



Year in Review Report 2023



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 within 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 back to Sturgeon County, a community with over 20,000 residents spread across 2,100 square kilometres of land. Our county is a blend of rich culture and natural beauty, we offer diverse opportunities, from historical landmarks to modern industries to connected ecosystems.

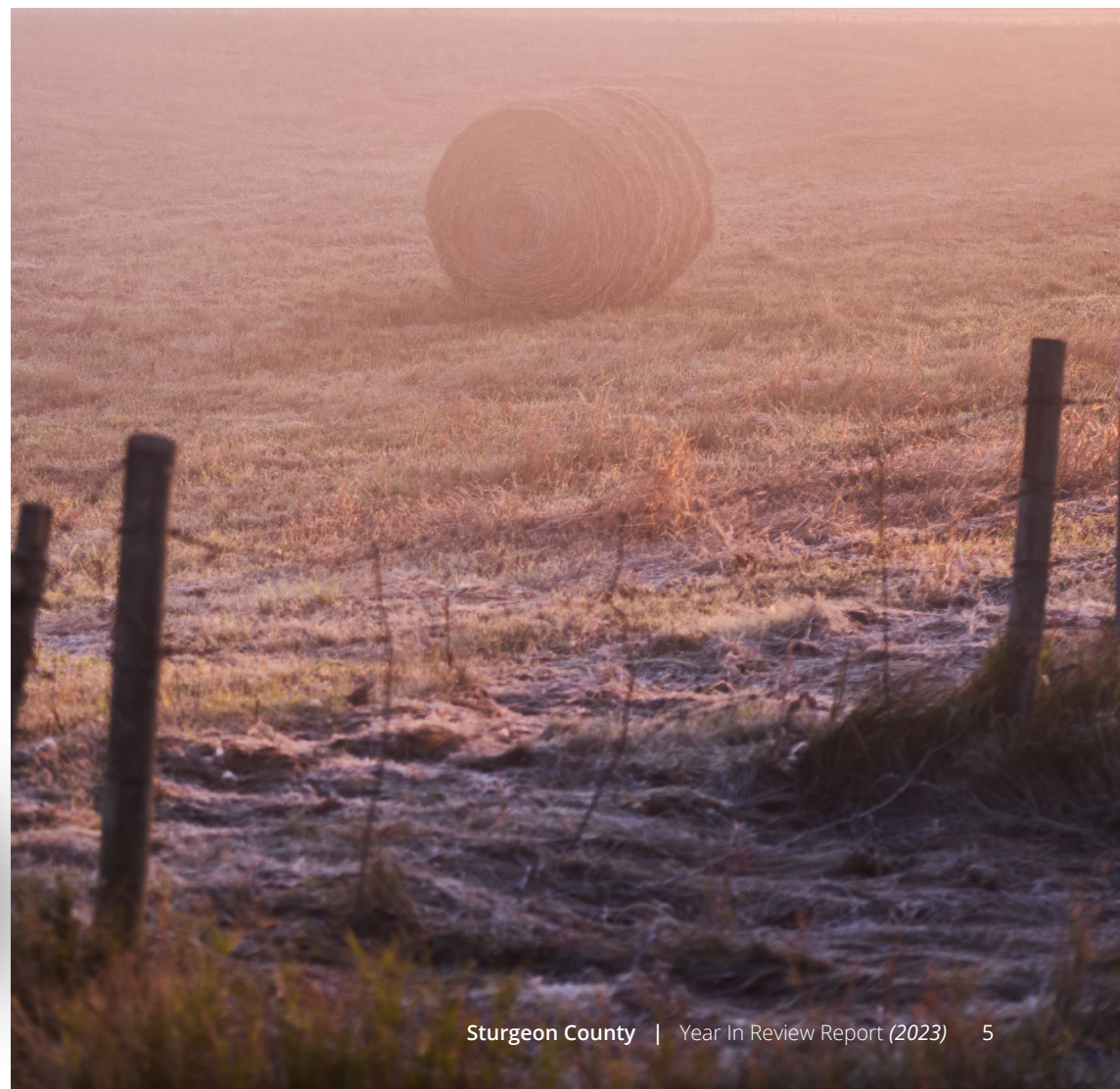
Sturgeon County is focused on progress and prosperity in line with our strategic vision, providing residents, visitors, and businesses a welcoming environment.

Our county's history is deeply rooted in the contributions of diverse peoples, including the Indigenous communities like the Alexander First Nation and Michel First Nation. We are collaborative members in regional groups that prioritize the region, such as the Alberta Industrial Heartland Association, Edmonton Metropolitan Region Board, Villeneuve Landing Network, Sturgeon Regional Partnership, and more.

In Sturgeon County, we prioritize relationships and strive to be a forward-thinking municipality.

Our journey towards sustainable development and economic resilience is marked by milestones such as advancements in transportation planning and improved broadband connectivity. Here, we commit to sustainability, which is evidenced by Sturgeon County's pursuits of clean energy initiatives and participation in the Edmonton Region Hydrogen Hub. Sturgeon County is exploring future economic growth, water management, and a range of recreation opportunities.

It is the spirit of our community and our efforts in collaboration that truly define Sturgeon County as a place to thrive.



DID YOU KNOW | *In 2023, 107.8 acres were enrolled in the Alternative Land Use Services program (ALUS), which is comprised of grassland, waterbody, tree and shrub, and modified agriculture practice acres.*



A MESSAGE FROM STURGEON COUNTY'S LEADERSHIP TEAM:

Charting New Horizons Together

"Looking back at 2023, Sturgeon County has been a symbol of growth, achieving numerous milestones set by our Council. Despite global and local challenges, the County has shown resilience and innovation, making significant strides toward its ambitious goals.

Over the past year, our organization has strongly emphasized community engagement. From the Mayor's State of the County Address, a public event that reinforced our commitment to community and connectivity, to the County Bounty, a celebration that brought residents and local businesses together. Further, our collaborative efforts with neighbouring municipalities have yielded positive results. Together, we have enhanced emergency services and recreational opportunities, demonstrating our commitment to public safety, community development, and social services.

Sturgeon County has made significant investments in infrastructure, becoming more resilient and responsive to a growing community's needs. Our administrative processes have been streamlined, enhancing efficiency and service delivery. With the guidance of our strategic plan, we are proud to have attracted new business investments to our municipality, drawn by a promise of reduced red tape and

commitment to service. Our focus on sustainable practices and clean energy, particularly through our role in the Edmonton Region Hydrogen Hub, has set the stage for transformative energy solutions.

Throughout the year, Sturgeon County has applied its core principles to real-world challenges and opportunities, reflecting our commitment to the strategic priorities outlined in our Corporate Business Plan. We work hard to extend our accountability beyond basic compliance; we actively pursue enhanced communication with residents, sustainable land use, and effective governance, all of which showcase our commitment to collaboration.

As we look towards the future, we acknowledge the challenges that lie ahead, from economic pressures to the complexities of municipal funding. Yet, our resolve to incorporate strategic and sustainable long-term planning into our decision-making remains unwavering.

This Year in Review Report is a snapshot of our organization's efforts. Our Leadership Team is grateful to the many stakeholders who helped Sturgeon County achieve success in 2023 and invites you to join us as we continue to chart new horizons for all those who call Sturgeon County home."



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 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 developed five goals called **Community Outcomes** that set 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 on corporate initiatives listed within the organization's 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 2023

The Year in Review Report demonstrates organizational results from 2023.

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** – 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 | Pembina Pipelines located in Sturgeon County has announced an agreement with Marubeni, a Japanese company, to develop a low-carbon ammonia facility that will supply hydrogen in support of Japan's decarbonization strategy.



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

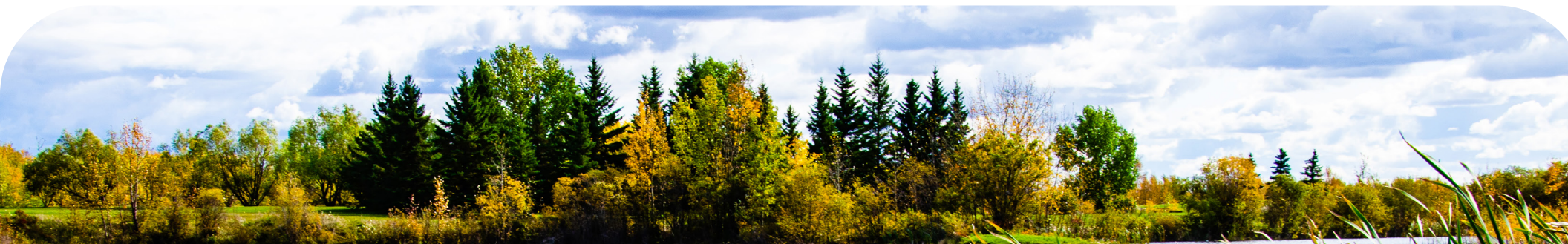
Embed thoughtful long-range financial and operational planning into decision-making processes.

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

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.



- Alberta Environment and Protected Areas workshop held in October 2023 to continue to examine ways to streamline the DIZ regulatory approval process.
- Will continue to work on industrial water access and competitive rates as a department level focus.

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 be completed as a department level focus.

Economic Marketing Strategy

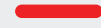
Develop an Economic Marketing Strategy that will improve Sturgeon County's position as one of the top investment attraction and business growth destinations.



- Economic Marketing Strategy and Implementation Plan complete and accepted.
- Implementation to be completed as a department level focus, with new tactics or resource requirements for Council consideration.

Investment Incentive Expansion

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



- Further analysis of overall competitiveness to continue once supplemental Alberta Industrial Heartland Association report is received.
- Work to continue as a department level focus.

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.
- Land Use Bylaw received Second and Third Reading June 27, 2023.

Villeneuve Airport Area - Area Structure Plan

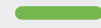
Prepare a detailed growth framework and overall statutory plan amendment in support of the Villeneuve Airport area development opportunity.



- Plan approved by EMRB in September 2023, after a successful Appeal Process.
- Third Reading of Bylaws by Council completed October 10, 2023.

Villeneuve Airport Development Readiness: Future Planning

Advance technical bylaw amendments to facilitate the next steps in Villeneuve Airport Area development.

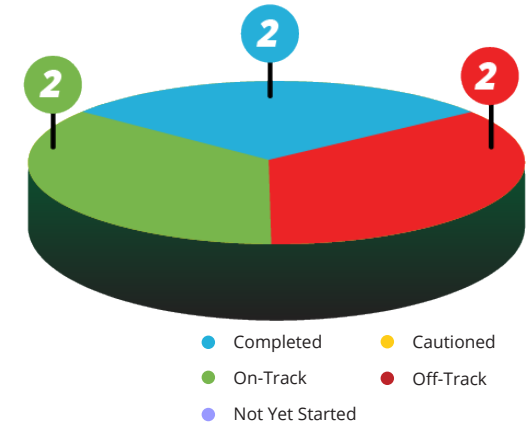


- Due to EMRB initial refusal of the interdependent Villeneuve Airport Area Structure Plan and the subsequent appeal process, project was on-hold for much of 2023.
- Further development of next steps and timelines to be clarified in 2024.

DID YOU KNOW | In 2023, Council passed 468 motions, compared to the 505 motions passed in 2022. This represents an average of 23 motions per meeting.

Safe, Beautiful Communities

Cultivate safe, beautiful, and complete communities.

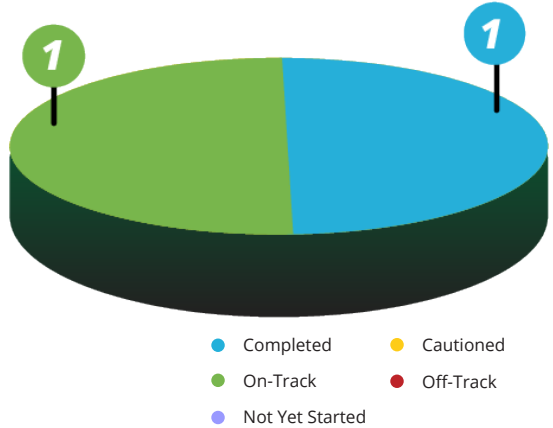


INITIATIVE	STATUS	COMMENTS
Agriculture Master Plan and Support Strategy Develop an Agriculture Master Plan to establish a long-term growth and diversification vision and a policy, program, and initiative roadmap.		<ul style="list-style-type: none"> Request for Proposal awarded to vendor. Engagement and Communication Plan developed and approved internally.
Municipal Development Plan: Regional Alignment Update Sturgeon County's Municipal Development Plan in alignment with local strategic direction and regional policy.		<ul style="list-style-type: none"> Project scoping completed, document modernization and policy for key priorities underway. Public engagement aligned with Agriculture Master Plan and Support Strategy.
Municipal Lands Encroachment Review Conduct an in-depth review of land encroachment regulations within the county and recommend appropriate policy and enforcement mechanisms.		<ul style="list-style-type: none"> Bylaw, guidelines, and workflows approved internally. Council approval of Bylaw and Communications Plan implementation to be completed as a department level focus.
Registered / Unregistered Ditches Review Review, catalogue, and develop an annual maintenance and expansion program for major drainage systems.		<ul style="list-style-type: none"> Final report complete. Implementation and operationalization into the work plan will be completed as a department level focus.
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.		<ul style="list-style-type: none"> Standards completed in Q4 2023. To ensure a consistent approach, the initiative has merged with the General Municipal Servicing Standards (GMSS) in the 2024-2027 Corporate Business Plan.
Wetland Replacement Program Collaborate with the Province to prioritize and replace wetlands projects throughout Sturgeon County.		<ul style="list-style-type: none"> 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 in Q3 2023.

DID YOU KNOW | Farmland is assessed at provincially set regulated values that have remained static since 1984!

Carbon Neutral Municipal Operations

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



INITIATIVE	STATUS	COMMENTS
Municipal Fleet Dual Fuel Conversion Exploration Investigate municipal fleet conversion to green fuel alternatives.	<div></div>	<ul style="list-style-type: none"> Fleet energy assessment and application to the federal Green Freight Program for conversion cost coverage on two gravel trucks complete. Operating data monitoring to be completed as a department level focus.
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.	<div></div>	<ul style="list-style-type: none"> Digitized 2,066 Development Agreements. Digitized 202,900 pages of historical Council Agenda Packages.

DID YOU KNOW | Sturgeon County received Superior Tanker Shuttle Service re-accreditation in 2023, which provides fire hydrant protection for residents close to a fire hall or recognized water supply and may qualify those residents for reduced fire insurance rates! Check out the County website for more information.

SPOTLIGHT ON STURGEON:

Agriculture Services

Sturgeon County takes pride in the agricultural innovation and sustainability efforts that are a collective achievement within our community. In our organization, the County's Agriculture Services department leads this critical sector by facilitating connections and advancing agricultural endeavours within our rural community. Sturgeon County supports advancement of the agriculture economy and provides opportunities for investment in value-added agriculture, agritourism, and agribusiness.

This busy area of our municipal operations not only serves as a key asset to the agricultural community in Sturgeon County but also oversees our municipality's commitment to maintaining the beautiful parks and open spaces we have here. With three full-time staff, including park technicians with up to 14-years of service, and the invaluable assistance of six seasoned park labourers, our parks maintenance team oversees amenities like the County's popular skating ribbon in the winter months, trails within areas like Cardiff Park, and other natural beauties found throughout Sturgeon County.

The Agriculture Services Team's efforts also extend beyond maintenance. Strategic enhancements like the new amenities in Woodridge Trail and the Bellerose Dog Park foster spaces where residents can connect with nature and each other. Community events have showcased the spirit of Sturgeon County, where our parks and open spaces are maintained, celebrated, and enjoyed.

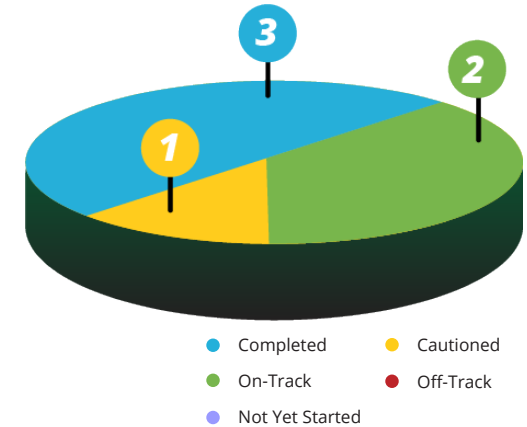
This year's horticultural and vegetation management program has been a success, with annual planters enhancing county locales and 835 acres of weeds managed to maintain our roadsides and utility reserves.

As we celebrate our Agricultural Services achievements in Sturgeon County, important activity continues—from facilitating a range of agricultural awards, such as the 100-Year Farm Family Award, recognizing long-standing residents and their contributions to the agricultural sector, to holding events like the Country Living Expo. Sturgeon County is proud to foster sustainable agricultural practices, promote economic growth, and continually advance the viability of our agricultural sector.



Modern, Adaptive Administration

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



INITIATIVE	STATUS	COMMENTS
Asset Management Implement utility, agriculture, and pavement preservation and evaluation asset management capabilities.	<div></div>	<ul style="list-style-type: none"> Inventory and condition assessment for trees and natural assets in progress. Initiative will undergo a rescope and project plan development effort to ensure a thoughtful corporate approach and consistent project outcomes.
Content Management and Collaboration Develop standards, guidelines, processes, and training on SharePoint implementation.	<div></div>	<ul style="list-style-type: none"> Departmental and program area SharePoint site development complete. Migrated 1,000,662 documents from network drives into SharePoint.
Modern Employee Compensation Policy Implement a modern, competitive, and cost-effective employee compensation policy reflecting Sturgeon County's compensation philosophy.	<div></div>	<ul style="list-style-type: none"> Compensation and classification system approved and communicated. Policy approved and implemented for budget 2024.
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.	<div></div>	<ul style="list-style-type: none"> Policy and Directive developed. Implementation of the policy and directive has merged with the 2024-2027 Corporate Business Plan Engagement Framework Initiative.
Planning and Development Digital Permitting Implement a digital platform for planning and development permit submissions and approvals to provide applicants with anytime/anywhere service.	<div></div>	<ul style="list-style-type: none"> Request for Proposal responses evaluated. Internal recommendation on vendor selection complete.
Resource Extraction Regulatory Review Conclude the Resource Extraction Regulatory Review based on public input and Council's direction.	<div></div>	<ul style="list-style-type: none"> Resource Extraction Bylaw received Third Reading July 4, 2023, and applicable policies implemented.

DID YOU KNOW | Sturgeon County has a total of 308.32 km of rail lines, which includes 1.05 km that is municipally owned.

Diversified Revenue and Partnerships

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

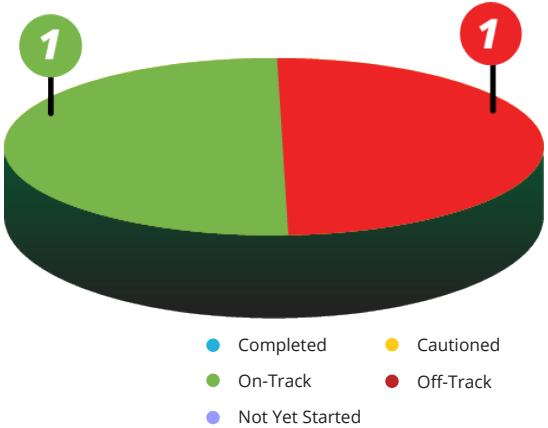


INITIATIVE	STATUS	COMMENTS
Waste to Resource Implement a regional Waste to Resource program that manages and converts waste into usable products.	<div></div>	<ul style="list-style-type: none"> Feasibility Study which included regional scans, local waste composition, available technology review, and spatial analysis completed. Draft Preliminary Business Case developed.

DID YOU KNOW | In 2023, Sturgeon County had 55 Board and Committee positions, which offered an opportunity for County residents to provide advice to Council.

Meaningful Community Connections

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



INITIATIVE	STATUS	COMMENTS
Joint Use Planning Agreements Develop Joint Use Planning agreements with local schoolboards.		<ul style="list-style-type: none"> Reviewed draft JUPA with school divisions. Communications Plan developed.
St. Albert - Sturgeon County Intermunicipal Agreement Develop an Intermunicipal Agreement between Sturgeon County and the City of St. Albert.		<ul style="list-style-type: none"> Project scope and timelines under review in consideration of recent intermunicipal priorities. Initiative was not included in the 2024-2027 Corporate Business Plan.

DID YOU KNOW | 37 water customers were able to see reduced cost of water leaks at their residences by proactive notification with Utilities customer service and Smart Meter technology!

SPOTLIGHT ON STURGEON:

Family and Community Support Services

In 2023, Sturgeon County's Family and Community Support Services (FCSS) continued to play a crucial role in enhancing the social well-being of our community, offering a variety of programs and services for residents of all ages.

The Living Well Program provided comprehensive support through services like referrals, information sharing, and counseling sessions. It reached out to individuals, primary care network clients, youth groups, and community partners. Throughout the year, FCSS launched 52 programs covering adult and family initiatives, early childhood programs, wellness workshops, and fitness programs. These initiatives aimed to provide accessible and quality services to promote healthy community.

The County has prioritized organizing important events like Family Day, National Indigenous Peoples Day, and Orange Shirt Day to bring residents together to honour diversity and inclusivity. Summer activities attracted 1,260 registrations, showcasing the County's commitment to active living, and the County's 'Wellness on Wheels' continues to be popular.

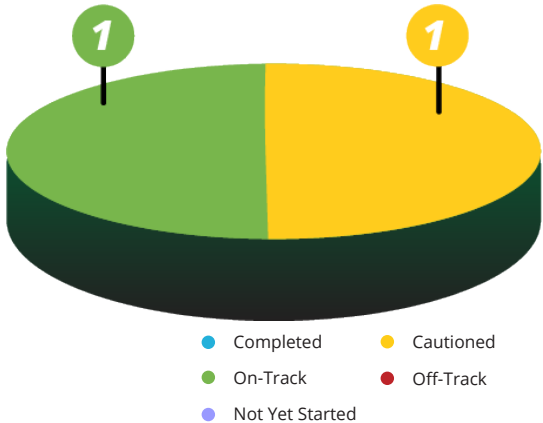
FCSS made significant investments in not-for-profit organizations, supporting various activities and infrastructure upgrades. The Senior Citizens Advisory Network and Transit Program played essential roles in supporting seniors and enhancing accessibility within the County.

Sturgeon County is proud of FCSS's efforts to improve the quality of life in our community, enabling an environment where we can thrive. The Community Spirit and Wellness on Wheels initiatives demonstrate the County's innovative approach to community engagement, with block parties and enhancement projects nurturing local pride and sense of belonging.



Clean Energy Economic Ecosystem

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

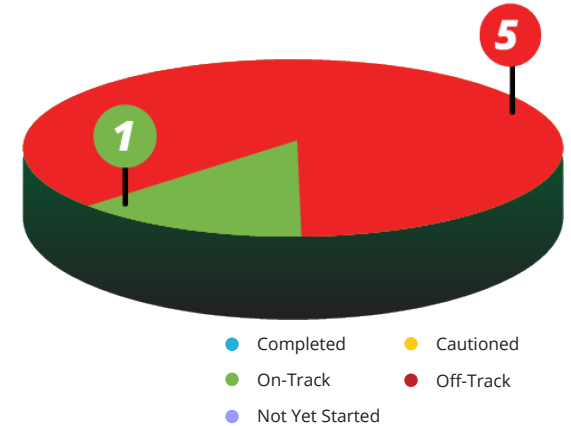


INITIATIVE	STATUS	COMMENTS
Clean Energy Improvement Program (CEIP) Provide access to financing and resources for residents and business to make energy efficient building improvements.	<div></div>	<ul style="list-style-type: none"> Received Federation of Canadian Municipalities grant disbursements and CEIP prequalifications, with two projects commencing. Commercial CEIP development for non-residential property owners initiated.
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.	<div></div>	<ul style="list-style-type: none"> Industry and intermunicipal partner infrastructure plans confirmed. Ability to move initiative forward contingent on provincial regulatory amendments.

DID YOU KNOW | The Protective Services Headquarters solar array has produced almost 500 MWh since March of 2020. 1 MWh can toast 89,000 slices of bread, that equals 44,500,000 slices!

Sustainable, Thoughtful Decisions

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

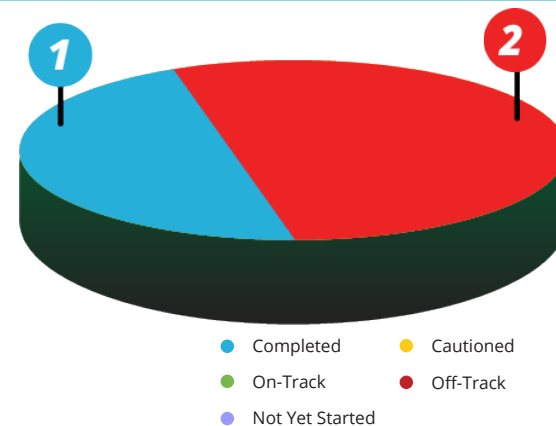


INITIATIVE	STATUS	COMMENTS
Enterprise Resource Planning Plan and receive approval on a multi-year core system replacement project.	<div></div>	<ul style="list-style-type: none"> Project Management Plan and governance framework developed. To ensure a thoughtful and complete requirements gathering and project planning process, expected completion date has been extended to Q1 2024.
Financial Reserve Framework Analysis Conduct a comprehensive review and analysis of the organization's financial reserve framework.	<div></div>	<ul style="list-style-type: none"> Target reserve levels presented to Council. Reserve Policy development and Council approval expected completion date has been extended to Q4 2024.
Off-Site Levy Policy Review 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"> Analysis of modelling impacts and development of new levies still in progress. With continued engagement from the development community, Off-Site Levy Bylaw readings are anticipated to go to Council in Q1 2024.
Regulated Assessment Review 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"> One major industrial property still in progress. Identification and inspection in progress on properties where currently no Machinery and Equipment is being assessed but is suspected to exist.
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.	<div></div>	<ul style="list-style-type: none"> Off-Site Levy financial model developed. To ensure continued stakeholder engagement, the initiative has merged with the Off-Site Levy Policy Review in the 2024-2027 Corporate Business Plan.
Villeneuve Airport Development Readiness: Financial Model Complete an off-site levy model for the Villeneuve Airport area that will support sustainable growth.	<div></div>	<ul style="list-style-type: none"> Due to EMRB delay of the interdependent Villeneuve Airport Area Structure Plan approval, relevant studies, detailed reports, and zoning did not occur in 2023. Studies and Off-Site Levy development to be completed as a department level focus.

DID YOU KNOW | In 2023, Emergency Services provided 23 Fire Prevention Week presentations to 707 elementary students in 6 Sturgeon County schools to share the importance of fire safety.

Reliable, Effective Infrastructure

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



INITIATIVE

Broadband Initiative: Phase I

Provide fast, high quality, affordable broadband service to County residents and businesses in the Phase 1 area.

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.

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.

STATUS



COMMENTS

- Infrastructure construction complete, with 900 access agreements signed, 214 subscribers, and three internet service providers using the network.
- Optical network terminal installations to be completed by Summer 2024.

- Standards approved internally in December 2023.
- With continued engagement from the development community, expected completion date has been extended to Q1 2024.

- Transportation Master Plan complete.
- Transportation Master Plan presented to Council as information on June 27, 2023.

DID YOU KNOW | The County is home to 109 open spaces, made up of natural, recreational, and rural natural areas, public utility lots, sidewalks, greenbelts, and local, neighbourhood, and County parks.

SPOTLIGHT ON STURGEON:

Transportation and Engineering

Reflecting on the last year, Sturgeon County is proud to showcase its achievements in Transportation and Engineering Services. Notably, introducing innovative technologies such as the infrared asphalt heater and asphalt hot box with tack applicator, which has revolutionized our road maintenance program. These advancements have directly improved residents' daily commute, making their journeys smoother and more efficient.

We continue to be dedicated to road improvement. This year, Sturgeon County made strategic investments in gravel road maintenance, including the use of 'pickled gravel' for enhanced road safety and the deployment of graders from satellite stations for increased response times.

We also celebrated the completion of a key project that will steer the Sturgeon County community into a future of connectivity, efficiency, and growth—the Transportation Master Plan (TMP)! Developed through careful planning and community engagement, the TMP sets the stage for a transformative 25-year vision for our transportation network. Under this plan, the County will foster a safe, efficient, and sustainable transportation system that supports economic vitality and the well-being of residents.

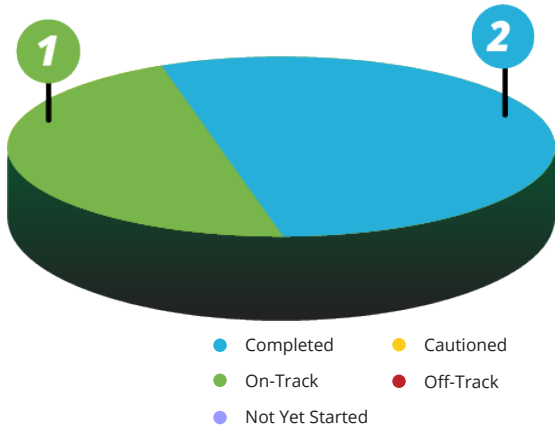
As we roll out the directives of the TMP, we are poised to embark on a range of infrastructure upgrades, from corridor improvements to the development of new arterial routes. These efforts align with our strategic

goals to create a connected, livable, and economically robust community, demonstrating our readiness to meet the future head-on.



Economical, Desirable Services

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



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.	<div></div>	<ul style="list-style-type: none">Verbal confirmation to delay renewals for some municipalities received in 2023.Written confirmation to delay renewals expected Q1, 2024.
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.	<div></div>	<ul style="list-style-type: none">Service Catalogue completed.Operationalization of Service Catalogue to be completed as a department level focus.
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.	<div></div>	<ul style="list-style-type: none">Service Level Inventory completed.Implementation of tool and process development to be completed as a department level focus.

DID YOU KNOW | In 2023, Transportation crews fixed 3,042 potholes by laying 3,197 tonnes of patching material and improved 534 km of gravel roads and 17.45 km of paved roads with shoulder stabilization and resurfacing projects.

Looking Forward to 2024

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 Provision
Villeneuve Airport Development Mobilization

Q3 2022 - Q4 2027
Q4 2023 - Q3 2025

Safe, Beautiful Communities

Cultivate safe, beautiful, and complete communities.

Agriculture Master Plan
Fire Master Plan
Municipal Development Plan: Regional Alignment
Municipal Land Strategy

Q3 2023 - Q2 2025
Q4 2023 - Q1 2025
Q3 2023 - Q4 2024
Q2 2023 - Q4 2024

Carbon Neutral Municipal Operations

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

Clean Fuel Demonstration and Partnership
Municipal Fleet Dual Fuel Conversion Pilot
Record Digitization

Q2 2023 - Q3 2025
Q2 2025 - Q4 2027
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
Content Management and Collaboration
Elected Official Remuneration Review
Engagement Framework
Equity, Diversity, and Inclusion Directive
Digital Permitting System

Q1 2024 - Q4 2024
Q1 2022 - Q4 2025
Q1 2024 - Q3 2024
Q1 2024 - Q4 2024
Q1 2024 - Q4 2024
Q4 2022 - Q1 2025

Diversified Revenue and Partnerships

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

Waste to Resource Framework
Waste to Resource Implementation

Q1 2023 - Q2 2025
Q2 2025 - Q4 2026

Meaningful Community Connections

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

Joint Use Planning Agreements

Q2 2022 - Q1 2025

Clean Energy Economic Ecosystem

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

Clean Energy Improvement Program (CEIP)
Sturgeon Valley Hydrogen Development Initiation
Sturgeon Valley Hydrogen Development Implementation

Q2 2021 - Q4 2024
Q4 2022 - Q1 2025
Q2 2025 - Q4 2029

Sustainable, Thoughtful Decisions

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

Enterprise Resource Planning
Facility Master Plan
Financial Reserve Framework Analysis
Financial System Replacement
Off-Site Levy Policy Review
Regulated Assessment Review
Strategic Plan Renewal
Sturgeon Valley Operational Impact Review
Sturgeon Valley Urban Facility Review
Villeneuve Airport Capital Plan

Q1 2023 - Q1 2024
Q3 2023 - Q2 2025
Q1 2021 - Q4 2024
Q2 2024 - Q4 2027
Q1 2020 - Q1 2024
Q3 2021 - Q4 2024
Q1 2025 - Q1 2026
Q3 2026 - Q3 2028
Q2 2025 - Q3 2026
Q1 2024 - Q4 2024

Reliable, Effective Infrastructure

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

Asset Management
Broadband
County Park Feasibility Study
General Municipal Servicing Standard (GMSS)
Open Space Asset Management
Parks Bylaw

Q4 2019 - Q4 2025
Q1 2024 - Q4 2027
Q1 2024 - Q2 2025
Q4 2021 - Q1 2024
Q1 2024 - Q1 2025
Q1 2024 - Q2 2025

Economical, Desirable Services

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

Fleet and Facility Services Optimization Review
Intermunicipal Collaboration Frameworks (ICFs)
Intermunicipal Recreation Agreements

Q1 2024 - Q4 2024
Q4 2023 - Q2 2025
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 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:

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
- Event 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
- Open Space Framework Management
- Social Grant Framework 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 | Over 2,500 Fleet and Facility repair and maintenance work orders were completed in 2023!



Year in Review Report 2023

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Sturgeon
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