centralize and expand enterprise private security that includes data collection and analysis, consolidated monitoring and dispatch and targeted security response to individual facility needs (INIT 234) • Hydrogen fueled combined heat and power for Millennium Place (AUTO 2338) *pending grant (AUTO 2338)	• Implement the Fleet Emissions and Reduction Program • Implement Hydrogen Bus (in performance stage) • Bulk fuel island (SPSY) (AUTO 2035) • Update and review Fleet management software and improve analytical use (INIT 24)

Corporate
PROGRAM - CONTINUED

Hardware
Management

Software
Management

Human Resource
Management

CORPORATE
– continued

Legal Support

Information
Management

Land
Management

Program areas of focus and major bodies of work

This program focuses on 11 services:

Hardware Management provides technology management for hardware used by County departments. This includes support of all elements of managing the lifecycle of the hardware from purchasing, training, facilitating daily use, limiting outages and failures, supporting overall infrastructure and service quality management, and managing IT security.

Human Resource Management supports employees, leaders and departments to acquire, retain, and engage a highly competent and inclusive workforce that delivers quality service to residents. The service focuses on ensuring a healthy and safe workplace for all employees, staff wellness, and fostering a positive work environment and culture through effective employee-employer relations.

Information Management ensures that organizational information assets (data and content) are managed to quality standards at each stage of the information lifecycle (i.e., generate, capture, deliver, utilize, manage, and destroy). This enables decision-making, provides evidence of business activities and transactions, demonstrates accountability and transparency, and preserves corporate history.

Land Management delivers all real estate programs for the County, including the acquisition, disposition, use and management of all municipal land to support the delivery of corporate programs and services to both internal and external customers.

Legal Support provides legal advice and services to the organization and supports compliance with applicable legislation in the conduct of all roles and responsibilities of local government in an open and transparent manner.

Software Management includes the use of systems that are provided across the organization to support service delivery. These services provide the connectivity and functionality required across services delivered in the County.

CORPORATE PROGRAM – CONTINUED

In addition to the services provided through the Corporate program, Administration is committed to improving service delivery to customers through the following activities:

HARDWARE MANAGEMENT	HUMAN RESOURCE MANAGEMENT	INFORMATION MANAGEMENT	LAND MANAGEMENT	LEGAL SUPPORT	SOFTWARE MANAGEMENT
• Support the underlying information technology infrastructure environment to ensure stability and availability for staff and stakeholders across the County	• Building and implementing Leadership Foundations and Succession Planning programs that integrate our leadership competencies • Advance Diversity and Inclusion initiatives including actions from the Inclusive Hiring Audit • Implement the OHS Corporate Training Project to support the prevention of health and safety incidents • Commence work for the implementation of an enterprise learning management system	• Support the information management needs of departments to ensure timely and secure access to County information for their business needs	• Develop a funding strategy to enable strategic land acquisition in accordance with the Municipal Land Framework	• Enhance the contract management function to maximize customer value	• Assist departments in the efficient delivery of their business priorities through the implementation of new IT systems

Financial
PROGRAM

The outcome for the Financial program is to support the organization with debt and investment portfolio management and in establishing financial controls and processes to mitigate risk and ensure the timely collections and procurement.

The Financial program is supported by five enabling services delivered by two departments:

• Assessment and Tax

• Financial and Strategic Services
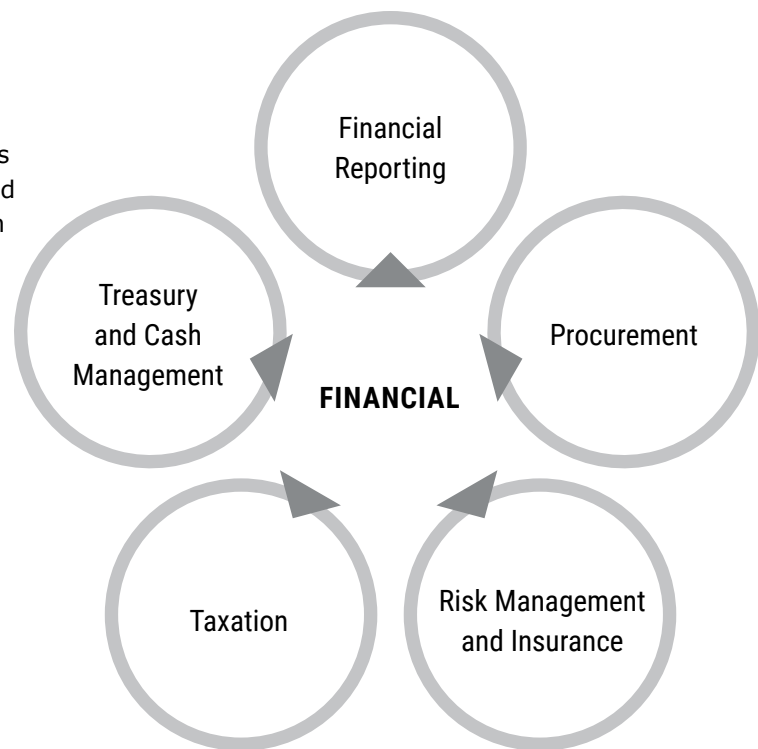
Program areas of focus and major bodies of work

This program focuses on five services:

Financial Reporting includes reporting of financial results, assuring compliance with financial regulations, and overseeing the corporate system of internal financial controls. This service supports the provision of information to Administration, Council, and external stakeholders, supporting transparency and accountability.

Procurement enables the County to obtain goods and services that meet its needs at a competitive price by helping departments define requirements, and acquire goods and services from vendors. Purchasing includes: managing the bidding process, negotiating contracts and terms, ensuring fulfillment, and assessing vendor performance.

Risk Management and Insurance aims to identify, assess, and prepare for risks that may affect the County's ability to deliver services and achieve desired outcomes. Risk management includes the management and mitigation of risks through the acquisition of insurance and the settlement of claims.

Taxation annually prepares property assessments for one of the largest and most complex assessment bases in the province, enabling a fair and equitable distribution of property taxes amongst residents, businesses and industry.

Treasury and Cash Management provides support to the organization, mandated by a framework of policies and principles, to effectively secure funding for County services.

Did You KNOW?

Strathcona County has the fourth largest equalized taxable assessment base in the province at $37 billion.

FINANCIAL PROGRAM

In addition to the services provided through the Financial program, Administration is committed to improving service delivery to customers through the following activities:

FINANCIAL REPORTING	PROCUREMENT	RISK MANAGEMENT AND INSURANCE	TAXATION	TREASURY AND CASH MANAGEMENT
• Review and establish new processes while also aligning to the new enterprise resource planning system • Review and establish a Payment Card Industry (PCI) compliance process	• Leverage our memberships to increase our buying power • Review internal processes to leverage more efficiency from our new system	• Develop a current state risk management assessment to inform the establishment of a corporate Enterprise Risk Management (ERM) framework	• Support finalizing the implementation of Tempest • Implement one counter service at County Hall to best serve both taxation and utility customers • Increase to the Seniors Property Tax Rebate Program (CDI 9)	• Debt management review • Investigate a new treasury system option

Civic Oversight
PROGRAM

The outcome for the Civic Oversight program is to support the development of planning, performance reporting and administrative support to Council through the provision of resources, advocacy on behalf of the public as well as the County as an organization, and ensures fair and transparent elections processes.

The Civic Oversight program is supported by six enabling services delivered through three departments:

- Financial and Strategic Services
- Intergovernmental Affairs
- Legislative and Legal Services
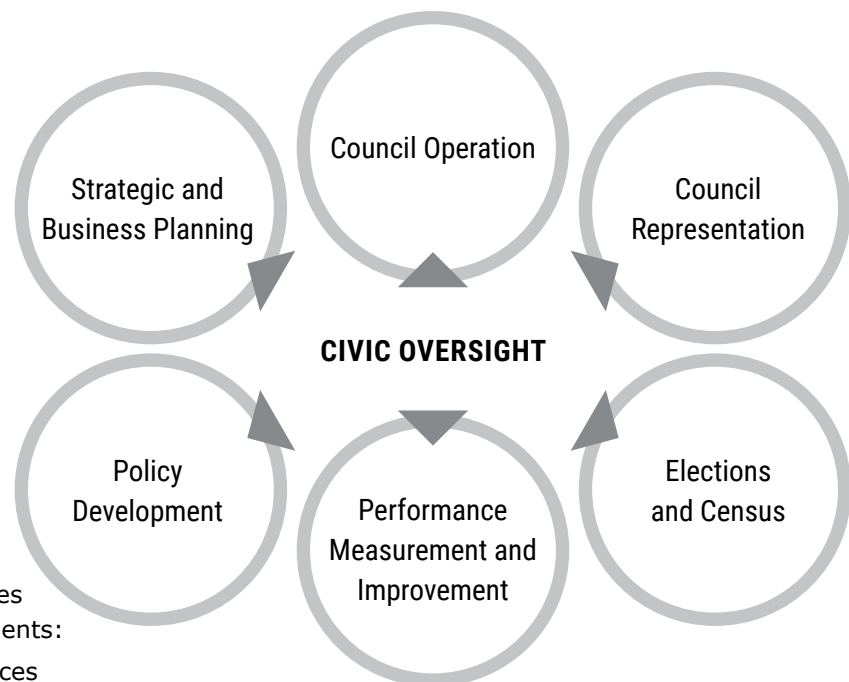
Program areas of focus and major bodies of work

This program focuses on six services:

Council Operations includes the provision of resources and information by County Administration to support the activities of Elected Officials. This service includes logistics support, maintenance of Council committees, and administering processes of procedural fairness.

Council Representation provides a service of advocacy on behalf of members of the public as well as the County as an organization. This is performed by Councilors offering support to advocate a position, or to achieve an outcome that requires political representation.

Elections and Census conducts the general municipal election and by-elections for the County and conducts the local public and separate school board trustee elections under the Local Authorities Election Act, Municipal Government Act and Education Act to ensure fair and accessible elections. Support for census includes the work done to capture and assess information from County citizens.

Performance Measurement and Improvement coordinates processes and tools across the organization to evaluate the performance of plans, programs, and services, and to identify opportunities for improvement and facilitate transparency.

Policy Development includes the development of bylaws, policies, and directives that are relevant, integrated, and consistent to effectively meet the County's needs. This includes the processes to develop, review, and update all County bylaws, policies, and directives. This may include advice and review by Administration, including legal and legislative analysis, assessment of potential impacts, and integration with other documents.

Strategic and Business Planning supports the development of plans that direct the organization to achieve goals outlined in the County's strategic plan. This includes the corporate plan, financial plan (budget) and various frameworks, to create alignment between the County's strategic goals and the operational goals and priorities of services.

CIVIC OVERSIGHT PROGRAM

In addition to the services provided through the Civic Oversight program, Administration is committed to improving service delivery to customers through the following activities:

COUNCIL OPERATION	COUNCIL REPRESENTATION	ELECTIONS AND CENSUS	PERFORMANCE MEASUREMENT AND IMPROVEMENT	POLICY DEVELOPMENT	STRATEGIC AND BUSINESS PLANNING
• Full digitization of Council records • Developing a Workplace Charter to guide the Office of Elected Officials (OEO) support staff	• Improve access to public Council and special meetings through enhanced online video streaming • Continue to integrate strategic messaging for Council's intergovernmental advocacy to enhance relationships and drive change	• Improve equal and effective representation for urban and rural wards through a ward boundary review	• Continue to deliver service excellence through existing activities	• Revise Employee Expense policy • Update Reserve policy • Develop a new Whistleblower's policy • Develop a Ward Budget Policy to guide members of Council • Update County-wide policy coordination	• Implement a corporate-wide LEAN review program (INIT 223) • Continue to review and maintain the service inventory to support service level reviews • Develop the Accessibility framework

THE WAY FORWARD

Strathcona County's 2023-2026 corporate business plan represents Administration's commitment to Council's strategic plan. Strong linkages between goals and priorities, and what we deliver to customers informs our understanding of how we are meeting community needs and where to focus next. The development of performance indicators will also further support our areas of focus and continuous improvement.

Service delivery is complex and requires a collection of departments working together to deliver the things that make a difference. Our community's needs continue to evolve, and effective service delivery is made possible through collaborating across departments and embracing innovative approaches.

In the way forward to delivering progressive services, this corporate plan highlights the connectedness between departments, teams and individuals, and most importantly; how we are committed to becoming Canada's most livable community.

STRATHCONA COUNTY

ORGANIZATIONAL CHART

COUNCIL

Chief Commissioner

Legislative and Legal Services

Inter-governmental Affairs

Infrastructure and Planning Services Division

Economic Development and Tourism

Planning and Development Services

Utilities

Transportation, Engineering and Operations

Corporate Services Division and CFO

Assessment and Taxation

Information and Technology Services

Financial and Strategic Services

Communications

Human Resources

Fleet and Facility Management

Business Excellence

Community Services Division

Emergency Services

Family and Community Services

Recreation, Parks and Culture

Transit

RCMP and Enforcement Services

CORPORATE VALUES

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 wiling 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

STRATHCONA COUNTY

PROGRESS REPORT

Documenting Administration's progress of planned initiatives throughout the planning cycle highlights our progress and accountability in support for Council's strategic goals and priorities. It is important to note that the initiatives listed below have varying levels of complexity and duration. Planned initiatives can range from short term projects to multi-year capital improvements.

The status of each planned initiative is defined as follows:

- **In progress:** Initiatives that are approved, or past the conceptualization stage and are in the planning or implementation phase. Implementation can include introducing new processes, construction/development, public engagement or educational programs.

- **Completed:** Initiatives that are fully implemented and are in the maintenance or operating stage. This may include maintenance and monitoring of systems such as County Connect or maintaining County buildings.

- **Ongoing:** Initiatives that have been fully incorporated into normal operating activities to enable regular service delivery.

Economic Development Program

SERVICES	PLANNED INITIATIVE	2023	2024	2025	2026
Business Attraction, Retention and Expansion	Provide relevant and additional seminars or monthly workshops to relevant business associations and stakeholder groups	In progress			
	Offer workforce development initiatives such as employment fairs to help businesses find talent and employees	In progress			
	Offer supply chain forum to assist business networking with sources for local goods and services	In progress			
	Offer the interactive Business Visitation Program designed to foster stronger partnerships and more efficient information exchange between elected officials and local businesses		In progress		
Investment and Diversification	Enhance and elevate awareness of Strathcona County as an ideal location to invest by strengthening relationships with investment agencies	In progress			
	Develop a website to share Strathcona County's advantages and opportunities for investors	Complete			
	Promote the newly developed website to share Strathcona County's advantages and opportunities for investors		In progress		
	Proactively advocate infrastructure site readiness and business cases for investments	In progress			
	Execute new agriculture investment plans by recruiting specialized staff and designing targeted programs (CDI 14)		In progress		
Tourism Development	Continue the Tourism Strategy execution such as a tourism experience committee, visitor information at local events and attraction of sport tourism events	In progress			
	Develop a Tourism Hosting Plan		In progress		

Recreation and Culture Program

SERVICES	PLANNED INITIATIVE	2023	2024	2025	2026
Culture and Heritage	Completion of the Feasibility Study for the Strathcona Museum and Archives	In progress			
Parks and Open Spaces	Completion of the Open Space Master Plan	In progress			
	Collaboration with the City of Edmonton on the planning, design and construction of the Edmonton Strathcona Footbridge and amenities	In progress			
Recreation and Culture Delivery	Begin coordination of the 2026 Alberta Summer Games		In progress		
	Create a permanent Reconciliation monument or public artwork (CDI 7)		In progress		
	Report on options and strategies to enhance the profile, promotion and support for arts and culture activities		In progress		
Recreation and Culture Facilities	Indoor Fieldhouse project (AUTO 2014)		In progress		
	Construction of the multipurpose agriculture facility – The Pointe		In progress		

Utilities Program

SERVICES	PLANNED INITIATIVE	2023	2024	2025	2026
District Energy Services	Provide access to district heating systems for the Pinnacle Building for heating efficiencies (AUTO 1832/2083)	Complete			
Wastewater Services	Centre in the Park Wastewater Design (AUTO 2236)	In progress			
Water Supply	Continue Phase 1 of Bremner Water Servicing (AUTO 2084)	In progress			
	Complete the 17th Street Reservoir Solar (AUTO 2300)		In progress		

Public Safety – Prevention, Compliance and Enforcement Program

SERVICES	PLANNED INITIATIVE	2023	2024	2025	2026
Building Permission and Compliance	Partner with Fort Saskatchewan through a reciprocal agreement to support the maintenance of next day inspections	In progress			
Community Safety Services	Continue to implement the community safety and well-being strategy	In progress			
	Review findings from the Fire Underwriters Survey		In progress		
Law Enforcement	Continue to expand the capabilities and scope of Community Peace Officers		Complete		
	Continue to implement community policing programs and strategies	In progress			
	Create an RCMP fraud unit (CDI 10)		In progress		
Traffic Enforcement	Continue to deliver Project TENSOR East to curb vehicle noise offences	In progress			
	Implement the County's Traffic Safety Plan in an effort to reduce motor vehicle collisions and promote driver and pedestrian safety	In progress			
Records Checking and Disclosure	Continue efforts to move record check requests online	In progress			
	Advocate for an increase to the mandatory collision cost threshold	Complete			
	Support system modernization and the integration that includes expanded online payment options	In progress			
	Open a Collision Reporting Centre at the Strathcona RCMP Detachment		In progress		

Public Safety – Emergency Response Program

SERVICES	PLANNED INITIATIVE	2023	2024	2025	2026
Emergency Communication and Coordination	Operationalize NextGen 9-1-1 that went live in Strathcona County in October 2023.	In progress			
Emergency Management	Continue to focus on delivering service excellence through existing activities	Ongoing			
Emergency Medical Services	Transition Community Response Units (CRUs) to be permanently integrated into the emergency response model		In progress		
	Continue negotiations with Alberta Health Services for ground ambulance services	In progress			
Fire Rescue	Implement the Council approved Emergency Services Master Plan (INIT 99)	In progress			

Environmental Protection Program

SERVICES	PLANNED INITIATIVE	2023	2024	2025	2026
Agriculture	Provide walkable, inclusive and community-led opportunities to experience agriculture through the Community Gardens program	In progress			
	Adopt an Agriculture and Food Sector Development Strategy	In progress			
Environmental Compliance	Increase public awareness of actions taken to support the Environmental Framework through storytelling	In progress			
	Support the Climate Resilience Plan (INIT 221)	In progress			
	Support residential green energy improvements through the implementation of the Clean Energy Improvement Program (CEIP) (AUTO 1826)	In progress			
	Continue a pilot with GEARS for the Strathcona County Cat Shelter (CDI 12)		In progress		
	Alberta-funded Wetland Replacement Program: Restoring and re-establishing vital wetland ecosystems		In progress		
Stormwater Drainage	Update the Sherwood Park Stormwater Model (INIT 219)	In progress			
	Continue to support the Lakeland Village Creek Erosion Mitigation project (AUTO 2082)	In progress			
Tree and Forest Management	Prioritization and completion of streetscape and boulevard revitalization	In progress			
	Develop a public tree management directive		In progress		
Waste Collection	Use the Waste Management Roadmap as the guiding document for waste management program improvements (INIT 154)	Complete			
	Implement the Sort and Save program in residential collection to incentivize waste reduction with a lower cost option (INIT 155)	Complete			
	Support the Commercial Waste Diversion pilot with the Circular Innovation Council		In progress		

Social Support Program

SERVICES	PLANNED INITIATIVE	2023	2024	2025	2026
Community Social Support	Continue to implement the Community Safety and Well-being Strategy	In progress			
	Engage Strathcona County seniors with respect to the range of programs and services they require in Strathcona County		In progress		
Individual and Family Social Support	Continue to implement Supportive Outreach Services (CDI 1)	In progress			

Transportation Program

SERVICES	PLANNED INITIATIVE	2023	2024	2025	2026
Aviation Services	Continue to focus on delivering service excellence through existing activities	Ongoing			
Parking	Implement accessible parking in park areas (AUTO 2255)		In progress		
Roadways	Continue the Highway 16 Ramp and Clover Bar Road intersection (AUTO 1649)	Complete			
	Develop roadway requirements for maintenance and new Construction for the Heartland Development Recovery (INIT 216)	In progress			
	Acquire topographical LIDAR data used in surveying, design, drainage plans, and contours in the Geographical information System (INIT 218)	In progress			
Sidewalks and Trails	Implement the Missing Links Sidewalk Program for areas that lack sidewalk connections to commercial centers	In progress			
	Add two additional machines to improve sidewalk clearing	Complete			
Transit	Continue the evening and weekend On- Demand Transit Pilot	In progress			
	Continue hydrogen fuel cell electric bus pilot in partnership with the City of Edmonton	In progress			
	Update the Transit Master Plan to complete a post pandemic review of Transit service	In progress			
	Continue ARC card implementation with seniors, low income and mobility bus clients		In progress		
	Pilot NAIT service to provide a direct route from the Bethel Transit Terminal to NAIT (INIT 210)		In progress		
	Implement a transit workforce management software to supplement the existing shift scheduling system		In progress		

Development and Standards Program

SERVICES	PLANNED INITIATIVE	2023	2024	2025	2026
Development Approval	Expand technology to streamline the development approval process	In progress			
Land Development Planning	Support the Affordable Housing Plan through community conversations on redevelopment and revitalization (INIT 220)	In progress			
Licensing and Permitting	Amend the current Responsible Dog Ownership bylaw to remove dog licensing requirements (INIT 233)		Complete		
Property Standards	Modernization of the Land Use Bylaw to improve understanding and accessibility for the public	In progress			
	Utilize the federal Codes Acceleration Fund to enhance technology, supporting the adoption of building and safety codes.		In progress		

Civic Engagement Program

SERVICES	PLANNED INITIATIVE	2023	2024	2025	2026
Communications	Improve two-way dialogue with residents and staff through innovative approaches	In progress			
	Tell the story of our value for tax dollars and the County's successes in meeting community needs	In progress			
County Information Services	Examine the County's digital presence (e.g. the corporate website, social media channels, payment systems, etc.) to improve consistency (one brand), innovation, relevance, and usability with the public		In progress		
	Replace County Connect software to improve the public request process		In progress		
External Collaboration	Develop and implement the Indigenous Relations Framework, through communication with Indigenous community members	In progress			
	Continue to support the Truth and Reconciliation Commission calls to action plan	In progress			
	implement advocacy support services for department leaders to complement Council in achieving strategic priorities	In progress			
Statutory Support	Implement a new Board Manager program that allows for accessible access to electronic records for management of recruitment, training and maintenance of boards	Complete			

Corporate Program

SERVICES	PLANNED INITIATIVE	2023	2024	2025	2026
Asset Management	Establish an Asset Management Office	Complete			
	Asset Planner (FAME) database reset and improved use of software for enhanced reporting structures	In progress			
	Implement a work order management system (AUTO 2271)		In progress		
Business Excellence	Continue to implement and support Strathcona Business Transformation	Complete			
	Stabilization and process improvement related to Oracle and department business processes		In progress		
	Continuous implementation of corporate change management		In progress		
Engineering Design and Construction	Determine the level of involvement and oversight required to ensure appropriate developer constructed infrastructure		In progress		
	Emergency Services Station Cambrian Crossing construction (AUTO 112)		In progress		
	Sherwood Drive Traffic Circle: Design and construction phase, 2023-2025 (AUTO 1022)		In progress		
	Granada Intersection Improvements on Sherwood Drive: Design and construction phase, 2023-2026 (AUTO 2053)		In progress		
	Replace Ardrossan Main Street bridge (AUTO 2289)		In progress		
	Wye Road landscaping Brentwood to Clover Bar (AUTO 1152)		In progress		
	Enhancements to Range Road 232 coordinated with area development (AUTO 872)		In progress		
	Bethel Transit Center roadway upgrade (AUTO 2262)		In progress		

Corporate Program - Continued

SERVICES	PLANNED INITIATIVE	2023	2024	2025	2026
Facilities	Support the Strathcona County Public Services Yard (SPSY) modernization project (AUTO 1320)	In progress			
	Evaluate opportunities to optimize the use of County Facilities through the hybrid work environment and facility design considerations	In progress			
	Hydrogen fueled combined heat and power for Millennium Place *pending grant (AUTO 2338)		In progress		
	Centralize and expand enterprise private security that includes data collection and analysis, consolidated monitoring and dispatch and targeted security response to individual facility needs (INIT 234)		In progress		
Fleet	Implement the Fleet Emissions and Reduction Program	In progress			
	Implement Hydrogen Bus (in performance stage)	In progress			
	Bulk fuel island (SPSY) (AUTO 2035)		In progress		
	Update and review Fleet management software update and improve analytical use (INIT 24)	In progress			
Hardware Management	Support the underlying information technology infrastructure environment to ensure stability and availability for staff and stakeholders across the County		In progress		
Human Resource Management	Building and implementing Leadership Foundations and Succession Planning programs that integrate our leadership competencies	In progress			
	Advance Diversity and Inclusion initiatives including actions from the Inclusive Hiring Audit	In progress			
	Implement the OHS Corporate Training Project to support the prevention of health and safety incidents	In progress			
	Commence work for the implementation of an enterprise learning management system		In progress		

Corporate Program - Continued

SERVICES	PLANNED INITIATIVE	2023	2024	2025	2026
Information Management	Support the information management needs of departments to ensure timely and secure access to County information for their business needs		In progress		
Land Management	Develop a funding strategy to enable strategic land acquisition in accordance with the Municipal Land Framework	In progress			
Legal Support	Develop a single source of truth for all corporate contracts and legal documents	Complete			
	Enhance contract management system to maximize customer value		In progress		
Software Management	Support the final implementation stage of Next Generation 9-1-1 to align with CRTC standards (AUTO 1496)	Complete			
	Assist departments in the efficient delivery of their business priorities through the implementation of new IT systems		In progress		

Financial Program

SERVICES	PLANNED INITIATIVE	2023	2024	2025	2026
Financial Reporting	Review and establish new processes while also aligning to the new enterprise resource planning system	In progress			
	Review and establish a Payment Card Industry (PCI) compliance process	In progress			
Procurement	Leverage our memberships to increase our buying power	In progress			
	Review internal processes to leverage more efficiency from our new system	In progress			
	Review and revise the Asset Disposal Policy	Complete			
Risk Management and Insurance	Issue a request for proposal for organizational insurance	Complete			
	Develop a current state risk management assessment to inform the establishment of a corporate Enterprise Risk Management (ERM) framework		In progress		
Taxation	Support finalizing the implementation of Tempest	In progress			
	Implement one counter service at County Hall to best serve both taxation and utility customers.		In progress		
	Increase to the Seniors Property Tax Rebate Program (CDI 9)		In progress		
Treasury and Cash Management	Review investment strategy and associated policy	Complete			
	Debt management review	In progress			
	Investigate a new treasury option	In progress			

Civic Oversight Program

SERVICES	PLANNED INITIATIVE	2023	2024	2025	2026
Council Operations	Full digitization of Council records	Complete			
	Developing a Workplace Charter to guide the Office of Elected Officials (OEO) support staff	In progress			
Council Representation	Improve access to public Council and special meetings through enhanced online video streaming	In progress			
	Automate the Council Action Tracker	Complete			
	Develop strategic contact plans and meeting	In progress			
	Continue to integrate strategic messaging for Councils intergovernmental advocacy to enhance relationships and drive change	In progress			
Elections and Census	Improve equal and effective representation for urban and rural wards through a ward boundary review	Complete			
Performance Management and Improvement	Establish an enterprise performance measurement program that includes governance and reporting systems to improve the County's performance measurement maturity	In progress			
Policy Development	Update Employee Expense policy	In progress			
	Update Reserve policy	In progress			
	Develop a new Whistleblower's policy	In progress			
	Develop a Ward Budget Policy to guide members of Council	In progress			
	Update County-wide policy coordination	In progress			
Strategic and Business Planning	Implement a corporate-wide LEAN review program (INIT 223)	In progress			
	Continue to review and maintain the service inventory to support service level reviews	In progress			
	Develop the Accessibility framework	In progress			