Corporate Business Plan
2024-2027

Sturgeon
C O U N T Y

Contents

Sturgeon County recognizes we are located on Treaty 6 territory, the traditional homelands of Alexander and Michel First Nations, as well as the Métis Nation of Alberta. 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.

Corporate Business Plan
(2024-2027)

"Plan on a Page"

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	*Q3 2022 - Q4 2027*
Villeneuve Airport Development Mobilization	*Q4 2023 - Q3 2025*

Safe, Beautiful Communities

Cultivate safe, beautiful, and complete communities.

Agriculture Master Plan	*Q3 2023 - Q2 2025*
Fire Master Plan	*Q4 2023 - Q1 2025*
Municipal Development Plan: Regional Alignment	*Q3 2023 - Q4 2024*
Municipal Land Strategy	*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	*Q2 2023 - Q3 2025*
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 - Q4 2024*
Content Management and Collaboration	*Q1 2022 - Q4 2025*
Elected Official Remuneration Review	*Q1 2024 - Q3 2024*
Engagement Framework	*Q1 2024 - Q4 2024*
Equity, Diversity, and Inclusion Directive	*Q1 2024 - Q4 2024*
Digital Permitting System	*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	*Q1 2023 - Q2 2025*
Waste to Resource Implementation	*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)	*Q2 2021 - Q4 2024*
Sturgeon Valley Hydrogen Development Initiation	*Q4 2022 - Q1 2025*
Sturgeon Valley Hydrogen Development Implementation	*Q2 2025 - Q4 2029*

Sustainable, Thoughtful Decisions

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

Enterprise Resource Planning	*Q1 2023 - Q1 2024*
Facility Master Plan	*Q3 2023 - Q2 2025*
Financial Reserve Framework Analysis	*Q1 2021 - Q4 2024*
Financial System Replacement	*Q2 2024 - Q4 2027*
Off-Site Levy Policy Review	*Q1 2020 - Q1 2024*
Regulated Assessment Review	*Q3 2021 - Q4 2024*
Strategic Plan Renewal	*Q1 2025 - Q1 2026*
Sturgeon Valley Operational Impact Review	*Q3 2026 - Q3 2028*
Sturgeon Valley Urban Facility Review	*Q2 2025 - Q3 2026*
Villeneuve Airport Capital Plan	*Q1 2024 - Q4 2024*

Reliable, Effective Infrastructure

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

Asset Management	*Q4 2019 - Q4 2025*
Broadband	*Q1 2024 - Q4 2027*
County Park Feasibility Study	*Q1 2024 - Q2 2025*
General Municipal Servicing Standard (GMSS)	*Q4 2021 - Q1 2024*
Open Space Asset Management	*Q1 2024 - Q1 2025*
Parks Bylaw	*Q1 2024 - Q2 2025*

Economical, Desirable Services

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

Fleet and Facility Services Optimization Review	*Q1 2024 - Q4 2024*
Intermunicipal Collaboration Frameworks (ICFs)	*Q4 2023 - Q2 2025*
Intermunicipal Recreation Agreements	*Q1 2024 - Q4 2025*

We are dedicated to being a vibrant and thriving municipality, where living and doing business seamlessly co-exist. With boundless opportunities on the horizon, Sturgeon County continues to evolve into a vibrant, inclusive, and sustainable community we can all be proud of.

Meet Sturgeon County.

Situated in the northern segment of the Edmonton Metropolitan Region, Sturgeon County continues to be an inviting and **forward-thinking** community. The County offers exceptional opportunities for resident living and business investment, focusing on energy, agriculture, and unique ventures in an area renowned for its historical, cultural, and natural wonders.

Sturgeon County boasts strategic assets like the Alberta Industrial Heartland, Villeneuve Airport, and the Sturgeon Valley—all pillars of our local economy. We are stewards of both progress and tradition, and our municipal organization is proud of the modern and future-ready operational approaches we prioritize to deliver service **excellence**.

The County places a strong emphasis on building meaningful **partnerships**. This commitment extends to our neighbouring communities, Indigenous Nations such as Alexander and Michel First Nation, as well as various entities in industry, other levels of government, municipal associations, advocacy groups, and beyond. Over the coming years, Sturgeon County will continue to maintain critical service agreements, relationship frameworks, and ongoing communication with our partners to ensure we leverage every opportunity to meet the community's goals.

Sturgeon County can **thrive** and **flourish** in the face of challenges. We aspire to transform adversity into opportunity through strategic foresight and proactive planning, fostering economic resilience, efficient infrastructure development, intelligent asset management, and actioning innovative solutions. We are working towards a future where the County not only overcomes obstacles but also emerges as a model of sustainable growth and community well-being.

As leaders in the Edmonton Region Hydrogen Hub—the largest of its kind in Canada—Sturgeon County is driving change within projects that have real-world impact. This work aligns with our organization's net-zero goals and desire to be environmentally **sustainable**. Through waste to resource initiatives, advancement of the hydrogen economy, digital innovation and broadband enhancement, and more, our community is preparing today to ensure viability tomorrow.

This Corporate Business Plan tells a story outlining the possibilities for our community under the direction of *Council's Strategic Plan*. With dedication, vision, and commitment to excellence, Sturgeon County is poised to propel our community opportunities forward on behalf of all our residents and businesses.

3,000 annual property inspections to ensure accuracy in assessment values

Over **600,000** paper records have been digitized to date.

The County has developed the **Master Service Agreement** and **Preferred Supplier** programs that identify prequalified contractors and vendors.

For the **first** time ever, Sturgeon County has employed a community **development enforcement officer** to ensure planning and development standards are managed appropriately.

22 County staff have successfully completed an internal Supervisory Development Program in 2023, with **13** more slated to graduate in 2024.

18,527 seedlings were distributed through the Sturgeon County Tree Program in 2023.

Our revenues come from **property taxes, investments, and funding from other governments.**

90 kilometers of the 165 kilometer **historic Athabasca Landing Trail** are within Sturgeon County and connects to the 100 kilometer River Valley Trail system.

210 tonnes of cooperative GHG emissions saved yearly through over 50 Facility Energy Efficiency projects and **115kW Solar PV System Production**

Protective Services often engage in more **enforcement** interactions within our community than any other service.

The County Connection newsletter is sent to **6,717** residences and businesses.

144 bridge structures are managed throughout the County.

Within the County there are **306 KMs** of **water** and **sewer lines**, spanning a distance equivalent to that between Sturgeon County and Airdrie.

Over **20 business visits** held and over **35 new business leads** generated in 2023.

Council holds over **20** public meetings annually

Strategic Framework

Sturgeon County's Strategic Framework defines how our municipal organization meets Council's established vision on behalf of the community. The Corporate Business Plan (CBP) is a key document within the Strategic Framework that defines the major initiatives Administration will act on to meet Council's direction over four years.

The CBP plays a critical role in the evolution of our community.

Our Strategic Plan is 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 looking forward. 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.

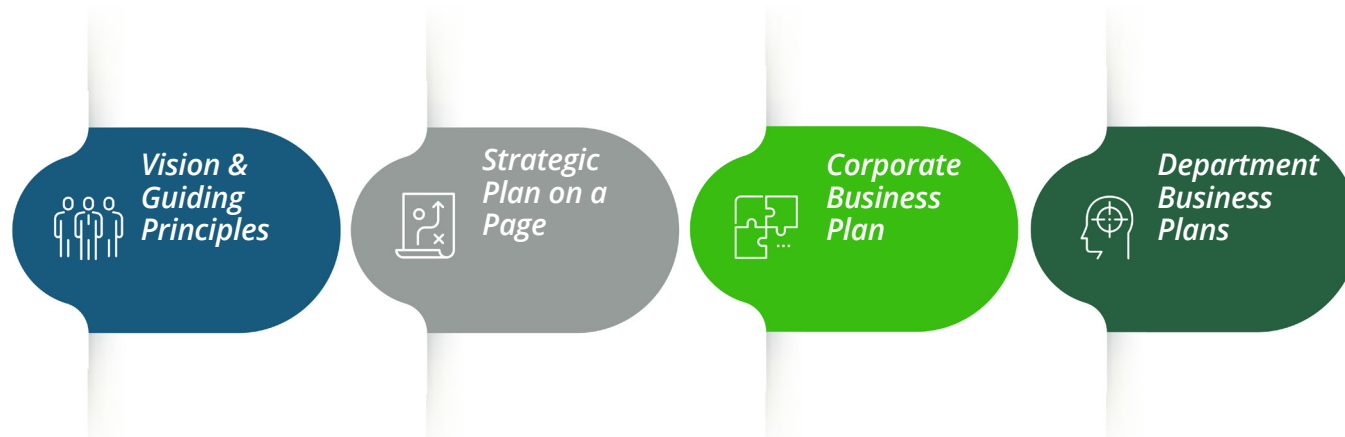**Our goal at Sturgeon County is to advance with intention.**

The CBP elaborates on Council's ten Strategic Priorities, cataloguing actions and initiatives to achieve Council direction successfully. The CBP provides details on:

- Key initiatives (special projects with a beginning and end date – typically, a result from master plans, frameworks, strategies, and needs that arise from the community)
- Enhancements to core services (services offered under an increase in service levels or that reflect an innovative new approach)

The details within the CBP tell the story of how Sturgeon County is taking decisive steps to make things happen.

Reporting and progress measurement ensures there is a strong connection between the different elements of Sturgeon County's Strategic Framework. A transparent and honest review of the status of corporate initiatives is formally undertaken twice per year. To ensure we are continually improving and reaching operational excellence, refinement and updates 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.

Vision & Guiding Principles — *Strategic Plan on a Page* — *Corporate Business Plan* — *Department Business Plans*

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 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. 11)

Facilities

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

- Facility Master Plan (pg. 18)

Sturgeon Valley Development

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

- Sturgeon Valley Hydrogen Development Initiation (pg. 17)
- Sturgeon Valley Hydrogen Development Implementation (pg. 17)
- Sturgeon Valley Operational Impact Review (pg. 18)
- Sturgeon Valley Urban Facility Review (pg. 18)

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. 15)
- Waste to Resource Implementation (pg. 15)

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. 11)
- Villeneuve Airport Capital Plan (pg. 18)

Broadband

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

- Broadband (pg. 19)

Recreation Facilities

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

- Intermunicipal Collaboration Frameworks (ICFs) (pg. 20)
- Intermunicipal Recreation Agreements (pg. 20)
- Open Space Asset Management (pg. 19)

Financial Systems Replacement

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

- Enterprise Resource Planning (pg. 18)
- Financial System Replacement (pg. 18)

Strategic Priorities

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

Planned Growth

Thriving Communities

Environmental Stewardship

Collaborative Governance

Operational Excellence

Diverse Business Hub

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

Safe, Beautiful Communities

Cultivate safe, beautiful, and complete communities.

Carbon Neutral Municipal Operations

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

Modern, Adaptive Administration

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

Diversified Revenue and Partnerships

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

Meaningful Community Connections

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

Clean Energy Economic Ecosystem

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

## Sustainable, Thoughtful Decisions

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

Reliable, Effective Infrastructure

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

Economical, Desirable Services

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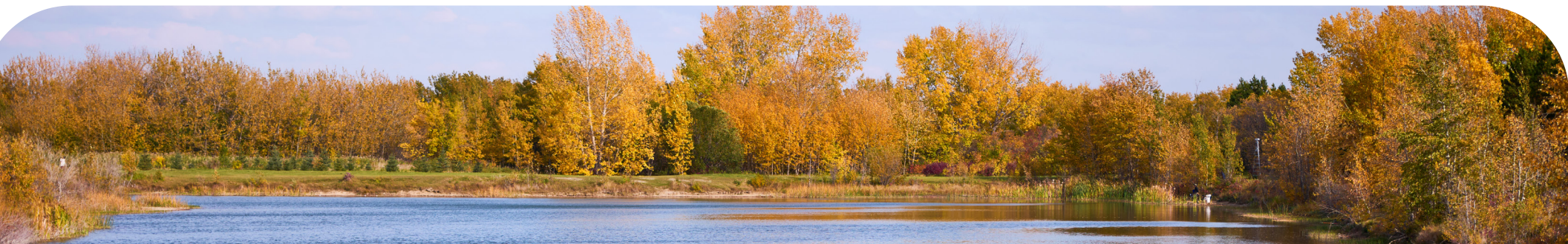
Diverse Business Hub

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

Expected outcome benefits

- Internationally competitive to attract, grow, and sustain diverse business
- Low cost, minimal red tape regulations
- Tenacious focus on new growth and innovation
- Predictable and stable external relationships

INITIATIVE	DESCRIPTION	DIVISION	TIMELINE
Key Initiatives			
Industrial Heartland Utility Provision	Explore the development of water access and distribution to the Industrial Heartland.	Infrastructure Services	Q3 2022 - Q4 2027
Villeneuve Airport Development Mobilization	Facilitate the next steps in Villeneuve Airport Area development and advance regional partnerships and investment attraction.	Development Services	Q4 2023 - Q3 2025

INITIATIVE	DESCRIPTION	DIVISION
Enhancement to Core Services		
Business Grant Access	Develop a business grant access program that empowers businesses by building skills, tools, and resources to access grant opportunities.	Development Services
Economic Marketing Strategy	Enhance awareness of investment opportunities across the province, country, and internationally through strategy implementation.	Development Services
Tourism and Economic Event Support	Enhance tourism services and direct support for major economic events that drive visitation and investment.	Development Services

Safe, Beautiful Communities

Cultivate safe, beautiful, and complete communities.

Expected outcome benefits

- Beautiful, surprising places with high standards
- Engaging cultural, historic, and civic amenities
- Integrated natural spaces and trail systems
- Safe, welcoming, and diverse communities
- Comprehensive land use and infrastructure planning
- Conservation of natural areas and agricultural lands

INITIATIVE	DESCRIPTION	DIVISION	TIMELINE
Key Initiatives			
Agriculture Master Plan	Develop a Master Plan and strategic growth and diversification framework for the current and future agriculture sector.	Infrastructure Services	Q3 2023 - Q2 2025
Fire Master Plan	Develop a twenty-year Master Plan and strategic framework for fire services.	Community Services	Q4 2023 - Q1 2025
Municipal Development Plan: Regional Alignment	Update Sturgeon County's Municipal Development Plan in alignment with local strategic direction and regional policy.	Development Services	Q3 2023 - Q4 2024
Municipal Land Strategy	Develop a municipal land strategy, and a flexible model to assess land encroachment impacts.	Development Services	Q2 2023 - Q4 2024

INITIATIVE	DESCRIPTION	DIVISION
Enhancement to Core Services		
Fire Service Effectiveness	Enhance fire service effectiveness with more robust water sources in rural areas and application of alternative fire suppression techniques.	Community Services
Animal Control Expansion	Enhance animal control capacity with resource expansion and partnerships.	Community Services
Enforcement Collaboration	Improve the safety of residents with a renewed collaborative relationship with enforcement partners.	Community Services
Park and Trail Enhancement	Leverage data to strengthen operational maintenance and services within park and trail open spaces.	Community Services
Firefighter Safety	Implement enhanced fire safety capabilities through improved Self-Contained Breathing Apparatus provision and enhanced training.	Community Services
Open Space Magnification	Amplify open space information, route, and wayfinding.	Community Services
Open Space Land Management	Create and assess inventory for land cover, environmentally sensitive areas, and park land encroachment.	Community Services
Regional Fire and Enforcement Relationship	Improve intermunicipal relationships for an operationally effective and efficient regional fire and enforcement services system.	Community Services

Carbon Neutral Municipal Operations

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

Expected outcome benefits

- Carbon neutral municipal practices
- Partnerships with industry and others to drive emission reductions
- Conservation of natural areas and agricultural lands
- Transparent and action-oriented decision-making based on sound rationale
- Integrated strategic and business planning

INITIATIVE	DESCRIPTION	DIVISION	TIMELINE
Key Initiatives			
Clean Fuel Demonstration and Partnership	Develop academic and industry partnerships to demonstrate clean fuel implementation within the community.	Development Services	Q2 2023 - Q3 2025
Municipal Fleet Dual Fuel Conversion Pilot	Implement pilot program to strategically convert a small subset of vehicles and test the outcomes.	Infrastructure Services	Q2 2025 - Q4 2027
Record Digitization	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.	Corporate Services	Q4 2020 - Q4 2025

INITIATIVE	DESCRIPTION	DIVISION
Enhancement to Core Services		
Energy Management Strategy	Develop a strategy and policy to guide facility energy plans and decision-making.	Infrastructure Services
Energy Monitoring	Utilize grant funding for facility sub-metering and monitoring dashboard to analyze energy use trends and roadmap specific improvements.	Infrastructure Services
Energy Use Benchmarking	Benchmark County and utility facility energy use for regional comparison and improvement plan development.	Infrastructure Services
Facility Energy Efficiency	Investigate and implement HVAC, building envelope, water heating, and lighting system efficiency improvements in County buildings.	Infrastructure Services
Fire Service Environmental Impact	Utilize environmentally friendly foam application for controlling fire in industrial area and wildland.	Community Services
Fire Service Tools and Equipment	Develop a plan to replace gas powered hand and rescue tools and equipment with battery operated solutions.	Community Services
Renewable Energy System	Investigate a renewable energy system plan at County Centre.	Infrastructure Services

Modern, Adaptive Administration

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

Expected outcome benefits

- Engaged and effective people - Council, Administration, and Volunteers
- Continuous learning and improvement mindset
- Future focused thinking to proactively respond to emerging opportunities and challenges
- Clear and supportive governance processes

INITIATIVE	DESCRIPTION	DIVISION	TIMELINE
Key Initiatives			
Communications Audit	Complete an audit of County communications tools and techniques application.	Chief Administrator's Office	Q1 2024 – Q4 2024
Content Management and Collaboration	Implement SharePoint as the corporate records management solution and develop standards, guidelines, processes, and employee training.	Corporate Services	Q1 2022 – Q4 2025
Elected Official Remuneration Review	Establish and support task force to review Council remuneration in accordance with Policy.	Corporate Services	Q1 2024 – Q3 2024
Engagement Framework	Develop standards, tools, and templates for consistent and thoughtful external engagement.	Chief Administrator's Office	Q1 2024 – Q4 2024
Equity, Diversity, and Inclusion Directive	Develop an Equity, Diversity, and Inclusion Directive that codifies the organization's commitment to a work environment free of harassment and discrimination.	Corporate Services	Q1 2024 - Q4 2024
Digital Permitting System	Implement a digital platform for planning and development submissions.	Development Services	Q4 2022 - Q1 2025

INITIATIVE	DESCRIPTION	DIVISION
Enhancement to Core Services		
Contract Management Centralization	Implement an improved contract management access, maintenance, and execution system.	Financial Services
Code of Conduct Policy	Review and update employee, contractor, County Board and Committee, and Council member codes of conduct.	Corporate Services
Employee Performance Evaluation	Recommend and implement an updated employee performance evaluation tool to align with identified compensable factors.	Corporate Services
Fire Service Capability	Enhance fire service training techniques and capabilities in industrial area and wildland.	Community Services
Information Systems and Preparedness	Implement disaster recovery, Information Technology, business continuity, and cyber security improvement initiatives.	Corporate Services
Employee Noise Management	Incorporate new noise hazard element in the Health and Safety Management System.	Corporate Services

Diversified Revenue and Partnerships

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

Expected outcome benefits

- Tenacious focus on new growth and innovation
- Alternative revenue generation and service delivery models
- Circular economy opportunities
- Future focused thinking to proactively respond to emerging opportunities and challenges

INITIATIVE	DESCRIPTION	DIVISION	TIMELINE
Key Initiatives			
Waste to Resource Framework	Develop a regional Waste to Resource program that manages and converts waste into usable products.	Infrastructure Services	Q1 2023 - Q2 2025
Waste to Resource Implementation	Commence capital construction of a regional Waste to Resource facility.	Infrastructure Services	Q2 2025 - Q4 2026

INITIATIVE	DESCRIPTION	DIVISION
Enhancement to Core Services		
Sturgeon Regional Partnership	Develop shared efficiencies and cost-saving partnerships within the Sturgeon County sub-region.	Chief Administrator's Office

Meaningful Community Connections

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

Expected outcome benefits

- Meaningful connections with Indigenous communities
- Engaging cultural, historic, and civic amenities
- Safe, welcoming, and diverse communities
- Small community feel and personal connections
- Strong community identity and pride

INITIATIVE	DESCRIPTION	DIVISION	TIMELINE
Key Initiatives			
Joint Use Planning Agreements	Develop Joint Use Planning Agreements with local school boards.	Development Services	Q2 2022 - Q1 2025

INITIATIVE	DESCRIPTION	DIVISION
Enhancement to Core Services		
Community Driven Playground Process	Formalize the process to support community led playground initiatives.	Community Services
Community Organization Support	Enhance support to non-profit, community organizations, and volunteerism.	Community Services
Crime Prevention	Provide additional resources and supports to communities around crime prevention.	Community Services
Resident Support Access	Connect residents with enhanced external financial resources, social services, and government benefits and program support.	Community Services
Recreation Support	Enhance recreation service support within neighbouring communities.	Community Services
Truth and Reconciliation	Act on Call to Action 57 and provide education on Indigenous history and current reality within the workforce.	Chief Administrator's Office
Winterfest	Host the first family-friendly Winterfest that will showcase local vendors, entertainment, and community belonging.	Chief Administrator's Office
Youth Advisory Committee	Bolster youth engagement and opportunities for youth within our community.	Community Services

Clean Energy Economic Ecosystem

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

Expected outcome benefits

- Internationally competitive to attract, grow, and sustain diverse business
- Clean air, land, and water
- Sustainable development
- Partnerships with industry and others to drive emission reductions
- Meaningful connections with Indigenous communities

INITIATIVE	DESCRIPTION	DIVISION	TIMELINE
Key Initiatives			
Clean Energy Improvement Program (CEIP)	Provide access to financial and other resources for residents and business to make energy efficient building improvements.	Infrastructure Services	Q2 2021 - Q4 2024
Sturgeon Valley Hydrogen Development Initiation	Position Sturgeon Valley South as a clean energy community, with complementary partnerships and test sites for home heating, fueling, and smart infrastructure.	Development Services	Q4 2022 - Q1 2025
Sturgeon Valley Hydrogen Development Implementation	Implement Sturgeon Valley South clean energy test sites for home heating, fueling, and smart infrastructure.	Development Services	Q2 2025 - Q4 2029

INITIATIVE	DESCRIPTION	DIVISION
Enhancement to Core Services		
Hydrogen Apprenticeship Development	Explore partnerships with trades schools to promote hydrogen apprenticeships.	Development Services

Sustainable, Thoughtful Decisions

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

Expected outcome benefits

- Transparent and action-oriented decision-making based on sound rationale
- Future focused thinking to proactively respond to emerging opportunities and challenges
- Long-term financial planning and sustainability
- Careful debt and reserve stewardship
- Integrated strategic and business planning

INITIATIVE	DESCRIPTION	DIVISION	TIMELINE
Key Initiatives			
Enterprise Resource Planning	Plan and receive approval on a multi-year core system replacement project.	Financial Services	Q1 2023 - Q1 2024
Facility Master Plan	Complete a comprehensive evaluation of existing County facility needs and develop a long-range growth plan.	Infrastructure Services	Q3 2023 - Q2 2025
Financial Reserve Framework Analysis	Conduct a comprehensive long-range financial plan review and analysis of the organization's financial reserve framework, reserve classifications, and target balances.	Financial Services	Q1 2021 - Q4 2024
Financial System Replacement	Execute a multi-year core financial system replacement project.	Financial Services	Q2 2024 - Q4 2027
Off-Site Levy Policy Review	Review and develop recommendations on updating the organization's Off-Site Levy Bylaws, processes, policies, and frameworks.	Development Services	Q1 2020 - Q1 2024
Regulated Assessment Review	Complete a technical review and audit of the non-residential assessment process on transparency and equitability.	Financial Services	Q3 2021 - Q4 2024
Strategic Plan Renewal	Review and update Council's Strategic Plan.	Chief Administrator's Office	Q1 2025 – Q1 2026
Sturgeon Valley Operational Impact Review	Complete an analysis of program, staff, and community implications associated with Sturgeon Valley growth.	Development Services	Q3 2026 - Q3 2028
Sturgeon Valley Urban Facility Review	Prepare a forecast for urban facility requirements in the Sturgeon Valley.	Development Services	Q2 2025 - Q3 2026
Villeneuve Airport Capital Plan	Advance capital planning to facilitate the next steps in Villeneuve Airport Area development.	Infrastructure Services	Q1 2024 - Q4 2024

INITIATIVE	DESCRIPTION	DIVISION
Enhancement to Core Services		
Master Plan Inventory	Implement Master Plan Inventory roadmap and process.	Chief Administrator's Office
Open Space Funding Alternatives	Leverage cost sharing and alternative grant and partnership fund sources for open space initiatives.	Community Services

Reliable, Effective Infrastructure

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

Expected outcome benefits

- Modern broadband and digital capabilities
- Reliable and effective infrastructure
- Integrated natural spaces and trail systems
- Commitment to high quality of life
- Predictable and stable external relationships
- Asset management and performance measurement

INITIATIVE	DESCRIPTION	DIVISION	TIMELINE
Key Initiatives			
Asset Management	Implement utility, agriculture, and pavement preservation and evaluation asset management capabilities.	Infrastructure Services	Q4 2019 - Q4 2025
Broadband	Prepare recommendation and implement Council direction on expanding high-speed internet access in areas outside of Phase One.	Community Services	Q1 2024 - Q4 2027
County Park Feasibility Study	Complete a delivery and park provision feasibility study on neighbourhood and County parks.	Community Services	Q1 2024 - Q2 2025
General Municipal Servicing Standard (GMSS)	Develop an updated GMSS that identifies infrastructure construction design parameters that consider forecasted growth.	Infrastructure Services	Q4 2021 - Q1 2024
Open Space Asset Management	Develop an asset management plan and asset inventory for all County open spaces.	Community Services	Q1 2024 - Q1 2025
Parks Bylaw	Develop new parks bylaw to address the use of all County parks, trails, and open spaces.	Community Services	Q1 2024 - Q2 2025

INITIATIVE	DESCRIPTION	DIVISION
Enhancement to Core Services		
Multi-Year Capital Plan	Continue to refine the 3-year Capital Plan process.	Financial Services
Open Space Initiative Engagement	Implement public engagement techniques for every open space capital improvement.	Community Services
Paved Road Repair	Improve asphalt repair time and equipment needs by utilizing new technology and process techniques.	Infrastructure Services

Economical, Desirable Services

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

Expected outcome benefits

- Commitment to high quality of life
- Healthy and resilient
- Ongoing community consultation and engagement
- Quality, cost-effective service delivery
- Continuous learning and improvement mindset
- Integrated strategic and business planning

INITIATIVE	DESCRIPTION	DIVISION	TIMELINE
Key Initiatives			
Fleet and Facility Services Optimization Review	Complete an optimization and future growth review on Fleet and Facility Services.	Infrastructure Services	Q1 2024 - Q4 2024
Intermunicipal Collaboration Frameworks (ICFs)	Renew collaboration agreements with neighboring municipalities, as required by provincial legislation.	Chief Administrator's Office	Q4 2023 - Q2 2025
Intermunicipal Recreation Agreements	Engage with municipal neighbours on future recreation agreements.	Community Services	Q1 2024 - Q4 2025

INITIATIVE	DESCRIPTION	DIVISION
Enhancement to Core Services		
Arboriculture and Horticulture	Develop and expand the arboriculture and horticulture programs to align more with urban neighbours.	Infrastructure Services
Annual Planter Program	Expand the offerings of the annual planter program.	Infrastructure Services
Development Enforcement	Review and increase enforcement support to residents, to address safety and beautification needs across the community.	Development Services
Development Variance	Review the development variance process to optimize timeliness, cost efficiency, customer service, and overall effectiveness.	Development Services
Integrated Development Service	Expand and improve engineering services to meet the needs of growing and higher density development areas.	Infrastructure Services
Utility Smart Meter	Facilitate real time meter reading, anomaly investigation, and proactive communication with residents.	Infrastructure Services
Utility Meter Self-Service	Implement the phased roll out of a utility customer self-service metering portal.	Infrastructure Services
Utility Service Request	Launch utility service request system where residents can enter requests and monitor progress.	Infrastructure Services
Winter Road Maintenance	Improve winter road condition by utilizing new technology and enhanced maintenance process.	Infrastructure Services

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

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