



# Corporate Business Plan

## 2019 - 2021



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# UNDER DEVELOPMENT

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## Executive Summary

The 2019-2021 Corporate Business Plan guides Administration's efforts towards achieving the goals of Council's 2018-2027 Strategic Plan. The plan outlines projects and activities to help residents receive value for their tax dollars. While the Strategic Plan establishes priorities for the organization, the Corporate Business Plan provides clarity and further detail on the outcomes we aim to achieve overall, and how progress is measured.

Figure 1: Sturgeon County Strategic Planning Framework



## Function

The Strategic Plan provides the foundation for all municipal long and short-term planning starting with the development of the corporate business plan and department business plans.

Sturgeon County's 2018-2027 Strategic Plan is comprised of five Focus Areas. The Corporate Business Plan is a 3 Year rolling plan that identifies the opportunities and challenges in each focus area and through planning addresses those it can impact within the timeline and resources available to the organization. It expresses the strategies, milestones and desired outcomes necessary to implement the Strategic Plan.

As this is a three-year plan, only year one of the plan is supported and approved by the 2019 Budget. Activities identified for 2020 and 2021 are proposed and will not have budget dollars allocated until Council reviews and approves during the next cycle.

## Review and Report

The Corporate Business Plan includes measures which will tell us how we are progressing towards the outcome of each Strategic Plan focus area. These measures will form part of the annual reporting, measuring progress toward achieving the community's vision.

A corporate performance measurement framework also sets out a model for corporate-level measures. These measures will be reported to Council as part of our Triannual reporting.

## Condition of Success

To Sturgeon County, Operational Excellence means delivering consistent and defined levels of service to all stakeholders in a professional and cost-effective manner. This service commitment is the foundation of how Sturgeon County achieves our mission and the Strategic Plan. For this reason, Council and the Senior Leadership Team will focus on the following areas:

- Knowledge, skills and innovation capability to thrive within a rapidly changing environment;
- Streamlined operational processes, through a culture of standardization and continuous improvement;
- Performance measures that show progress towards Sturgeon County goals and desired outcomes;
- Policies, directives, operating systems and practices that support effective and professional interaction with stakeholders.





## Corporate Overview

### *Vision Statement*

*Sturgeon County: a diverse, active community that pioneers opportunities and promotes initiative while embracing rural lifestyles.*

### *Mission Statement*

*Providing quality, cost-effective services and infrastructure to meet the diverse needs of the Sturgeon County community, while improving competitiveness and sustainability.*

## Organizational Values

The organizational values are the principles that guide the daily behaviours of all employees. They are the core beliefs of the organization; what pulls everyone together.

At Sturgeon County we are committed to the following core values:

### Collaboration

- Achieve our vision and goals through cooperation and partnerships
- Be supportive team players at the department, division and corporate levels

### Accountability

- Accept responsibility for our actions
- Maintain high standards of ethical and professional conduct in all interactions

### Respect

- Value others' ideas, qualities, and time
- Build trust through open, direct and timely communication

### Excellence

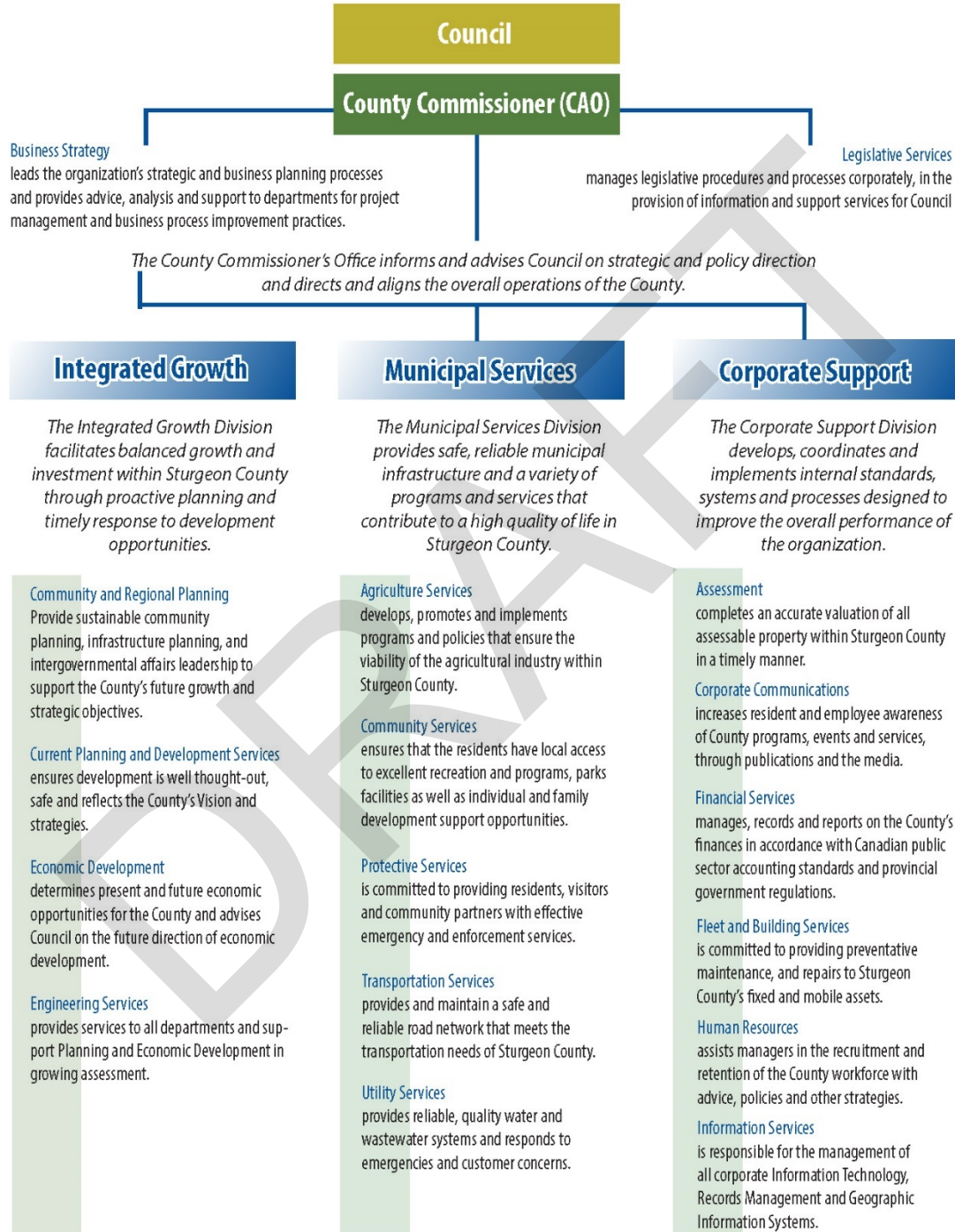
- Perform to the best of our abilities through continuous improvement, responsible risk taking and innovation
- Strive for the highest quality in all that we do

### Safety

- Understand and follow safe practices and standards
- Create a work environment that contributes to employee health and well-being

# Corporate Business Plan

## Corporate Overview



## Operational Environment Scan

Sturgeon County works in a regional, provincial, national and global economic environment. Through collaboration with different organizations we are looking to meet the needs of our residents and businesses.

### Global/National

United States-Mexico-Canada Agreement (USMCA) is an important international agreement to Alberta. USMCA is the replacement for the North American Free Trade Agreement (NAFTA). “Almost nine in 10 dollars worth of the merchandise we sell to the world goes south of the border. Even if we subtract our main export (oil and gas), the US still buys over six in 10 dollars worth of the other products we sell.”<sup>1</sup>

### Provincial

There is a renewed momentum in Alberta’s economy as job growth has picked up and unemployment is at 6.7%. There is still a question around the quality and compensation of the new jobs created, especially in the energy sector.<sup>2</sup> Population growth also continues to accelerate, with interprovincial migration again on the rise. Consumer prices continue to move higher. Significantly higher gasoline and electricity prices pushed inflation to a four-year high of 3.5% in July before pulling back to 3.1% in August.<sup>3</sup>

WTI Oil prices in Alberta have averaged above \$66.75 per barrel during 2018.<sup>4</sup> Other non-energy sectors where there has been growth include agriculture and agri-foods, tourism, transportation and logistics, and the tech sector.<sup>5</sup>

Risks to the Alberta economy includes the potential of over supply of oil via OPEC and U.S. production. There is also uncertainty and transportation limitations over adequate oil transportation infrastructure. Alberta is tapped out with the current method to export oil via pipelines.<sup>6</sup>

The Provincial Government has placed enhanced emphasis on environmentalism. There is an opportunity to invest in renewable energy which may become more economical (wind, solar) as reliance on coal-power is phased out and cost for electricity, and gas increase. Sturgeon County looks to minimize the environmental impact through County operations and future planning along with environmental awareness for our residents and businesses. Regionally, the Edmonton Metropolitan Region Board’s (EMRB) Growth Plan and the Regional Agricultural Master Plan will look to the identification and preservation of living systems and prime agricultural lands.

### Regional/Local

With the update of the Modernized Municipal Government Act (MMGA) the Edmonton Metropolitan Region Board (EMRB) mandate was expanded to focus on regional economic development. 15 member municipalities, including Sturgeon County, helped to form Edmonton Global, a regional economic development company for the Edmonton Metropolitan Region. As a member, Sturgeon County is working through Edmonton Global to spur economic development for the Capital Region through global investment. To benefit residents and businesses

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1 Alberta Treasury Branch – Owl – October 11, 2018

2 ATB – Alberta Economic Outlook – August 2018

3 Alberta Treasury Board and Finance – Economic Trends – September 2018

4 Sproule, September 2018

5 ATB – Alberta Economic Outlook – August 2018

6 Alberta Treasury Board and Finance – Economic Trends – September 2018



Sturgeon County is also reviewing and updating current collaboration and cost sharing efforts with our fifteen municipal neighbours and Alexander First Nations.

The commissioning of the North West Redwater Partnership Sturgeon Refinery, and the announcement by Canada Kuwait Petrochemical Corporation to move ahead with Engineering Design for the proposed Propane Dehydrogenation (PDH) and Polypropylene (PP) facility<sup>7</sup> shows a surge of Industrial growth in Sturgeon County. Several major projects (projects greater than \$5 million in value, announced or in progress) that impact Sturgeon County and may extend beyond our borders are currently worth an estimated \$6 billion.<sup>8</sup>

The Regional Agriculture Master Plan is just one of many projects Sturgeon County is involved in through the EMRB. We are also working on a Local Agriculture Strategy to enable supports to the Agriculture Industry and looking at ways we can support a thriving business environment.

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<sup>7</sup> Pembina Pipeline Corporation (2017, May 15) "Pembina Pipeline Corporation and Petrochemical Industries Co. of Kuwait Establish Joint Venture and Proceed with Front End Engineering Design for Proposed 1.2 Billion Pound Per Year Integrated Polypropylene Facility"

<sup>8</sup> Alberta Government. (n.d.). Alberta major projects

## Planned Growth and Prosperity

**Community Outcome: We encourage varied and integrated enterprises that enhance our strong economic base, while balancing the needs of the community and natural environment.**

Sturgeon County is ready for growth and Council wants to facilitate this growth in a thoughtful manner that recognizes residents' current needs, but also anticipates the future needs and vision of the Community. As the County changes, we are committed to balancing growth with long-term sustainability in financial, social, cultural, and environmental areas.

Ongoing operations particularly within the Integrated Growth Division links to this Focus Area, with core functions including the issuance of development permits, processing of subdivision applications, seeking out new investment, and ensuring that development occurs in a sustainable manner. The Municipal Services Division is responsible for the implementation and maintenance of County infrastructure to ensure developments thrive.

### Planned Growth and Prosperity Measures

Measures	2015	2016	2017	Target
Percentage of Industrial Building Permits issued within Industrial Parks (5-Year Average)	81%	89%	90%	Under Development
New Performance Measures under development				

### Planned Growth and Prosperity Indicators

Indicators	2015	2016	2017
Ratio of residential to non-residential assessment	58/42	55/45	54/46
Population Growth	Under Development		
Assessment Growth			
• Non-Residential	8.7%	6.7%	2.7 %
• Residential	3.3%	3.2%	2.0%
• Linear	4.7%	32.9%	19.8%
• Machinery and Equipment	5.4%	19.12%	-6.2%
New Housing Starts	95	101	97
Building Permits (excludes housing)	383	289	231
Development Permits	368	337	406
Value of development permits (\$ Millions)	\$416.9	\$278.1	\$248.6

### Goal 1.1 Sturgeon County has a thriving business environment that supports a strong economic foundation.

Initiative	Outcome(s)	Timing	Project Lead
<b>Commercial Development Analysis</b> Determine the markets and locations for short and medium term commercial development in Sturgeon County while working towards long term commercial growth.	An action plan will be in place to generate commercial growth in the County.	Q1 2019 - Q4 2019	Economic Development

**Goal 1.2: Sturgeon County plans for responsible growth through the Sturgeon County Municipal Development Plan and regional growth management plans.**

Initiative	Outcome(s)	Timing	Project Lead
<b>Sturgeon County Infrastructure Master Plan</b> Continuing the work done in 2018, complete the Infrastructure Master Plan including policy framework and anticipated growth impacts.	The Infrastructure Master Plan guides future major infrastructure planning for roads, water, wastewater, and stormwater systems throughout the County to meet the future needs of the community.	Q1 2019 - Q2 2019	Community and Regional Planning
<b>Sturgeon Valley Area Structure Plan</b> Following approval of special study area policies through the regional board, develop primary plan(s) for the Sturgeon Valley. Includes prior vision / plan reviews, engineering studies, fiscal impact analyses, transportation planning, environmentally sensitive areas, etc. Potential for developers to bring forward components with support of County funded studies.	An Area Structure Plan is in place to guide and coordinate future development of lands within the Sturgeon Valley.	Q1 2019 - Q2 2020	Community and Regional Planning
<b>Local Agriculture Strategy</b> Create an Agriculture Master Plan as a follow-up to the 2018 local agriculture engagement process. Includes operational, policy and regulatory actions locally, in addition to inputs into the Regional Agriculture Master Plan process.	An action plan is in place to identify supports needed for the ongoing success of the County's agriculture sector.	Q1 2019 - Q2 2020	Community and Regional Planning/ Agriculture Services
<b>Industrial Lands Strategy</b> Update the Sturgeon County Industrial land strategy.	An action plan is in place to meet current industrial demand and determine potential investment opportunities in Sturgeon County's industrial parks.	Q1 2020 - Q4 2020	Economic Development
<b>Offsite Levy Policy and Technical Review</b> Conduct full-scale review of the County's offsite levy philosophy, policy, cost assumptions, benefitting areas, and rate calculations. Include new eligible factors such as recreation and emergency services.	Sturgeon County's Offsite Levy policy is relevant, competitive and reflective of new provincial legislation and identified development priorities.	Q3 2020 - Q2 2021	Community and Regional Planning
<b>Sturgeon County MDP Alignment to Growth Plan</b> Update to the Municipal Development Plan to ensure alignment to the EMRB Growth Plan 2.0 and incorporate information through other processes such as annexation area structure planning, agriculture planning, infrastructure planning, etc.	Sturgeon County Municipal Development Plan aligns with requirements of the EMRB Growth Plan. This will provide certainty and consistency for residents, businesses and the development community.	Q1 2020 - Q4 2020	Community and Regional Planning

**Goal 1.3: Sturgeon County manages growth for current and future developments.**

Initiative	Outcome(s)	Timing	Project Lead
<b>Implement Land Use Bylaw</b> Review/Update the new Land Use Bylaw.	Land Use bylaw remains up-to-date and relevant to the land uses in Sturgeon County and residents are informed.	Q1 2019 - Q4 2019	Current Planning and Development
<b>Cardiff Area Structure Plan</b> Following local consultation and servicing review, develop an area structure plan for the community.	An Area Structure Plan is in place to guide targeted growth opportunities in the Cardiff community.	Q3 2019 - Q2 2020	Community and Regional Planning
<b>Sturgeon Industrial Park / Neighbourhood I Area Structure Plan</b> Following the update of the Industrial Land Strategy, develop an area structure plan for Neighbourhood I.	An Area Structure Plan is in place to guide coordinated future development of lands and improve development readiness of Sturgeon Industrial Park.	Q2 2021 - Q4 2021	Community and Regional Planning

## Maintain and Enhance Strong Communities

**Community Outcome: We are committed to a safe, secure community, where our residents are respected and provided with access to opportunities.**

Providing programs, services and recreational infrastructure to address diverse needs requires additional planning and allocation of resources. In addition, the County is committed to working with residents, organizations and neighbouring towns and hamlets to maintain our community and emergency services.

Ongoing operations applicable to this Focus Area include the various communication practices the County utilizes, including the biennial resident satisfaction survey, social media platforms and our bi-annual newsletter, County Connections. Municipal Services, Integrated Growth and Corporate Support divisions provide and/or support services in this focus area.

### Maintain and Enhance Strong Communities Measures

Measures	2015	2016	2017	Target
Overall quality of life in Sturgeon County* (measured biennially)	87%	n/a	90%	2020 next measures period
Sturgeon County is a place where residents feel safe and secure* (measured biennially)	89%	n/a	90%	2020 next measures period

### Goal 2.1: Sturgeon County residents have access to programs and services that contribute to their well-being and quality of life.

Initiative	Outcome(s)	Timing	Project Lead
<b>Online Services</b> In addition to the Truck fill account access launched at the end of 2018, continue to create online access for Residents and Businesses.	Residents and businesses have additional access to services through the Sturgeon County website including fire permits, pet licensing, community programming and agriculture events and services.	Q1 2019 - Q4 2019	Information Services
<b>Municipal Reserves, Parks and Open Spaces Master Plan</b> Implement the Municipal Reserves, Parks and Open Spaces Master plan.	Residents benefit from identified consistent levels of maintenance and development standards for Sturgeon County parks.	Q1 2019 - Q4 2020	Community Services
<b>Sturgeon County Census</b> Plan and conduct the Sturgeon County Census.	Sturgeon County will have demographic information to assist with assessing and planning for the changing needs of residents.	Q1 2019 - Q4 2019	Legislative Services
<b>Additional Transportation Communication to Residents and Businesses</b> Information will be made available on planned road maintenance activity on Sturgeon County's Website. This builds on current communications provided to residents through emails on road closures.	Residents and businesses have access to information on planned road maintenance through the Sturgeon County Website.	Q1 2019 - Q4 2020	Transportation Services
<b>Resident Survey</b> Plan and conduct a Resident Survey.	Residents have an opportunity to provide their feedback into the importance and satisfaction of services provided and the County can adjust, where needed.	Q1 2020 - Q4 2020	Corporate Communications

\* Percentage of respondents rating 3 or higher on a 5-point scale.



## Goal 2.2: Sturgeon County residents have access to safe and reliable infrastructure assets

Initiative	Outcome(s)	Timing	Project Lead
<b>Acquisition of Additional Gravel Pit</b> Work to secure an additional County-owned gravel pit to achieve operating cost savings.	Create cost savings for road maintenance and access to gravel supply.	Q1 2019 - Q4 2021	Transportation Services
<b>Drainage Master Plan</b> Improved understanding of how existing drainage corridor's both registered and utilized impact Sturgeon County and downstream.	Map how water currently drains with existing systems in Sturgeon County to understand what is needed to improve Sturgeon County drainage system and down stream.	Q1 2019 - Q4 2019	Transportation Services
<b>Gravel Road Stabilization Service Pilot Evaluation</b> Review the results of conducting gravel road stabilization tests to 3 different sections of road in Sturgeon County in 2018. This improvement was identified in the Sustainable Road Improvement Strategy (SRIS) report.	Stabilization methods that tested well after the 2018-2019 freeze thaw cycle will become part of road maintenance operations to improve roads waiting for reconstruction.	Q1 2019 - Q4 2019	Transportation Services
<b>Transportation Service Level Review</b> Review current Transportation Services levels and the needs of Sturgeon County. Specific road needs will be identified using the designation of high traffic roads through the Infrastructure Master Plan. Service levels will be updated where required.	Maintenance services meet the needs of Sturgeon County roads incorporating updated traffic volume information.	Q1 2019 - Q4 2019	Transportation Services
<b>Implement Updated Gravel Road Maintenance Standards</b> Improve operations through implementation of updated standards, training and optimization planning.	Improved roads.	Q1 2019 - Q4 2019	Transportation Services
<b>Planned Major Gravel Applications</b> Continuous gravel application to enhance performance of high volume traffic roads. Will become part of regular operations in 2021.	Maintain gravel roads appropriate to the traffic volume through a scheduled gravel application plan.	Q1 2019 - Q4 2020	Transportation Services
<b>Improved Quality of Road Patching</b> Implementation of hotbox/grader patching.	Reduction of cracks and potholes on paved roads reoccurring.	Q1 2019 - Q4 2021	Transportation Services
<b>Capital Infrastructure Grant Program</b> Using the Refinery Revenue plan developed through Council and the Capital Grant program developed in phase I, implement the Capital Infrastructure Grant Program.	Residents benefit from funding of major recreation facilities and amenities run by volunteer and non-profit agencies.	Q1 2020 - Q4 2020	Community Services

## Goal 2.3: Sturgeon County supports the safety of people and property

Initiative	Outcome(s)	Timing	Project Lead
<b>Safer Sturgeon – Crime Prevention Pilot Project</b> Become partners in an integrated model of crime prevention.	Gather information to understand the root causes and how to prevent crime in Sturgeon County.	Q2 2019 - Q4 2019	Community Services
<b>Community Standards Bylaw</b> Following public consultation, develop a Community Standards Bylaw for the County combining relevant bylaws together and adding items not covered by other County Bylaws such as noise and property cleanliness.	Promote good neighbour relationships and address community concerns through the regulation of noise, property cleanliness etc.	Q1 2019 - Q4 2021	Protective Services

## Strong Local and Regional Governance

**Community Outcome: We promote consistent and accountable leadership through collaborative and transparent processes.**

Sturgeon County is led by a strong governance model where Council, Administration and residents work together to create a municipality that balances growth, quality of life, and economic development with sound management. To be competitive on a local, regional, and global level, and take advantage of sub-regional opportunities, Sturgeon County also needs to build effective partnerships with neighbouring municipalities.

The Initiatives within this Focus Area demonstrate the County's commitment to local and regional governance including the ongoing development of regional priorities with municipal neighbours. The development and implementation of frameworks, policies, plans, and reporting mechanisms will assist with enhancing decision-making, improve sustainability, and improve the organization's strategic approach towards service provision.

### Strong Local and Regional Governance Measures

Measure	2015	2016	2017	Target
Percentage of Council decisions that are consistent with the strategic direction of Sturgeon County <sup>9</sup>	98%	96%	98%	95%
Expenditure Budget Variance <sup>10</sup>	0.91%	1.93%	2.89%	+/- 3%
Total Debt to Tangible Capital Assets Value	9.63%	10.67%	2.94%	Less than 25%
General Operating Reserve Balance as Percentage of Operating Revenue	7.51%	7.53%	7.48%	20%
Alberta Provincial Government – Municipal Sustainability	Pass	Pass	Pass	Pass

### Strong Local and Regional Governance Indicators

Indicator	2015	2016	2017
Net Debt <sup>11</sup> (Millions of Dollars)	\$23.9	\$17	\$7.68
• Less: Tax Prepayment	\$18.1	\$17.02	\$16.7
• Net Asset or (Net Debt)	\$5.76	\$0.20	\$9.0
Long Term Debt per Capita <sup>12</sup>	\$1,560	\$1,482	\$1,596
Expenditures per Capita <sup>13</sup>	\$2,549	\$2,594	\$2,633
Net Residential Municipal Property Taxes per capita	\$682	\$699	\$664
Non-residential Municipal tax mill rate per assessment dollar	0.0104778	0.0106372	0.0104986

<sup>9</sup> Indicates the percentage of Council decisions aligned with the Sturgeon County Strategic Plan, determined by the Strategic Checklists that accompany Requests for Decisions presented to Council by Administration.

<sup>10</sup> Indicates the difference between planned (budgeted) expenses and actual expenses.

<sup>11</sup> The difference between the sum of Sturgeon County's financial assets and the sum of the liabilities. Net debt also represents the municipality's future revenue requirements to pay for past events such as debenture repayment.

<sup>12</sup> The per capita formula for 2017 utilizes Sturgeon County's most recent population figures from the 2016 federal census, which indicated 20,495 residents. 2012 to 2016 uses 2011 federal census numbers of 19,578 residents.

<sup>13</sup> The per capita formula for 2017 utilizes Sturgeon County's most recent population figures from the 2016 federal census, which indicated 20,495 residents. 2012 to 2016 use 2011 federal census numbers of 19,578 residents. The Expenditures include Major Expenditures by Broad Function, as determined by Alberta Municipal Affairs within the categories of General Government, Protective Services, Transportation, Environment and Recreation.

### Goal 3.1: Sturgeon County provides effective leadership and management.

Initiative	Outcome(s)	Timing	Project Lead
<b>Meeting Management Software</b> Update Council Meeting Management Software.	Council and residents continue to have access to consistent and accountable leadership through transparent processes provided by the software.	Q1 2019 - Q4 2019	Legislative Services
<b>Operational Review Implementation</b> Implement the Results of the Operational Review conducted in 2018.	Efficiencies are gained for Sturgeon County through implementing the results of the Operational Review report.	Q1 2019 - Q4 2019	County Commissioner's Office
<b>Sturgeon County Election</b> Conduct the 2021 Council Elections.	Every 4 years residents have an opportunity to vote for a representative to express their concerns and make decisions on their behalf.	Q1 2021 - Q4 2021	Legislative Services

### Goal 3.2: Sturgeon County is financially stable and fiscally responsible.

- No Initiatives identified at this time

### Goal 3.3: Sturgeon County fosters collaborative intergovernmental partnerships

Initiative	Outcome(s)	Timing	Project Lead
<b>City of St. Albert Annexation</b> Continue to respond to a request to annex lands from Sturgeon County by the City of St. Albert and negotiate desired outcomes.	An agreement that is mutually beneficial and meets the needs of residents in Sturgeon County and St. Albert.	Q1 2019 - Q3 2020	Community and Regional Planning

#### Modernized Municipal Government Act (MMGA)

The Municipal Government Act is the legislation that determines how a municipality is governed, funded and developed. With the approval of the MMGA in October 2017 by the Province of Alberta, the following Initiatives are required to meet the new legislation:

Initiative	Outcome(s)	Timing	Project Lead
<ul style="list-style-type: none"> <li>• <b>Intermunicipal Collaboration Frameworks (ICF)</b> Continue work to develop Intermunicipal collaboration frameworks with municipal neighbours as outlined by the modernized <i>Municipal Government Act</i>.</li> </ul>	Agreements on shared services between Sturgeon County and our 16 municipal neighbours are in place and benefit all residents.	Q1 2019 - Q2 2020	Community and Regional Planning
<ul style="list-style-type: none"> <li>• <b>Intermunicipal Development Plans (IDP)</b> Create Intermunicipal Development Plans with municipalities with common borders, as prescribed by the MMGA.</li> </ul>	Future growth plans that border Sturgeon County will be documented to identify appropriate future land use in Sturgeon County as part of the shared Intermunicipal Collaboration Frameworks.	Q1 2019 - Q2 2020	Community and Regional Planning
<ul style="list-style-type: none"> <li>• <b>3-Year Operating Funding Plan</b> Continue to move to a 3-Year Operating Funding Plan.</li> </ul>	Sturgeon County's operating budgets will cover three years and will be updated annually.	Q1 2019 - Q3 2020	Finance Services
<ul style="list-style-type: none"> <li>• <b>5-Year Capital Funding Plan</b> Continue to move to a 5-Year Capital Funding Plan.</li> </ul>	Sturgeon County's capital budgets will cover five years and will be updated annually.	Q1 2019 - Q3 2020	Finance Services

### Goal 3.3: Sturgeon County fosters collaborative intergovernmental partnerships (continued)

#### Edmonton Metropolitan Region Board (EMRB)

The Edmonton Metropolitan Region Board (EMRB) was established on October 26, 2017 under the Modernized Municipal Government Act and EMRB Regulation 189/2017. In addition to implementing the provincially approved Edmonton Metropolitan Region Growth Plan, the EMRB is tasked with creating a regional Metropolitan Servicing Plan.

Initiative	Outcome(s)	Timing	Project Lead
<ul style="list-style-type: none"> <li><b>Metropolitan Region Servicing Plan</b> Continue to support plan that identifies the regional infrastructure and services necessary to support the long-term vision of the EMRB Growth Plan.</li> </ul>	Sturgeon County interests are reflected in coordinated planning and decision making to support the best use of ratepayer dollars.	Q1 2019 - Q4 2019	Community and Regional Planning
<ul style="list-style-type: none"> <li><b>Integrated Regional Transportation Master Plan</b> Support the development of a revised regional transportation master plan, defining the key elements of the Region's multi-modal transportation system and project prioritization frameworks.</li> </ul>	Key elements of the Region's transportation system to support the movement of people and goods are defined and projects are prioritized.	Q1 2019 - Q4 2020	Community and Regional Planning
<ul style="list-style-type: none"> <li><b>Shared Investment, Shared Benefit</b> Support a shared review with regional municipalities, Provincial Government, Federal Government, and stakeholders like Edmonton Global that identifies investment potential for shared benefit for the Region and Alberta.</li> </ul>	Transparent regional collaboration on the shared contributions, investments, and benefits to the Region, key stakeholders, and partners.	Q1 2019 - Q1 2020	Community and Regional Planning
<ul style="list-style-type: none"> <li><b>Regional Agriculture Master Plan</b> Continue to provide input from Sturgeon County's Agricultural Community towards the Edmonton Metropolitan Region's development of a regional ag sector profile, agriculture master plan, and land evaluation site assessment (LESA) process.</li> </ul>	Sturgeon County's interests are reflected in the regional policy and we can benefit from being part of a larger community, while preserving our lands.	Q1 2019 - Q4 2019	Agriculture Services/ Community and Regional Planning
<ul style="list-style-type: none"> <li><b>Integrated Regional Recreation Corridors/ Open Space Master Plan</b> Support the development of a regional Recreation and Open Space strategy to connect parks, open spaces, greenways and trails in the Capital Region.</li> </ul>	Sturgeon County's interests are reflected in the regional policy and residents can benefit from connectivity of parks, open spaces, greenways and trails in the Capital Region.	Q4 2019 - Q4 2020	Community and Regional Planning



## Community Identity and Spirit

**Community Outcome:** We build upon our strengths, where together we create an inclusive, caring community.

Sturgeon County is becoming more urban in the look of new development as well as the character of new residents. While we welcome this diversity, Council also recognizes the importance of a strong identity. Our desire is to have Sturgeon County recognized, promoted, and celebrated both in the region and globally.

Ongoing operations within this Focus Area include the community events and publications, as well as continuing support for our community organizations.

### Community Identity and Spirit Measures

Measure	2013	2015	2017	Target
Percentage of residents who would recommend Sturgeon County to others as a place to live (measured biennially)	76%	n/a	77%	2020 next measures period
Participation in County-sponsored community events	Under Development			
Awareness of Sturgeon County #Sturgeon Proud Brand	Under Development			

**Goal 4.1: Sturgeon County residents and stakeholders have a strong identity with the County and are proud to live here.**

- No Initiatives identified at this time

**Goal 4.2: Sturgeon County actively supports and collaborates with voluntary organizations in the region.**

- No Initiatives identified at this time

## Environmental Stewardship

**Community Outcome:** We acknowledge the importance of a healthy environment and will minimize and monitor our impact on ecosystems.

Sturgeon County has an abundance of natural areas such as sand dunes, rich farmland and the Sturgeon River. Council recognizes the link between a healthy environment and the quality of life of its citizens. We are committed to monitoring the impact that development and growth may have on the County's natural assets, while maintaining the overall integrity of the environment.

Sturgeon County will continue to commit resources to this Focus Area through a variety of on-going operations, including our participation in watershed and airshed management, inspections of registered drainage ditches, the Highway 2 Conservation (H2C) Partnership, and the bi-annual Hazardous Waste Roundup events.

### Environmental Stewardship Measures

Measure	2015	2016	2017	Target
Under Development				

### Goal 5.1: The environmental impact on natural areas is minimized for the enjoyment of the local and regional community

Initiative	Outcome(s)	Timing	Project Lead
<b>Tree Maintenance Program</b> Complete development and implement the Tree Maintenance Program to address pruning, hazardous tree removal and replacements.	Future generations of Sturgeon County residents can enjoy the many benefits offered by trees and shrubs.	Q1 2019 - Q2 2019	Agriculture Services
<b>North Saskatchewan and Sturgeon River Watershed Master Plan</b> Support development of Master Plan through inter-municipal association / partnership whose purpose is to protect and improve the health of the Sturgeon River Watershed. The effort is supported by the North Saskatchewan Watershed Alliance and Alberta Environment and Parks.	Protect and improve the health of the Sturgeon River Watershed.	Q4 2019 - Q2 2020	Community and Regional Planning

### Goal 5.2: Sturgeon County provides awareness of environmental issues impacting the County.

- No Initiatives identified at this time