



Mid-Year Report 2025



Sturgeon
COUNTY

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



Our Vision

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

Strategic Framework



Status Types

- **On-Track** – Initiative is progressing well with little-to-no issues in scope, schedule, budget, or resourcing.
- **Cautioned** – 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 Guiding Principles

- | | |
|---------------|------------------|
| Collaboration | Accountability |
| Flexibility | Excellence |
| Safety | Future Readiness |
| Affordability | Innovation |

Strategic Priorities

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



Planned Growth



Thriving Communities



Environmental Stewardship



Collaborative Governance



Operational Excellence

Diverse Business Hub

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

Safe, Beautiful Communities

Cultivate safe, beautiful, and complete communities.

Carbon Neutral Municipal Operations

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

Modern, Adaptive Administration

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

Diversified Revenue and Partnerships

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

Meaningful Community Connections

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

Clean Energy Economic Ecosystem

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

Sustainable, Thoughtful Decisions

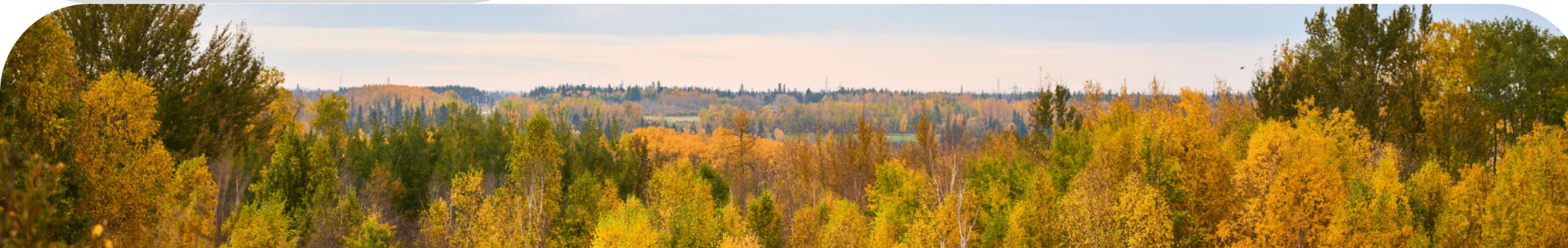
Embed thoughtful long-range financial and operational planning into decision-making processes.

Reliable, Effective Infrastructure

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

Economical, Desirable Services

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



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 Initiation (pg. 8)
- Industrial Heartland Utility Construction (pg. 8)
- Industrial Heartland Utility Implementation (pg. 8)



Facilities

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

- Fire Master Plan (pg. 9)
- Facility Current State Analysis (pg. 15)
- Facility Long-Range Master Plan (pg. 15)



Sturgeon Valley Development

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

- Sturgeon Valley Hydrogen Development Initiation (pg. 14)
- Sturgeon Valley Hydrogen Development Implementation (pg. 14)
- Sturgeon Valley Operational Impact Review (pg. 15)



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 Strategy (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 Investment Marketing (pg. 8)



Broadband

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

- Broadband Access Improvement (pg. 16)



Recreation Facilities

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

- Intermunicipal Recreation Agreements (pg. 17)



Financial Systems Replacement

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

- Financial System Modernization (pg. 15)

Diverse Business Hub

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



Photo Courtesy of NWR



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

INITIATIVE	STATUS	COMMENTS
<p>Industrial Heartland Utility Initiation Expand water access and distribution within the Industrial Heartland.</p>	<div style="width: 100%; height: 10px; background-color: #008000;"></div>	<ul style="list-style-type: none"> Grant secured, communication plan developed, and engineering scope defined. Grant, communication plan, and engineering costs approved by Council June 24, 2025. Permitting and engineering design tasks to be completed as directed by Council.
<p>Industrial Heartland Utility Construction Commence intake construction for water access and distribution to the Industrial Heartland.</p>	<div style="width: 100%; height: 10px; background-color: #6666ff;"></div>	
<p>Industrial Heartland Utility Implementation Launch water access and distribution services to the Industrial Heartland.</p>	<div style="width: 100%; height: 10px; background-color: #6666ff;"></div>	
<p>Villeneuve Airport Investment Marketing Develop partnership and joint marketing strategy for Villeneuve Airport and surrounding area development interests.</p>	<div style="width: 100%; height: 10px; background-color: #ffff00;"></div>	<ul style="list-style-type: none"> Preliminary agreement with Edmonton Airports, pending final strategy scope. Resource constraints may impact schedule; external support may be required.

Safe, Beautiful Communities

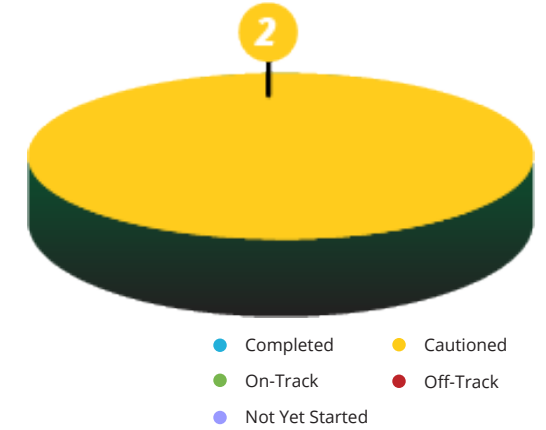
Cultivate safe, beautiful, and complete communities.



INITIATIVE	STATUS	COMMENTS
<p>Agriculture Master Plan Develop a Master Plan and strategic growth and diversification framework for the current and future agriculture sector.</p>		<ul style="list-style-type: none"> Agriculture Master Plan approved by Council, March 11, 2025. Implementation of roadmap to be completed as a department level focus.
<p>Fire Master Plan Develop a twenty-year strategic framework for fire services.</p>		<ul style="list-style-type: none"> Project execution, Council workshop, and Master Plan development complete. Due to scheduling considerations Master Plan to be presented to Council in Q3 2025.
<p>Greenspace Maintenance Agreement Framework Develop a Maintenance Agreement Framework for park, trail, and landscape service levels.</p>		<ul style="list-style-type: none"> County baseline and enhanced amenity service levels defined. Due to initial approval not including necessary resources, framework development in progress as capacity allows.
<p>Municipal Development Plan: Regional Alignment Update Sturgeon County's Municipal Development Plan in alignment with local strategic direction and regional policy.</p>		<ul style="list-style-type: none"> Modernization, Council workshop, and amendment process decision-gate complete. Bylaw Amendment First Reading received May 27, 2025. Public Hearing held June 24, 2025.

Carbon Neutral Municipal Operations

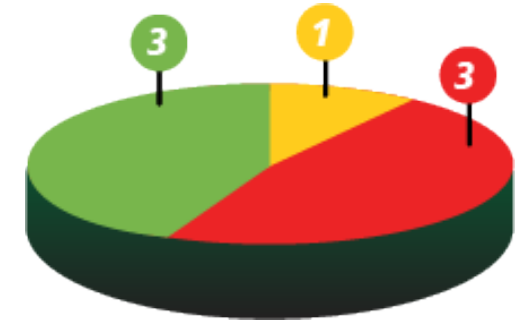
Achieve carbon neutral municipal operations by considering benchmarks that reflect Environmental, Social, and Governance (ESG) measures.



INITIATIVE	STATUS	COMMENTS
<p>Municipal Fleet Dual Fuel Conversion Pilot Implement pilot program to strategically convert a small subset of vehicles and test the outcomes.</p>		<ul style="list-style-type: none"> Contribution and partnership agreements signed, system integration and design, and Hydrogen Working Group risk management recommendations complete. Execution delayed to assess new risks identified.
<p>Record Digitization Implement a well-defined digitization plan that will convert paper to electronic files and physical forms to digitized workflows.</p>		<ul style="list-style-type: none"> Re-scanned Sub-Division files to meet quality standards. Due to additional file structure preparation requirements and resource allocation, department preparation for records digitization slowed.

Modern, Adaptive Administration

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

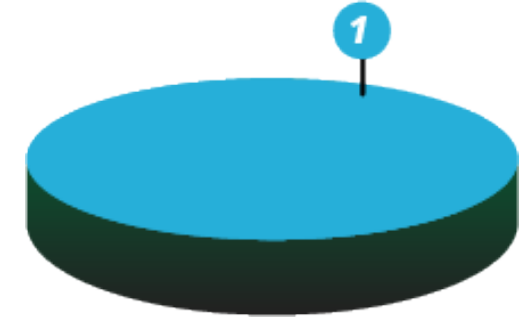


- Completed
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- Off-Track
- Not Yet Started

INITIATIVE	STATUS	COMMENTS
<p>Communications Audit Complete an audit of County communications tools and techniques application.</p>	■	<ul style="list-style-type: none"> Vendor procurement in progress. Due to resource constraints, project completion extended to Q4 2025.
<p>Content Management and Collaboration Implement SharePoint as the corporate records management solution and develop standards, guidelines, processes, and employee training.</p>	■	<ul style="list-style-type: none"> Development of SharePoint workspaces for all departments complete. Continued organizational training, governance model development, and migration of Microsoft Teams to department SharePoint sites.
<p>Digital Permitting System Implement a digital platform for planning and development submissions.</p>	■	<ul style="list-style-type: none"> Internal user system requirements development and configuration in progress. To ensure accurate and efficient end-user processes, project completion expected to extend to Q1 2026.
<p>Engagement Framework Develop standards, tools, and templates for consistent and thoughtful external engagement.</p>	■	<ul style="list-style-type: none"> Framework internal review and presentation complete. Framework updates near completion. Due to resource constraints, project completion extended to Q4 2025.
<p>Municipal Election Preparedness Evaluate and implement compliance changes to election processes outlined in Bill 20.</p>	■	<ul style="list-style-type: none"> Preferred ballot hand-count method researched and adopted. Council orientation timeline reviewed and new Bill 20 deadlines accommodated. Elected Officials Education Program registration for next Council complete.
<p>Online Services Modernization Prepare all County services to take advantage of web-based service delivery methods.</p>	■	<ul style="list-style-type: none"> Preferred supplier contract established. Project management prioritization improvement developed. 7 public facing online service-related changes in progress.
<p>Safe, Respectful, and Inclusive Workplace Strategy Develop a strategy that codifies the County's commitment to a safe, respectful, and inclusive workplace.</p>	■	<ul style="list-style-type: none"> Comparator group and industry best practice research in progress. Due to resource constraints, project completion expected in Q4 2025.

Diversified Revenue and Partnerships

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

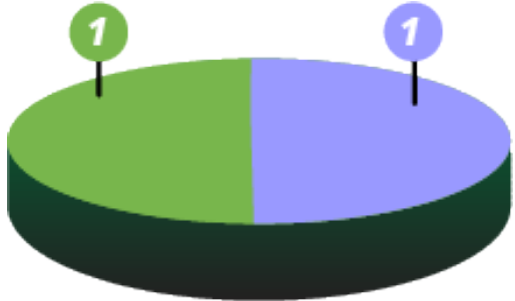


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

INITIATIVE	STATUS	COMMENTS
<p>Community Aggregate Payment Review Review and develop recommendations to update the Community Aggregate Payment Levy and allocation model.</p>		<ul style="list-style-type: none"> Community Aggregate Payment Levy Area definition and distribution changes approved by Council March 25, 2025. Community Grant Policy updates to be completed as a department level focus.

Meaningful Community Connections

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

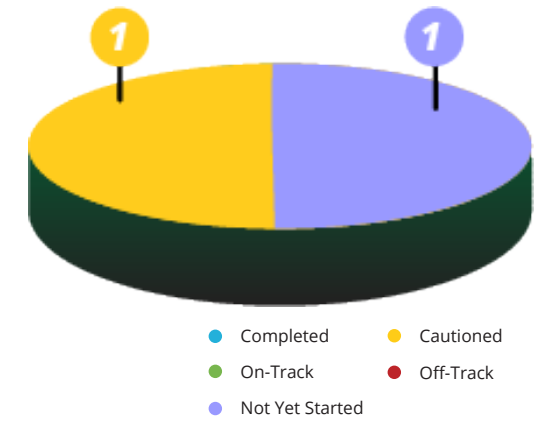



- Completed
- On-Track
- Cautioned
- Off-Track
- Not Yet Started

INITIATIVE	STATUS	COMMENTS
<p>Joint Use Planning Agreements Develop Joint Use Planning Agreements with local school boards.</p>		<ul style="list-style-type: none"> • Updated Sturgeon School Division Joint Use Planning Agreement reviewed. • Sturgeon and Greater St. Albert Catholic School Divisions collaborations continue. • Provincial deadline extended to Q2 2026.
<p>Municipal Ward Boundary Review Conduct a municipal ward boundary review.</p>		

Clean Energy Economic Ecosystem

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



INITIATIVE	STATUS	COMMENTS
<p>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.</p>		<ul style="list-style-type: none"> Infrastructure levy and allocation engagement and University of Alberta's Hydrogen Regulatory Mapping Project Steering Committee participation continue. Bill 52 amendments do not include 100% hydrogen gas delivery, which may delay or derail project execution.
<p>Sturgeon Valley Hydrogen Development Implementation Implement Sturgeon Valley South clean energy test sites for home heating, fueling, and smart infrastructure.</p>		

Sustainable, Thoughtful Decisions

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



INITIATIVE	STATUS	COMMENTS
Facility Current State Analysis Complete a comprehensive evaluation of existing County facility needs and develop a plan to address areas of improvement.	Completed	<ul style="list-style-type: none"> Condition assessments and 2025-2029 maintenance plans complete. 2025-2029 maintenance plans to be executed as a department level focus.
Facility Long-Range Master Plan Develop a long-range County facility growth plan.	Not Yet Started	
Financial System Modernization Execute a multi-year core financial system replacement project.	On-Track	<ul style="list-style-type: none"> Data cleanup and current state process capture in progress. Request for Proposal evaluation and vendor selection in progress.
Municipal Census Conduct a municipal census.	Not Yet Started	
Regulated Assessment Review Complete a technical review and audit of the non-residential assessment process on transparency and equitability.	Off-Track	<ul style="list-style-type: none"> Collaboration and assessment activities on final industrial property in progress. Due to the complexity and delayed responses to information requests on the final major industrial property, project completion expected in Q4 2025.
Strategic Plan Renewal Review and update Council's Strategic Plan.	On-Track	<ul style="list-style-type: none"> Project plan and deliverable roadmap in progress. Strategic Plan Policy updates in progress.
Sturgeon Valley Operational Impact Review Complete an analysis of program, staff, and community implications associated with Sturgeon Valley growth.	Not Yet Started	
Waste Strategy Develop a Waste Strategy and implementation plan for sustainable waste stream management.	On-Track	<ul style="list-style-type: none"> Analysis, communication plan, and Council and Roseridge workshops complete. Due to direction received April 2025 to include resident and stakeholder engagement before finalizing the strategy, project completion extended to Q3 2025.

Reliable, Effective Infrastructure

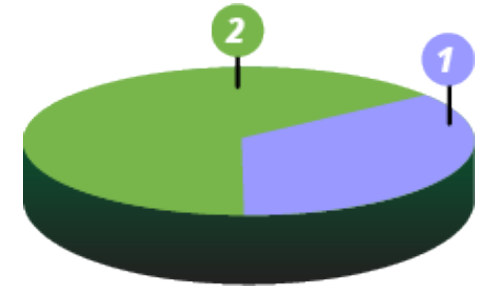
Enhance local broadband, emergency, transportation, and recreation infrastructure.



INITIATIVE	STATUS	COMMENTS
<p>Asset Management Implementation Implement utility, agriculture, and pavement preservation and evaluation asset management capabilities.</p>	<div style="width: 100%; height: 10px; background-color: green;"></div>	<ul style="list-style-type: none"> Project and improvement area identification complete. New capital project delivery model implementation in progress. Asset Management Policy and governance review in progress.
<p>Broadband Access Improvement Prepare recommendation and implement Council direction on expanding high-speed internet access in areas outside of Phase One.</p>	<div style="width: 100%; height: 10px; background-color: green;"></div>	<ul style="list-style-type: none"> Universal Broadband Fund grant approval and design drawings received. Phase Two Council approval received March 11, 2025. Contract negotiations, contribution agreement review, and design work in progress.
<p>County Park Feasibility Study Complete a delivery and park provision feasibility study on neighbourhood and County parks.</p>	<div style="width: 100%; height: 10px; background-color: red;"></div>	<ul style="list-style-type: none"> What We Heard Report, draft information to Council, and 2026 budget considerations complete. Due to resource constraints, project completion extended to Q3 2025.
<p>Natural Asset Management Creation Develop an asset management plan and asset inventory for County natural assets.</p>	<div style="width: 100%; height: 10px; background-color: purple;"></div>	
<p>Parks Bylaw Development Develop new parks bylaw to address the use of all County parks, trails, and open spaces.</p>	<div style="width: 100%; height: 10px; background-color: red;"></div>	<ul style="list-style-type: none"> Draft Parks Bylaw internal review in progress. Engagement and feedback activities continue. Due to resource constraints, project completion extended to Q3 2025.

Economical, Desirable Services

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



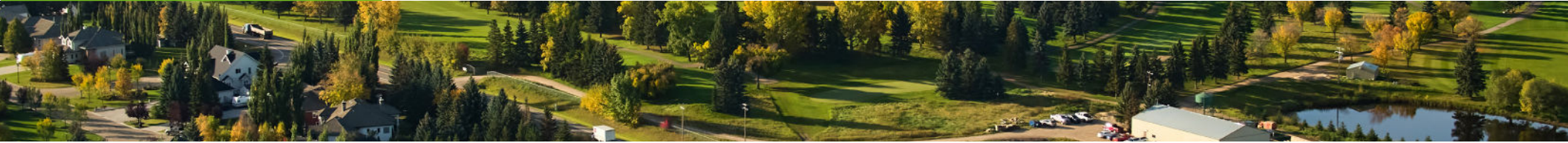
- Completed
- Cautioned
- On-Track
- Off-Track
- Not Yet Started

INITIATIVE	STATUS	COMMENTS
<p>Intermunicipal Collaboration Frameworks (ICFs) Renew collaboration agreements with neighboring municipalities, as required by provincial legislation.</p>		<ul style="list-style-type: none"> Confirmation to delay renewals from all municipalities received. Intermunicipal council resolution coordination to delay renegotiations complete. Renegotiation deadline extension approved by Council January 28, 2025.
<p>Intermunicipal Fire Agreements Engage with municipal neighbours to renew fire agreements.</p>		
<p>Intermunicipal Recreation Agreements Engage with municipal neighbours on future recreation agreements.</p>		<ul style="list-style-type: none"> Negotiation mandate direction received by Council January 28, 2025. Municipal negotiations in progress.

Services Summary

It takes a lot of coordinated effort to successfully run a local municipality. Sturgeon County staff work diligently every day to provide high quality, effective services on behalf of our community'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 Technology and Transformation Services

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

Communications and Engagement Services

- 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

Development Engineering 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

Risk and Procurement Services

- Contract Management
- Procurement
- Risk and Insurance Management

Property Assessment Services

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

Family and Community Services

- Community Programming and Development
- Emergency Social Support
- FCS Framework Delivery
- Social Grant Framework Management
- Park and Open Space Management

Open Space and Agriculture Services

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

Legislative and Legal 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



Mid-Year Report 2025

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