



# Year In Review Report 2022



Sturgeon  
COUNTY

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*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.*









# Welcome to Sturgeon County

Sturgeon County is a modern rural community located within the north segment of the Edmonton Metropolitan Region. Full of wide-open natural and agricultural spaces, desirable and connected trail systems, welcoming communities, and other beautiful, surprising places like the icy blue Sturgeon River, we are the heart of a bustling region.

Our community spans over 2,100 kilometres of land rich in historical, cultural, and natural significance. We serve over 20,000 residents, and within our borders, you will find a diverse series of local businesses and world-class industry that brings new opportunities to life in Sturgeon County.

## **Our community thrives as an ambitious, vibrant, and flourishing place to live and do business.**

Sturgeon County is future ready as a municipal organization in many areas, including in Canada's clean energy evolution. We are advancing innovative projects to spark real-world transformation progressing environmental sustainability, particularly through support of the Hydrogen Economy. As leading participants in the Edmonton Region Hydrogen Hub—Canada's first and largest hydrogen node—the County is positioned to capitalize on this generational and global economic opportunity.

Sturgeon County is internationally competitive, provides reliable and modern infrastructure, has low red tape, offers a high standard of living, and is home to good jobs.

The stories of these lands span generations and include many diverse cultures and backgrounds. From the First Nations peoples who first lived and thrived here, to the Métis for whom this is an ancestral homeland, and the settlers who have worked the same soil for over a century. We are proud of our deep-rooted friendships with the Indigenous communities of Alexander First Nation and Michel First Nation and strive to maintain meaningful and mutually beneficial connections with them. As a municipal organization, we are committed to addressing actions outlined in the *Truth and Reconciliation Report* and to continuing to foster positive relationships with these communities.

## **Sturgeon County is dedicated to upholding our principles and the direction to be a bold, vibrant municipality to live, grow, and conduct business.**

We are accountable to our residents and all those we serve through planned growth, thriving communities, environmental stewardship, collaborative governance, and operational excellence.





**DID YOU KNOW** | *Sturgeon County is a proud member of the Alternative Land Use Services program (ALUS). In 2022, 194.2 acres were enrolled in the program, and producers were supported in installing 6,094 feet of fencing to exclude livestock from wetlands and waterbodies.*





A MESSAGE FROM STURGEON COUNTY'S LEADERSHIP TEAM:

# ***Building a Stronger Community Together***

"As we reflect on 2022, it was, in the simplest of terms, an exciting year of transition for Sturgeon County.

Despite the extraordinary challenges presented by the COVID-19 pandemic, we were thrilled to resume many public events, resident engagements, and community programs. One of the highlights of the year was the Mayor's State of the County Address, during which we unveiled the new Sturgeon County brand and logo. This rebranding effort is a testament to our organization's commitment to innovation and excellence, and it reflects our vision of a thriving, forward-thinking community.

Thanks to the guidance of Council's new Strategic Plan, we have made significant strides in attracting business investment to Sturgeon County. We launched new domestic and global marketing efforts, honed our focus on target markets, crafted new financial incentive programs, welcomed investors from around the world, planned new widescale development areas, and provided new infrastructure fundamental to business growth. These efforts have been achieved through fruitful partnerships with a range of economic partner organizations, including our regional neighbours, the Alberta Industrial Heartland Association (AIHA), the Edmonton Region Hydrogen HUB, Invest Alberta, Indigenous communities, and various levels of government. Our collaborative work is generating attention, and we are proud to be playing a leading role in shaping the future of our region.

Our Administration is honoured to have contributed to the creation of a safe and prosperous community for the residents of Sturgeon County in 2022. We have worked closely with our municipal neighbours to find ways to pool our scarce financial resources and achieve greater efficiency in areas such as recreation and emergency services. The County has dedicated resources to supporting public safety, crafting new community plans, maintaining public areas, and providing social services. Our investments in critical infrastructure, including broadband internet service, have continued to meet milestones and position Sturgeon County for future success.

While we embrace the exciting opportunities ahead, we also recognize there have been, and will continue to be, challenges as we look at the year in front of us. Rising cost of goods and services due to inflation and supply chain issues, unpaid oil and gas property taxes, downloading of costs by other orders of government, and uncertainty around municipal funding and other revenue sources all continue to pressure our organization. We will closely monitor these areas to ensure we are able to successfully embed thoughtful long-range financial and operational planning into our daily decision-making processes.

This Year in Review Report offers a glimpse into the many exciting developments happening in Sturgeon County. We are proud of the progress we have made and the role we are playing in shaping the future of our region. Thank you for your continued support as we work to build a brighter future for all residents and businesses in Sturgeon County."



**L-R | Andrew Hayes** General Manager, Financial Services and Chief Financial Officer  
**Jesse Sopko** General Manager, Corporate Services | **Reegan McCullough** Chief Administrative Officer  
**Scott MacDougall** Chief Operating Officer | **Travis Peter** General Manager, Development and Strategic Services



## Strategic Framework

Sturgeon County's Strategic Framework defines how our municipal organization meets Council's established vision on behalf of the community. The Year in Review Report is an important strategic document within the Framework that provides a transparent update on the status of corporate activities underway at Sturgeon County.

**The Year in Review Report tells the story of how Sturgeon County's initiatives are advancing, fostering trust between the municipal organization and the people it serves.**

Our Strategic Plan provides overarching direction from Sturgeon County Council to its Administration. Created by Council and informed by the community, the Strategic Plan specifies a vision and goals. Council has established five principal goals for a future-ready Sturgeon County called **Community Outcomes**. Within these Outcomes, Council has

developed coordinating points to illustrate expected benefits with each achievement. Council also set Strategic Priorities to provide clear direction to Administration on the high-level action items that will forge a path to success.

**Our goal at Sturgeon County is to advance with intention.**

The Year in Review Report provides its readers with an inventory of corporate initiatives that are being advanced to meet Council's goals as defined in the Strategic Plan. The report provides details on:

- Status updates on corporate initiatives listed within the organization's Corporate Business Plan—providing context on whether projects are on-track, cautioned, off-track, completed, or not yet started
- "Spotlight on Sturgeon" stories highlighting significant Sturgeon County current events from 2022

**The Year in Review Report demonstrates organizational results from 2022.**

Reporting ensures there is a strong connection between Sturgeon County's strategic documents. A clear and honest review of the status of corporate initiatives is formally undertaken on a semi-annual basis (year-end and mid-year). To ensure we are continually improving and reaching operational excellence, refinement and updating will be made to our organizational strategic planning documents as needed.

**Balancing flexibility in approach with sound strategic planning ensures Sturgeon County remains future-ready to meet new opportunities and challenges as they arise.**



### 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 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."

### 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).*

**DID YOU KNOW** | *Sturgeon County has implemented 48 energy savings projects within the municipal organization, resulting in an annual energy savings of \$32,000 and an 8% reduction (117 tonnes) in building GHG emissions.*



## ***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**

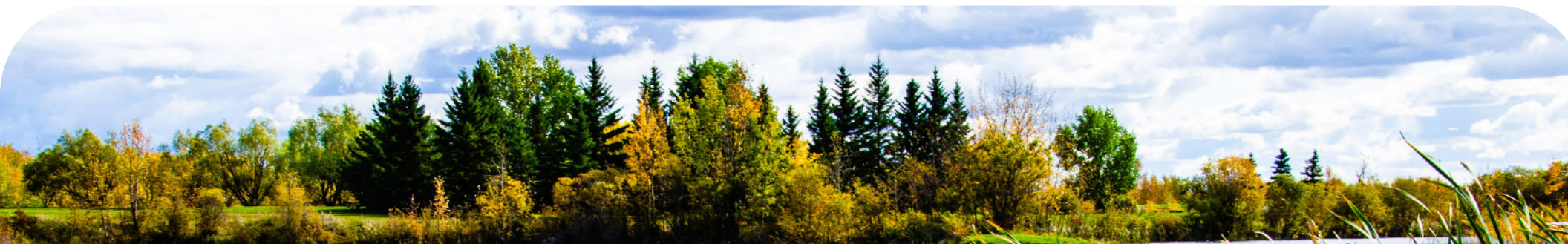
*Embed thoughtful long-range financial and operational planning into decision-making processes.*

### **Reliable, Effective Infrastructure**

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

### **Economical, Desirable Services**

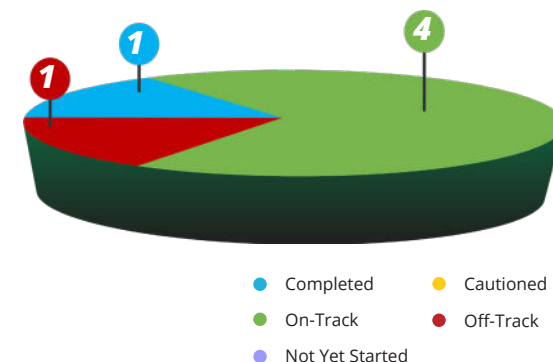
*Ensure residents will be offered cost-effective and highly valued services.*





## Diverse Business Hub

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



### INITIATIVE

### STATUS

### COMMENTS

#### Agribusiness and Agritourism Regulatory Review

Develop recommendations on how to best support and grow local agribusiness and agritourism opportunities led by a community-based Task Force group.



- Diversified Agriculture Bylaw passed by Council on November 15, 2022.
- Bylaw developed based on Council direction, public input, and the recommendations of the Agribusiness and Agritourism Review Task Force.

#### 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.



- Project efforts focused on water intakes and the October 2022 operationalization of the IH-DIZ program.
- Development of a one-window service model and a joint process for Alberta Environment and Protected Areas review and approval expected in 2023.

#### 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.



- Draft report submitted by EBP US and is under Administration review.
- Economic Development Strategy to be presented to Council by end of Q1 2023.

#### Investment Incentive Expansion

Conduct an analysis of proposed financial incentives related to select industry types and geographic areas.



- Major Investment Incentive Bylaw passed by Council on December 13, 2022.
- Initial incentive supports created for Value-Added Agriculture and Solar Power Production.
- Further incentive expansion, including the potential for SME supports, to be investigated and presented to Council for decision by end of Q2 2023 (capacity permitting).

#### 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 Amendments developed.
- Land Use Bylaw Amendments to be presented to Council for First Reading on March 14, 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.



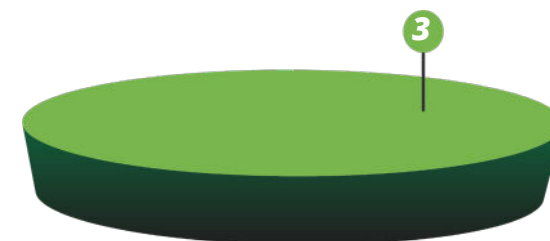
- Plan submission for Edmonton Regional Metropolitan Board (EMRB) approval delayed until spring due to regional deliberations.
- Technical resolutions and regional advocacy underway.
- Final EMRB decision anticipated in Q2 2023.

**DID YOU KNOW** | Sturgeon County approved two major area structure plans in 2022 for Sturgeon Valley South and Sturgeon Valley Core. These plans will enable essential growth and development in the County's southeast quadrant.



# Safe, Beautiful Communities

Cultivate safe, beautiful, and complete communities.



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

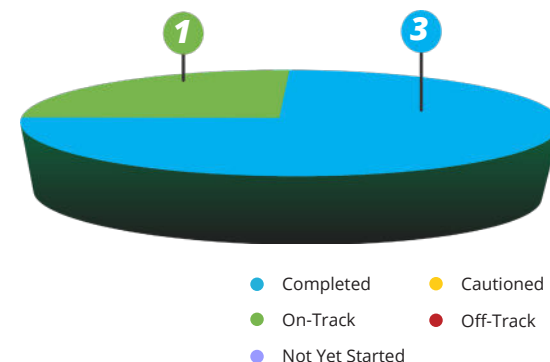
INITIATIVE	STATUS	COMMENTS
<b>Municipal Development Plan: Major Review</b> Update Sturgeon County's Municipal Development Plan in alignment with local strategic direction and regional policy.		<ul style="list-style-type: none"> <li>Background and technical reports underway (e.g. Agriculture Master Plan, Utilities Master Plan etc.).</li> </ul>
<b>Registered / Unregistered Ditches Review</b> Review, catalogue, and develop an annual maintenance and expansion program for major drainage systems.		<ul style="list-style-type: none"> <li>Maintenance programs of both registered and unregistered ditches integrated within the drainage program.</li> <li>The long-term planning for expansion and analysis of the registered ditch system was initiated in 2022 and is expected to be completed in Q3 2023.</li> </ul>
<b>Wetland Replacement Program</b> Collaborate with the Province to prioritize and replace wetlands projects throughout Sturgeon County.		<ul style="list-style-type: none"> <li>Collaborated with University of Alberta and Alberta Environment and Protected Areas to design and complete one project in 2022.</li> <li>Further site screening and project approvals expected in 2023.</li> </ul>

**DID YOU KNOW** | We love our seniors! Sturgeon County hosted its annual Senior's Conference in 2022 with 107 attendees.



# Carbon Neutral Municipal Operations

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



INITIATIVE	STATUS	COMMENTS
<b>Environmental, Social, and Governance (ESG) Framework</b> Develop an approach to incorporate ESG components into the organization's strategic reporting documents.		<ul style="list-style-type: none"> <li>ESG inclusion within County's investment incentive bylaws complete.</li> <li>ESG Framework developed.</li> <li>Inclusion of Framework into operational practices to be reviewed over time.</li> </ul>
<b>EV Charging Station Exploration</b> Explore the opportunity to install electric vehicle charging stations in priority and publicly accessible locations across Sturgeon County.		<ul style="list-style-type: none"> <li>Charging stations installed at Sturgeon County Centre and Cardiff Park.</li> </ul>
<b>Municipal Climate Adaptation Plan</b> Develop a Sturgeon County Climate Resiliency Plan to identify potential municipal climate risks and mitigating actions that will consider public engagement feedback, trend research, and recommendations.		<ul style="list-style-type: none"> <li>Report was presented to Council as information on June 14, 2022.</li> </ul>
<b>Record Digitization</b> Implement a well-defined digitization plan that will convert paper and paper processes to electronic process regarding access, use, storage, and management of records.		<ul style="list-style-type: none"> <li>Digitized 27,000 corporate records and made them accessible to remote workers.</li> <li>Digitization of corporate records to continue for 2023.</li> </ul>

## SPOTLIGHT ON STURGEON:

# A New Look and Feel

Sturgeon County is a place of wide-open spaces. We are a community of ambition and opportunity. We are home to people who understand and appreciate the value of community. We boast a rich history with deep roots that span generations and diverse cultures.

In June 2022, Sturgeon County launched a new brand and logo meant to align the vision and future of Sturgeon County in a way that respects and celebrates our history. **Rebranding the municipality was a complex undertaking.** Sturgeon County's previous brand and logo were in place for decades; it was an overwhelming task to address the associated challenge: how could we capture the spirit of such a large, diverse community like Sturgeon County in a way that was modern but still respected our roots, that would appeal to all our residents and businesses, and one that would stand out to the world? In the end, as with anything we do, our team approached this challenge one step at a time, building block by block.

To start the rebranding process, Sturgeon County considered its purpose: *Why do we exist? What do we know about the spirit of our community?* We worked at defining areas in which Sturgeon County distinguishes itself from others, our values, and our connections—connections to the land, people, opportunity, and more.

**A brand is not just a logo.** An effective brand has the power to give people a sense of place, to invoke feeling. To capture the essence of our region's personality, the County engaged and collected input from its members of Council, residents, and other stakeholders. During this part of the process, a brand story was developed describing the dynamic characteristics of our community—ambition, collaboration, being progressive, well-rounded, and down-to-earth.

After the Sturgeon County story was unpacked, we turned our attention to logo design. After much deliberation, a consensus was reached: a logo that incorporates five 'S' monograms overlapping each other (a representation of five values: wide-open spaces, ambition, community, opportunity, and deep roots). Naturally, blue was the ideal colour for our logo, symbolic of the grandeur and significance of the Sturgeon River.

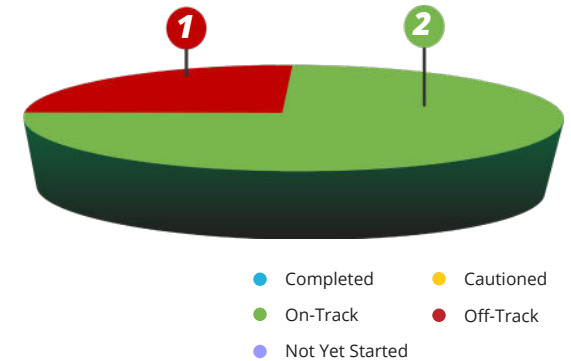
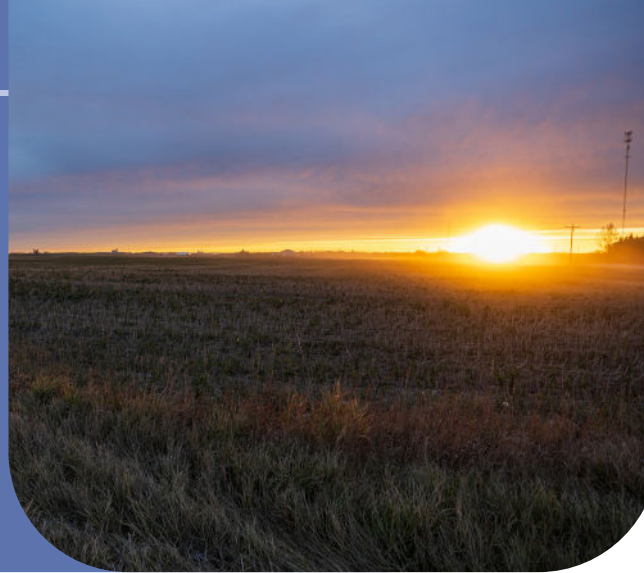
Sturgeon County is evolving every day. We are modern and innovative, and **our potential is not limited, thanks to support from our many partnerships.** We are all so pleased with Sturgeon County's new brand identity and hope, when you see it, it feels like home to you, too. *Watch for the new logo design appearing across Sturgeon County, coming soon!*





## Modern, Adaptive Administration

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

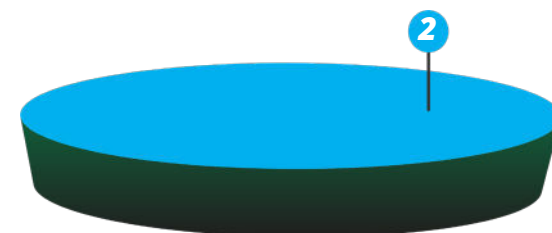


INITIATIVE	STATUS	COMMENTS
<b>Content Management and Collaboration</b> Develop standards, guidelines, processes, and training on SharePoint implementation.		<ul style="list-style-type: none"> <li>Developed and implemented three departmental SharePoint sites in 2022.</li> <li>Site development and implementation to continue in 2023.</li> </ul>
<b>Employee Attraction and Retention Strategy</b> Develop a framework to articulate strategy and targeted actions for attracting and retaining highly talented employees.		<ul style="list-style-type: none"> <li>Increased focus on recruitment brand to align with new County brand, including increased emphasis on LinkedIn presence and recording of new recruitment videos.</li> <li>Employee Salary Structure, Compensation and Benefits Review project initiated.</li> <li>Initiative changed to Modern Employee Compensation Policy in the 2023-2026 Corporate Business Plan.</li> </ul>
<b>Resource Extraction Regulatory Review</b> Conclude the Resource Extraction Regulatory Review based on public input and Council's direction.		<ul style="list-style-type: none"> <li>Proposed bylaw amendments deferred to January 24, 2023, by Council on November 15, 2022.</li> <li>Public Hearing anticipated in March 2023 following communications to all residents.</li> <li>Administration to enact a staged implementation plan, pending Council approval.</li> </ul>

**DID YOU KNOW** | Every year Assessment Services examines 20% of Sturgeon County parcels equalling 2,300 assessment reviews!

## Diversified Revenue and Partnerships

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



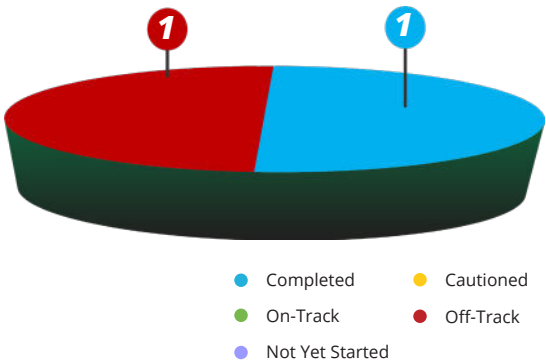
- Completed
- On-Track
- Not Yet Started
- Cautioned
- Off-Track

INITIATIVE	STATUS	COMMENTS
<p><b>Villeneuve Landing Network (VLN) Partnership Agreement</b> Formalize and advance Villeneuve Landing Network (VLN) partnerships with regional stakeholders under a collaborative investment opportunity arrangement.</p>		<ul style="list-style-type: none"> <li>VLN Agreements (MOUs) signed by ten regional partners in August 2022.</li> </ul>
<p><b>Waste-to-Resource Exploration</b> Explore potential opportunities/merit and conduct a cost-analysis regarding the implementation of alternative approaches to the municipality's management of solid waste.</p>		<ul style="list-style-type: none"> <li>Preliminary administrative review complete.</li> <li>Next phase of Waste-to-Resource Project awarded to third party consultant.</li> <li>Continue working with regional partners to establish an Initiative for multi-jurisdictional waste program.</li> </ul>



# Meaningful Community Connections

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



INITIATIVE	STATUS	COMMENTS
<b>Brand Refresh</b> Develop a new brand strategy and associated implementation tools to enhance the County's reputation as a vibrant and attractive place to visit, live, and do business.		<ul style="list-style-type: none"> <li>Brand launched in June 2022.</li> <li>Multi-year funding approved for transition of County non-operational assets to align with new County brand.</li> </ul>
<b>St. Albert - Sturgeon County Intermunicipal Agreement</b> Develop an Intermunicipal Agreement between Sturgeon County and the City of St. Albert.		<ul style="list-style-type: none"> <li>The communities are exploring agreement options and developing recommendations on effective approaches.</li> <li>GOA grant secured for this project extended through 2023.</li> <li>Anticipate project finalization by Q1 2024.</li> </ul>

**DID YOU KNOW** | Three (of six) initial Carbon Capture Hubs announced by the province will have major infrastructure in Sturgeon County.

## SPOTLIGHT ON STURGEON:

# Relationship Agreement with Alexander First Nation

Some things really do require celebration! At Sturgeon County, we are prioritizing meaningful relationships with Indigenous communities and taking necessary steps towards reconciliation. We've made progress in forming solid connections and partnerships: from updating our strategic plan to include objectives for collaborating with Indigenous communities, to proudly displaying the flags of Treaty 6 and Métis Nation No. 4 at County Centre, to developing a thoughtful and personalized Treaty/Land Acknowledgement which is used at our council meetings and events. We have also made a commitment to acknowledge and celebrate significant dates and holidays, such as National Indigenous Peoples Day, National Day for Truth and Reconciliation, and Métis Week, which represent important moments of recognition and respect for Indigenous culture and heritage.

Sturgeon County is thrilled to have signed a Relationship Agreement with the Alexander First Nation (AFN) on August 19, 2022. This was a key milestone for our communities and was largely achieved thanks to the efforts of a committee of council members from both the County and the AFN. Our Relationship Agreement is the foundation for our continued partnership and joint efforts on initiatives for social and cultural prosperity and development, environmental stewardship and coordination, economic growth, shared advocacy, and more.

Together, Sturgeon County and AFN are working to advance new economic development, through expanding the hydrogen economy and participating in the Villeneuve Landing Network, which is driving new development at the Villeneuve Airport. We're all about working together and incorporating Indigenous ways of knowing to create sustainable and equitable outcomes for everyone.

This Relationship Agreement is a step forward in our journey towards reconciliation. It's a celebration of the hard work and dedication from both parties to build a more inclusive and equitable region. *But, we know that this is just the beginning.* Sturgeon County is listening, learning, and following the lead of the AFN to make sure we're contributing to a community that is sustainable for all. As Mayor Alanna Hnatiw said, "I'm proud that we've made progress on some important activities together with AFN, but there is still much to do. We are actively building meaningful connection for the betterment of our communities." *Join us on this amazing journey!*





## Clean Energy Economic Ecosystem

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



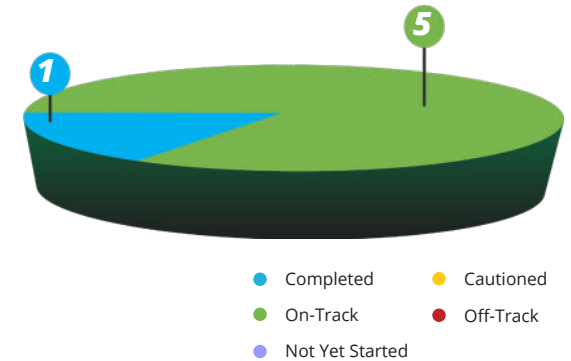
- Completed
- On-Track
- Not Yet Started
- Cautioned
- Off-Track

INITIATIVE	STATUS	COMMENTS
<b>Energy Transition and Ecosystem Framework: Planning</b> Develop a strategy under the “ecosystem” approach to support and accelerate clean energy transition within the local, regional, and national context.		<ul style="list-style-type: none"> <li>Provided update to Council on August 16, 2022, on efforts towards waste-to-resource, low carbon community development, water and wastewater, and hydrogen demonstration projects.</li> <li>In 2023, this initiative has shifted to a departmental level focus and is not in the 2023-2026 Corporate Business Plan.</li> </ul>

**DID YOU KNOW** | An announcement has been made for the investment of a 1,200 acre, 200-megawatt solar farm in Sturgeon County's portion of the Industrial Heartland.

# Sustainable, Thoughtful Decisions

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



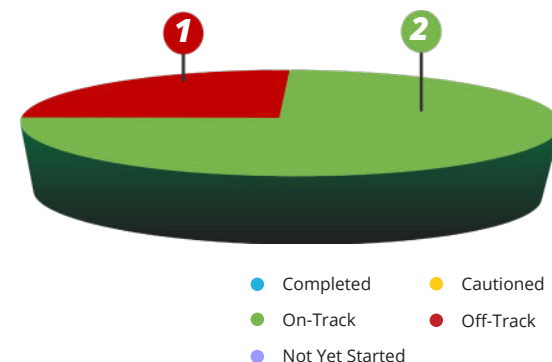
INITIATIVE	STATUS	COMMENTS
<b>Enterprise Resource Planning</b> Plan and receive approval on a multi-year core system replacement project.	<div></div>	<ul style="list-style-type: none"> <li>Financial System review completed in 2022.</li> <li>RFI and RFP to be developed and released in 2023, subject to Council approval.</li> </ul>
<b>Financial Reserve Framework Analysis</b> Conduct a comprehensive review and analysis of the organization's financial reserve framework.	<div></div>	<ul style="list-style-type: none"> <li>Project initiation and planning efforts completed in 2022.</li> <li>Project plans to be finalized and project deliverables to be developed in 2023.</li> </ul>
<b>Multi-Year Capital Budgeting</b> Develop and implement the first multiyear capital budget, including new processes on strategic prioritization and technical assessments of projects under the direction of a new Capital Committee of Council.	<div></div>	<ul style="list-style-type: none"> <li>Approved by Council December 13, 2022.</li> <li>In 2023, the full operationalization of this initiative has shifted to a departmental level focus and is not in the 2023-2026 Corporate Business Plan.</li> </ul>
<b>Off-site Levy Policy Review</b> Review and develop recommendations on updating the organization's Off-Site Levy Bylaws, processes, policies, and frameworks.	<div></div>	<ul style="list-style-type: none"> <li>Review of off-site levy policy and criteria for Sturgeon Valley complete, pending final reviews with stakeholders.</li> <li>Council consideration expected in Q2 2023 together with other off-site levy analyses.</li> </ul>
<b>Regulated Assessment Review</b> Complete a technical review and audit of the non-residential assessment process to ensure a transparent and equitable assessment application.	<div></div>	<ul style="list-style-type: none"> <li>Initial review of 31 industrial properties complete.</li> <li>Implementation of Industrial Assessment Recommendations to be completed in 2023.</li> </ul>
<b>Sturgeon Valley Development Readiness: Financial Model</b> 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.	<div></div>	<ul style="list-style-type: none"> <li>Preliminary financial analysis completed in 2022.</li> <li>Off-Site Levy model and detailed financial analysis to be completed after all remaining infrastructure studies are complete in Q1 2023.</li> </ul>

**DID YOU KNOW** | Sturgeon County's Wellness on Wheels program visited six communities which reached an estimated 300 residents!



## Reliable, Effective Infrastructure

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



INITIATIVE	STATUS	COMMENTS
<b>Broadband Initiative: Phase I</b> Provide fast, high quality, affordable broadband service to County residents and businesses in the Phase 1 area.		<ul style="list-style-type: none"> <li>Phase 1 community engagement completed.</li> <li>2022 planned construction not completed before ground freezing occurred.</li> <li>Construction will resume once the ground is accessible; a summer 2023 completion is forecast.</li> </ul>
<b>Rural General Municipal Servicing Standard (GMSS)</b> Develop an updated GMSS that identifies infrastructure construction design parameters that consider forecasted growth in rural and low density areas.		<ul style="list-style-type: none"> <li>Feedback solicitation from development community initiated in 2022 and to be completed by end of Q1 2023.</li> <li>Standards modifications to be finalized by end of Q2 2023.</li> </ul>
<b>Transportation Master Plan</b> 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.		<ul style="list-style-type: none"> <li>Division 2 townhall held in 2022.</li> <li>Online resident feedback being collected and assessed in Q1 2023.</li> <li>Council and resident reviews to be scheduled for end of Q2 2023.</li> </ul>

## Economical, Desirable Services

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



INITIATIVE	STATUS	COMMENTS
<b>Citizen Self-Service Request System</b> Implement a service request system and identify website improvement recommendations to enhance residents' ability to digitally access and interact with the County.		<ul style="list-style-type: none"> <li>Implementation of the Citizen Self-Service Request system is complete.</li> <li>Inclusion of new services will be planned annually through Information Services direct work with Departments.</li> </ul>
<b>Organizational Service Catalogue: Phase 2</b> 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.		<ul style="list-style-type: none"> <li>Department Service Catalogue refinement sessions complete.</li> <li>Service Catalogue development in progress and expected Q3 2023.</li> </ul>
<b>Service Level Inventory</b> Develop a series of targeted services levels representing work undertaken across the organization and establish a program for service level monitoring and reporting.		<ul style="list-style-type: none"> <li>Foundation of Service Catalogue development in progress.</li> <li>Service level development for prioritized service areas to be completed in 2023.</li> </ul>

**DID YOU KNOW** | In 2022, Utilities and Waste Management Services completed 19.1% more work orders compared to 2021.



# Looking Forward to 2023

The Corporate Business Plan on a Page highlights the ten strategic priorities included in Sturgeon County's 2022-2025 Strategic Plan and the Initiatives being undertaken to advance the achievement of the Community Outcomes and priorities.



## Community Outcomes



### 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.

Economic Development and Competitiveness Strategy Update	Q1 2023
Investment Incentive Expansion	Q1 2023
Designated Industrial Zones: Regulatory Alignment	Q2 2023
Economic Marketing Strategy	Q3 2023
Sturgeon Valley Development Readiness: Land Use Regulation	Q2 2023
Villeneuve Airport Area - Area Structure Plan	Q1 2023
Villeneuve Airport Development Readiness: Future Planning	Q1 2024

#### Safe, Beautiful Communities

Cultivate safe, beautiful, and complete communities.

Municipal Development Plan: Major Review	Q2 2024
Municipal Lands Encroachment Review	Q2 2023
Agriculture Master Plan and Support Strategy	Q2 2024
Sturgeon Valley Development Readiness: Engineering Standards	Q1 2023
Wetland Replacement Program	Q2 2023
Registered / Unregistered Ditches Review	Q3 2023

#### Carbon Neutral Municipal Operations

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

Record Digitization	Q4 2024
Municipal Fleet Dual Fuel Conversion Exploration	Q4 2023

#### Modern, Adaptive Administration

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

Content Management and Collaboration	Q4 2023
Modern Employee Compensation Policy	Q3 2023
Modern Public Engagement Policy	Q2 2023
Planning and Development Digital Permitting	Q1 2025
Resource Extraction Regulatory Review	Q1 2023
Asset Management	Q4 2025

#### Diversified Revenue and Partnerships

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

Waste to Resource	Q4 2026
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#### Meaningful Community Connections

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

St. Albert - Sturgeon County Intermunicipal Agreement	Q1 2024
Joint Use Planning Agreements	Q2 2023

#### Clean Energy Economic Ecosystem

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

Sturgeon Valley Low Carbon Development Planning	Q4 2025
Clean Energy Improvement Program (CEIP)	Q4 2024

#### Sustainable, Thoughtful Decisions

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

Villeneuve Airport Development Readiness: Financial Model	Q1 2024
Sturgeon Valley Development Readiness: Financial Model	Q1 2023
Financial Reserve Framework Analysis	Q4 2023
Off-site Levy Policy Review	Q2 2023
Regulated Assessment Review	Q4 2024
Enterprise Resource Planning	Q4 2023

#### Reliable, Effective Infrastructure

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

Rural General Municipal Servicing Standard (GMSS)	Q1 2023
Transportation Master Plan	Q1 2023
Broadband Initiative: Phase I	Q2 2023

#### Economical, Desirable Services

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

Organizational Service Catalogue: Phase 2	Q3 2023
Service Level Inventory	Q1 2024
Intermunicipal Collaboration Frameworks (ICFs)	Q2 2025

# 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

## Fleet and Facility Services

- Capital Fixed Asset Planning
- Equipment Maintenance
- Property Management

## Economic Innovation and Growth Services

- Ecosystem and Partnership Development
- Investment Attraction
- Business Retention and Expansion
- Promotions and Campaigns

## Legislative Services

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

## Executive Supports

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

## Assessment Services

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

## Information Services

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

## 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 Communications

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

## Protective Services

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

## Human Resource Services

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

## 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

## Utility and Waste Management Services

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

## Planning and Development Services

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

## Corporate Planning and Intergovernmental Services

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

## Transportation and Engineering Services

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



# Year In Review Report 2022

## County Information



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Sturgeon  
COUNTY