STRATHCONA COUNTY

2023 - 2026 - updated 2025
CORPORATE BUSINESS
PLAN

Becoming Canada's
most livable community

2023 - 2026 CORPORATE BUSINESS PLAN

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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 EXECUTIVE TEAM

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

Strathcona County leads in regional economic development, creates welcoming spaces for citizens and visitors and is recognized as an employer of choice. We take pride in the services we deliver to make a positive impact for our communities.

This plan outlines Strathcona County's approach to achieving the four strategic goals of Economic Prosperity, Healthy and Safe Community, Responsible Development and Municipal Excellence. It emphasizes creatively navigating challenges and investing in the community to support the growth and needs of future generations. Additionally, the scope and scale of services across the County continues to evolve with a focus on resources to meet community needs.

Our corporate business plan serves as the platform for reporting our progress to Council and the community. Strathcona County will strengthen its performance measurement and management systems, developing tools to support decision-making across the organization. Our community, Council, and administration work together to realize our goals. We are excited about the future and confident that this corporate business plan will lead to even greater success and community satisfaction.

We extend our appreciation to our colleagues for their diligent efforts, readiness to collaborate and innovate and their steadfast dedication in executing the 2023–2026 corporate business plan.

Strathcona County Executive Team

Stacy Fedechko, Chief Commissioner

Jason Chance, Associate Commissioner, Community Services Division

Jennifer Cannon, Chief Financial Officer & Associate Commissioner, Corporate Services Division

Vacant, Associate Commissioner, Infrastructure and Planning Services Division

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 60 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 2025 operating and 2025-2026 capital budgets were approved by Council on November 25, 2024.

The 2025 consolidated operating budget for the municipality is approximately $477M. This includes additional areas not included in this business plan such as fiscal services and the library. The 2025-2026 capital budget was approved for $167M 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 $149M. IPS is focused on supporting all goals in the strategic plan and is comprised of five departments that collectively support building and maintaining a strong, diverse, and sustainable economy while contributing to overall corporate and community prosperity.

These five departments are:

- Economic Development and Tourism
- Fleet and Facility Management
- Planning and Development Services
- Transportation Engineering and Operations
- Utilities

The five departments in IPS collectively support the following programs:

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

COMMUNITY SERVICES DIVISION (CSD)

The Community Services division's annual operating budget is approximately $179M. CSD is focused on the strategic plan goals of Economic Prosperity, 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
- Transit

The five departments in CSD collectively support the following programs:

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

CORPORATE SERVICES AND CFO DIVISION (CSF)

With an operating budget of approximately $47M, 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 five departments that focus on the strategic goals of Municipal Excellence and Responsible Development.

These five departments are:

- Assessment and Tax
- Business Innovation and Communications
- Financial and Strategic Services
- Human Resources
- Information Technology Services

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

- Civic Engagement
- Civic Oversight
- Corporate
- Financial
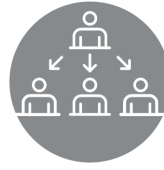
OFFICE OF THE CHIEF COMMISSIONER (OCC)

With an operating budget of approximately $9M, 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:

- Intergovernmental Affairs
- Legislative, Legal and Procurement
- Office of the Chief Commissioner

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

- Civic Engagement
- Civic Oversight
- Corporate
- Financial

OPERATING CONTEXT

Strathcona County operates in a dynamic and growing environment. To become Canada's most livable community, the County must remain agile to overcome potential challenges and continue to pursue evolving opportunities.

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

STRATHCONA COUNTY

OPERATING CONTEXT

POLITICAL
The 2025 municipal and federal elections may impact County services and priorities thus elevating the need for continued relationships with other levels of government and external agencies.

ECONOMIC
Decreasing borrowing costs, changing inflation trends and impacts with foreign exchange and trade agreements have created uncertainty in the economic landscape. Economic growth can be supported by exploring opportunities for expansion in the tourism, agriculture, renewable energy, transportation and manufacturing sectors.

SOCIAL
Changing demographics, educational trends, and workforce preferences are all contributing to notable shifts in social dynamics. Families and individuals are seeking more support to address growing financial and housing instability, mental well-being concerns, child and youth development needs, and other complex social challenges.

TECHNOLOGICAL
New and ongoing technological advancements, such as artificial intelligence and machine learning, provide opportunity for efficiencies, and modernization of County services and tools. The County leverages these to improve the experience for residents and administration, while staying diligent in cybersecurity requirements.

LEGAL
County departments and residents have diverse needs. Changes in legislation and regulations affect both the County's internal operations and the services provided to the community.

ENVIRONMENTAL
Protecting local ecosystems helps keep our community healthy. Climate change impacts the environment, infrastructure and health, so the County takes steps to stay safe and prepared.

STRATEGY, GOALS AND PRIORITY SETTING

HEALTHY AND SAFE COMMUNITY

RESPONSIBLE DEVELOPMENT

ECONOMIC PROSPERITY

MUNICIPAL EXCELLENCE

VISION
Becoming Canada's most livable community

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.
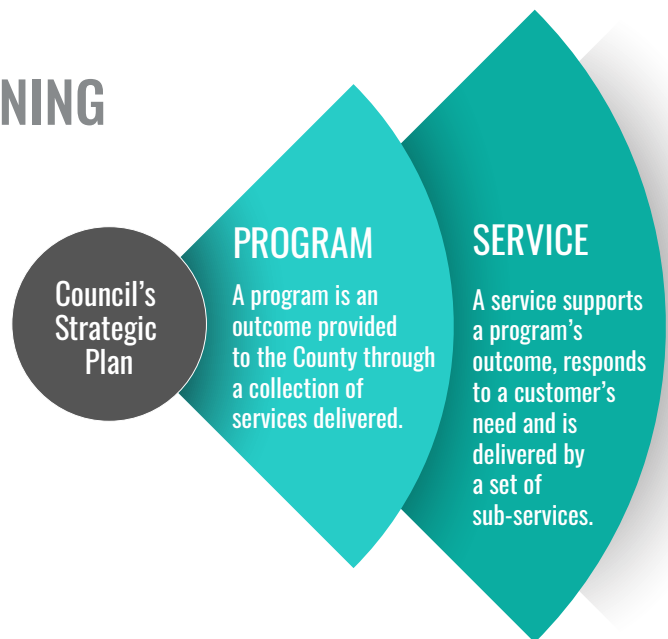
Action and measurement outlines what is provided and how effectively outcomes are delivered to customers. Programs and services, measurement and improvement activities represent this aspect in the planning cycle.
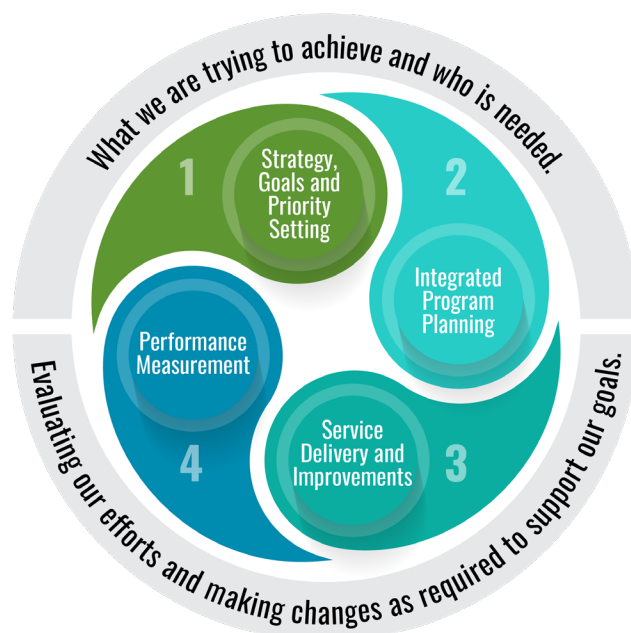
INTEGRATED PROGRAM PLANNING

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 60 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 Retention and Expansion
- Investment Attraction and Diversification
- Tourism Development

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

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

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 Communication and Coordination
- Emergency Management
- Emergency Medical Services
- Fire Rescue

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

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

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

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

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

Corporate:
- Asset Management
- Business Innovation and Relationships
- Engineering Design and Construction
- Facilities
- Fleet
- Human Resource Management
- Information, Records and Data Management
- Land Management
- Legal Support
- Risk Management
- Technology Services and Management

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

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

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. Service Level Initiative (SLI) is an initiative aimed at finding voluntary cost-saving adjustments in service reductions that are considered "good business decisions," with Administration's support.

The following section for the 13 Programs and 60 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.

Did You KNOW?

There are **6** major indoor recreation and culture facilities in the County.

In 2024, there were **2,335** residents in the Everyone Gets to Play program, which is an increase of 4.9% from last year.
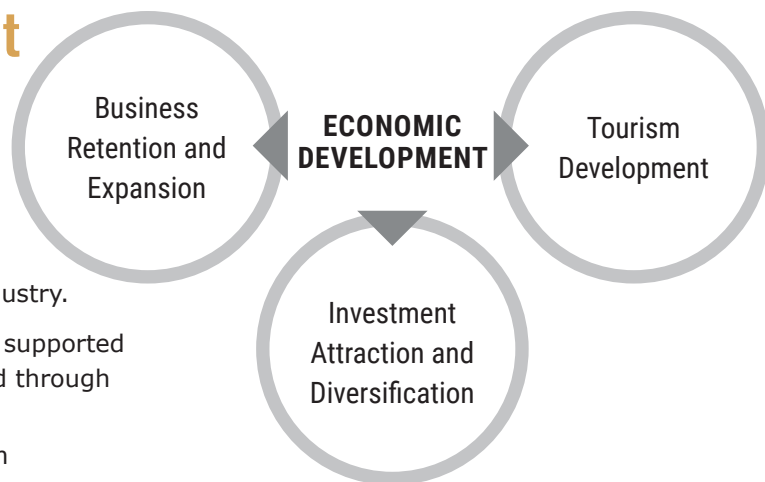
PROGRAMS AND SERVICES

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 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 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 RETENTION AND EXPANSION	INVESTMENT AND DIVERSIFICATION	TOURISM DEVELOPMENT
• Launch enhanced business seminars and monthly workshops to support local business associations and stakeholder groups. • Introduce expanded workforce development initiatives, including employment fairs, to help businesses connect with talent and employees. • Initiate new formats for supply chain forums to strengthen business networking and access to local goods and services. • Implement an interactive Business Visitation Program to foster stronger partnerships and improve communication between elected officials and local businesses.	• Promote Strathcona County's advantages and investment opportunities including the newly developed "Select Strathcona County" website. • Develop and expand new agriculture investment plans by designing and implementing targeted programs (CDI 14) • Plan and invest in critical infrastructure to attract investment opportunities.	• Advance the implementation of the Tourism Strategy by enhancing visitor engagement, fostering collaboration, and promoting high-impact tourism events. • Develop and implement the Sport Tourism Hosting Plan for sport, culture and agriculture

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

Culture and Heritage

RECREATION AND CULTURE

Recreation and Culture Facilities

Parks and Open Spaces

Recreation and Culture Delivery
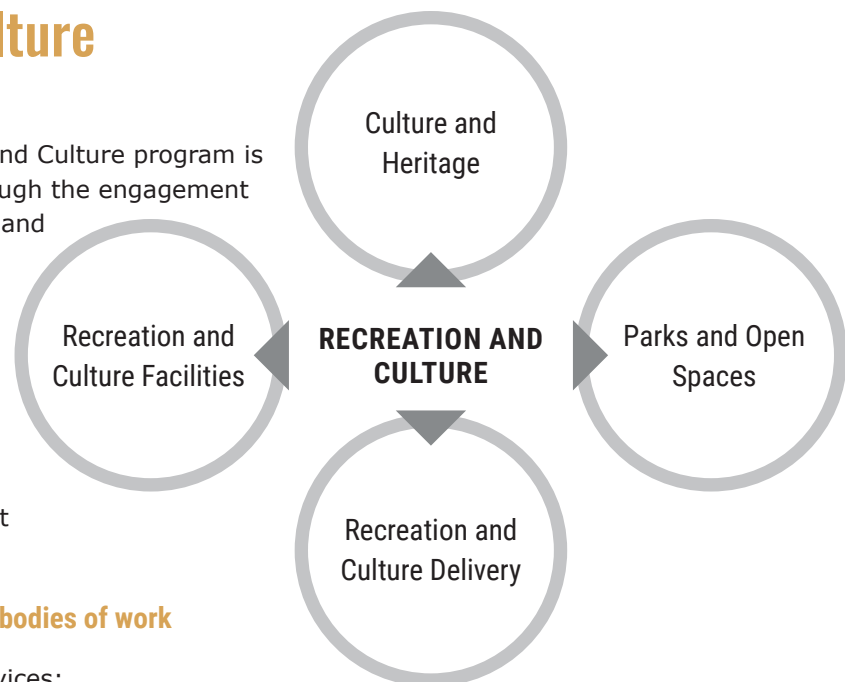
Program areas of focus and major bodies of work

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 and supportive amenities for recreational purposes. Access includes the planning, 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
• Creation of a Strathcona County Tartan	• Completion of the Open Space Master Plan • Collaboration with the City of Edmonton on the planning, design and construction of the Edmonton Strathcona Footbridge and amenities • Design and construction of the Strathcona Wilderness Centre Maintenance Shop (Boathouse) (AUTO 2279)	• Planning and implementation of the 2026 Alberta Summer Games • Implementation of the Recreation and Culture Strategy • Create a permanent Reconciliation project (CDI 7)	• Design and construction of the Indoor Fieldhouse • Completion of required repairs during shutdown of Emerald Hills Leisure Centre (AUTO 2304) • Construction and opening of The Pointe Agricultural Event Centre

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:

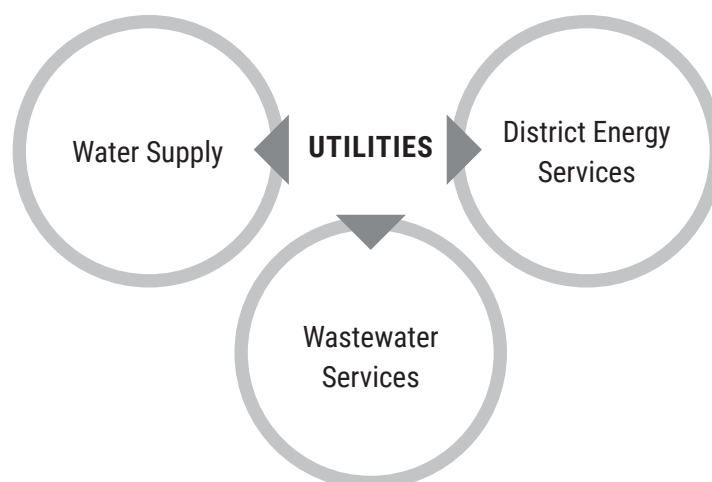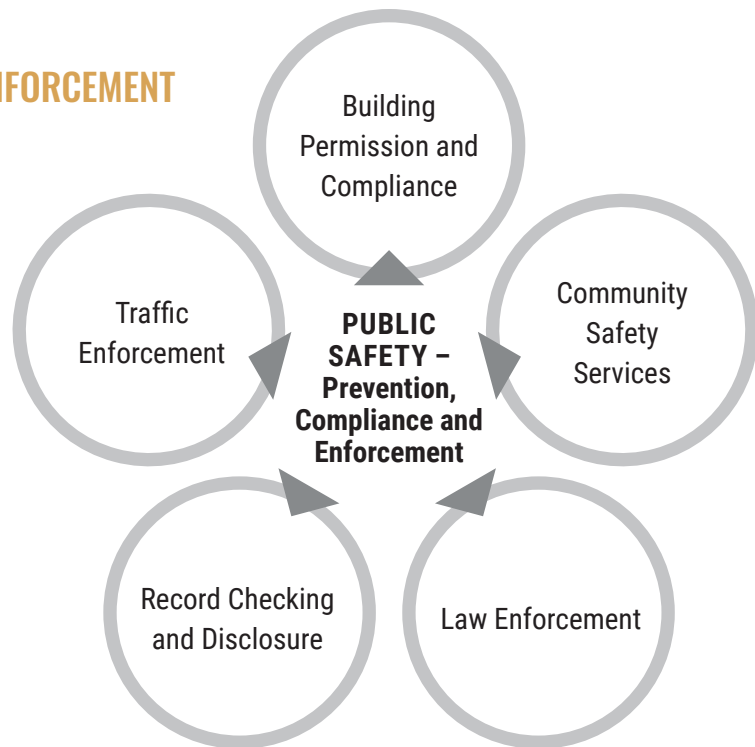| DISTRICT ENERGY SERVICES	WASTEWATER SERVICES	WATER SUPPLY
• Continue to focus on delivering service excellence through existing activities	• Centre in the Park Wastewater Design (AUTO 2236) • Centre in the Park Wastewater Construction (AUTO 2114) • Reduce frequency of utility bills to every 2-months (SLI 17)	• Continue Phase 1 of Bremner Water Servicing (AUTO 2084) • Complete the 17th Street Reservoir Solar (AUTO 2300) • Water meter replacement and conversion to smart meters (AUTO 1587) • Ardrossan Water Supply Main and Truck Fill Improvements (AUTO 2229) • Rural Watermain - RR220 (Hwy 630 to Township Road 522) (AUTO 2383) • Josephburg Watermain Renewal (AUTO 2384) • Colchester Residential Fill Station (AUTO 2461) • Reduce frequency of utility bills to every 2-months (SLI 17)

Did You KNOW? The County maintains **664** KM of water mains and delivers **27** million litres of water daily. That is enough water to fill nearly **11** 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

Building Permission and Compliance

Traffic Enforcement

PUBLIC SAFETY – Prevention, Compliance and Enforcement

Community Safety Services

Record Checking and Disclosure

Law Enforcement

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 in-person law enforcement 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	RECORDS CHECKING AND DISCLOSURE	TRAFFIC ENFORCEMENT
• Partner with Fort Saskatchewan through a reciprocal agreement to support the maintenance of next day inspections	• Monitor the adoption of hydrogen as an energy source, to develop fire mitigation and response	• Continue to expand the capabilities and scope of Community Peace Officers • Implementation of immediate roadside sanctions (IRS) pilot project with Enforcement Services targeting impaired drivers • Continue to implement community policing programs and strategies	• Implement online criminal record check requests • Open a Collision Reporting Centre at the Strathcona RCMP Detachment	• 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

Did You KNOW?

In 2024, with the support of Council, the Strathcona County RCMP Financial Crimes Unit was established. This unit is currently investigating over $3.8M in losses sustained by residents. Financial fraud affects all demographics, and this new unit allows the detachment to expand its efforts in keeping our community safe.

Did You KNOW?

In 2024, the Strathcona County RCMP and Enforcement Services Municipal Operations Community Centre (MOCC) responded to 7,815 emergency (9-1-1) calls, marking a 17% increase from 2023. Operating around the clock, their skilled and dedicated operators swiftly and accurately prioritize calls to ensure the safety of officers, the public, and the overall well-being of the community.

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

Emergency Communication and Coordination

Fire Rescue

PUBLIC SAFETY – Emergency Response

Emergency Management

Emergency Medical 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 Services 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
• Full transition to NextGen 9-1-1 systems for emergency service call taking and dispatch.	• Continue to focus on delivering service excellence through existing activities	• Continue to focus on delivering service excellence through existing activities	• Train for Wildland Urban Interface (WUI) and prepare for environmental changes • Implement the Council approved Emergency Services Master Plan including standards of cover and community risk assessment (INIT 99)

Did You KNOW? Strathcona County's Community Response Units (CRUs) are now dispatched by both Emergency Services and Alberta Health Services, to enhance fire and medical response times.

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 four departments:

- Economic Development and Tourism
- Planning and Development Services
- Recreation, Parks and Culture
- Utilities

Agriculture

Waste Collection

ENVIRONMENTAL PROTECTION

Environmental Compliance

Tree and Forest Management

Stormwater Drainage

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 2024, **19,575** tonnes of garbage was diverted from landfills. This is about the same weight as **47** 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
• Implement the Agriculture and Food Sector Development Strategy	• Increase public awareness of actions taken to support the Environmental Framework through storytelling • Implement 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) • Reduce frequency of utility bills to every 2-months (SLI 17)	• Continue to focus on delivering service excellence through existing activities	• Use the Waste Management Roadmap as the guiding document for waste management program improvements (INIT 154) • Commercial Waste Management Program Implementation (INIT 248) • Brush and Yard Waste Services Relocation (AUTO 1909) • Reduce frequency of utility bills to every 2-months (SLI 17)

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
• Develop and implement a community hall strategy • Continue to implement the Community Safety and Well-being Strategy • Develop and implement the Healthy Aging Strathcona County Framework (including engagement to inform the planning of a seniors' hub in Sherwood Park) to support seniors in the community	• Develop and implement Supportive Outreach Services (CDI 1)

Did You KNOW? In 2024, **3,752** unique residents had 14,992 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:

- Transit
- Transportation Engineering and Operations
- Utilities
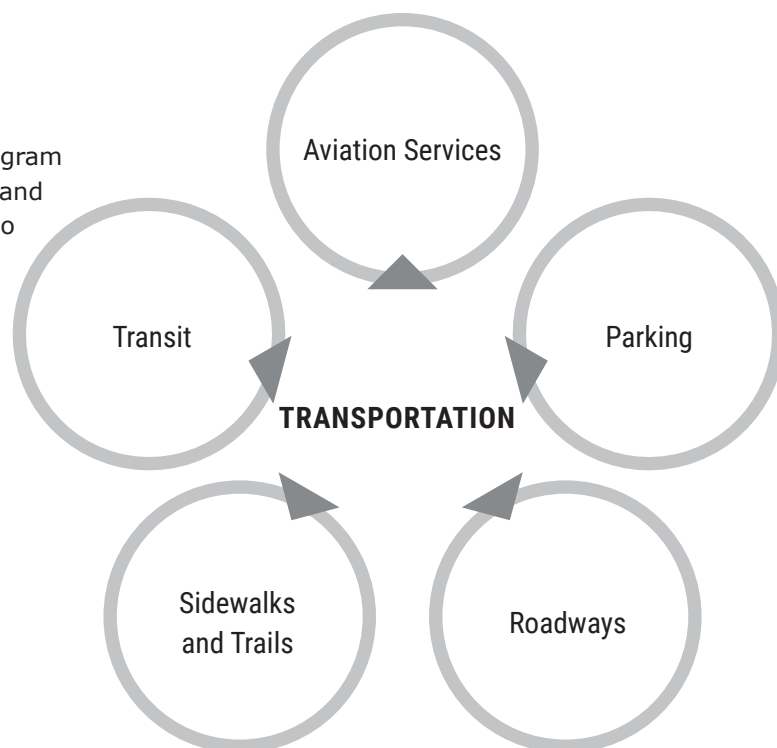
Program areas of focus and major bodies of work

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 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 2024, over **1,317** km of rural (956 km paved and 361 km unpaved), **430** km of urban roads and **217** km of trails were maintained.

In 2024, conventional transit ridership increased by over **200,000** trips, reaching more than 1.4 million, while mobility bus trips grew by over 9,000, totaling more than **45,000** 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)	• Implement the Missing Links Sidewalk Program for areas that lack sidewalk connections to commercial centres	• Continue hydrogen fuel cell electric bus pilot in partnership with the City of Edmonton • Update and implement 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 service to provide a direct route from the Bethel Transit Terminal to NAIT (INIT 210) • Plan for On-Demand transit service in Cambrian in 2026 (AUTO 2398) • Add additional resources such as buses and staff to accommodate increased demand for Mobility Bus services (AUTO 2399) • Plan for transit service to Ardrossan in 2027 (AUTO 2400)

Did You KNOW? In 2024, there were almost **900** dwelling units approved and over **475** new lots were created.

Did You KNOW? Approximately **18,000** safety codes 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
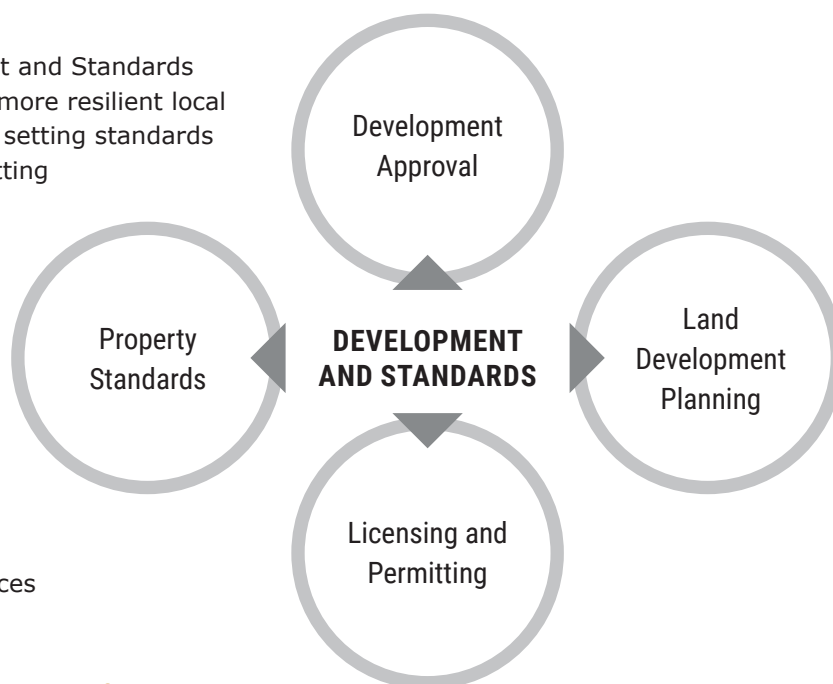
Program areas of focus and major bodies of work

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 provides 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
• Expand technology to streamline the development approval process and support building and safety code adoption using the federal Codes Acceleration Fund.	• Support the Affordable Housing Strategy through community conversations on redevelopment and revitalization (INIT 220)	• Continue to focus on delivering service excellence through existing activities	• Continue to focus on delivering service excellence through existing activities

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:

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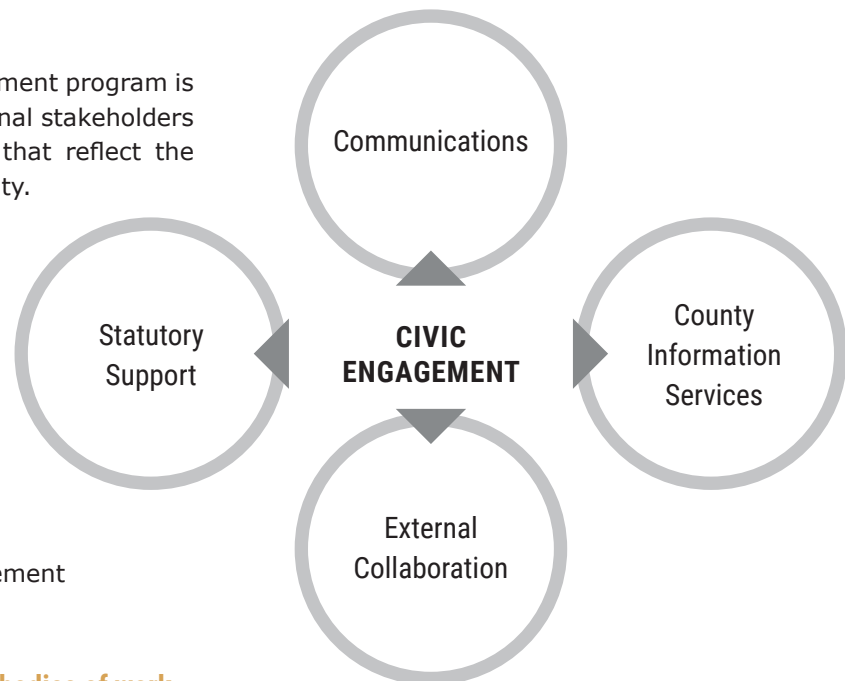
Program areas of focus and major bodies of work

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 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.

Did You KNOW? In 2024, there was over **20** distinct public engagement projects, including 27 public surveys, and over 100 internal surveys.

Did You KNOW? **10,649** service requests from the public were facilitated through County Connect in 2024.

7,261 of these were received through the County Connect web self-service channel.

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 consistent and improved approaches • Illustrate the County's successes in meeting community needs including outlining the value for tax dollars	• Improve the County's digital presence, including the website, social media, and payment systems through consistency, technology and usability • 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 ten departments:

- Business Innovation and Communications
- Emergency Services
- Fleet and Facility Management
- Financial and Strategic Services
- Human Resources
- Information Technology Services
- Legislative, Legal and Procurement
- Planning and Development Services
- RCMP and Enforcement Services
- Transportation Engineering and Operations
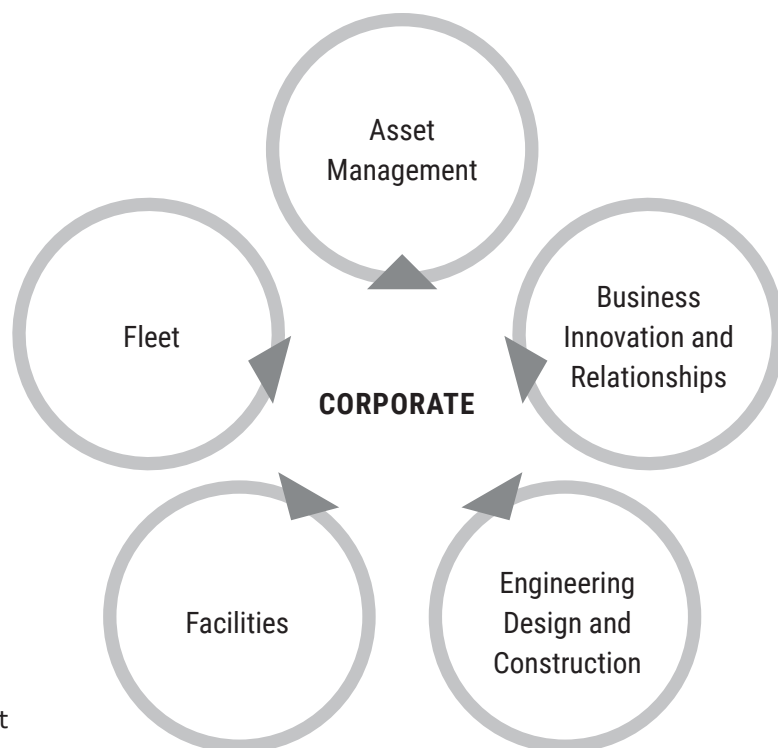
Program areas of focus and major bodies of work

This program focuses on 11 services:

Asset Management develops and maintains an inventory of County assets through reporting and performance monitoring that supports our asset management plans.

Business Innovation and Relationships helps people, processes, and technology work better together by providing effective strategies and solutions.

Engineering Design and Construction provides planning and design services and oversight of construction and rehabilitation projects for 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 2024, Strathcona County achieved a score of **92%** 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 INNOVATION AND RELATIONSHIPS	ENGINEERING DESIGN AND CONSTRUCTION	FACILITIES	FLEET
• AssetPlanner (FAME) database reset and improved use of software for enhanced reporting structures	• Continuous implementation of corporate change management	• Design and construct Cambrian Crossing fire station 7 (AUTO 112 & 2334) • Sherwood Drive Traffic Circle: Design and construction phase, 2023-2025 (AUTO 1022) • Granada Intersection Improvements on Sherwood Drive: Design and construction phase, 2023-2026 (AUTO 2053) • Replace Ardrossan Main Street bridge (AUTO 2289) • Ardrossan Twp Rd 531, Main St to Collector Rd A (inc. intersection at Collector Rd A) (AUTO 2402) • Wye Road landscaping Brentwood to Clover Bar (AUTO 1152) • Enhancements to Range Road 232 coordinated with area development (AUTO 872) • Bethel Transit Centre roadway upgrade (AUTO 2262) • Public Transit Bus Barn - Planning & Design (AUTO 2397) • Plan and design a seniors' centre, including a needs assessment (AUTO 2417) • Planning and design of transit operations and maintenance facility (AUTO 2397)	• Evaluate opportunities to optimize the use of County Facilities through the hybrid work environment and facility design considerations	• Fleet optimization and emissions reduction • Implement Hydrogen Bus (in performance evaluation stage) • Construct a large bulk fuel station for vehicles and equipment at Strathcona County Public Service Yard (AUTO 2305) • Update and review Fleet management software and improve analytical usage (INIT 24)

Corporate
PROGRAM - CONTINUED

Human Resource
Management

Technology
Services and
Management

Information,
Records and Data
Management

**CORPORATE
– continued**

Risk
Management

Land
Management

Legal Support

**Program areas of focus and
major bodies of work**

This program focuses on 11 services:

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, Records and Data Management
ensures that organizational information assets
are managed to quality standards at each stage
of the information lifecycle.

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.

Risk Management Aims to identify, assess,
prioritize and prepare for risks that may affect
the County's ability to deliver services and
achieve desired outcomes.

Technology Services and Management
includes the planning, design, evaluation,
implementation and support of systems that
are provided across the organization to support
service delivery. These services provide the
connectivity and user-focused functionality
required across services delivered in the County.

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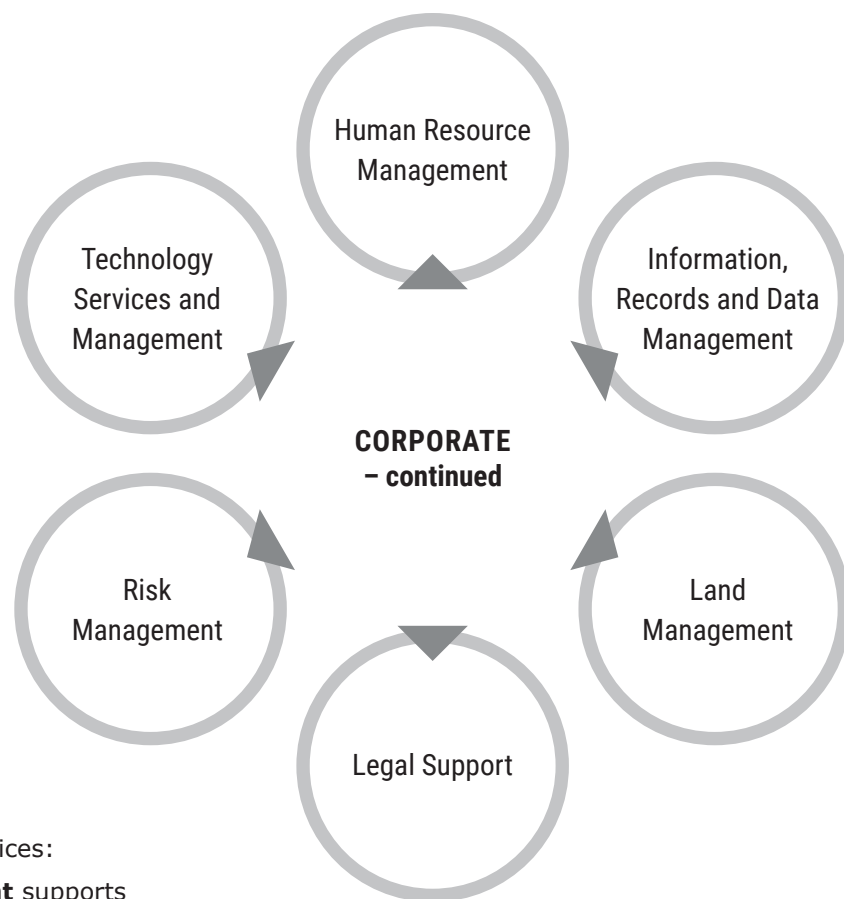
In addition to the services provided through the Corporate program, Administration is committed to improving service delivery to customers through the following activities:

HUMAN RESOURCE MANAGEMENT	INFORMATION, RECORDS AND DATA MANAGEMENT	LAND MANAGE-MENT	LEGAL SUPPORT	RISK MANAGEMENT	TECHNOLOGY SERVICES AND MANAGEMENT
• Build and implement leadership foundations and succession planning programs that integrate our leadership competencies • Advance Diversity and Inclusion initiatives including actions from the Inclusive Hiring Audit • Implement Oracle learning management system (INIT 251)	• Support the records, data, and geospatial information needs of departments to ensure timely and secure access to County information for their business needs	• Continue to focus on delivering service excellence through existing activities	• Enhance contract management system to maximize customer value	• Implement an integrated monitoring centre (IMC) to provide oversight and response to security occurrences in County facilities including alarm, CCTV and duress button systems (INIT 247) • Develop and implement an enterprise risk management framework and update policy	• Manage department applications effectively and efficiently by investing in strategic platforms that support business initiatives • Develop AI Strategy (INIT 238) • Support the underlying information technology infrastructure environment to ensure stability and availability • Build strategic relationships with departments to assist with the delivery of business priorities • Maintain and improve cybersecurity technology, policies, and procedures to reduce risk • Implement a work order management system (AUTO 2271)

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 four enabling services delivered by three departments:

- Assessment and Tax
- Financial and Strategic Services
- Legislative, Legal and Procurement

Financial Reporting

Treasury and Cash Management

FINANCIAL

Procurement

Taxation
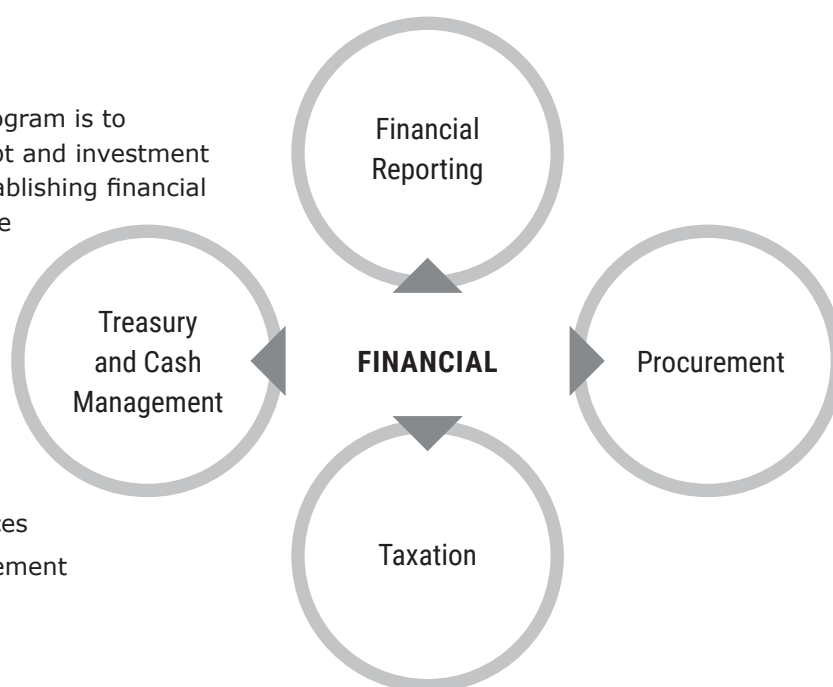
Program areas of focus and major bodies of work

This program focuses on four 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.

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.ca continues to provide 24/7 information with over 2.3M website visitor sessions in 2024. Recreation activities and careers with the County are the hot topics!

Did You KNOW?

Strathcona County has the fourth largest equalized taxable assessment base in the province at $40 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	TAXATION	TREASURY AND CASH MANAGEMENT
• Review and establish new processes while also aligning to the new enterprise resource planning system	• Review internal procurement processes to improve efficiency.	• Support finalizing the implementation of the property tax software	• Review debt management policy • Review and update internal processes in support of Payment Card Industry (PCI) compliance • Investigate a new treasury 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, Legal and Procurement
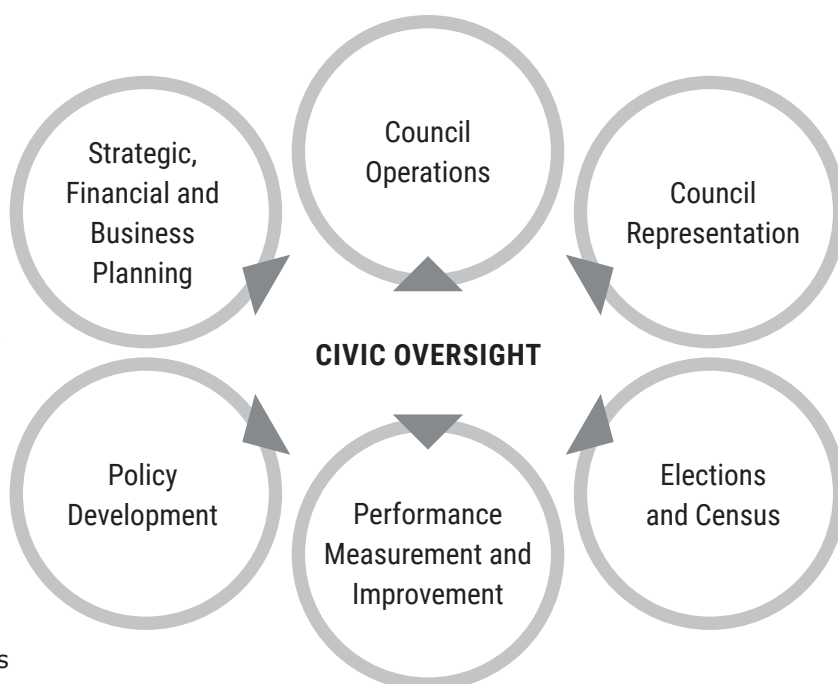
Program areas of focus and major bodies of work

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 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, Financial 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 OPERATIONS	COUNCIL REPRESENTATION	ELECTIONS AND CENSUS	PERFORMANCE MEASUREMENT AND IMPROVEMENT	POLICY DEVELOPMENT	STRATEGIC, FINANCIAL AND BUSINESS PLANNING
• Continue to focus on delivering service excellence through existing activities	• Improve access to public Council and special meetings through enhanced online video streaming • Identify key contacts and craft meaningful messages that strengthen connections and advance advocacy priorities that drive change	• Planning for and conducting the 2025 municipal election in the context of significant legislative change	• Establish an enterprise performance measurement program that includes governance and reporting systems	• Develop a Ward Budget Policy to guide members of Council • Update County-wide policy coordination	• Develop and implement the Accessibility Framework • Develop a combined strategic and financial annual report • Review and update the Long Term Financial Sustainability Framework • Continue to review and maintain the service inventory to support service level reviews

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, Legal and Procurement

Inter-governmental Affairs

Infrastructure and Planning Services Division

- Economic Development and Tourism
- Fleet and Facility Management
- Planning and Development Services
- Transportation, Engineering and Operations
- Utilities

Corporate Services Division and CFO

- Assessment and Taxation
- Business Innovation and Communications
- Human Resources
- Financial and Strategic Services
- Information and Technology Services

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

APPENDIX C
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 Retention and Expansion	Launch enhanced business seminars and monthly workshops to support local business associations and stakeholder groups	In progress	In progress	Ongoing	
	Introduce expanded workforce development initiatives, including employment fairs, to help businesses connect with talent and employees	In progress	In progress	Ongoing	
	Initiate new formats for supply chain forums to strengthen business networking and access to local goods and services	In progress	In progress	Ongoing	
	Implement an interactive Business Visitation Program to foster stronger partnerships and improve communication between elected officials and local businesses		In progress	Ongoing	
Investment Attraction and Diversification	Develop a website to share Strathcona County's advantages and opportunities for investors	Complete			
	Promote Strathcona County's advantages and investment opportunities including the newly developed "Select Strathcona County" website		In progress	In progress	
	Develop and expand new agriculture investment plans by designing and implementing targeted programs (CDI 14)		In progress	In progress	
	Plan and invest in critical infrastructure to attract investment opportunities			In progress	

Economic Development Program - Continued

SERVICES	PLANNED INITIATIVE	2023	2024	2025	2026
Tourism Development	Advance the implementation of the Tourism Strategy by enhancing visitor engagement, fostering collaboration, and promoting high-impact tourism events	In progress	In progress	In progress	
	Develop and implement the Sport Tourism Hosting Plan for sport, culture and agriculture		In progress	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	Complete		
	Creation of a Strathcona County Tartan			In progress	
Parks and Open Spaces	Completion of the Open Space Master Plan	In progress	In progress	In progress	
	Collaboration with the City of Edmonton on the planning, design and construction of the Edmonton Strathcona Footbridge and amenities	In progress	In progress	In progress	
	Design and construction of the Strathcona Wilderness Centre Maintenance Shop (Boathouse) (AUTO 2279)			In progress	
Recreation and Culture Delivery	Planning and implementation of the 2026 Alberta Summer Games		In progress	In progress	
	Implementation of the Recreation and Culture Strategy	Ongoing	Ongoing	Ongoing	
	Create a permanent Reconciliation project (CDI 7)		In progress	In progress	
	Report on options and strategies to enhance the profile, promotion and support for arts and culture activities		Complete		
Recreation and Culture Facilities	Design and construction of the Indoor Fieldhouse		In progress	In progress	
	Completion of required repairs during shutdown of Emerald Hills Leisure Centre (AUTO 2304)			In progress	
	Construction and opening of The Pointe Agricultural Event Centre		In progress	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	In progress	In progress	
	Centre in the Park Wastewater Construction (AUTO 2114)			In progress	
	Reduce frequency of utility bills to every 2-months (SLI 17)			In progress	
Water Supply	Continue Phase 1 of Bremner Water Servicing (AUTO 2084)	In progress	In progress	In progress	
	Complete the 17th Street Reservoir Solar (AUTO 2300)		In progress	In progress	
	Water meter replacement and conversion to smart meters (AUTO 1587)		In progress	In progress	
	Ardrossan Water Supply Main and Truck Fill Improvements (AUTO 2229)			In progress	
	Rural Watermain - RR220 (Hwy 630 to Township Road 522) (AUTO 2383)			In progress	
	Josephburg Watermain Renewal (AUTO 2384)			In progress	
	Colchester Residential Fill Station (AUTO 2461)			In progress	
	Reduce frequency of utility bills to every 2-months (SLI 17)			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	Ongoing	Ongoing	
Community Safety Services	Review findings from the Fire Underwriters Survey		Complete		
	Monitor the adoption of hydrogen as an energy source, to develop fire mitigation and response			Ongoing	
Law Enforcement	Continue to expand the capabilities and scope of Community Peace Officers		Ongoing	Ongoing	
	Implementation of immediate roadside sanctions (IRS) pilot project with Enforcement Services targeting impaired drivers			In progress	
	Continue to implement community policing programs and strategies	Ongoing	Ongoing	Ongoing	
	Create an RCMP fraud unit (CDI 10)		Complete		
Records Checking and Disclosure	Implement online criminal record check requests	In progress	In progress	In progress	
	Support system modernization and the integration that includes expanded online payment options	Complete			
	Open a Collision Reporting Centre at the Strathcona RCMP Detachment		In progress	In progress	
Traffic Enforcement	Continue to deliver Project TENSOR East to curb vehicle noise offences	Ongoing	Ongoing	Ongoing	
	Implement the County's Traffic Safety Plan in an effort to reduce motor vehicle collisions and promote driver and pedestrian safety	Ongoing	Ongoing	Ongoing	

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	Complete		
	Full transition to NextGen 9-1-1 systems for emergency service call taking and dispatch			In progress	
Emergency Medical Services	Transition Community Response Units (CRUs) to be permanently integrated into the emergency response model		Complete		
	Continue negotiations with Alberta Health Services for ground ambulance services	In progress	Complete		
Fire Rescue	Train for Wildland Urban Interface (WUI) and prepare for environmental changes			Ongoing	
	Implement the Council approved Emergency Services Master Plan including standards of cover and community risk assessment (INIT 99)	Ongoing	Ongoing	Ongoing	

Environmental Protection Program

SERVICES	PLANNED INITIATIVE	2023	2024	2025	2026
Agriculture	Implement the Agriculture and Food Sector Development Strategy	In progress	Ongoing	Ongoing	
Environmental Compliance	Increase public awareness of actions taken to support the Environmental Framework through storytelling	In progress	Ongoing	Ongoing	
	Implement the Climate Resilience Plan (INIT 221)	In progress	Ongoing	Ongoing	
	Support residential green energy improvements through the implementation of the Clean Energy Improvement Program (CEIP) (AUTO 1826)	In progress	In progress	In progress	
	Continue a pilot with GEARS for the Strathcona County Cat Shelter (CDI 12)		In progress	In progress	
	Alberta-funded Wetland Replacement Program: Restoring and re-establishing vital wetland ecosystems		Ongoing	Ongoing	
Stormwater Drainage	Update the Sherwood Park Stormwater Model (INIT 219)	In progress	In progress	In progress	
	Continue to support the Lakeland Village Creek Erosion Mitigation project (AUTO 2082)	In progress	In progress	In progress	
	Reduce frequency of utility bills to every 2-months (SLI 17)			In progress	
Tree and Forest Management	Develop a public tree management directive		Complete		
Waste Collection	Use the Waste Management Roadmap as the guiding document for waste management program improvements (INIT 154)	In progress	In progress	In progress	
	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	Complete	
	Commercial Waste Management Program Implementation (INIT 248)			In progress	
	Brush and Yard Waste Services Relocation (AUTO 1909)			In progress	
	Reduce frequency of utility bills to every 2-months (SLI 17)			In progress	

Social Support Program

SERVICES	PLANNED INITIATIVE	2023	2024	2025	2026
Community Social Support	Develop and implement a community hall strategy		In progress	In progress	
	Continue to implement the Community Safety and Well-being Strategy	In progress	In progress	In progress	
	Develop and implement the Healthy Aging Strathcona County Framework (including engagement to inform the planning of a seniors' hub in Sherwood Park) to support seniors in the community		In progress	In progress	
Individual and Family Social Support	Develop and implement Supportive Outreach Services (CDI 1)	In progress	Ongoing	Ongoing	

Transportation Program

SERVICES	PLANNED INITIATIVE	2023	2024	2025	2026
Parking	Implement accessible parking in park areas (AUTO 2255)		In progress	In progress	
Roadways	Continue the Highway 16 Ramp and Clover Bar Road intersection (AUTO 1649)	In progress	In progress	Complete	
	Develop roadway requirements for maintenance and new Construction for the Heartland Development Recovery (INIT 216)	In progress	In progress	In progress	
	Acquire topographical LIDAR data used in surveying, design, drainage plans, and contours in the Geographical information System (INIT 218)	In progress	In progress	Complete	
Sidewalks and Trails	Implement the Missing Links Sidewalk Program for areas that lack sidewalk connections to commercial centres	In progress	In progress	Ongoing	
	Add two additional machines to improve sidewalk clearing	Complete			

Transportation Program - Continued

SERVICES	PLANNED INITIATIVE	2023	2024	2025	2026
Transit	Continue the evening and weekend On-Demand Transit Pilot	In progress	In progress	Complete	
	Continue hydrogen fuel cell electric bus pilot in partnership with the City of Edmonton	In progress	In progress	In progress	
	Update and implement the Transit Master Plan to complete a post pandemic review of Transit service	In progress	In progress	In progress	
	Continue ARC card implementation with seniors, low income and mobility bus clients		In progress	In progress	
	Pilot NAIT service to provide a direct route from the Bethel Transit Terminal to NAIT (INIT 210)		In progress	In progress	
	Implement a transit workforce management software to supplement the existing shift scheduling system		In progress	Complete	
	Plan for On-Demand transit service in Cambrian in 2026 (AUTO 2398)			In progress	
	Add additional resources such as buses and staff to accommodate increased demand for Mobility Bus services (AUTO 2399)			In progress	
	Plan for transit service to Ardrossan in 2027 (AUTO 2400)				

Development and Standards Program

SERVICES	PLANNED INITIATIVE	2023	2024	2025	2026
Development Approval	Expand technology to streamline the development approval process and support building and safety code adoption using the federal Codes Acceleration Fund	In progress	In progress	In progress	
Land Development Planning	Support the Affordable Housing Strategy through community conversations on redevelopment and revitalization (INIT 220)	In progress	In progress	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	In progress	Complete	

Civic Engagement Program

SERVICES	PLANNED INITIATIVE	2023	2024	2025	2026
Communications	Improve two-way dialogue with residents and staff through consistent and improved approaches	In progress	In progress	Ongoing	
	Illustrate the County's successes in meeting community needs including outlining the value for tax dollars	In progress	In progress	In progress	
County Information Services	Improve the County's digital presence, including the website, social media, and payment systems through consistency, technology and usability	In progress	In progress	In progress	
	Replace County Connect software to improve the public request process		In progress	In progress	
External Collaboration	Develop and implement the Indigenous Relations Framework, through communication with Indigenous community members	In progress	In progress	In progress	
	Continue to support the Truth and Reconciliation Commission calls to action plan	Ongoing	Ongoing	Ongoing	
	Implement advocacy support services for department leaders to complement Council in achieving strategic priorities	In progress	Ongoing	Ongoing	
Statutory Support	Implement a new Board Manager program that allows for consistent and improved access 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			
	AssetPlanner (FAME) database reset and improved use of software for enhanced reporting structures	In progress	In progress	In progress	
Business Innovation and Relationships	Continue to implement and support Strathcona Business Transformation	Complete			
	Continuous implementation of corporate change management		In progress	In progress	

Corporate Program - Continued

SERVICES	PLANNED INITIATIVE	2023	2024	2025	2026
Engineering Design and Construction	Design and construct Cambrian Crossing fire station 7 (AUTO 112 & 2334)		In progress	In progress	
	Sherwood Drive Traffic Circle: Design and construction phase, 2023-2025 (AUTO 1022)		In progress	In progress	
	Granada Intersection Improvements on Sherwood Drive: Design and construction phase, 2023-2026 (AUTO 2053)		In progress	In progress	
	Replace Ardrossan Main Street bridge (AUTO 2289)		In progress	In progress	
	Ardrossan Twp Rd 531, Main St to Collector Rd A (inc. intersection at Collector Rd A) (AUTO 2402)			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	In progress	
	Bethel Transit Centre roadway upgrade (AUTO 2262)		In progress	In progress	
	Public Transit Bus Barn – Planning & Design (AUTO 2397)			In progress	
	Plan and design a seniors' centre, including a needs assessment (AUTO 2417)			In progress	
Facilities	Support the Strathcona County Public Services Yard modernization project (AUTO 1320)	In progress	In progress	Complete	
	Evaluate opportunities to optimize the use of County Facilities through the hybrid work environment and facility design considerations	Ongoing	Ongoing	Ongoing	
	Planning and design of transit operations and maintenance facility (AUTO 2397)			In progress	
Fleet	Fleet optimization and emissions reduction	In progress	In progress	In progress	
	Implement Hydrogen Bus (in performance evaluation stage)	In progress	In progress	In progress	
	Construct a large bulk fuel station for vehicles and equipment at Strathcona County Public Service Yard (AUTO 2305)		In progress	In progress	
	Update and review Fleet management software and improve analytical usage (INIT 24)	In progress	In progress	In progress	

Corporate Program - Continued

SERVICES	PLANNED INITIATIVE	2023	2024	2025	2026
Human Resource Management	Build and implement Leadership Foundations and Succession Planning programs that integrate our leadership competencies	In progress	In progress	In progress	
	Advance Diversity and Inclusion initiatives including actions from the Inclusive Hiring Audit	In progress	In progress	In progress	
	Implement the OHS Corporate Training Project to support the prevention of health and safety incidents	In progress	Complete		
	Implement Oracle learning management system (INIT 251)		In progress	In progress	
Information, Records and Data Management	Support the records, data, and geospatial information needs of departments to ensure timely and secure access to County information for their business needs	Ongoing	Ongoing	Ongoing	
Land Management	Develop a funding strategy to enable strategic land acquisition in accordance with the Municipal Land Framework	In progress	Complete		
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	In progress	
Risk Management	Issue a request for proposal for organizational insurance	Complete			
	Centralize and expand enterprise private security that includes data collection and analysis. (INIT 234)		Complete		
	Creation of Security Incident Reporting System using the ITrak platform		Complete		
	Implement an integrated monitoring centre (IMC) to provide oversight and response to security occurrences in County facilities including alarm, CCTV and duress button systems (INIT 247)			In progress	
	Develop and implement an enterprise risk management framework and update policy		In progress	In progress	

Corporate Program - Continued

SERVICES	PLANNED INITIATIVE	2023	2024	2025	2026
Technology Services and Management	Support the final implementation stage of Next Generation 9-1-1 to align with CRTC standards (AUTO 1496)	Complete			
	Manage department applications effectively and efficiently by investing in strategic platforms	Ongoing	Ongoing	Ongoing	
	Develop AI Strategy (INIT 238)			In progress	
	Build strategic relationships with County departments to assist with the efficient delivery of business priorities	Ongoing	Ongoing	Ongoing	
	Support the underlying information technology infrastructure environment to ensure stability and availability	Ongoing	Ongoing	Ongoing	
	Maintain and improve cybersecurity technology, policies, and procedures to reduce risk			In progress	
	Implement a work order management system (AUTO 2271)			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	In progress	In progress	
Procurement	Review internal procurement processes to improve efficiency	In progress	In progress	Ongoing	
	Review and revise the Asset Disposal Policy	Complete			
Taxation	Support finalizing the implementation of the property tax software	In progress	In progress	In progress	
	Implement one counter service at County Hall to best serve both taxation and utility customers		Complete		
	Increase to the Seniors Property Tax Rebate Program (CDI 9)		Complete		
Treasury and Cash Management	Review investment strategy and associated policy	Complete			
	Review debt management policy	In progress	In progress	In progress	
	Review and update internal processes in support of Payment Card Industry (PCI) compliance	In progress	In progress	In progress	
	Investigate a new treasury option	In progress	In progress	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	Complete			
Council Representation	Improve access to public Council and special meetings through enhanced online video streaming	In progress	In progress	In progress	
	Automate the Council Action Tracker	Complete			
	Identify key contacts and craft meaningful messages that strengthen connections and advance advocacy priorities that drive change	In progress	In progress	In progress	
Elections and Census	Improve equal and effective representation for urban and rural wards through a ward boundary review	Complete			
	Planning for and conducting the 2025 municipal election in the context of significant legislative change			In progress	
Performance Management and Improvement	Establish an enterprise performance measurement program that includes governance and reporting systems	In progress	In progress	In progress	
Policy Development	Update Employee Expense policy	In progress	Complete		
	Update Reserve policy	In progress	Complete		
	Develop a new Whistleblower's policy	In progress	Complete		
	Develop a Ward Budget Policy to guide members of Council	In progress	In progress	In progress	
	Update County-wide policy coordination	In progress	In progress	In progress	
Strategic, Financial and Business Planning	Develop and implement the Accessibility Framework	In progress	In progress	In progress	
	Develop a combined strategic and financial annual report			In progress	
	Review and update the Long Term Financial Sustainability Framework			In progress	
	Continue to review and maintain the service inventory to support service level reviews	In progress	In progress	In progress	
	Implement a corporate-wide LEAN review program	In progress	Complete		