



**2022 - 2025**  
DEPARTMENT  
BUSINESS PLAN

Transportation  
and Agriculture  
Services

Date of last revision  
**APRIL 2022**



# MESSAGE FROM THE DIRECTOR

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Transportation and Agriculture Services (TAS) is committed to supporting our residents and other levels of government through the delivery of programs and services in the areas of Public Works, Winter Maintenance, Traffic Management and Agriculture.

Our business plan is focused on supporting our department mission: *Inspire community by enabling safe travel and agriculture*. Enabling safe travel speaks to the function of the department to ensure residents can move safely throughout our network of roads and walkways in every season. The work we do to enable agriculture involves soil and water protection, pest and vegetation control, and education and awareness to support a strong rural community and lifestyle.

Over the next four years, we will continue to prioritize infrastructure through a combination of annual programs focused on a high quality and sustainable urban and rural transportation network. We will also work as a key support for capital improvement projects across the County, including Astotin Creek and The Pointe.

This year, we will gather feedback from residents and stakeholders to ensure the trail clearing approach outlined in the winter maintenance policy is meeting community needs.

Within our agriculture programs, we will initiate development of the Agriculture and Food Sector Development strategy and implementation of a new weed inspection software for our annual Weed Inspection program.

It's been a difficult time for our community these last two years, and I am proud of our staff for showing great resiliency through uncertain times. We will continue to provide essential services that support a high standard of quality of life for residents throughout urban and rural Strathcona County.

David Churchill  
Director, Transportation and Agriculture 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.

<b>Integrity</b>	We demonstrate ethical standards and behaviours We display honest behaviour at all times We do what we say we will do
<b>Respect</b>	We treat others with care and dignity We pay attention to each other We welcome a variety and diversity of ideas
<b>Safety</b>	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
<b>Fairness</b>	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
<b>Cooperation</b>	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

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Inspire community by enabling safe travel and agriculture.

## DEPARTMENT OVERVIEW

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From road construction, winter maintenance and vegetation and pest control to long-term initiatives that preserve and enhance the County's agricultural lands and heritage, Transportation and Agriculture Services (TAS) provides a range of operationally focused and strategic programs that have a daily impact on the lives of residents.

In support of our mission to inspire community by enabling safe travel and agriculture, TAS ensures the essential infrastructure and services that contribute to a high standard of quality of life for residents across urban and rural Strathcona County.

Working across three branches—Public Works, Transportation Infrastructure and Agriculture Services—our people are at the heart of our service to residents.

Our three branches and support staff work collaboratively to support and implement the department's core functions.

Approximately 40 office staff work at the Strathcona Public Service Yard; another 80 operations staff are based throughout the County, at the Strathcona Public Service Yard, and the Josephburg Public Service Yard. During the SPSY Modernization and Expansion project, approximately 40 staff are based at the Annex building.

To attract and retain professional and dedicated employees, we work every day to build a culture that realizes the County's corporate values and behaviours, with a particular focus on safety.

Transportation and Agriculture Services follows several bylaws and policies, such as the:

- Animal Control Bylaw 18-2011
- Aggregate Levy Bylaw 41-2009
- Airport Bylaw 3-2015
- Apiculture Bylaw 43-2011
- Firearm Control Bylaw 3-2014
- Land Use Bylaw
- Municipal Rights-of-Way Bylaw 75-2004
- Noise Control Bylaw 66-99
- Sidewalk Clearing Bylaw 36-2013
- Traffic Bylaw 16-2015
- Community Garden Policy SER-001-030
- Winter Maintenance Policy – Roads, Sidewalks and Parking Lots SER-009-026
- Road Right-of-Way Sign Policy SER-013-005
- Traffic Noise Policy SER-009-027
- Weed and Pest Control Policy SER-001-034
- Rural Roadside Vegetation Control Policy SER-001-006.

The overarching provincial regulations and standards followed are:

- Association of Professional Engineers and Geoscientists of Alberta
- Alberta Institute of Agrologists
- Alberta Society of Professional Biologists
- Traffic Safety Act
- Water Act
- Environmental Protection and Enhancement Act
- Weed Control Act and Regulations
- Pest Control Act and Regulations
- Soil Conservation Act

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

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## PUBLIC WORKS

Public Works maintain the essential infrastructure and services important to both urban and rural Strathcona County residents. From quality roads and effective storm drains and culverts, to trails, snowplows and street sweepers, our dedicated employees provide high quality services that support our community. Priority Based Budget Programs tied to core business function include:

- Road maintenance – rural and urban
- Trail maintenance
- Parking lot maintenance
- Sidewalk and curb repair
- Sign installation and maintenance
- Railway crossing maintenance
- Drainage and ditches
- Asset management – rural and urban
- Airport management
- Airport maintenance

## 2022 – 2025 FORECAST

Potential for large inflationary impacts due to oil prices and raw material prices exists. Asphalt pricing and culvert pricing could see a substantial price increase due to this.

The primary focus on maintaining service levels within the current budget dollars by reallocating resources within the program areas where necessary, and to reflect historical trends.

The Astotin Creek Implementation Plan is forecasted to start in 2022.

## WINTER MAINTENANCE

Our winter maintenance operations enable safe travel and pedestrian access for residents on our roads, trails and sidewalks throughout the winter months. County crews are available to respond 24 hours a day, seven days per week. Operations follow the County's Winter Maintenance Policy, which outlines a priority system to manage snow and ice. Priority Based Budget programs under the Winter Maintenance core function include:

- Snow Removal/Ice Control - Urban Roads
- Snow Removal/Ice Control - Rural Roads
- Snow Removal/Ice Control - Residential Roads
- Snow Removal/Ice control – Trails

### 2022 – 2025 FORECAST

Winter maintenance continues to be a challenge for budgeting and forecasting due to unpredictable climate patterns. Focus will be on maintaining service levels within the current budget constraints with the ability to access reserve funding for exceptions.

With more of our residents using trails and pathways for exercise, transportation and recreation, a greater emphasis has been placed on maintaining walkability and pedestrian access. In 2022, Strathcona County is reviewing the trail clearing priority approach outlined in the Winter Maintenance Policy. Feedback from residents and stakeholders will help inform whether the current approach is meeting community needs. The results of this feedback may influence the operational approach to trails moving forward.

## TRAFFIC MANAGEMENT

Traffic management activities are overseen for public safety and protection of infrastructure. This includes overseeing permitting processes that manage temporary traffic control, work zone safety and restoration requirements for roadways. Priority Based Budget programs under the Traffic Management core program includes right-of-way management.

### 2022 – 2025 FORECAST

Forecast for major inflationary impacts due to costs of raw materials seeing substantial increases. Signage will be affected by this increase. We continue to

address growth pressures and maintain services levels by reallocating resources within the program areas where possible.

## AGRICULTURE

A strong rural community and lifestyle is supported through a combination of annual, operational programs and long-term strategies and plans. Agricultural programs and services align with the mandate of the Strathcona County Agricultural Service Board and support the development and execution of strategies and actions outlined in the Agriculture Master Plan. Priority Based Budget plans under the Agriculture core function include:

- Vegetation control
- Pest control
- Soil and water conservation
- Weed inspection and enforcement
- Agriculture development and strategic planning

### 2022 – 2025 FORECAST

Forecast includes minor inflationary impacts. Focus will be maintaining service levels and continuing to implement the strategies within the Agricultural Master Plan within the current budget dollars.

In 2022, there will be a focus on the development and implementation of strategies under the Agriculture Master Plan, specifically the Agriculture and Food Sector Development strategy. The completion and implementation of new weed inspection software will help to continue to drive the weed inspection program forward.



# DEPARTMENT ANNUAL CAPITAL IMPROVEMENTS

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## ANNUAL RURAL ROADS REHABILITATION PROGRAM (AUTO 1394, 1395, 1396, 1398, 1642)

The program consists of rehabilitation of rural roadways. In Strathcona County, the daily traffic volume determines the most suitable road surface—either asphalt, cold mix, dust-controlled gravel or loose gravel. The ongoing maintenance of these roads ensures quality and safe infrastructure for rural road users. The roads are identified based on the condition rating from the asset management program.

The rehabilitation work includes road improvements, as well as improvements required in rural areas such as culvert repairs and replacements, and improvements to side slopes and ditches.

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

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

- Supports long-term financial sustainability
- Supports infrastructure management
- Supports integrated planning

### **Department role:**

Lead: Transportation and Agriculture Services

Support: Transportation Planning and Engineering

**Timeframe:** Ongoing

# ANNUAL URBAN ROADS REHABILITATION PROGRAM (AUTO 1374, 1375, 1376, 1377, 1637)

The program consists of rehabilitation of urban roadways. Strathcona County urban roads primarily consist of asphalt as well as surrounding concrete (i.e. sidewalks, median islands). To ensure long term sustainability of this infrastructure, this annual program identifies priority areas based on asset condition rating. By maintaining the infrastructure annually, Strathcona County ensures quality and safe infrastructure for the community.

The rehabilitation work includes asphalt work, line marking and removal and replacement of concrete. The work may also include minor corrections and may also include the addition of traffic calming features.

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

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

- Supports long-term financial sustainability
- Supports infrastructure management
- Supports integrated planning

## **Department role:**

Lead: Transportation and Agriculture Services

Support: Transportation Planning and Engineering

**Timeframe:** Ongoing

# ANNUAL ASPHALT TRAILS REHABILITATION PROGRAM (AUTO 1379, 1380, 1381, 1382, 1638)

The program consists of rehabilitation of trails in Strathcona County's trail network. With approximately 300 km of trails in rural and urban areas, their ongoing maintenance is managed in the same way as other infrastructure. Trails are an important part of supporting community and the active lifestyle residents enjoy. Trails are identified annually through an asset condition rating.

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

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

- Supports long-term financial sustainability
- Supports infrastructure management
- Supports integrated planning

## **Department role:**

Lead: Transportation and Agriculture Services

Support: Transportation Planning and Engineering

**Timeframe:** Ongoing

# ANNUAL PARKING LOT REHABILITATION PROGRAM (AUTO 1384, 1385, 1386, 1387, 1640)

The program consists of rehabilitation of the parking lots and supporting assets. The annual maintenance of this infrastructure supports Strathcona County to maintain quality and safe infrastructure. Locations are identified annually based on priority and available budget.

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

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

- Supports long-term financial sustainability
- Supports infrastructure management
- Supports integrated planning

## **Department role:**

Lead: Transportation and Agriculture Services

Support: Facility Services

**Timeframe:** Ongoing

# DEPARTMENT SUPPORT ROLES (ANNUAL CAPITAL IMPROVEMENTS)

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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 Vehicle and Equipment Fleet Replacements  
Lead: Fleet Services
- Annual Information Technology Corporate Infrastructure Replacement Program – Municipal  
Lead: Information Technology Services
- Annual Open Space Planning Revitalization  
Lead: Recreation, Parks and Culture
- Annual Sidewalk Missing Links Program  
Lead: Transportation Planning and Engineering
- Annual Traffic Pedestrian Safety Improvements  
Lead: Transportation Planning and Engineering
- Annual Traffic Signal/Intersection Replacements  
Lead: Transportation Planning and Engineering
- Annual Facility Capital Lifecycle Program  
Lead: Facility Services
- Annual Vehicle and Equipment Capital Refurbishment Program  
Lead: Fleet Services
- Annual Fleet Transit Replacements Programs  
Lead: Fleet Services

## SOFTWARE REPLACEMENT – WEED INSPECTION PROGRAM (INIT 163)

Strathcona County's weed inspection computer program (Clearion) is outdated and needs to be updated. Challenges with the expired software and its outdated technology have been supported by ITS since 2017, but this is not sustainable. A new software will be sourced for the Weed Inspection Program that will meet the business needs while aligning with County's technical architecture standards and vision.

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

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

- Natural areas and resources balance value for current and future generations

### **Department role:**

Lead: Transportation and Agriculture Services

Support: Information Technology Services

### **Timeframe:**

Start time: T1 2021

End time: T1 2022

# TRANSPORTATION TACTICAL ASSET MANAGEMENT PLAN (INIT 82)

This improvement initiative will be a critical tool to support long-term management of Strathcona County's infrastructure. The scope of work includes defining core service levels and ensuring asset data is brought up to standards to support transportation planning. It will also improve and further define the department's asset management program to align within the Corporate Asset Management Framework.

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

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

- Supports workplace culture that builds trust and promotes employee contribution
- Leverages tools (i.e. technology) to assist in service delivery
- Supports development of employee capacity through training and development

## **Department role:**

Lead: Transportation and Agriculture Services

Support: Corporate Asset Management Steering Committee, Communications

## **Timeframe:**

Start time: T2 2023

End time: T1 2025

## RURAL ROAD SWEEPING PROGRAM (INIT 168)

The rural roadways within the County are currently swept in the spring with debris placed in the ditch or road edge. This has become an issue with placing the debris on the roadway shoulder resulting in contamination of water bodies, drainage courses and manicured yards. There has been an increase in weather events resulting in full roadway sanding during winter operations. This has also led to increased material needing to be swept each spring.

There is a need to pick up and clear debris from the road. This initiative is to increase the operational sweeping budget to accommodate for this change.

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

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

- Efficient and effective multi-modal transportation network

### **Department role:**

Lead: Transportation and Agriculture Services

### **Timeframe:**

Start time: T2 2024

End time: T3 2024



# UTILITY VEHICLE HERBICIDE SPRAYER REPLACEMENT (AUTO 2093)

The current Utility Vehicle (UTV) herbicide sprayer has reached the end of its useful life and requires a replacement. New UTV herbicide sprayers can deliver specific amounts of herbicide based on operational speed to ensure that herbicide is not over or under applied. Additionally, new equipment uses GPS to generate accurate maps for legislated record keeping, which also helps to prevent overlapping areas and saves on treatment cost.

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

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

- Natural areas and resources balance value for current and future generations

## **Department role:**

Lead / Co-lead: Transportation and Agriculture Services

Support: Fleet Services, Financial and Strategic Services, Legislative and Legal Services

## **Timeframe:**

Start time: T1 2022

End time: T2 2022

## 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
- Service Definition Project  
Lead: Financial and Strategic Services
- Enterprise Risk Management Program  
Lead: Financial and Strategic 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
- Fleet Lifecycle Replacement Program  
Lead: Emergency Services
- Corporate Inclusion and Diversity Training  
Lead: Human Resources and Intergovernmental Affairs
- Corporate Geographic Information System (GIS) Program Update  
Lead: Information Technology Services

## 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.

- Wye Road Upgrade – Range Road 231, Wye Road to Hillshire Boulevard  
Lead: Transportation Planning and Engineering
- Northern Strathcona County Regional Park Masterplan  
Lead: Recreation, Parks and Culture
- Event and Sport Tourism Initiatives – 2023 Special Olympics Alberta Winter Games  
Lead: Recreation, Parks and Culture
- Heartland Drive – Range Road 214 and Township Road 554 Intersection Improvements  
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 16  
Lead: Transportation Planning and Engineering
- Broadview Enviroservice Operational Enhancements  
Lead: Utilities
- Range Road 233, Ash Street to Balmoral Way Land Acquisition  
Lead: Transportation Planning and Engineering
- Broadmoor Boulevard and Baseline Road Functional Planning Study  
Lead: Transportation Planning and Engineering
- 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
- Urban and Rural Trail Construction  
Lead: Recreation, Parks and Culture