Mid-Year Report
2023

Sturgeon
C O U N T Y

Contents

Sturgeon County recognizes we are located on Treaty 6 territory, the traditional homelands of Alexander and Michel First Nations, as well as the Métis Nation of Alberta's Region 4. We are all Treaty People; we love and cherish this place we call home and the land that provides for us—a place where our families, friends, and other relations live and grow. We commit ourselves to continually becoming better Treaty people so that this place and those we love continue to thrive as long as the sun shines, the grass grows, and the rivers flow.

Our Vision

"*Offering a rich tapestry of historical, cultural, and natural experiences, Sturgeon County is a municipality that honours its rural roots and cultivates desirable communities. Uniquely situated to provide world-class agricultural, energy, and business investment opportunities, the County prioritizes responsible stewardship and dreaming big.*"

Strategic Framework

Status Types

- **On-Track –** *Initiative is progressing well with little-to-no issues in scope, schedule, budget, or resourcing.*
- **Cautioned –** *Some obstacles identified within the initiative (potentially leading to bigger issues if not addressed).*
- **Off-Track –** *Significant obstacle experienced within the initiatives scope, schedule, budget, or resourcing.*
- **Completed –** *Initiative is deemed complete (will not appear in future reports).*
- **Not Yet Started –** *Initiative is sequenced in County workplan but has not yet commenced.*

Our Guiding Principles

Collaboration	Accountability
Flexibility	Excellence
Safety	Future Readiness
Affordability	Innovation

Strategic Priorities

The Strategic Plan on a Page identifies Council's ten strategic priorities that Sturgeon County will implement over the next four years (and beyond).

Planned Growth

Thriving Communities

Environmental Stewardship

Collaborative Governance

Operational Excellence

Diverse Business Hub

Reinforce Sturgeon County as an internationally competitive and supportive municipality to locate and conduct business.

Safe, Beautiful Communities

Cultivate safe, beautiful, and complete communities.

Carbon Neutral Municipal Operations

Achieve carbon neutral municipal operations by considering benchmarks that reflect Environmental, Social, and Governance (ESG) measures.

Modern, Adaptive Administration

Prioritize municipal workforce and process and policy modernization that supports a productive and future-ready organization.

Diversified Revenue and Partnerships

Realize opportunities for alternative revenue generation and shared efficiencies through innovative new models and partnerships.

Meaningful Community Connections

Acknowledge and celebrate Sturgeon County's history and relationships with Indigenous and other communities.

Clean Energy Economic Ecosystem

Support long-term transition to a low carbon economy, prioritizing hydrogen and other clean energy production.

Sustainable, Thoughtful Decisions

Embed thoughtful long-range financial and operational planning into decision-making processes.

Reliable, Effective Infrastructure

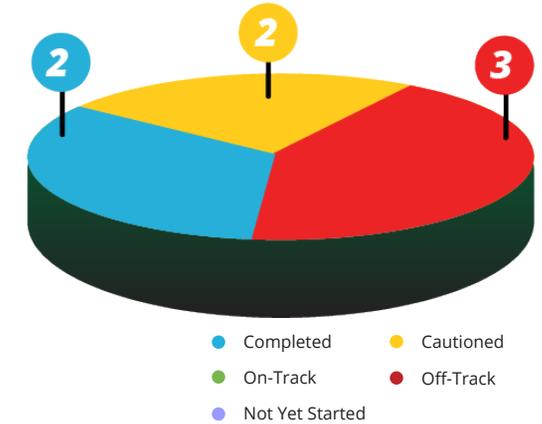*Enhance local broadband, emergency, transportation, and recreation infrastructure.*

Economical, Desirable Services

Ensure residents will be offered cost-effective and highly valued services.

Diverse Business Hub
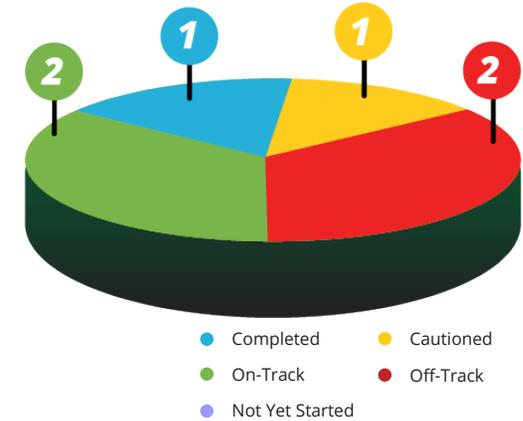
Reinforce Sturgeon County as an internationally competitive and supportive municipality to locate and conduct business.

🔵 Completed	🟡 Cautioned
🟢 On-Track	🔴 Off-Track
🟣 Not Yet Started	

INITIATIVE	STATUS	COMMENTS
Designated Industrial Zones: Regulatory Alignment Collaborate with the Province and other stakeholders to develop and implement recommendations to align regulatory process that enables a one-window service model.	🟡	• External partners have communicated that this complex initiative will require long-term multi-stakeholder engagement, and completion dates will be extended. • Initiative will focus on Heartland Infrastructure reporting for year end, and other regulatory components will advance at the department level.
Economic Development and Competitiveness Strategy Update Update the organization's primary economic strategy and showcase the County's priorities to support domestic and international competitiveness.	🔵	• Final Strategy complete and accepted. • Implementation of the recommendations to continue as a department level focus.
Economic Marketing Strategy Develop an Economic Marketing Strategy that will improve Sturgeon County's position as one of the top investment attraction and business growth destinations.	🟡	• Project tendering and kick-off complete. • Due to corporate changes with the vendor, project initiation was delayed causing expected completion to be extended to Q4 2023.
Investment Incentive Expansion Conduct an analysis of proposed financial incentives related to select industry types and geographic areas.	🔴	• Council engaged regarding support for and implications of incentive expansion. • Further incentive development pending completion of the Competitive Positioning Review and confirmation of Advisory Board and Council priority in Q4 2023.
Sturgeon Valley Development Readiness: Land Use Regulation Complete amendments to the Land Use Bylaw to enable a flexible and competitive development process in Sturgeon Valley South.	🔵	• Land Use Bylaw received First Reading May 9, 2023, Council requested further amendments and an additional public hearing was held. • Land Use Bylaw received Second and Third Reading June 27, 2023.
Villeneuve Airport Area - Area Structure Plan Prepare a detailed growth framework and overall statutory plan amendment in support of the Villeneuve Airport area development opportunity.	🔴	• Plan complete, but refused by Edmonton Regional Metropolitan Board (EMRB) April 13, 2023. • Sturgeon County initiated EMRB Appeal Process, initiative timeline to be extended to Q4 2024.
Villeneuve Airport Development Readiness: Future Planning Advance technical bylaw amendments to facilitate the next steps in Villeneuve Airport Area development.	🔴	• Due to EMRB refusal of the interdependent Villeneuve Airport Area Structure Plan and the subsequent appeal of that decision, project is on-hold.

Safe, Beautiful Communities

Cultivate safe, beautiful, and complete communities.

Legend	
● Completed	● Cautioned
● On-Track	● Off-Track
● Not Yet Started	

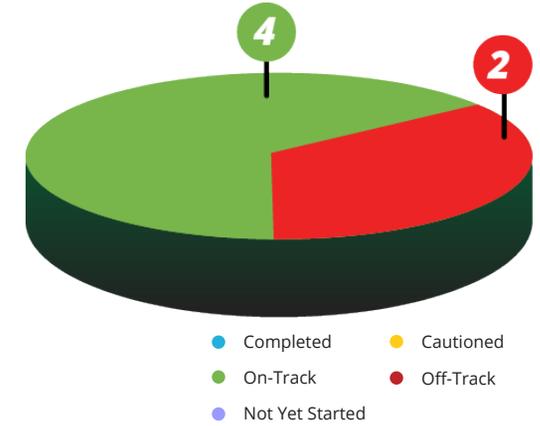| INITIATIVE	STATUS	COMMENTS
Agriculture Master Plan and Support Strategy Develop an Agriculture Master Plan to establish a long-term growth and diversification vision and a policy, program, and initiative roadmap.	🟡	• Initiative scope developed and Request for Proposal released for tender. • Additional review and scope development has extended completion to Q3 2023.
Municipal Development Plan: Major Review Update Sturgeon County's Municipal Development Plan in alignment with local strategic direction and regional policy.	🟢	• Project scoping of general policy direction related to Council specific items, compliance items related to RAMP, and overall project in progress.
Municipal Lands Encroachment Review Conduct an in-depth review of land encroachment regulations within the county and recommend appropriate policy and enforcement mechanisms.	🔴	• Council direction incorporated, and subsequent analysis conducted, project forecast to be complete in Q3 2023.
Registered / Unregistered Ditches Review Review, catalogue, and develop an annual maintenance and expansion program for major drainage systems.	🟢	• Engineering assessment of registered ditches complete and feedback on assessment provided to finalize report. • Finalization of review and report delivery expected in Q3 2023.
Sturgeon Valley Development Readiness: Engineering Standards Complete amendments to the County's General Municipal Services Standards to accommodate new development areas in the Sturgeon Valley.	🔴	• Review of proposed standards with area developers in progress. • Revised standards are anticipated to be presented as information to Council in Q3 2023.
Wetland Replacement Program Collaborate with the Province to prioritize and replace wetlands projects throughout Sturgeon County.	🔵	• Program changed by the Government of Alberta to be a case-by-case review opposed to a prioritized multi-year plan. • Internal program development complete and added to operational plan for Q3 2023.

Carbon Neutral Municipal Operations

Achieve carbon neutral municipal operations by considering benchmarks that reflect Environmental, Social, and Governance (ESG) measures.

2

- ● Completed
- ● On-Track
- ● Not Yet Started
- ● Cautioned
- ● Off-Track

INITIATIVE	STATUS	COMMENTS
Municipal Fleet Dual Fuel Conversion Exploration Investigate municipal fleet conversion to green fuel alternatives.	▬	• In conjunction with regional Hydrogen Hub activity, initial investigations into a piloted conversion utilizing a hydrogen and diesel fuel mixture is complete. • Assessment to determine a pilot Sturgeon Fleet vehicle for conversion in progress.
Record Digitization Implement a well-defined digitization plan that will convert paper and paper processes to electronic process regarding access, use, storage, and management of records.	▬	• Digitized 158,351 historical and permanent corporate records.

Modern, Adaptive Administration

Prioritize municipal workforce and process and policy modernization that supports a productive and future-ready organization.
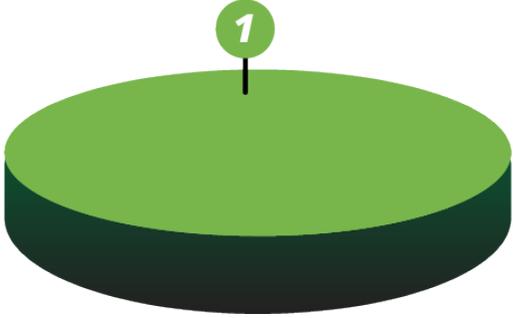

4	2

- ● Completed
- ● On-Track
- ● Not Yet Started
- ● Cautioned
- ● Off-Track

INITIATIVE	STATUS	COMMENTS
Asset Management Implement utility, agriculture, and pavement preservation and evaluation asset management capabilities.	▬ (green)	• Assessed asset inventory and condition for Utilities, Fleet, Transportation, and Engineering. • Inventory and condition assessment for trees and natural assets in progress.
Content Management and Collaboration Develop standards, guidelines, processes, and training on SharePoint implementation.	▬ (green)	• Developed and implemented organizational wide SharePoint 101 training. • Additional site development and implementation in progress.
Modern Employee Compensation Policy Implement a modern, competitive, and cost-effective employee compensation policy reflecting Sturgeon County's compensation philosophy.	▬ (green)	• Compensation and classification system reviewed, designed, and considered internally. • Policy approval on-track for implementation in Q3 2023.
Modern Public Engagement Policy Implement a modern public engagement policy, procedures, and tools to improve availability of information and citizen participation in municipal decision-making.	▬ (red)	• Test engagement platform developed and under consideration. • Administration continues to seek input from members of Council, Council committees and other stakeholders, extending implementation to Q3 2023.
Planning and Development Digital Permitting Implement a digital platform for planning and development permit submissions and approvals to provide applicants with anytime/anywhere service.	▬ (green)	• Market research and detailed scope of project developed. • Request for Proposal released for tender.
Resource Extraction Regulatory Review Conclude the Resource Extraction Regulatory Review based on public input and Council's direction.	▬ (red)	• Resource Extraction Bylaw received Second Reading May 23, 2023. • Additional public hearing held due to Council requested amendments, resulting in a delay of Third Reading to 2023.

Diversified Revenue and Partnerships

Realize opportunities for alternative revenue generation and shared efficiencies through innovative new models and partnerships.

- Completed
- Cautioned
- On-Track
- Off-Track
- Not Yet Started

INITIATIVE	STATUS	COMMENTS
Waste to Resource Implement a regional Waste to Resource program that manages and converts waste into usable products.	▬	• Regional Memorandum of Understanding (MOU) signed. • Third party consultant report development in progress.

Meaningful Community Connections

Acknowledge and celebrate Sturgeon County's history and relationships with Indigenous and other communities.

- Completed
- On-Track
- Not Yet Started
- Cautioned
- Off-Track

INITIATIVE	STATUS	COMMENTS
Joint Use Planning Agreements Develop Joint Use Planning agreements with local schoolboards.	▬	• Initial draft of Joint Use Planning Agreement (JUPA) reviewed with school divisions. • Due to an extension provided by the Government of Alberta, some school divisions have decided to move their completion date, approved JUPAs expected by Q3, 2024.
St. Albert - Sturgeon County Intermunicipal Agreement Develop an Intermunicipal Agreement between Sturgeon County and the City of St. Albert.	▬	• Project scope and timelines under review in consideration of recent intermunicipal priorities. • Initiative will not be included in the 2024-2027 Corporate Business Plan.

Clean Energy Economic Ecosystem

Support long-term transition to a low carbon economy, prioritizing hydrogen and other clean energy production.

- Completed
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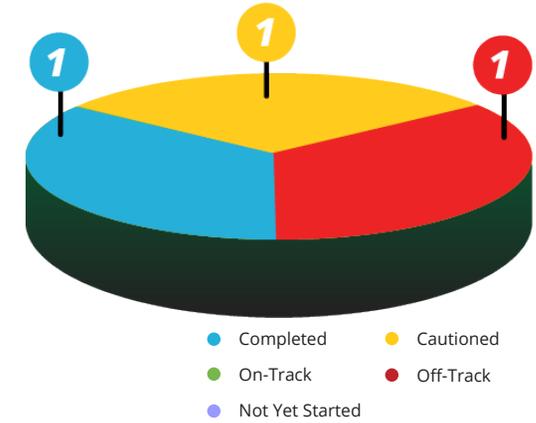| INITIATIVE	STATUS	COMMENTS
Clean Energy Improvement Program (CEIP) Provide access to financing and resources for residents and business to make energy efficient building improvements.	🟩	• CEIP framework developed, which includes grant funding and financing provisions, residential program terms and conditions, program and financial agreements, application processes, data management tools, and website and educational content. • Residential CEIP launched the week of June 26, 2023, for all County residents.
Sturgeon Valley Low Carbon Development Planning Position Sturgeon Valley South as a clean energy community, with complementary partnerships and test sites for home heating, fueling, smart infrastructure, and more.	🟨	• Identification and analysis on Neighbourhood Area Structure Plan impacts and infrastructure and funding requirements in progress. • Timing to move forward contingent on provincial regulatory approval.

Sustainable, Thoughtful Decisions

Embed thoughtful long-range financial and operational planning into decision-making processes.

- 3 (green)
- 3 (red)

- ● Completed
- ● On-Track
- ● Not Yet Started
- ● Cautioned
- ● Off-Track

INITIATIVE	STATUS	COMMENTS
Enterprise Resource Planning Plan and receive approval on a multi-year core system replacement project.	🟢	• Request for Information complete. • Recruitment of temporary resource to start the project specific design and analysis complete.
Financial Reserve Framework Analysis Conduct a comprehensive review and analysis of the organization's financial reserve framework.	🟢	• Initial estimates for lifecycle targets developed.
Off-Site Levy Policy Review Review and develop recommendations on updating the organization's Off-Site Levy Bylaws, processes, policies, and frameworks.	🔴	• Continued assessment and analysis of modelling impacts. • Due to continued engagement with the development community, Off-Site Levy Bylaw readings are anticipated to go to Council in Q3 2023.
Regulated Assessment Review Complete a technical review and audit of the non-residential assessment process to ensure a transparent and equitable assessment application.	🟢	• Finalized 32 industrial property reviews and assessments dispatched. • One major industrial property still in progress.
Sturgeon Valley Development Readiness: Financial Model Conduct an analysis of the detailed financial implications of the Sturgeon Valley South development opportunity, and an update to Off-Site Levy costs, as they relate to Sturgeon County's long-term financial sustainability.	🔴	• Development of Off-Site Levy financial model in progress. • Due to the delay of the interdependent Off-Site Levy Policy Review, project is extended to Q4 2023.
Villeneuve Airport Development Readiness: Financial Model Complete an off-site levy model for the Villeneuve Airport area that will support sustainable growth.	🔴	• Due to EMRB refusal of the interdependent Villeneuve Airport Area Structure Plan and the subsequent appeal of that decision, project is on-hold.

Reliable, Effective Infrastructure

Enhance local broadband, emergency, transportation, and recreation infrastructure.

- Completed
- Cautioned
- On-Track
- Off-Track
- Not Yet Started

INITIATIVE	STATUS	COMMENTS
Broadband Initiative: Phase I Provide fast, high quality, affordable broadband service to County residents and businesses in the Phase 1 area.	🟡	• 146 subscribers and two internet service providers using the network as of June 2023. • Due to the diversion of electrical and locate crews to wildfires across the province, a late 2023 completion is forecast.
Rural General Municipal Servicing Standard (GMSS) Develop an updated GMSS that identifies infrastructure construction design parameters that consider forecasted growth in rural and low density areas.	🔴	• Rural GMSS complete, urban standards still in progress with development community. • Revised standards are anticipated to be presented as information to Council in Q3 2023.
Transportation Master Plan Develop a Transportation Master Plan to guide how Sturgeon County will accommodate future transportation needs in rural and more densely populated areas for the next ten years.	🔵	• Transportation Master Plan complete. • Transportation Master Plan presented to Council as information on June 27, 2023.

Economical, Desirable Services

Ensure residents will be offered cost-effective and highly valued services.

3

- Completed
- On-Track
- Not Yet Started
- Cautioned
- Off-Track

INITIATIVE	STATUS	COMMENTS
Intermunicipal Collaboration Frameworks (ICFs) Engage with municipal neighbours, to consider potential ICF amendments and intermunicipal service agreements, as mandated by provincial legislation.	🟢	• Under the Government of Alberta's Ministerial Order No. MSD:24/23 the review periods for ICFs has been moved from five to seven years, extending the initiative completion date to Q2 2027, contingent on agreement from the towns.
Organizational Service Catalogue: Phase 2 Refine outcomes developed during Service Catalogue Phase 1 to ensure consistent articulation of organizational services and develop an associated financial analysis tool to determine related cost of services.	🟢	• Allocation methodology for service costing approved and in pilot with three internal departments. • Service Catalogue development in progress and expected Q3 2023.
Service Level Inventory Develop a series of targeted service levels representing work undertaken across the organization and establish a program for service level monitoring and reporting.	🟢	• Foundation of Service Catalogue development in progress and expected Q3 2023. • Service Level identification and documentation in progress.

Services Summary

It takes a lot of coordinated effort to successfully run a local municipality. Sturgeon County staff work diligently every day to provide high quality, effective services on behalf of our community residents and businesses. Under various regulatory frameworks, internal and external planning documents, Council direction, and community input, Sturgeon County executes important work that enables the community to flourish. Our departments oversee accountability for many tasks, including (but not limited to) the following:

Agriculture Services
- Conservation
- Trail and Open Space Maintenance
- Vegetation and Pest Management
- Agriculture Industry Supports

Executive Supports
- Council Support
- Office of the CAO Support
- Senior Administration Support
- Strategic Initiatives Coordination

Corporate Communications
- External and Internal Communication Support
- Event Management
- Corporate Publications
- Public Relations Services

Utility and Waste Management Services
- Storm and Wastewater Management
- Water Services
- Infrastructure Management
- Solid Waste Services

Fleet and Facility Services
- Capital Fixed Asset Planning
- Equipment Maintenance
- Property Management

Assessment Services
- Property Assessment
- Annual Assessment Coordination
- Assessment Inquiries and Appeals

Protective Services
- Fire Response and Investigation
- Training and Prevention
- Disaster and Emergency Services
- Enforcement Services

Planning and Development Services
- Development and Safety Codes
- Current Planning
- Long-range and Regional Planning
- Land Management

Economic Innovation and Growth Services
- Ecosystem and Partnership Development
- Investment Attraction
- Business Retention and Expansion
- Promotions and Campaigns

Information Services
- Geographic Information System (GIS) Services
- Information Technology (IT) Services
- Business Transformation Services
- Information Management Services

Human Resource Services
- Recruitment
- Employee Relations
- Health and Safety (OH&S)
- Policy and Procedure Development
- Training and Development

Corporate Planning and Intergovernmental Services
- Government Relations
- Indigenous Affairs
- Regional and Intermunicipal Matters
- Strategic Corporate Planning

Legislative Services
- Council and Committee Support
- Appeal Board Support
- Legislative Projects (e.g., census, elections, etc.)
- Information Access and Privacy Coordination

Family and Community Support Services
- Community Initiatives and Grants Program
- Community Volunteer Program
- Recreation and Culture Services
- Social Services
- Trails and Open Space Management

Corporate Finance and Treasury Services
- Corporate Finance and Treasury
- Budget, Reserves, and Strategic Financial Planning
- Internal Pay and Benefits Coordination
- Insurance Management
- Procurement Office
- Customer Service Desk

Transportation and Engineering Services
- Road Construction and Maintenance
- Road Services (e.g., dust suppression, street sweeping, etc.)
- Bridge Maintenance
- Drainage Management
- Technical Engineering Service

County Information

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