



2020 Year-End Management Report



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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 Sturgeon County changes, we are committed to balancing growth with long-term sustainability in financial, social, cultural, and environmental areas.

Ongoing operations supports this Focus Area by ensuring that development occurs in a sustainable manner which includes the issuance of development permits, processing of subdivision applications, and seeking out new investment.

Initiative	Status	Comments
Utility Capacity Study Complete a study that identifies utility infrastructure capacity and constraints to ensure that the County is able to actively plan economic development and handle the growth.	On-Track	<ul style="list-style-type: none"> Water & Wastewater Infrastructure Assessment consultant retained, and project kicked off. Hydraulic modeling in progress and to continue in 2021. Tech memo provided upon completion of each hamlet throughout 2021.
Local Agriculture Plan Develop an action plan to support the County's agriculture sector to ensure its ongoing success.	Caution	<ul style="list-style-type: none"> Due to the ongoing activities of the Edmonton Metropolitan Regional Board (EMRB) Regional Agricultural Master Plan (RAMP), this project has not been able to move forward.
Off-Site Levy Policy Review Develop the process and frameworks to review the capital projects, construction costs and update the Off-Site Levy Policy documents to ensure timely, transparent and accurate information and financial policies.	On-Track	<ul style="list-style-type: none"> Internal stakeholder engagement sessions held. Implementation plan development in early 2021. Delivery of Off-Site model schedule in early 2021.
Villeneuve Landing Network Supports Identify and develop through regional collaboration the Villeneuve Airport area as a prime development opportunity.	On-Track	<ul style="list-style-type: none"> Council approved funding to support strategic initiatives in 2021, including a full-scale planning review and a governance/opportunity analysis. Staff resources constrained but continued engagement with VLN partnership and other stakeholders. Priority for completion in 2021.
Sturgeon Valley Area Structure Plan Develop a growth framework and Area Structure Plan for Sturgeon Valley Area to support future residential and non-residential growth.	On-Track	<ul style="list-style-type: none"> Completed Phase I Growth Framework Report, commenced Phase II – MDP and Area Structure Plan development, stakeholder consultation. Project completion including bylaw readings expected in Q2 2021.
Resource Extraction/Setback Review Develop recommendations through public education and consultation on Land Use Bylaw updates with regards to regulations for resource extraction to find the appropriate balance between social, environmental and economic interests.	On-Track	<ul style="list-style-type: none"> Completed public engagement, Best Management Practices Report and What We Heard Report. Presentation of detailed recommendations and to Council in early 2021.
Area Structure Plans Develop Area Structure Plans to promote development within the community by providing planning certainty to future developers and residents.	On-Track	<ul style="list-style-type: none"> Villeneuve area ASP and Sturgeon Valley ASPs noted in separate project update. Other ASPs pending receipt from private landowners, or if municipal led plans are required.

Maintain and Enhance Strong Communities

Community Outcome: We are committed to a safe and viable community, where our residents are respected and provided with access to opportunities and quality of life.

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

Ongoing operations applicable to this Focus Area include the various communication practices the County utilizes, including ongoing engagement, surveys, social media platforms and County publications.

Initiative	Status	Comments
Capital Infrastructure Grant Program Develop grant guidelines and application packages to better support residents' ability to access volunteer, non-profit, grant funded recreation facilities and amenities, and County operational grants.	Complete	<ul style="list-style-type: none"> New policies were approved for both the Community Grant and FCSS Grant; policies have been circulated to members of both Committees and community partners impacted by the changes.
Mobile App Create the ability for residents to find information and access services through an easy to use mobile app.	On-Track	<ul style="list-style-type: none"> Leadership and Council app review and content revisions completed. Council approval and marketing launch in early 2021.
Sturgeon Drainage Framework Develop a framework to manage drainage concerns for the community.	On-Track	<ul style="list-style-type: none"> 273 drainage files resolved. Drainage operational and capital budgets enhanced for 2021 Drainage Program work plan execution.
Security Camera Initiative Install appropriate security cameras at all Utility Services infrastructure locations to improve security, safety and reduce the County's liability.	On-Track	<ul style="list-style-type: none"> Technology and privacy impacts related to the project have been assessed. Training to administration and field staff within first half of 2021.
Community Standards Bylaw Develop a bylaw to address residents' concerns on noise, property cleanliness and other community etiquette to give residents and administration a way to educate and enforce community respect.	Complete	<ul style="list-style-type: none"> Third Reading conducted, and bylaw was approved by Council on August 25, 2020.
Pavement Rehabilitation Strategy Execute the pavement preservation maintenance treatment designed to extend the life cycle of an asset and give the County better value for the money spent.	Complete	<ul style="list-style-type: none"> Pavement preservation conducted on Sunnyside Road (Range Road 240) in the form of micro sealing. Pavement preservation budget approved within 5-year capital plan.
Citizen Self-Service Identify, evaluate and develop improvements to how residents digitally access County services to increase and improve residents' ability to interact with the County.	Complete	<ul style="list-style-type: none"> Developed and delivered a costed and prioritized roadmap of digital services. Future Corporate Initiatives will start implementation.
Enhanced Transportation Communication Plan Develop and implement an enhanced Transportation Services Communication Plan for residents and businesses to ensure effective and proactive communication.	Complete	<ul style="list-style-type: none"> Virtual open houses conducted for capital projects. Targeted localized community interactions deployed for operational projects. Enhanced communication plans have been implemented into core service processes.

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 on-going 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.

Initiative	Status	Comments
Intermunicipal Collaboration Frameworks (ICFs) Develop mechanisms to convey conflicts and shared benefits with Towns within County boundaries or with municipalities with shared borders, as mandated by provincial legislation.	Caution	<ul style="list-style-type: none"> Negotiations continue to progress four remaining ICFs and recreation agreements towards finalization. Remaining ICFs include the Towns of Bon Accord, Legal, Gibbons, and Redwater. Remaining recreation agreements include Town of Morinville and City of St. Albert. Schedule delayed, target completion by Q2 2021.
Integrated Regional Transportation Master Plan Develop an integrated Regional Transportation Master Plan to define and prioritize regional projects to ensure the County is consistent and in alignment with the Regional Growth Plan developed by the Edmonton Metropolitan Region Board (EMRB).	On-Track	<ul style="list-style-type: none"> Stakeholder engagement sessions held around modelling and policy development. Final draft of Master Plan expected in Spring 2021, followed by Regional Transportation Priorities Report.
Intermunicipal Development Plans (IDPs) Document plans for areas that border Sturgeon County to identify appropriate future land use and other factors, as mandated by provincial legislation.	Caution	<ul style="list-style-type: none"> Negotiations continue to progress four requested IDPs with the Towns of Bon Accord, Legal, Gibbons, and Redwater Schedule delayed, target completion by Q2 2021.
Resident Survey Research and develop performance tools to measure resident satisfaction with services. Identify what is working and where to direct efforts to improve services and achieve measurable outcomes.	Delayed *Due to Covid-19	<ul style="list-style-type: none"> Project was delayed during the initial Covid-19 pandemic response, until 2021. Re-evaluated survey process recommendations to be presented to Council in early 2021.
Policy and Procedure Review Complete a review on all County policies and procedures to ensure efficient and transparent support to public, elected officials and staff.	Caution	<ul style="list-style-type: none"> Consultant funding was eliminated during the initial Covid-19 pandemic response. Internal resources will be managing this project; therefore initial timelines may be altered. Select policies and procedures are being reviewed and presented at the Governance and Council Services Committee for input, and subsequently to Council for approval.
City of St. Albert Annexation Develop an annexation agreement with the City of St. Albert to ensure mutual benefits and to protect the needs to Sturgeon County residents.	Complete	<ul style="list-style-type: none"> Concluded remaining annexation negotiations (compensation, transitional matters, other related issues), annexation agreement, and final stakeholder engagements. Internal work required in fall 2021 to prepare transition materials and documentation. Pending approval of MGB, effective date January 2022.

Community Identity and Spirit

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

Sturgeon County is a modern, rural community managing increasing expectations from our residents and businesses. With a proud agricultural and industrial background, we welcome the growing diversity that continues to shape and evolve our community. With this in mind, Council 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 community events and publications, such as the County Open House and Culinary Cookout, as well as continuing support for our community organizations.

Initiative	Status	Comments
<p>Brand Refresh Develop a strategy to elevate the County's profile as a great place to live, work and visit.</p>	On-Track	<ul style="list-style-type: none"> Project funding approved by Council through Budget 2021. RFP to be presented to Council in early 2021. Formation of steering committee and project kick-off in early 2021.
<p>Integrated Regional Recreation Corridors Develop agreements with regional partners for recreation cost sharing and development of trails, parks and open spaces that reflect the Open Space Master Plan. Ensure the County's interests are reflected in regional policy and cost-effective planning and execution is maintained.</p>	Caution	<ul style="list-style-type: none"> Project connects to ICF negotiations with regional partner municipalities. Sub-regional discussions delayed to align with completion of ICF discussions. EMRB project expected to commence in 2022.

Environmental Stewardship

Community Outcome: We foster a healthy environment and minimize 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 supports this Focus Area through a variety of on-going operations, including watershed and air shed management, registered drainage ditch inspections, exploring green initiatives such as solar energy, Household Hazardous Waste Roundups and planting tree seedlings remaining from the tree program.

Initiative	Status	Comments
Community Clean-up Day Create a local community clean-up day, filled with different events to build a sense of community and responsibility with residents to keep areas safe and clean.	Delayed *Due to Covid-19	<ul style="list-style-type: none"> Project was delayed during the initial Covid-19 pandemic response, until 2021. Project work to prepare for summer schedule to be completed within first half of 2021.
Advanced Metering Infrastructure Phase 1 – Sturgeon Valley Implement advanced metering within Sturgeon Valley to support water conservation and customer fiscal transparency.	On-Track	<ul style="list-style-type: none"> Project execution in progress, County now receiving continuous meter reads for 1,000 County Customers. Beta testing of Neptune Water Meter Customer Portal in first half of 2021.
Alternative Land Use Services Develop a program to support environmental stewardship on agricultural land utilizing the external resources and processes set up through the Alternative Land Use Services Canada.	Deferred *Due to Covid-19	<ul style="list-style-type: none"> Project was deferred during the initial Covid-19 pandemic response, until 2021. Draft Expression of Interest to Alternative Land Use Services Canada for 2021 enrollment in early 2021.
Trail Maintenance Program Develop a summer and winter trail maintenance program to optimize the life cycle of the County trail assets and increase resident satisfaction by increasing the usage of the trail network.	Deferred *Due to Covid-19	<ul style="list-style-type: none"> Project was deferred during the initial Covid-19 pandemic response, until 2021. Winter trail maintenance and repairs continued. Complete assessment of trails and detail maintenance requirement within first half of 2021.

Operational Excellence

Service Commitment: To deliver consistent and defined levels of service to all stakeholders in a professional and cost-effective manner.

This commitment is the foundation of how Sturgeon County achieves our mission and the Strategic Plan. Council ensures bylaws, policies and resources are in place to provide consistent level of quality service; while Administration creates an inclusive work environment that develops productive and professional employees who are committed to Sturgeon County.

Operationally this Service Commitment is supported through continuous improvement, including a commitment to streamlining the organization's operations and improving day-to-day business practices to give residents value for their tax dollars.

Initiative	Status	Comments
Gravel Road Stabilization Research and test multiple road stabilization techniques and monitor their effectiveness over time and seasons to provide cost-effective and sustainable maintenance programs.	Complete	<ul style="list-style-type: none"> Additional \$3.98M gravel road stabilization funding approved by Council for 2020. Shoulder stabilization funding approved by Council through Budget 2021. Local Roads Reconstruction Program budget approved within 5-year capital plan.
Meeting Management Software Implementation Replace the current Council meeting management software to ensure Council and residents have access to consistent and accountable leadership through transparent and automated processes.	Delayed *Due to Covid-19	<ul style="list-style-type: none"> Project was delayed during the initial Covid-19 pandemic response, until 2021. Project completion by Q3 2021.
Applicant Tracking System Implement an applicant tracking system to improve the recruitment processes; provide efficiencies and time savings.	Delayed *Due to Covid-19	<ul style="list-style-type: none"> Project was delayed during the initial Covid-19 pandemic response, until 2021. RFP issued to vendors, proposals collected, and system demos completed. Project completion by Q1 2021.
Attraction and Retention Review and improve current hiring and employment practices to ensure the County attracts and retains highly talented people to continue to successfully provide services to residents.	Delayed *Due to Covid-19	<ul style="list-style-type: none"> Project was delayed during the initial Covid-19 pandemic response, until 2021. Attraction and Retention draft document in progress. Draft to be presented to Leadership Team, early 2021.
CRM Expansion Expand the functionality of the Customer Relationship Management system within Transportation Services to include Council Requests.	Delayed *Due to Covid-19	<ul style="list-style-type: none"> Project was delayed during the initial Covid-19 pandemic response, until 2021. User training and system launch expected in early 2021.
Organizational Service Catalogue and Service Level Inventory Confirm core roles and responsibilities, develop a service level inventory, and define service levels to support effective planning and service delivery.	Delayed *Due to Covid-19	<ul style="list-style-type: none"> Project was delayed during the initial Covid-19 pandemic response, until 2021. Project completion by Q4 2021.
Enterprise Procurement Develop a corporate vision and model for County procurement to improve processes, mitigate risk and provide overall cost savings.	On-Track	<ul style="list-style-type: none"> Project was put on hold during the initial Covid-19 pandemic response but reinstated in October 2020. Recruitment of position complete. Policy review, research and amendments expected in 2021.
Asset Management Implement strategy for the valuation and life cycle management of County assets to ensure cost-effective planning and accurate asset life cycle extension.	On-Track	<ul style="list-style-type: none"> Pavement and bridge asset incorporated in strategy. Pavement preservation implemented as component in the Capital Program. Fleet and Fire Services asset programs continued. Further expansion, investigation and development of program within 2021, including Utility Services.
Content Management and Collaboration Develop standards, guidelines, processes and training on SharePoint Implementation to improve internal	On-Track	<ul style="list-style-type: none"> Project was put on hold during the initial Covid-19 pandemic response but reinstated in October 2020. Schedule adjusted to reflect new timeline and resources

collaboration, knowledge sharing and provide process efficiencies.

- Project charter, plan and governance development within first half of 2021.

Software Integration

Develop plan to automate County software integration, creating efficiencies and freeing up capacity for innovation.

On-Track

- Project was put on hold during the initial Covid-19 pandemic response but reinstated in October 2020.
- Schedule adjusted to reflect new timeline and resources
- Developed inventory of integrations to be completed by internal resources.
- Project communication, execution and vendor engagement within first half of 2021.