



2022 - 2025 DEPARTMENT BUSINESS PLAN

Planning and
Development
Services

Date of last revision
APRIL 2022



MESSAGE FROM THE DIRECTOR



I am happy to represent Planning and Development Services in the presentation of our 2022-2025 Business Plan.

Our team is accountable for the administration of overall land use planning and development in Strathcona County. We are a diverse group of professionals with a wide range of knowledge and experience working collaboratively to ensure Strathcona County remains a safe healthy community.

We strive for authentic opportunities to engage and consult with the community, internal and external stakeholders, and Council. With a collective desire to capture and reflect the values of the community through the implementation of policies, programs, bylaws, and standards that align with the corporate values and strategic direction.

Our goal is to deliver exceptional service to our residents and businesses both directly and indirectly through interactions with builders, contractors, developers, realtors, to name a few. Our team is empowered to be innovative in the delivery of our services and to seek ways to streamline approval processes. Although regulatory, we aim to be a valued resource to our residents on bylaws, standards, and codes; building shared understanding that supports compliance through education and cooperation.

Over this next business cycle, we will continue to focus on refining processes and advancing technology to enhance communications and expand accessibility through online services as we strive to maintain a resilient flexible team focused on providing first-rate service.

Linette Capcara, Director

Planning and Development Services

PLANNING FOUNDATION

STRATHCONA COUNTY VISION

Living in Strathcona County

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

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

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

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

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



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



Goal 5
Foster collaboration through regional, community and governmental partnerships



Goal 2
Manage, invest and plan for sustainable municipal infrastructure



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



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



Goal 7
Provide opportunities for public engagement and communication



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



Goal 8
Foster an environment for safe communities



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

CORPORATE MISSION

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

CORPORATE VALUES

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

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


DEPARTMENT MISSION STATEMENT

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

DEPARTMENT OVERVIEW

Planning and Development Services is comprised of a team of passionate professionals, helping to create a community of choice by design. The department is guided by federal and provincial legislation and municipal policies such as:

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



PDS performs under five core business functions: Land Development Planning, Land Development Engineering, Permitting, Inspections, and Customer Service, Environmental Planning, and Land Management Services. These functions play a key role in achieving our mission, specifically ensuring a safe and healthy community and balancing the natural environment and economic prosperity.

DEPARTMENT CORE BUSINESS FUNCTIONS AND PROGRAMS (SUMMARY OF OPERATIONAL PLANS)

LAND DEVELOPMENT PLANNING

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

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

2022 – 2025 FORECAST

The economy, with or without the COVID-19 pandemic, has a significant impact on Land Development Planning's core business function. Revenue is dependent on applications and is market driven. Expenses are budgeted to ensure our level of service is balanced between being able to effectively process applications and complete County initiatives. Revenue and expenses are expected to remain relatively stable over the four-year cycle.

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

2022 – 2025 (INIT-37): Broadview Park and Bison Meadows Area Structure Plan Updates – DEFERRED to 2025 - was not deemed critical.

INITIATIVES CONTINUED FROM 2020:

2020 (INIT-161): Campbelltown Heights, Wye Road Gardens and Ordze Park Area Redevelopment Plan – completion T1 2023. (continued from 2020)

LAND DEVELOPMENT ENGINEERING

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

- Municipal and Private Land Development Engineering Review
- Developer Agreements (managing of obligations, securities and defaults)
- Construction Completion and Final Acceptance
- Off-site Levies
- Surface Drainage and Site Grading Bylaw (implementation and compliance investigation)

2022 – 2025 FORECAST

The economy has a significant impact on Land Development Engineering's core business function. Expenses are budgeted to ensure our level of service is balanced between being able to effectively facilitate development and complete County initiatives.

The majority of day-to-day activity is dependent on Land Development Planning and Permitting, Inspections and Customer Services application volumes. The branch also maintains a number of policies, procedures, guidelines and processes allowing staff variation in activities and maintaining workloads during periods of lower application volumes.

PERMITTING, INSPECTIONS AND CUSTOMER SERVICE

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

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

2022 – 2025 FORECAST

Economy: The economy affects the Permitting, Inspections and Customer Service branch core business functions. When there is a downturn, we often see a higher volume of renovations versus new construction. Although there may be fewer permit applications, we see an increase in compliance/enforcement volumes. Land and business owners may look for ways to lower costs such as using residential properties to store business vehicles/ equipment, not obtaining required approvals, not meeting bylaw and code requirements.

Succession planning/cross-training: We have a mature workforce, with several of our staff being eligible for retirement in this budget cycle. As part of our succession planning, we will continue to encourage cross-training by having our staff flex into roles and participate in mentoring opportunities. Cross training will also equip us for any resource adjustments as needed.

Technology: Online services are highly utilized and with the change in the business environment there has been a further increase in the usage and optimization of technology both internally and to our external customers.

It is anticipated that this trend will continue and the increased demand by staff and the public will encourage further growth of technology to allow for more online applications.

ENVIRONMENTAL PLANNING

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

- Environmental Planning and Review
- Environmental Policy Development and Implementation
- Environmental Monitoring and Assessment
- Contaminated Sites Management (formally Environmental Management)
- Beaver Hills Biosphere

2022 – 2025 FORECAST

Current service levels for environmental planning and review, monitoring and assessment and environmental management is appropriate. Much of our activity is dependent upon other County departments, as we support operational and capital projects. Our priority project continuing from 2020 is the update to the Environmental Framework. The Environmental Framework was approved, and implementation began in 2021. We have reflected upon and re-examined our environmental priorities by building on the previous framework and ensuring relevance with current issues and trends. We have adapted our program activities in context of COVID-19 pandemic challenges but have experienced barriers to effective public engagement.

2022 - 2025 INIT-199/INIT-200: Wetland Replacement Program (WRP) - reclassified as a capital project in 2021. The completion of Busenius Estates and Uncas Wetland Replacement are T3-2022.

INITIATIVES CONTINUED FROM 2021:

2021 TAS INIT-165: Astotin Creek Surface Water Study – completion of PDS portion of this TAS initiative is T2-2022. (continued from 2021).

LAND MANAGEMENT SERVICES

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

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

2022 – 2025 FORECAST

The economy and market fluctuations play a significant role on the work programs of Land Management Services. These fluctuations impact the real estate market causing an increase or decrease in the number of properties that may be available for strategic acquisition, as well as private sales which often identify various encroachment and unauthorized use issues. Our industrial partners are also impacted by these fluctuations. The business decisions of industry during economic instability impacts the number of new road and facility crossing agreement and other required consents needed to support industrial activity although we often see a change in focus to inspections and maintenance resulting in a high number of smaller applications.

The current staffing level is sufficient to meet the service needs of our clients and is expected this can be maintained over the 2022-2025 budget cycle.

DEPARTMENT ANNUAL CAPITAL IMPROVEMENTS

WETLAND REPLACEMENT PROGRAM (WRP) (INIT 199/ INIT 200)

Wetlands are a vital part of Alberta's ecological landscape and necessary for a sustainable economy and healthy communities. The Alberta Wetland Replacement Program aims to re-establish wetlands in partnership with Albertans by providing resources for collaborative restoration projects across the province.

As per Council approval, we have signed a Memorandum of Understanding with the Province for participating in the project. Under the MOU, the County should be completing a minimum of one project a year.

Linkage to corporate business plan organizational excellence goal and result(s):

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

Department role:

Lead / Co-lead: Planning and Development Services

Timeframe:

Start time: T1 2022

End time: T3 2022

DEPARTMENT SUPPORT ROLES (ANNUAL CAPITAL IMPROVEMENTS)

The list below includes initiatives that this department will be supporting during the 2022 – 2025 Business Plan timeline. Lead departments are responsible for providing clear plans to support departments. These plans are to advise support departments on particulars of the support required and timing.

- Annual Urban Roads Rehab Program
Lead: Transportation and Agriculture Services
- Annual Asphalt Trail Rehab Program
Lead: Transportation and Agriculture Services
- Annual Rural Roads Rehab Program
Lead: Transportation and Agriculture Services
- Annual Traffic and Pedestrian Safety Improvements
Lead: Transportation Planning and Engineering
- Annual Traffic Signal / Intersection Replacements
Lead: Transportation Planning and Engineering
- Annual Bridge Replacement Project
Lead: Transportation Planning and Engineering
- Annual Sidewalk Missing Links Program
Lead: Transportation Planning and Engineering
- Annual Facility Capital Lifecycle Program
Lead: Facility Services
- Annual Parking Lot Program
Lead: Transportation and Agriculture Services
- Annual Parks Infrastructure Lifecycle Program
Lead: Recreation, Parks and Culture
- Annual Open Space Planning Revitalization
Lead: Recreation, Parks and Culture
- Annual Information Technology Corporate Infrastructure Replacement Program - Municipal
Lead: Information Technology Services

DEPARTMENT IMPROVEMENT INITIATIVES

BROADVIEW PARK & BISON MEADOWS AREA STRUCTURE PLAN (INIT 37)

Updates to the development concepts of the existing Area Structure Plans (ASPs) for Broadway Park and Bison Meadows are necessary in order to achieve an improved utilization, configuration and marketability of County owned lands.

Linkage to corporate business plan organizational excellence goal and result(s):

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

- Accessible cultural, recreational and social infrastructure

Department role:

Lead / Co-lead: Planning and Development Services

Support: Transportation Planning & Engineering, Utilities

Timeframe:

Start time: T1 2025 End time: T3 2025

DEPARTMENT SUPPORT ROLES (IMPROVEMENT INITIATIVES)

The list below includes initiatives that this department will be supporting during the 2022 – 2025 Business Plan timeline. Lead departments are responsible for providing clear plans to support departments. These plans are to advise support departments on particulars of the support required and timing.

- Business Expense Policy Review and Update
Lead: Financial and Strategic Services
- Strathcona County Business Transformation (SCBT) Project
Lead: Financial and Strategic Services
- Enterprise Risk Management Program
Lead: Financial and Strategic Services
- Fleet Emissions Review and Reductions Program
Lead: Facility Services
- Occupational Health and Safety/ Disability Management Technology Project
Lead: Human Resources
- Succession Planning Strategy
Lead: Human Resources
- New Occupational Health and Safety Legislation Implementation
Lead: Human Resources
- Corporate Inclusion and Diversity Training
Lead: Human Resources and Family and Community Services
- Digital Workplace Program
Lead: Information Technology Services
- Corporate Geographic Information System (GIS) Program Update
Lead: Information Technology Services
- Asset Retirement Obligations
Lead: Financial and Strategic Services
- Electronic Procurement System Update
Lead: Financial and Strategic Services

DEPARTMENT STRATEGIC INITIATIVES

SOUTH OF WYE ARP PROJECT (INIT 161)

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

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

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

- Diverse and inclusive communities

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

- Accessible cultural, recreational and social infrastructure

Goal 7: Provide opportunities for public engagement and communications.

- Community is informed about County decisions

Department role:

Lead / Co-lead: Planning & Development Services

Support: Transportation Planning & Engineering, Utilities

Timeframe:

Start time: T2 2020

End time: T3 2022

DEPARTMENT SUPPORT ROLES (STRATEGIC INITIATIVES)

The list below includes initiatives that this department will be supporting during the 2022 – 2025 Business Plan timeline. Lead departments are responsible for providing clear plans to support departments. These plans are to advise support departments on particulars of the support required and timing.

- Northern Strathcona County Regional Park Masterplan
Lead: Recreation, Parks and Culture
- Multi-Purpose Agricultural Facility Development
Lead: Recreation, Parks and Culture
- Heartland - Range Road 214 and Township Road 554 Intersection Improvements
Lead: Transportation, Planning and Engineering
- Wye Road Upgrade - Range Road 231, Wye Road to Hillshire Boulevard
Lead: Transportation, Planning and Engineering
- Wye Road Upgrade - Sherwood Drive from Ash Street to Village Drive
Lead: Transportation, Planning and Engineering
- Broadway Boulevard and Broadview Drive Roundabout Intersection Upgrade
Lead: Transportation, Planning and Engineering
- Wye Road Widening, Estate Drive to Clover Bar Road
Lead: Transportation, Planning and Engineering
- Functional Planning Study Southwest Quadrant - Range Road 234 to Highway 21 and Township Road 510 to Highway 14
Lead: Transportation, Planning and Engineering
- Wet Weather Flow Management Plan - Development and Implementation
Lead: Utilities
- Range Road 233, Ash Street to Balmoral Way Land Acquisition
Lead: Transportation, Planning and Engineering
- Indoor Fieldhouse - Design
Lead: Recreation, Parks and Culture
- Sherwood Drive Roundabout
Lead: Transportation, Planning and Engineering

- Sherwood Drive - Granada Boulevard Intersection Improvement
Lead: Transportation, Planning and Engineering
- Sherwood Drive - Granada Boulevard Intersection Improvement Construction
Lead: Transportation, Planning and Engineering
- Bethel Way, Bison Way to Lakeland Drive
Lead: Transportation, Planning and Engineering
- Township Road 560, Range Road 214 to 800M East
Lead: Transportation, Planning and Engineering
- Functional Planning Study South of Local Employment Area (LEA) - Highway 21 to Range Road 222 and Township Road 530 to LEA Boundary
Lead: Transportation, Planning and Engineering
- River Valley Alliance Pedestrian Footbridge
Lead: Recreation, Parks and Culture
- Community Broadband
Lead: Information Technology Services
- Class II Improvements – Rge Rd 210, Twp 550 to Hwy 15
Lead: Transportation, Planning and Engineering
- Ordze Cres Road Improvement
Lead: Transportation, Planning and Engineering
- Bremner Water Servicing – Phase 1 Supply and NW Reservoir
Lead: Utilities
- Lakeland Village Creek Erosion Mitigation
Lead: Utilities