



2021-2023 **CORPORATE BUSINESS PLAN**

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Message from the CAO



As our community's elected leaders, Council creates a vision for Sturgeon County. It is Administration's job to create an environment where employees can excel and achieve this vision. The work of both Council and Administration is guided by the need to act in the best interests of Sturgeon County's residents and businesses.

The Corporate Business Plan is an important part of a larger strategy to achieve Council's vision for Sturgeon County. It helps define our key initiatives and services and gives us a way to measure our progress as an organization. The success of these initiatives and services is then measured against how well they improve the lives of our residents and the sustainability of our businesses.

As the year began, Sturgeon County was already facing economic challenges with cuts to provincial grants and programming. We faced higher unemployment rates, an increasingly volatile energy market, and barriers to international trade. Suffice it to say, when the pandemic happened in March, the only certainty we had was that the future was uncertain.

We also knew the economy, combined with the effects of COVID-19, could mean higher-than-usual unpaid property taxes. Despite these unknowns, Sturgeon County was able to shift priorities in order to respond to our new realities and focus on the needs of our residents and businesses in a fiscally responsible manner.

County Council and Administration has made every effort to consider budgets and operational priorities carefully, as well as establish a framework that will allow us to take advantage of new growth opportunities, collaborative relationships, and new grant programs as they arise.

The culmination of these efforts is contained within the 2021-2023 Corporate Business Plan. While this plan is built on certain assumptions, it also reflects the agility of our organization to adapt and change to the constantly evolving economic and political landscape.

I would like to thank Council for their leadership and direction during these uncertain times, and to our staff for their efforts and collaboration in development of the Corporate Business Plan.

A handwritten signature in black ink, appearing to read 'Reegan McCullough'.

Reegan McCullough, CAO

"The Corporate Business Plan is an important part of a larger strategy to achieve Council's vision for Sturgeon County. It helps define our key initiatives and services and gives us a way to measure our progress as an organization."

Vision

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

Mission

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

Values

The organizational values are the principles that guide employee decision-making on a daily basis. They are the core beliefs of the organization; our values bring us 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

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



Corporate Overview

Office of the CAO

The CAO is accountable to the Mayor and Council and is responsible for delivering the County's business plan within approved budgets. The CAO guides and provides advice to Council on legislative requirements, and any other information required to support Council in making informed decisions.

The CAO's office includes the following department:

- Corporate Communications

Financial, Assessment & Procurement Services

The Financial, Assessment & Procurement Services division supports fiscal sustainability, assessment growth and coordinates and implements internal procurement standards and oversight for the County.

Financial, Assessment & Procurement Services is comprised of the following departments:

- Assessment Services
- Financial Services

Corporate Services

Corporate Services coordinates and implements internal standards, systems and processes that ensure compliance while increasing organizational efficiency, agility and ability to provide quality services to citizens and other stakeholders.

Corporate Services is comprised of the following departments:

- Human Resource Services
- Information Services
- Legislative Services

Infrastructure Services

Infrastructure Services is responsible for providing safe, reliable and sustainable infrastructure and a variety of programs and services that contribute to a high quality of life for residents in Sturgeon County.

Infrastructure Services is comprised of the following departments:

- Agriculture Services
- Fleet & Facility Services
- Roseridge Management
- Transportation & Engineering Services
- Utility & Waste Management Services

Community Services

The Community Services division delivers programs and services in support of Council's vision that residents should experience a high quality of life in Sturgeon County. This is realized through access to recreational and social programs, parks, open spaces, and dependable emergency and protective services.

Community Services is comprised of the following departments:

- Family & Community Support Services
- Protective Services

Development & Strategic Services

The Development & Strategic Services division supports the development of Council's strategic direction for the County, plans communities, advances intergovernmental interests, facilitates investment in a responsible and competitive manner and develops operational strategies to support an agile, efficient and citizen focused organization.

Development & Strategic Services is comprised of the following departments:

- Corporate Planning and Intergovernmental Services
- Planning and Development Services
- Economic Development Services



Strategic Plan Framework

The Corporate Business Plan guides Administration's efforts towards achieving the goals of Council's Strategic Plan.

While Sturgeon County's Strategic Plan establishes organizational priorities (under six Focus Areas), the Corporate Business Plan sets organizational outcomes for the next three years and provides direction to individual department plans. Under the three-year scope, outcomes are tied to the annual budget process. This means that only the 2021 plan is supported with approved funding. Activities identified for 2022 and 2023 are subject to approval during their respective budget cycles.



Corporate Initiative

A strategic initiative supports Council's strategic goals and outcomes as per their Strategic Plan. These initiatives typically are a result from master plans, frameworks, strategies and needs that arise from the community.

Operational Activity

This type of effort supports how Administration makes improvements to increase the efficiency and effectiveness of how we deliver quality programs and services, as well as participation in regional boards and committees.

Focus Areas



Planned Growth and Prosperity

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



Maintain and Enhance Strong Communities

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



Strong Local and Regional Governance

We promote consistent and accountable leadership through collaborative and transparent processes.



Community Identity and Spirit

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



Environmental Stewardship

We foster a healthy environment and minimize our impact on ecosystems.



Operational Excellence

We have the organizational capability to deliver consistent and defined levels of service to all stakeholders in a professional, efficient, and cost effective manner.



Planned Growth and Prosperity



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

Initiative	Description	Division	Timing
Water & Wastewater Infrastructure Assessment	Complete a study that identifies utility infrastructure capacity and constraints to ensure that the County is able to actively plan economic development and manage growth.	Infrastructure Services	Q2 2020 – Q4 2021
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.	Infrastructure Services	Q1 2021 – Q4 2022
Villeneuve Landing Network Supports	Under a regional collaboration model, identify and develop the significant growth opportunity at the Villeneuve Airport.	Development & Strategic Services	Q3 2019 – Q3 2022
Sturgeon Valley Planning	Develop a fiscal impact analysis and growth framework which supports Municipal Development Plan and area structure plan amendments, followed by public engagement and planning certainty for the Sturgeon Valley community and its landowners.	Development & Strategic Services	Q3 2019 – Q2 2021
Resource Extraction Regulatory 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.	Development & Strategic Services	Q3 2019 – Q2 2021



Planned Growth and Prosperity Continued

Sturgeon County ensures that development occurs in a sustainable manner by *issuing development permits, processing subdivision applications* and *seeking out new investment*.

Operational Activity	Division
Municipal Development Plan Update Regional Alignment	Development & Strategic Services
Foreign Direct Investment Program Launch	Development & Strategic Services
Commercial Development Program Launch	Development & Strategic Services
Regional Broadband Review	Corporate Services
Regional Small and Medium Business (SME) Programming	Development & Strategic Services
 St. Albert/Sturgeon County Transportation Network Improvement Strategy	Infrastructure Services
 Carrot Creek Drainage Master Plan	Infrastructure Services
 Tri-County Agriculture Business Study and Communications Plan	Development & Strategic Services



Maintain and Enhance Strong Communities

To provide programs and services to a region with diverse needs requires additional planning and allocation of resources. We engage with our residents, business and industry and with our many neighbours (including municipal neighbours, Alexander First Nation and the Canadian Forces Base) to ensure decision outcomes are aligned to stakeholder needs.

Initiative	Description	Division	Timing
Sturgeon Drainage Framework	Develop a framework to manage drainage concerns for the community.	Infrastructure Services	Q1 2020 – Q4 2021
Security Camera Initiative	Install appropriate security cameras at all County properties to improve security, safety and reduce the County's liability.	Infrastructure Services	Q1 2020 – Q4 2022
Citizen Self-Service	Implement a Service Request System and identify website improvements to enhance residents ability to digitally access and interact with the County.	Corporate Services	Q1 2020 – Q4 2021
Regional Crime Prevention	Collaborate with other rural municipalities to investigate and implement potential security and crime technologies and policing strategy to reduce rural crime and the impacts to communities.	Infrastructure Services	Q1 2021 – Q4 2023



Sturgeon County uses various communication practices to interact with residents including *ongoing engagement, surveys, social media platforms* and *County publications*.

Operational Activity	Division
Early Childhood Programs	Community Services
Living Well Counselling Program	Community Services
Seniors Outreach and Workshop Programs	Community Services
Youth Council Program	Community Services
Solid Waste Collaboration	Infrastructure Services
Metropolitan Regional Servicing Plan	Infrastructure Services









Strong Local and Regional Governance

Council, Administration and residents work together to create a municipality that balances growth, quality of life, and economic development with sound management. Being competitive on a local, regional, and global level means building effective partnerships with neighbouring municipalities.

Initiative	Description	Division	Timing
Intermunicipal Collaboration Frameworks (ICFs)	Develop mechanisms, with municipal neighbours, to manage existing and future intermunicipal service agreements and dispute resolution processes, as mandated by provincial legislation.	Development & Strategic Services	Q4 2018 – Q2 2021
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.	Development & Strategic Services	Q2 2019 – Q2 2021

Sturgeon County's commitment to local and regional cooperation includes ongoing work with municipal neighbours. *Intermunicipal Collaboration Frameworks (ICF), policies, plans, and reporting mechanisms* assist with decision-making, improved sustainability, service delivery and regional collaboration.

Operational Activity	Division
2021 Municipal Election	Corporate Services
Policy and Procedure Review	Corporate Services
Government Advocacy Plan	Development & Strategic Services
 Four County EMRB Governance Review	Development & Strategic Services
 EMRB Growth Plan Update	Development & Strategic Services
 Regional Agriculture Master Plan	Infrastructure Services
 Shared Investment for Shared Benefit (SISB)	Development & Strategic Services
 Integrated Regional Transportation Master Plan	Infrastructure Services

 Regional Collaboration Activity



Community Identity and Spirit

Sturgeon County is a diverse, rural-focused community and home to several important residential developments. By building a strong identity, we position the County to be recognized and celebrated regionally, nationally and internationally.

Initiative	Description	Division	Timing
Brand Refresh	Develop a strategy to enhance the County's reputation as a vibrant and attractive place to visit, live and to do business.	CAO's Office	Q1 2020 – Q4 2023
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.	Community Services	Q1 2020 – Q4 2022



Community bonds are strengthened by events like the *County Open House* and *Culinary Cookout*, as well as *supporting our many community organizations*. In response to current challenges relating to the pandemic, we strive to maintain these important connections by taking advantage of innovative, virtual spaces.

Operational Activity	Division
Agriculture Corner Program	Infrastructure Services
Habitat Heroes	Infrastructure Services
Open Spaces Master Plan Phase Two: Implementation	Community Services



Regional Collaboration Activity





Environmental Stewardship

By monitoring the impact of development and growth on the County's natural assets like sand dunes, rich farmland and the Sturgeon River, we can preserve the integrity of our environment and its link to quality of life for residents.

Initiative	Description	Division	Timing
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.	Community Services	Q1 2021 – Q4 2021
Advanced Metering Infrastructure Phase 1 – Sturgeon Valley	Implement advanced metering within Sturgeon Valley to support water conservation and customer fiscal transparency.	Infrastructure Services	Q1 2020 – Q3 2022
Alternative Land Use Services	Develop a program to support environmental stewardship on agricultural land utilizing the external resources and processes set up through Alternative Land Use Services Canada.	Infrastructure Services	Q3 2020 – Q3 2022
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.	Infrastructure Services	Q2 2020 – Q3 2022
Wetland Replacement Program	Collaborate with the Province to prioritize and replace one million dollars in wetlands projects throughout Sturgeon County.	Infrastructure Services	Q1 2021 – Q4 2023

Sturgeon County supports a variety of ongoing operations, like *watershed and airshed 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.

Operational Activity	Division
Tree Maintenance Program	Infrastructure Services
Waste Reduction Partnerships	Infrastructure Services
Rain Barrel Program	Infrastructure Services
Vegetation and Pest Management Programs	Infrastructure Services
Naturalization Programs	Infrastructure Services



Operational Excellence

Administrative goals outline improvement initiatives developed to enhance the effectiveness and efficiency in which the County delivers its programs and services.

Initiative	Description	Division	Timing
Road Network Improvements	Continued stabilization and improvements of road networks to maintain cost-effective and sustainable road programs.	Infrastructure Services	Q1 2021 – Q4 2023
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.	Corporate Services	Q4 2020 – Q3 2021
Applicant Tracking System	Implement an applicant tracking system to improve the recruitment processes; provide efficiencies and time savings.	Corporate Services	Q1 2020 – Q3 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.	Corporate Services	Q1 2020 – Q4 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.	Development & Strategic Services	Q1 2020 – Q4 2021
Enterprise Procurement	Develop a corporate vision and model for County procurement to improve processes, mitigate risk and provide overall cost savings.	Financial, Assessment & Procurement Services	Q1 2020 – Q4 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.	Infrastructure Services	Q1 2020 – Q4 2023
Content Management and Collaboration	Develop standards, guidelines, processes and training on SharePoint Implementation to improve internal collaboration, knowledge sharing and provide process efficiencies.	Corporate Services	Q1 2020 – Q4 2022
Software Integration	Develop plan to automate County software integration, creating efficiencies and freeing up capacity for innovation.	Corporate Services	Q1 2020 – Q4 2022
Record Digitization	Implement a well-defined digitization plan that will convert paper and paper processes to electronic processes for improved efficiencies in access, use, storage and management of County records.	Corporate Services	Q3 2020 – Q4 2022



Operational Excellence Continued

All County departments are committed to *streamlining the organization's operations* and *improving our day-to-day business practices* to give residents value for their tax dollars.

Operational Activity	Division
Employee Productivity, Engagement and Adaptability	Corporate Services
Project Management Framework Improvements	Corporate Services
Organizational Change Management Framework Improvements	Corporate Services
Business Process Documentation and Re-engineering	Corporate Services
Health and Safety Management System Continuous Improvements	Corporate Services
Supervisor Development Program	Corporate Services
Seasonal Training Program	Corporate Services
Employee Wellness/Benefit Program	Corporate Services
Business Planning and Reporting Review	Development & Strategic Services
Development Competitiveness, Process and Policy/Bylaw Reviews	Development & Strategic Services



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