

# Year in Review Report 2024

Sturgeon COUNTY

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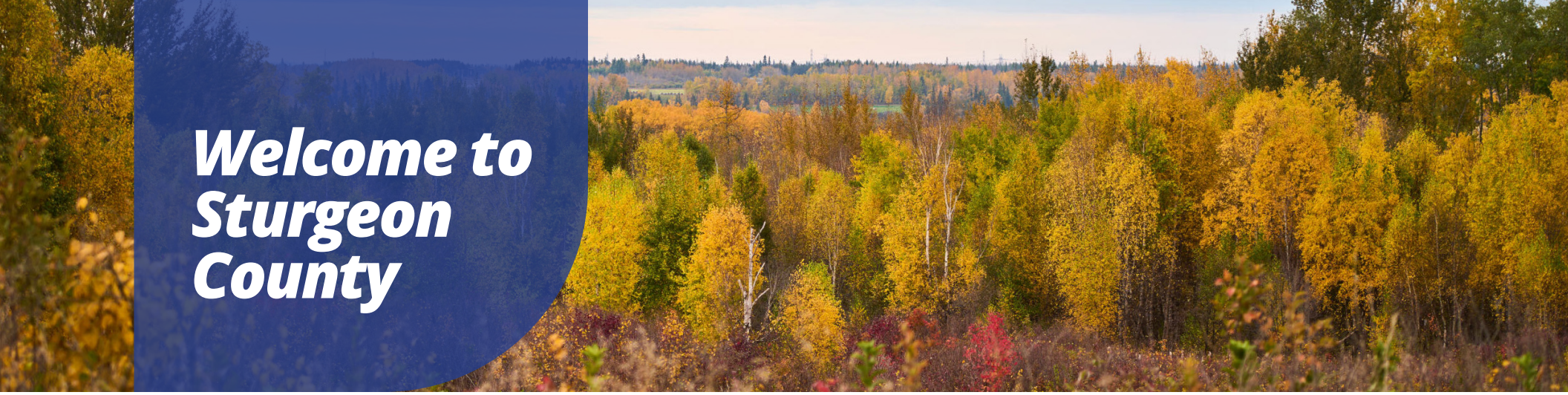
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*Sturgeon County recognizes we are located on Treaty 6 territory, the traditional homelands of Alexander and Michel First Nations, as well as the Métis Nation of Alberta's Districts 8 & 11. We are all Treaty People; we love and cherish this place we 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

Welcome to Sturgeon County, a place where community, progress, and opportunity seamlessly blend. With over 20,000 residents spread across 2,100 square kilometers, this is a region where culture meets dynamic innovation. From historical landmarks that echo our past to industries driving our future, **Sturgeon County is alive with possibilities.**

Our community's growth and prosperity are guided by a clear vision. We are dedicated to creating an environment that welcomes residents, visitors, and businesses alike, ensuring our decisions are aligned to our core values of collaboration and sustainability. Every step forward is taken with intention, so that what we build today endures for generations.

**At the heart of Sturgeon County is a belief in the power of relationships.** Our story is shaped by many hands, with deep roots from the contributions of historic communities like Riviere Qui Barre and Cardiff to Indigenous Nations such as Alexander First Nation and Michel First Nation. These ties are woven into the fabric of Sturgeon County's development. Through regional partnerships with others like our neighbouring municipalities, service commissions, and local school divisions, we work together to ensure the continued success of our area.

We are a forward-thinking municipality, committed to sustainable development and building economic resilience. Our progress is marked by key milestones: improved transportation planning, enhanced broadband connectivity, and our leadership in clean energy initiatives, such as the Edmonton Region Hydrogen Hub. Each achievement brings us closer to **a future that balances growth with environmental responsibility.**

Looking ahead, we see a future filled with opportunity. Sturgeon County is exploring new avenues for economic expansion, water management solutions, and enhanced recreational experiences. Through the strength of our community and the partnerships we've nurtured, **Sturgeon County is more than a place to live—it's a place where people and businesses can truly thrive.**







**DID YOU KNOW** | *For over 30 years, Sturgeon County and the Agricultural Service Board have proudly highlighted our diverse and innovative agriculture sector through the ASB Tour, which welcomed 120 participants in 2024.*





A MESSAGE FROM STURGEON COUNTY'S ADMINISTRATION:

# Sturgeon County, Ready for the Future

"2024 has been a year of forward momentum for Sturgeon County, with key advancements that align with Council's strategic priorities and positions the community for future success. Our commitment to growth, sustainability, and innovation has driven our progress, all while maintaining a strong focus on resident engagement and service excellence.

Providing critical infrastructure has remained a key focus. For example, we successfully completed a broad review of our open spaces, an important foundation for the future of the County's trail network and recreational services. We also launched a foundational Waste Strategy which will better equip us to address the community's evolving waste needs and ensure the approach is sustainable and effective for the future. The County also marked a significant milestone with the confirmation of millions in provincial grant funding for a new processed water intake in the Industrial Heartland, critical in ensuring Sturgeon County has the necessary infrastructure to support future growth and economic development.

We are enthusiastic about the opportunities that exist for the diverse industries that call the County home, and the many interested businesses attracted by the competitive advantages our community has to offer. We continue to attract major investments into the County, while improving programs and services for our businesses and residents.

Modernizing our operations and resident services is another key focus. For example, the replacement of our financial system is well underway. This work will enhance the County's financial operations, streamline processes, and lay the groundwork for future efficiencies.

As we look ahead, we recognize the challenges on the horizon, from economic uncertainties to the complexities of balancing municipal growth with limited resources. However, our commitment to delivering for the community and integrating sustainable long-term planning into decision making remains steadfast. Sturgeon County is well-prepared to adapt and thrive in an evolving landscape.

We extend heartfelt gratitude to the many residents, businesses, partners, and other stakeholders who have contributed to the County's success in 2024. Together, we will continue to explore new opportunities and support a bright future for all who live or work in Sturgeon County."




BYLAW
ALL VALUABLES REMOVED
SERVICES






JET VOLUNTEER
Job Experience Training
Stugeon
Polish Step
1
400 grit

## 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 document within the Strategic 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 our municipality and the people we serve.**

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 developed five goals called ***Community Outcomes*** that sets the direction for Sturgeon County.

Administration achieves these goals through the Corporate Business Plan, the related functions, responsibilities, and continuous learning.

**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:

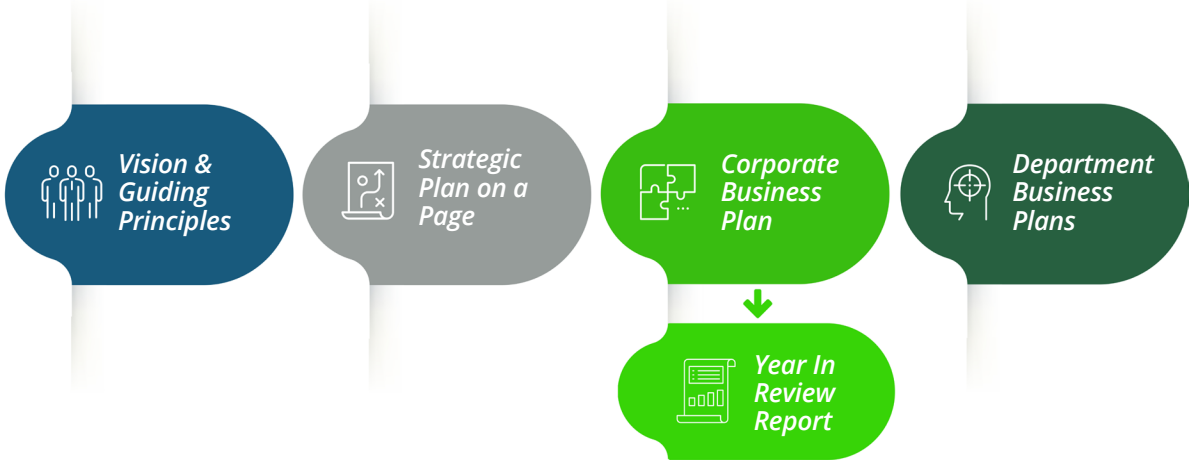
- Status updates (as of December 31, 2024) on corporate initiatives listed within the Corporate Business Plan that provides context on whether projects are on-track, cautioned, off-track, completed, or not yet started
- "Spotlight on Sturgeon" stories highlighting significant County events from 2024

**The Year in Review Report demonstrates organizational results from 2024.**

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, Administration will refine and update the 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 –** *Obstacles identified within the initiative (potentially leading to bigger issues if not addressed).*
- **Off-Track –** *Significant obstacle experienced within the initiative's 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
Flexibility
Safety
Affordability
Accountability
Excellence
Future Readiness
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** | *A Business Catalyst Supports Program, launched at Sturgeon County's Small Business Week event, helps local businesses grow with webinars, in-person events, and expert videos on topics like recruitment and workforce technology. Supported by a $30,000 grant, the program is a partnership with the Town of Morinville, Alberta Ministry of Jobs, Economy and Trade, and the Morinville Chamber of Commerce.*

- *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.*



# Strategic Initiatives

***Council has endorsed eight Strategic Initiatives to build a bright future for Sturgeon County. These projects span multiple years and ultimately will ensure the community's longterm financial viability.***

***Identified throughout the Plan by our Sturgeon symbol***



## *Industrial Heartland Utility Provision*

Secure an Alberta Industrial Heartland Process Water Intake to ensure future industry has the critical infrastructure needed to prosper.

- Industrial Heartland Utility Provision (pg. 12)

## *Facilities*

Plan for future growth by evaluating current assets against future needs.

- Facility Master Plan (pg. 21)

## *Sturgeon Valley Development*

Foster a complete, innovative, and unique community where residents and businesses can thrive for generations.

- Sturgeon Valley Hydrogen Development Initiation (pg. 20)
- Sturgeon Valley Hydrogen Development Implementation (pg. 20)
- Sturgeon Valley Operational Impact Review (pg. 21)
- Sturgeon Valley Urban Facility Review (pg. 21)

## *Waste to Resource*

Evaluation of opportunities throughout the entire waste stream with a focus on recovering energy for alternative use, while minimizing landfill practices and reducing rate risks.

- Waste to Resource Framework (pg. 17)
- Waste to Resource Implementation (pg. 17)



## *Villeneuve Airport Area Development*

Position the Villeneuve Airport Area for dynamic investment potential leveraging a regional economic development partnership model: Villeneuve Landing Network.

- Villeneuve Airport Development Mobilization (pg. 12)
- Villeneuve Airport Capital Plan (pg. 21)

## *Broadband*

Bring high-speed internet to all residents and business in Sturgeon County.

- Broadband (pg. 22)

## *Recreation Facilities*

Ensure quality, cost effective recreation amenities and services are available to residents.

- Intermunicipal Collaboration Frameworks (ICFs) (pg. 24)
- Intermunicipal Recreation Agreements (pg. 24)
- Open Space Asset Management (pg. 22)

## *Financial Systems Replacement*

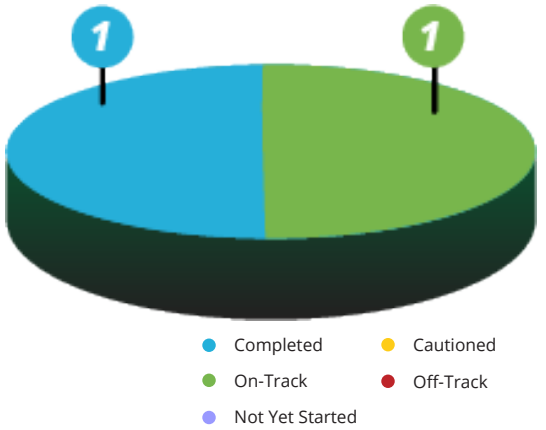
Replacement of the legacy Enterprise Resource Planning (ERP) software.

- Enterprise Resource Planning (pg. 21)
- Financial System Replacement (pg. 21)

# Diverse Business Hub

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





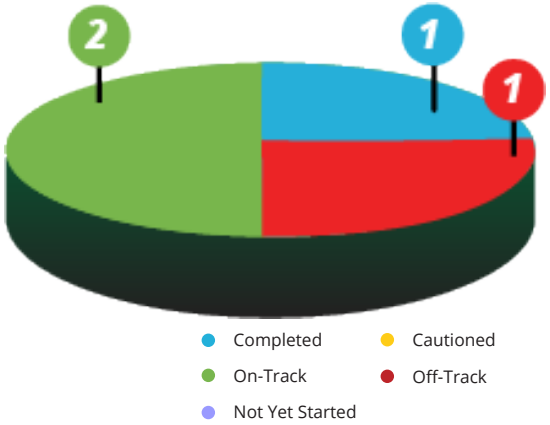

| INITIATIVE | STATUS | COMMENTS |
|---|---|---|
| **Industrial Heartland Utility Provision**<br>Explore the development of water access and distribution to the Industrial Heartland. | | • Independent process water financial modeling complete.<br>• Expression of Interest for potential partnership consideration and models complete.<br>• Government of Alberta grant funding of 16.6 million secured. |
| **Villeneuve Airport Development Mobilization**<br>Facilitate the next steps in Villeneuve Airport Area development and advance regional partnerships and investment attraction. | | • Water supply expansion approach and next steps developed.<br>• Villeneuve Airport Development to transition into the next phase of Investment Marketing in the 2025-2028 Corporate Business Plan. |

**DID YOU KNOW** | *The Cardiff Park skating ribbon is open! Come and experience the magic of winter – with fire pits for a cozy hotdog or marshmallow roast, ice to glide along, and the stunning glow of winter lights to enjoy!*

# Safe, Beautiful Communities

***Cultivate safe, beautiful, and complete communities.***





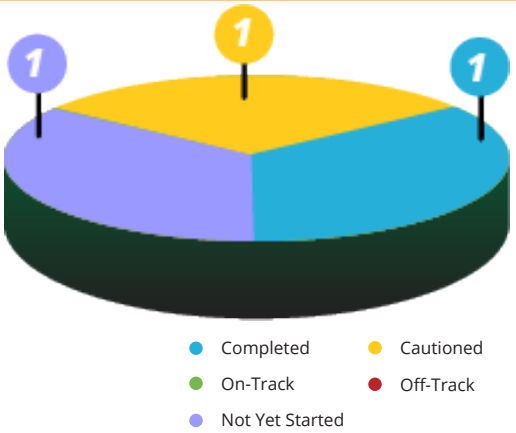

| INITIATIVE | STATUS | COMMENTS |
|---|---|---|
| **Agriculture Master Plan**<br>Develop a Master Plan and strategic growth and diversification framework for the current and future agriculture sector. | | • Engagement activities executed, with additional sessions with community conducted.<br>• Engagement results and Situational Analysis Reports communicated to stakeholders.<br>• Draft Master Plan reviewed by Council and community information sessions held. |
| **Fire Master Plan**<br>Develop a twenty-year Master Plan and strategic framework for fire services. | | • Vendor evaluation complete and vendor awarded.<br>• Project kick-off, engagement, and phase one current state analysis complete. |
| **Municipal Development Plan: Regional Alignment**<br>Update Sturgeon County's Municipal Development Plan in alignment with local strategic direction and regional policy. | | • Redesign to align with County branding and communication standards, removal of outdated maps, and draft agriculture amendments complete.<br>• Due to delayed execution activities, project completion extended to Q3 2025. |
| **Municipal Land Strategy**<br>Develop a municipal land strategy and a flexible model to assess land encroachment impacts. | | • Communications Plan, Administrative Procedures, and Draft Encroachment Bylaw completed.<br>• Approval of bylaw and implementation to be completed as a department level focus. |

**DID YOU KNOW** | *The Government of Alberta partnered with Sturgeon on two major County construction projects – the newly completed Highway 44 & 37 roundabout and the in-progress Namao intersection of Highway 28 & 37 – both driven by the County's advocacy to significantly improve safety and traffic flow.*

# Carbon Neutral Municipal Operations

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






| INITIATIVE | STATUS | COMMENTS |
|---|---|---|
| **Clean Fuel Demonstration and Partnership**<br>Develop academic and industry partnerships to demonstrate clean fuel implementation within the community. | | • Continued advancement of potential pilot initiatives, regional partnerships, and government funding.<br>• Continued efforts to be operationalized into core service. |
| **Municipal Fleet Dual Fuel Conversion Pilot**<br>Implement pilot program to strategically convert a small subset of vehicles and test the outcomes. | | |
| **Record Digitization**<br>Implement a well defined digitization plan that will convert paper to electronic files for improved efficiencies in access, use, storage, and management of records and will convert paper forms to digitized workflows. | | • Digitized remaining Sub-Division files and Development Agreements.<br>• Department preparation for records digitization slowed. |

**DID YOU KNOW** | *The County proactively implemented new water conservation policies and strategies in 2024, while drought conditions were not as dire, ensuring Sturgeon is better prepared for future changes.*

SPOTLIGHT ON STURGEON:

# Safe Communities Facilitator Pilot Project - One Year In

In 2024, Sturgeon County launched a two-year pilot project for a Safe Communities Facilitator role, and with one year completed, the initiative has already shown positive impacts on crime prevention, community engagement, and public safety across our community.

This pilot focuses on creating a safer environment by fostering relationships with local law enforcement, community organizations, and residents, as well as promoting proactive crime prevention strategies.

Over its first year, the Safe Communities Facilitator role has been a catalyst for meaningful dialogue and collaboration. There were 13 local events organized to promote safety initiatives, including "Coffee with a Cop" gatherings in Pinewood, Redwater, Calahoo, Coronado, Villeneuve, Legal, and Riviere Qui Barre. These informal events provided residents with an opportunity to engage directly with law enforcement and build trust. The facilitator also engaged in 12 meetings with the RCMP and coordinated four RCMP Priority Meetings to address local concerns and align priorities.

Community education has been another cornerstone of this initiative. The Safe Communities Facilitator conducted Bike Safety Rodeos, teaching over 150 children about helmet use, bike maintenance, and safe riding practices. Student programs reached more than 300 young participants, focusing on the dangers of distracted driving. Crime Prevention Through Environmental Design workshops and assessments helped local businesses and residents adopt strategies to enhance safety, and five additional crime prevention sessions were held to raise local awareness.

The County's facilitator also worked closely with community groups like the Sturgeon Rural Crime Watch Association and Citizens on Patrol, meeting with these organizations over 30 times to discuss and implement safety initiatives. Surveys and public meetings further reinforced community input, including 348 completed Public Safety Priority Surveys, ensuring that policing priorities align with the needs of residents.

Looking ahead, the Safe Communities Facilitator will continue to engage with residents through community meetings and events and school presentations on online safety and internet child exploitation. These programs are a vital part of Sturgeon County's commitment to achieving proactive community safety, and we look forward to expanding its impact in the coming year.

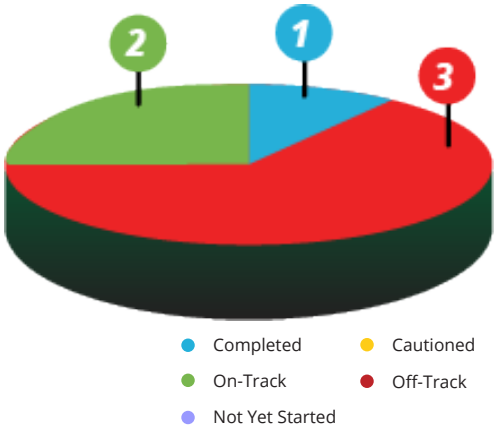
By prioritizing communication, building relationships, and empowering residents with the tools to protect themselves and their neighbours, the County's Safe Communities Facilitator is laying the foundation for a safer, more connected Sturgeon County.



# Modern, Adaptive Administration

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





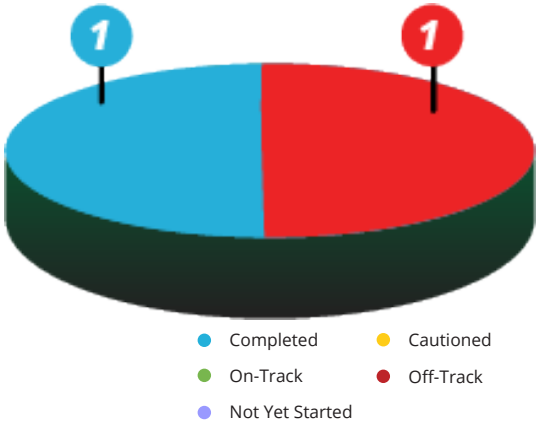

| INITIATIVE | STATUS | COMMENTS |
|---|---|---|
| **Communications Audit**<br>Complete an audit of County communications tools and techniques application. | | • Request for Proposal internal review in progress.<br>• Due to resource constraints, Request for Proposal release and contract award extended to Q1 2025. |
| **Content Management and Collaboration**<br>Implement SharePoint as the corporate records management solution and develop standards, guidelines, processes, and employee training. | | • Delivered 10 platform training sessions to 68 participants.<br>• Departmental sites and governance model development continued. |
| **Digital Permitting System**<br>Implement a digital platform for planning and development submissions. | | • Development and configuration of phase 1 services in progress.<br>• Record management design requirements and financial process scope completed. |
| **Elected Official Remuneration Review**<br>Establish and support task force to review Council remuneration in accordance with Policy. | | • Review and analysis complete and Final Report accepted by Council.<br>• Council Remuneration and Councillor Business Expense Policy and Council Technology Allowance and Support Policy approved by Council November 26, 2024. |
| **Engagement Framework**<br>Develop standards, tools, and templates for consistent and thoughtful external engagement. | | • Proposed framework internal review in progress.<br>• Due to resource constraints, framework finalization and organizational implementation of standards, tools, and templates extended to Q1 2025. |
| **Equity, Diversity, and Inclusion Directive**<br>Develop an Equity, Diversity, and Inclusion Directive that codifies the organization's commitment to a work environment free of harassment and discrimination. | | • Public and private sector best practice research completed.<br>• Draft Directive development for internal review extended to Q1 2025.<br>• Initiative scope broadened to a Safe, Respectful, and Inclusive Workplace Strategy. |

**DID YOU KNOW** | *County Bounty began as a farm-to-fork event and has since evolved into a vibrant festival. We can't wait to welcome you back to Cardiff Park in 2025!*

# Diversified Revenue and Partnerships

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






| INITIATIVE | STATUS | COMMENTS |
|---|---|---|
| **Waste to Resource Framework**<br>Develop a regional Waste to Resource program that manages and converts waste into usable products. | | • Due to Council direction received March 2024 to develop a Solid Waste Strategy by Q2 2025, continued progress on Waste to Resource program development deferred.<br>• Focus shifted to develop a Waste Strategy in the 2025-2028 Corporate Business Plan. |
| **Waste to Resource Implementation**<br>Commence capital construction of a regional Waste to Resource facility. | | • Due to Council direction received March 2024 to develop a Solid Waste Strategy by Q2 2025, Initiative's next steps to be considered in strategy development. |

**DID YOU KNOW** | *Sturgeon County received the Minister's Award for Transportation Innovation in the Design Innovation category at the Transportation Connects Alberta Conference in 2024.*

# Meaningful Community Connections

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






| INITIATIVE | STATUS | COMMENTS |
|---|---|---|
| **Joint Use Planning Agreements**<br>Develop Joint Use Planning agreements with local schoolboards. | | • Review on Joint Use Planning Agreement in progress.<br>• Provincial deadline extended to Q2 2025. |

**DID YOU KNOW** | *Sturgeon's Senior's Conference provides an opportunity for seniors in the County to connect with local peers and their community while learning about issues and resources affecting older adults in the Sturgeon Region. Due to high demand, it was sold out in 2024!*

SPOTLIGHT ON STURGEON:

# Sturgeon County Celebrates its Leaders of Tomorrow



In 2024, Sturgeon County continued its commitment to supporting youth through programs that build leadership, provide opportunities, and invest in the future of our community.

The County's Job Experience Training (JET) program offers residents aged 12-17 the chance to develop valuable skills while volunteering to support summer programming and community events like County Bounty. This year, 24 youth participated in the program, including seven returning volunteers from 2023 and 17 new recruits. Over the two-month summer period, JET volunteers contributed an impressive 1,188 hours, supporting 24 different theme day activities and 21 day trips. These hands-on experiences helped participants gain confidence and work readiness, creating a strong foundation for their future success.

Since 2023, our Youth Advisory Committee has empowered 11 members aged 16-24 to provide input on key issues and initiatives affecting young people in Sturgeon County. In 2024, the committee hosted a panel presentation at the County's Small Business Catalyst Supports event, showcasing their leadership and insights on fostering a youth-friendly community.

Sturgeon County also celebrated the achievements of students through the Dale MacMillan Scholarship Program. This year, two $2,000 scholarships were awarded to local students pursuing post-secondary education, recognizing their community involvement and leadership. Funded by the Calahoo-Villeneuve Gravel Community Enhancement Fund, this program helps put financial resources back into the hands of our future leaders.

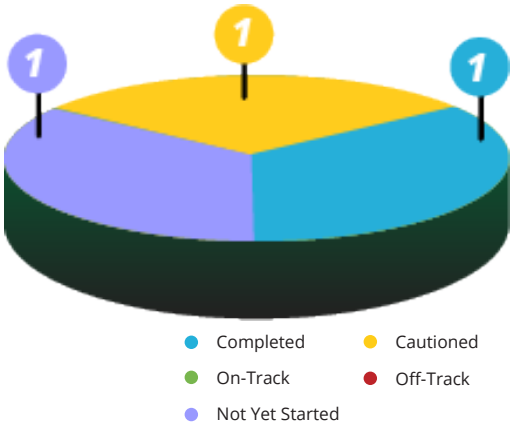
Through these initiatives, Sturgeon County is proud to invest in its youth, fostering a community where leadership and opportunity thrive.



# Clean Energy Economic Ecosystem

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





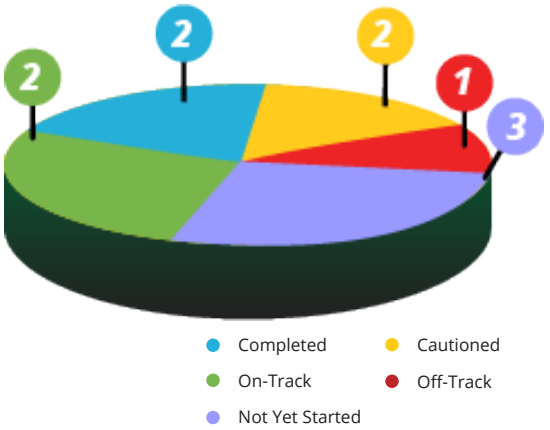

| INITIATIVE | STATUS | COMMENTS |
|---|---|---|
| **Clean Energy Improvement Program (CEIP)**<br>Provide access to financial and other resources for residents and business to make energy efficient building improvements. | | • Commercial CEIP operationalized.<br>• Several inquiries from local businesses and farms received. |
| **Sturgeon Valley Hydrogen Development Initiation**<br>Position Sturgeon Valley South as a clean energy community, with complementary partnerships and test sites for home heating, fueling, and smart infrastructure. | | • Municipal engineering standards finalized, and participation in the University of Alberta's Hydrogen Regulatory Mapping Project Steering Committee ensured.<br>• Ability to move initiative forward contingent on provincial regulatory amendments, project completion extended to Q4 2026. |
| **Sturgeon Valley Hydrogen Development Implementation**<br>Implement Sturgeon Valley South clean energy test sites for home heating, fueling, and smart infrastructure. | | |

**DID YOU KNOW** | *Currently, 55 dedicated individuals serve on eight Advisory and Appeal Boards for Sturgeon County, including 12 enthusiastic youth representatives!*

# Sustainable, Thoughtful Decisions

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





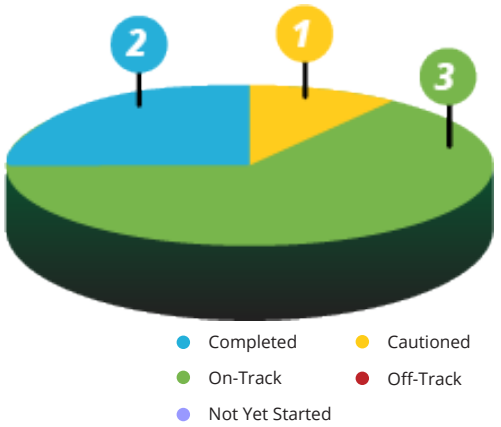

| INITIATIVE | STATUS | COMMENTS |
|---|---|---|
| **Enterprise Resource Planning**<br>Plan and receive approval on a multi-year core system replacement project. | | • Municipal and software research completed.<br>• Project Plan and governance and steering committee models established. |
| **Facility Master Plan**<br>Complete a comprehensive evaluation of existing County facility needs and develop a long-range growth plan. | | • Facility condition assessment complete and final report received.<br>• Project split into Current State Analysis and Long-Range Master Plan to better achieve results in 2025-2028 Corporate Business Plan. |
| **Financial Reserve Framework Analysis**<br>Conduct a comprehensive long-range financial plan review and analysis of the organization's financial reserve framework, reserve classifications, and target balances. | | • Review and analysis of framework, classification, target balances, and draft policy changes complete.<br>• Reserve policy finalization and approval to occur in early 2025. |
| **Financial System Replacement**<br>Execute a multi-year core financial system replacement project. | | • Request for Proposal completed and released for tender.<br>• Budget authority approval for 2023 to 2027 received. |
| **Off-Site Levy Policy Review**<br>Review and develop recommendations on updating the organization's Off-Site Levy Bylaws, processes, policies, and frameworks. | | • Presentation of Draft Off-Site Levy Bylaw delayed into 2025.<br>• Will continue to work on the Off-Site Levy Policy as a department level focus. |
| **Regulated Assessment Review**<br>Complete a technical review and audit of the non-residential assessment process on transparency and equitability. | | • Comprehensive review of buildings and capital of final industrial property complete.<br>• Due to the complexity and delayed responses to information requests on the final industrial property, project completion extended to Q2 2025. |
| **Strategic Plan Renewal**<br>Review and update Council's Strategic Plan. | | |
| **Sturgeon Valley Operational Impact Review**<br>Complete an analysis of program, staff, and community implications associated with Sturgeon Valley growth. | | |
| **Sturgeon Valley Urban Facility Review**<br>Prepare a forecast for urban facility requirements in the Sturgeon Valley. | | |
| **Villeneuve Airport Capital Plan**<br>Advance capital planning to facilitate the next steps in Villeneuve Airport Area development. | | • Project is being consolidated into the Villeneuve Airport Development Mobilization Initiative. |

**DID YOU KNOW** | *Sturgeon County's new Agriculture Services Office provides better service access for the community and is 20% more energy-efficient than required by code, with upgraded insulation, heat recovery ventilation, and triple-pane windows, ensuring long-term savings.*

# Reliable, Effective Infrastructure

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






| INITIATIVE | STATUS | COMMENTS |
|---|---|---|
| **Asset Management**<br>Implement utility, agriculture, and pavement preservation and evaluation asset management capabilities. | | • Corporate asset management maturity review and data gap analysis completed.<br>• Approval to enact a Governance and Policy Review for Capital Project Delivery received.<br>• Project plan and resource analysis in progress and may change expected completion. |
| **Broadband**<br>Prepare recommendation and implement Council direction on expanding high-speed internet access in areas outside of Phase One. | | • Alternative internet access options testing in progress.<br>• Policy and Procedure development, fibre asset management market scan, and draft proposed Phase Two expansion plan complete. |
| **County Park Feasibility Study**<br>Complete a delivery and park provision feasibility study on neighbourhood and County parks. | | • Community information gathering complete.<br>• Project and Engagement and Communication Plan execution in progress. |
| **General Municipal Servicing Standard (GMSS)**<br>Develop an updated GMSS that identifies infrastructure construction design parameters that consider forecasted growth. | | • General Municipal Servicing Standard released February 2024. |
| **Open Space Asset Management**<br>Develop an asset management plan and asset inventory for all County open spaces. | | • Open Space Asset Management plan development complete.<br>• Operationalization of plan to be incorporated into program work plan. |
| **Parks Bylaw**<br>Develop new parks bylaw to address the use of all County parks, trails, and open spaces. | | • Community information gathering complete.<br>• Draft Parks Bylaw in progress. |

**DID YOU KNOW** | *In 2024, Council held 21 public meetings, inviting the community to participate either in person or virtually.*

SPOTLIGHT ON STURGEON:

# Stewarding Sturgeon's Growth

Reflecting on the past year, Sturgeon County proudly highlights the role played by its Integrated Development and Land Services (IDLS) department in shaping the growth and infrastructure of the community. They are committed to delivering safe and resilient communities by overseeing the design and construction of developer-built infrastructure to meet quality standards and comply with municipal, provincial, and federal regulations. Once approved, this infrastructure is transferred to the County, who assumes responsibility for its maintenance and management.

The IDLS team sets and upholds Sturgeon County's General Municipal Servicing Standards, serving as the go-to experts for sustainable municipal infrastructure and long-term planning. They play a key role in guiding residential, commercial, and industrial land development, as well as overseeing construction projects. This County department focuses on upholding Sturgeon County's high standards and supporting its vision for viable growth, all while protecting the County's interests and building strong foundations for future communities.

The IDLS team reviews more than 500 land development applications annually, manages development agreements, oversees encroachment compliance and access management, and coordinates Off-Site Levy development and maintenance.

The Land Management program in this area is dedicated to the responsible stewardship of County-owned lands. This includes maintaining a comprehensive inventory to support future needs and coordinating leases, encroachments, and land sales. These processes are carefully handled to align with municipal goals and comply with regulatory requirements.

The IDLS team supports industrial development in Sturgeon County's portion of Alberta's Industrial Heartland, where new plants at Pembina and Wolf, along with significant rail infrastructure expansions by companies like CANDO, are driving increased production and improved access to markets. Meanwhile, gravel extraction near Calahoo and Villeneuve continues, with measures in place to minimize community impact, including expanding the groundwater monitoring network to protect residential wells and implementing designs to extend gravel haul road infrastructure for safe and efficient material transport.

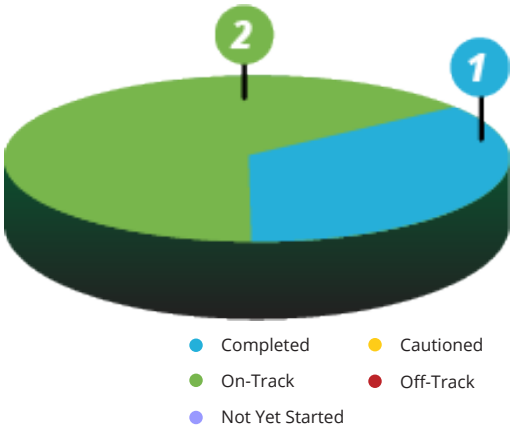
Through thoughtful planning, engineering support, and long-term infrastructure projects, IDLS continues to support the future growth of Sturgeon County. Their work helps keep our community vibrant, connected, and prepared for continued success, reinforcing our commitment to sustainable development and efficient land use.



# Economical, Desirable Services

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




| INITIATIVE | STATUS | COMMENTS |
|---|---|---|
| **Fleet and Facility Services Optimization Review**<br>Complete an optimization and future growth review on Fleet and Facility Services. | | • External Report received.<br>• Report review and internal optimization to continue in 2025. |
| **Intermunicipal Collaboration Frameworks (ICFs)**<br>Renew collaboration agreements with neighboring municipalities, as required by provincial legislation. | | • Continued discussions on confirmation with remaining municipalities to delay renewals as recommended by provincial government. |
| **Intermunicipal Recreation Agreements**<br>Engage with municipal neighbours on future recreation agreements. | | • Partner municipality initial meetings held.<br>• Budget authority approval for Recreation Reserve creation received. |

**DID YOU KNOW** | *Braving the chilly weather, over 250 residents joined us at Cardiff Park for a delightful winter light stroll during our 2024 Winterfest event.*

# Looking Forward to 2025

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.*

| | |
|---|---|
| Industrial Heartland Utility Initiation | ***Q3 2022 - Q2 2025*** |
| Industrial Heartland Utility Construction | ***Q2 2026 - Q2 2028*** |
| Industrial Heartland Utility Implementation | ***Q1 2028 - Q4 2029*** |
| Villeneuve Airport Investment Marketing | ***Q2 2025 - Q2 2026*** |

### Safe, Beautiful Communities

*Cultivate safe, beautiful, and complete communities.*

| | |
|---|---|
| Greenspace Maintenance Agreement Framework | ***Q1 2024 - Q4 2026*** |
| Agriculture Master Plan | ***Q3 2023 - Q2 2025*** |
| Fire Master Plan | ***Q4 2023 - Q2 2025*** |
| Municipal Development Plan: Regional Alignment | ***Q3 2023 - Q3 2025*** |

### Carbon Neutral Municipal Operations

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

| | |
|---|---|
| Municipal Fleet Dual Fuel Conversion Pilot | ***Q2 2025 - Q4 2027*** |
| Record Digitization | ***Q4 2020 - Q4 2025*** |

### Modern, Adaptive Administration

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

| | |
|---|---|
| Communications Audit | ***Q1 2024 - Q2 2025*** |
| Content Management and Collaboration | ***Q1 2022 - Q4 2025*** |
| Digital Permitting System Implementation | ***Q4 2022 - Q4 2025*** |
| Engagement Framework | ***Q1 2024 - Q1 2025*** |
| Municipal Election Preparedness | ***Q1 2025 - Q4 2025*** |
| Online Services Modernization | ***Q1 2025 - Q4 2026*** |
| Safe, Respectful, and Inclusive Workplace Strategy | ***Q1 2024 - Q1 2025*** |

### Diversified Revenue and Partnerships

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

| | |
|---|---|
| Community Aggregate Payment Review | ***Q3 2023 - Q2 2025*** |

### Meaningful Community Connections

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

| | |
|---|---|
| Joint Use Planning Agreements | ***Q2 2022 - Q2 2025*** |
| Municipal Ward Boundary Review | ***Q1 2027 - Q4 2027*** |

### Clean Energy Economic Ecosystem

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

| | |
|---|---|
| Sturgeon Valley Hydrogen Development Initiation | ***Q4 2022 - Q4 2026*** |
| Sturgeon Valley Hydrogen Development Implementation | ***Q1 2027 - Q4 2031*** |

### Sustainable, Thoughtful Decisions

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

| | |
|---|---|
| Facility Current State Analysis | ***Q3 2023 - Q3 2025*** |
| Facility Long-Range Master Plan | ***Q3 2026 - Q3 2027*** |
| Financial System Modernization | ***Q2 2024 - Q4 2027*** |
| Municipal Census | ***Q1 2026 - Q4 2026*** |
| Regulated Assessment Review | ***Q3 2021 - Q2 2025*** |
| Strategic Plan Renewal | ***Q1 2025 - Q1 2026*** |
| Sturgeon Valley Operational Impact Review | ***Q3 2025 - Q2 2026*** |
| Waste Strategy | ***Q3 2024 - Q2 2025*** |

### Reliable, Effective Infrastructure

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

| | |
|---|---|
| Asset Management Implementation | ***Q4 2019 - Q4 2025*** |
| Broadband Access Improvement | ***Q1 2024 - Q4 2027*** |
| County Park Feasibility Study | ***Q1 2024 - Q2 2025*** |
| Natural Asset Management Creation | ***Q1 2026 - Q1 2027*** |
| Parks Bylaw Development | ***Q1 2024 - Q2 2025*** |

### Economical, Desirable Services

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

| | |
|---|---|
| Intermunicipal Collaboration Frameworks (ICFs) | ***Q4 2023 - Q4 2027*** |
| Intermunicipal Fire Agreements | ***Q3 2025 - Q4 2026*** |
| Intermunicipal Recreation Agreements | ***Q1 2024 - Q4 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's residents and businesses. Under various regulatory frameworks, internal and external planning documents, Council direction, and community input, Sturgeon County executes important work that sets the community up to flourish.*

*Our departments oversee accountability for many tasks, including (but not limited to) the following:*



### Corporate Administration
- Council Administrative Support
- Division Administrative Support

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

### Corporate Communications
- Digital Communications
- Community Relations Coordination
- Strategic Communications Services
- Marketing
- Public Engagement

### Corporate Finance and Treasury Services
- Accounts Payable and Receivable
- Budget Framework Management
- Financial Governance and Reporting
- Payroll and Benefits
- Treasury Services
- Front Desk / Reception

### Human Resource Services
- Health and Safety Management
- Human Resources Framework Management

### Integrated Development and Land Services
- Development Engineering
- Development Standards and Levies
- Land Strategy and Management

### Protective Services
- Disaster Preparation and Response
- Enforcement Services
- Fire and Emergency Response

### Corporate Planning and Intergovernmental Services
- Indigenous Relations
- Intergovernmental Services
- Strategic and Corporate Planning

### Transportation and Engineering Services
- Bridge Maintenance
- Drainage Maintenance
- Dust Suppression
- Infrastructure Engineering
- Road Maintenance

### Economic Innovation and Growth Services
- Business Retention and Expansion
- Economic Competitiveness
- Ecosystem and Partnership Integration
- Investment Attraction

### Fleet and Facility Services
- Facility Management
- Fleet and Equipment Management

### Procurement Services
- Contract Management
- Procurement
- Risk and Insurance Management

### Assessment Services
- Property Assessment Cycle Management
- Dispute Management
- Assessment Review and Inspection

### Family and Community Support Services
- Community Programming and Development
- Emergency Social Support
- FCSS Framework Delivery
- Social Grant Framework Management
- Park and Open Space Management

### Agriculture Services
- Agricultural and Environmental Sustainability
- Vegetation Management
- Park, Trail, and Open Space Maintenance
- Horticulture and Conservation

### Legislative Services
- Board, Council, and Committee Support
- Bylaw and Legal Management
- Corporate Policy Framework
- Information Access and Privacy Framework
- Legislative Planning

### Planning and Development Services
- Current Land Use Planning and Development
- Safety Code Management
- Development Enforcement
- Regional and Long-Range Planning

### Utility and Waste Management Services
- Private Sewer and Contracted Services Support
- Solid Waste Management
- Storm Water Infrastructure Management
- Utility Lifecycle and Asset Management
- Wastewater Infrastructure Management
- Water Distribution Management

**DID YOU KNOW** | *A total of 958 people are subscribed to the Sturgeon County weekly newsletter, which includes updates on Council recaps, event promotions, programs and workshops, engagement surveys, notices, recruitment, and more!*



# Year in Review Report 2024

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Sturgeon COUNTY