



2016

Second Tri-Annual Management Report


Sturgeon
County

Presented October 11, 2016

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Strong Local Governance and Regional Leadership

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

Measure	2011	2012	2013	2014	2015	2016	2016 Target
Percentage of Council decisions that are consistent with the strategic direction of Sturgeon County ¹	n/a	n/a	n/a	n/a	98%	98% YTD	95%
Percentage of residents who are satisfied with the communication received by Sturgeon County* (measured biennially)	84%	n/a	82%	n/a	75%	n/a	n/a
Percentage of debt limit utilized ² (based on 1.5x Revenue, per MGA)	32%	35%	31%	35%	37%	n/a until Year-End	Less than 67%
Percentage of debt limit utilized (based on 1.2x Revenue, per Council Policy)	n/a	n/a	n/a	n/a	46%	n/a until Year-End	Less than 67%
Expenditure Budget Variance ³	3.9%	3.86%	5.1%	1.38%	0.91%	n/a until Year-End	3%
Total Debt to Tangible Capital Assets Values	9.10%	7.20%	6.09%	8.54%	9.63%	n/a until Year-End	Under development
General Operating Reserve Total Dollars ⁴ (Millions of Dollars)	\$1.29	\$2.12	\$3.18	\$2.73	\$4.03	n/a until Year-End	\$10.65
General Operating Reserve Balance as Percentage of Operating Revenue	3.67%	5.54%	7.66%	5.97%	7.51%	n/a until Year-End	20%
Annual Assessment Audit Ratio ⁵							
• Residential	0.973	0.979	0.983	1.004	0.993	n/a until	1.0
• Non-Residential	0.980	0.992	0.967	0.965	1.015	March 2017	(0.95-1.05 acceptable)

The 2015 Resident Satisfaction Survey utilized a different methodology than previous years, and the data is not comparable.

¹ 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.

* Percentage of respondents rating 3 or higher on a 5-point scale. Please note that in 2011 and 2013 this survey was administered via telephone interviews. Therefore, results of the 2015 survey are not directly comparable to previous survey years; the methodology used in 2015 allowed for flexibility that would lead to an increase in the response rate by completing a hard-copy or web-based version of the survey.

² Debt and servicing limits are legislated within the *Municipal Government Act*, which sets out the maximum amount of debt municipalities can acquire without requesting the Minister of Municipal Affairs' consent to exceed the limit.

³ Indicates the difference between planned (budgeted) expenses and actual expenses.

⁴ The amount of funds within the County's General Operating Reserve at Year-End.

⁵ Indicates if the County's market-value based assessments meet the provincially regulated quality standards, with the median assessment ratio for all property types, 0.95-1.05 is deemed acceptable.

Indicator	2013	2014	2015	2016
Net Debt ⁶ (Millions of Dollars)	\$13.4	\$20.2	\$23.9	n/a until Year-End
<ul style="list-style-type: none"> Less: Tax Prepayment Net Asset or (Net Debt) 	\$18.3	\$18.3	\$18.1	
	\$4.8	(\$1.9)	\$5.76	
Long Term Debt per Capita ⁷	\$1,099	\$1,271	\$1,560	n/a until Year-End
Expenditures per Capita ⁸	\$2,196	\$2,388	\$2,549	n/a until Year-End
Net Residential Municipal Property Taxes per Capita	\$566	\$607	\$682	\$699

Goal 1.1: Sturgeon County provides efficient and effective leadership and management.

Initiative	Department	Status	Comments
1.1.B) Comprehensive Risk Management Policy and Plan <ul style="list-style-type: none"> <i>Policy and Plan Development</i> <i>Implementation</i> <p>Develop a risk management approach in the course of operations that incorporates the systematic process of identifying risks to which Sturgeon County is exposed, evaluating the impact that these risks have, and developing and administering programs to minimize these risks through cost effective programs and risk treatment and regular monitoring. This Initiative includes, but is not limited to, effective insurance coverage.</p>	Financial Services	On-Track	<ul style="list-style-type: none"> Vendor to make presentations to Council on November 8th, 2016 regarding Enterprise Risk Management.

Goal 1.2: Sturgeon County is financially stable and fiscally sustainable.

Initiative	Department	Status	Comments
1.2.A) Fiscal Policy & Plans <ul style="list-style-type: none"> <i>Refinery Revenue Financial Plan</i> <p>Create and adopt strategies and plans to assist Council in making long-term funding decisions which increase Sturgeon County's financial sustainability. Includes Capital Planning and Funding Strategy.</p>	Financial Services	On-Track	<ul style="list-style-type: none"> Provided updated refinery revenue report to Council at August 26th Workshop based on feedback received at the May workshop. The Plan will continue to be refined and workshopped with Council through 2016 and 2017.
1.2.B) Infrastructure Asset Management <ul style="list-style-type: none"> <i>Phase II: Planning for Implementation</i> <p>Develop a State of the Infrastructure Report by completing an inventory and condition assessment of all County infrastructure assets. Develop the desired level of service and determine the risk levels and infrastructure deficit associated with the inventory. Establish a strategy and financing plan as part of a 10-Year Implementation Plan, which outlines methods to achieve ongoing support and maintenance of the program.</p>	Engineering Services	Major Problem	<ul style="list-style-type: none"> Administration is recommending this project be delayed and work be deferred as follows: <ul style="list-style-type: none"> Asset Management Strategy Development Workshops scheduled for January 2017 due to re-prioritization of resources. Policy Presentation to Committee of the Whole March 2017.

⁶ 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.

⁷ The per capita formula utilizes Sturgeon County's most recent population figures from the 2011 federal census, which indicated 19,578 residents.

⁸ The per capita formula utilizes Sturgeon County's most recent population figures from the 2011 federal census, which indicated 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.

Initiative	Department	Status	Comments
1.2.C) Long-Range Facility Planning Develop and implement a long-term plan for Sturgeon County facilities.	Fleet and Building Services	On-Track	<ul style="list-style-type: none"> • Within the second reporting period, needs assessment for the Operations Building, development of various building and site layout concepts along with preliminary and detailed engineering for site services took place. A presentation and discussion on building and site conceptual layouts took place on August 23rd. • Council toured two other municipalities Operations buildings on May 5th and a Memorandum of Understanding for cost sharing of site servicing was approved by Council on July 12th.

Goal 1.3: Sturgeon County is a respected regional partner.

Initiative	Department	Status	Comments
1.3.A) Inter-municipal Priorities with St. Albert <ul style="list-style-type: none"> • Phase I: Develop Plan Identify priorities for inter-municipal work with the City of St. Albert based on the established governance framework and implement accordingly. The Visioning Phase of 2.2.A Sturgeon Valley Area Master Plan will tie into this Initiative.	Integrated Growth Division	On-Track	<ul style="list-style-type: none"> • Joint Growth Boundary Study continues to progress, with Inter-Municipal Affairs Committee (IAC) having received an update June 29th. Dialogue with the City continues to be positive, collaborative and productive. • IAC approved an Inter-municipal referral process whereby development applications within close proximity to the shared border of both municipalities may be referred to the other, subject to the style of the development proposal (i.e. urban or rural), consistent with the Memorandum of Understanding (MoU) signed in 2014.
1.3.B) Inter-municipal Priorities with Morinville <ul style="list-style-type: none"> • Phase II: Priority Identification Identify priorities for inter-municipal work with the Town of Morinville based on the established governance framework. Items may include economic development, land use planning around shared boundaries, and recreation.	Inter-Governmental Affairs	On-Track	<ul style="list-style-type: none"> • Both Councils approved the Memorandum of Understanding (MoU) for Joint Servicing, and the Joint Servicing Committee continues to make progress. An update is anticipated for the September 28th IAC. • Sturgeon County was responsible for managing the Regional Collaboration Grant which was used to develop and finalize the MoU and studies for joint servicing. The grant report was submitted to the Provincial Government in August. • Council provided funding to the Town of Morinville to conduct a Needs Assessment for their proposed multi-use arena project, and has continued to consider a position regarding capital support for this project.
1.3.C) Regional Collaboration <ul style="list-style-type: none"> • Emergency Management Plan (Disaster Services) Work with sub-regional municipalities through a regional collaboration grant from the Government of Alberta to review all Municipal Emergency Management Plans and compare similarities, identify inconsistencies, and assess the feasibility of creating one integrated plan.	Protective Services	On-Track	<ul style="list-style-type: none"> • Phase II of this Initiative continues to progress, with work being done with CAOs and municipal Councils regarding the formalization of partnership by means of a new Disaster Services Bylaw encompassing all parties. Plans to bring regional agreement and regional bylaw forward are being made projected to occur October/November of 2016. • The draft Regional Emergency Management Plan is coming to a close with final draft being presented to CAO's mid to end September.

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.

Measure	2011	2012	2013	2014	2015	2016	2016 Target
Ratio of residential to non-residential assessment	64/36	64/36	63/37	61/39	58/42	n/a until 2017	60/40
Population growth by neighbourhood in comparison to Municipal Development Plan targets ⁹ (New Measure)	1.7%	1.7%	1.5%	1.3%	1.2%	1.0% YTD	1.4%-2.1%
• Neighbourhood A Estimate	1.5%	0.6%	0.6%	1.2%	0.9%	1.4% YTD	1.5%
• Neighbourhood B Estimate	1.7%	1.6%	1.9%	1.5%	1.4%	1.4% YTD	0.5%
• Neighbourhood C Estimate	1.6%	1.4%	1.0%	0.8%	0.4%	0.8% YTD	0.9%
• Neighbourhood D Estimate	2.1%	2.4%	1.2%	1.2%	0.9%	0.9% YTD	0.5%
• Neighbourhood E Estimate	1.0%	0.7%	1.7%	0.7%	0.5%	0.7% YTD	2.0%
• Neighbourhood G Estimate	1.9%	2.1%	2.3%	2.1%	1.2%	1.1% YTD	3%
• Neighbourhood H Estimate	1.5%	3.6%	0.7%	2.1%	0%	0.7% YTD	0.5%
• Neighbourhood I Estimate	0%	0%	0%	0%	0%	0% YTD	1.5%
• Neighbourhood J Estimate	0%	0.9%	0%	0.9%	0%	0.9% YTD	-1.5%
Percentage of Industrial Building Permits issued within Industrial Parks (5-Year Average)	n/a	n/a	n/a	88%	81%	n/a until year-end	Under development

Indicator	2013	2014	2015	2016
Assessment Growth				
• Non-Residential	11.5%	15.3%	8.7%	n/a until March 2017
• Residential	2.5%	3.6%	3.3%	
• Linear	3.5%	22.3%	4.7%	
• Machinery and Equipment	17.8%	2.1%	5.4%	
New Housing Starts	108	128	95	82 YTD
Building Permits (excludes housing)	324	408	383	207 YTD
Development Permits	378	442	368	264 YTD
Value of development permits (\$ Millions)	\$455.2	\$293.6	\$416.9	\$262.3 YTD

⁹ The Capital Region Board has an overall population projection for Sturgeon County based on 1.4%-2.1% per year. Sturgeon County's Municipal Development Plan includes annual population estimates, broken down by neighbourhood. The figures provided are estimates based on housing starts for each year within each neighbourhood, and calculated using the assumption of 2.7 people per household. The estimate does not account for potential population loss; actual figures can be confirmed once 2016 Canadian Census data is made available. Appendix 1 displays a visual representation of the data.

Goal 2.1: Sturgeon County has a positive business environment that supports a strong economic foundation.

Initiative	Department	Status	Comments
<p>2.1.A) NWR Sturgeon Refinery Support Provide ongoing support for the NWR Sturgeon Refinery Partnership including permits, utility agreements and off-site infrastructure, highway and local road planning, and the preparation for municipal activities after start-up.</p>	Integrated Growth Division	On-Track	<ul style="list-style-type: none"> Currently 6000 people work on site (5500 day shift and 500 night shift). Currently 99 buses are transporting over 3500 workers per day throughout the Capital region to and from the site. County issued development permit for turnaround construction north of the site and adjacent to Range Road 220 on June 28, 2016. In the next reporting period, detailed design to be approved for the intersection upgrades of Range Road 220 and Highway 643 by Sturgeon County and Alberta Transportation. Construction to be tendered following acceptance of detailed design, and targeted for construction to be complete in 2017. In addition, the County is to provide North West Refinery with Construction Completion Certificate for offsite infrastructure (Water/Effluent Forcemain). Final Inspections are to occur September 7, 2016 for right of way clean up.

Goal 2.2: Sturgeon County fosters growth through the Integrated Regional Growth Strategy.

Initiative	Department	Status	Comments
<p>2.2.A) Sturgeon Valley Area Master Plan Develop an Area Master Plan (AMP) to provide greater details regarding the overarching policies (vision, land use patterns, density and built form, infrastructure networks, community features) for the Sturgeon Valley. The AMP will guide the development of lands within the Sturgeon Valley.</p>	Current Planning and Development	Deferred	<ul style="list-style-type: none"> Council has deferred this initiative until 2017, as per the 1st Triannual Report June 14, 2016 – Motion 206/16 That Council directs Administration to refer the Sturgeon Valley Area Master Plan Corporate Initiative to 2017 - 2019 Corporate Planning.
<p>2.2.B) Land Use Bylaw Rewrite Completely rewrite Sturgeon County's Land Use Bylaw to conform to the vision within the MDP.</p>	Current Planning and Development	On-Track	<ul style="list-style-type: none"> Within the second reporting period, internal review of 1st Draft of Land Use Bylaw, delivery of 2nd Draft of Land Use Bylaw on August 31. Provided presentation to Economic Development Advisory Board, provided information at County Bounty and began translating Land Use District Map.
<p>2.2.C) Growth Plan Represent Sturgeon County's interests in the Capital Region Board's Regional Growth Plan Update.</p>	Community and Regional Planning	On-Track	<ul style="list-style-type: none"> Draft Growth Plan completed to be tabled at CRB Board meeting in September. Sturgeon County remained focused on multiple aspects, some of which included monitoring the development of Agricultural and Country Residential policies, and advocating for a 'specialized focus area' to develop unique policy direction for the Sturgeon Valley. Administration to bring forward Edmonton Metropolitan Region Growth Plan for council's endorsement.

Initiative	Department	Status	Comments
<p>2.2.D) Heartland Area Planning</p> <ul style="list-style-type: none"> <i>Phase I: Transportation Analysis</i> <p>Work to mitigate traffic congestion in the Heartland through appropriate analysis, design and potential construction. 2016 discussions will determine the necessity of developing an Area Structure Plan in 2017.</p>	Integrated Growth Division & Transportation Services	On-Track	<ul style="list-style-type: none"> Within the second reporting period, County Administration engaged with industry, specifically NWRP on the analysis of and reporting on design solutions to address heavy traffic congestion issues on HWY 643 at peak periods. Industry has acknowledged they are responsible for implementing necessary improvements on HWY 643 at RR 220 and on HWY 643 at Gate 2 access to NWR. Alberta Transportation approved the following on their 3-Year Plan for the following: <ul style="list-style-type: none"> HWY 15/37/825 HWY 28A at HWY 37 HWY 825 Widening from 27 – Boysdale Signalization at HWY 643 at 28A The signalization of HWY 643 at HWY 825 will continue to be discussed in the next reporting period, along with the County participating in detailed planning for each of the improvements above.
<p>2.2.F) Neighbourhood I Area Structure Plan</p> <ul style="list-style-type: none"> <i>Phase I: Sturgeon Industrial Park Readiness</i> <p>Develop the ASP to provide the level of detail needed to facilitate coordinated development of lands within the South East Sturgeon Area. The project will improve development readiness in the Sturgeon Industrial Park by identifying and where possible, removing current planning barriers to industrial land development.</p>	Economic Development	On-Track	<ul style="list-style-type: none"> Continued advocacy with Alberta Transportation to obtain funding to improve local provincial transportation network (HWY 15/825/37, HWY 643/28A, HWY37/28A improvements) County representatives conducted 9 business visits with SIP business operators to discuss opportunities and challenges with operating in SIP, which is informing best opportunities to enhance business retention and attraction strategies in this area. County representatives have also continued to monitor the CRB Growth Plan Update to ensure SIP is enabled to grow to its fullest potential as a regional Major Employment Area. Industrial sub-team meetings were held in conjunction with County staff to work collaboratively to react quickly and competently to industrial development proposals.
<p>2.2.G Sturgeon County Development Competitiveness Study</p> <p>Assess the residential and non-residential environment in and around Sturgeon County, and develop recommendations to increase Sturgeon County's economic competitiveness.</p>	Integrated Growth Division	On-Track	<ul style="list-style-type: none"> Council approval of Terms of Reference Project Awarded and kick off meeting held Aug 4, 2016 Consultants working through Local and Regional Context Investigation Meetings to be scheduled with Council and other stakeholders in October, 2016.

Goal 2.3: Sturgeon County balances the demand for new infrastructure while managing investment in current assets.

Initiative	Department	Status	Comments
<p>2.3.A) Sustainable Roads Improvement Strategy</p> <ul style="list-style-type: none"> <i>Phase I: Develop Plan</i> <p>Develop a Plan to provide the framework and strategy to adequately maintain and upgrade the various components of the rural road system within a defined budget. The primary goal is to continue to improve the characteristics of the existing system and to close the gap between service expectations and funding.</p>	Transportation Services	On-Track	<ul style="list-style-type: none"> Within the second reporting period, Phase I of this two-year project was worked on. Year 1 is focusing on the development of the plan with public consultation, and Year 2 will see the plan completed and the beginnings of implementation. Public meetings were held May 25th and May 31st. Development of condition rating criteria completed and condition rating of roads was started. Within the next reporting period, road condition assessments will be completed and work will be done on

			functional road classification review and dust suppression review.
2.3.B) Sturgeon Valley Fire Protection Plan <ul style="list-style-type: none"> Phase I: Develop Plan Develop a Plan to implement new infrastructure within the Sturgeon Valley to enhance fire protection. 	Utility Services	Caution	<ul style="list-style-type: none"> Within the second reporting period, Utilities determined hydrant flow capabilities and identified each area's class of hydrant. Due to Allin Ridge pump house construction schedule - Fire Shuttle testing and Accreditation will be conducted in spring of 2017.
2.3.C) Utility Cost of Service Study <ul style="list-style-type: none"> Phase I: Study Undertake a Cost of Service Study to determine the revenue requirements for a sustainable utility service. 	Utility Services	Complete	<ul style="list-style-type: none"> Within the second reporting period, the Initiative was workshopped with Council and Council was presented with the Completed Study. Council passed a decision to accept as information and use the study information as guidance to set utility rates moving forward.
2.3.D) Acquisition of Additional Gravel Pit <ul style="list-style-type: none"> Geotechnical: Phase I Work to secure an additional County-owned gravel pit to achieve substantial operating cost savings. 	Transportation Services	On-Track	<ul style="list-style-type: none"> Several locations were reviewed within the second reporting period, and Administration will continue to research and test. Administration will bring an update to Council in the next reporting period.

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.

Measure	2011	2012	2013	2014	2015	2016	2016 Target
Overall quality of life in Sturgeon County* (measured biennially)	93%	n/a	93%	n/a	87%	n/a	n/a
Sturgeon County is a place where residents feel safe and secure* (measured biennially)	96%	n/a	94%	n/a	89%	n/a	n/a
Percentage of residents who both live and work in the community ¹⁰ (measured biennially)	34%	n/a	32%	n/a	31%	n/a	n/a
Percentage of Assets fully depreciated ¹¹	3.32%	3.24%	3.11%	4.92%	5.40%	n/a until Year-End	Under development

The 2015 Resident Satisfaction Survey utilized a different methodology than previous years, and the data is not comparable.

Goal 3.2: Sturgeon County residents have access to programs, services and infrastructure that contribute to their well-being and quality of life.

Initiative	Department	Status	Comments
3.2.A) Municipal Reserves, Parks and Open Spaces Master Plan • <i>Phase II: Planning for Implementation</i> Prioritize long- and short-term strategies identified within the Plan, and determine resource allocations required for the implementation of select strategies in 2017.	Community Services	Deferred	<ul style="list-style-type: none"> Council has deferred this initiative until 2017, as per the 1st Triannual Report June 14, 2016 – Motion 205/16 That Council directs Administration to extend the schedule of Phase II of the “Municipal Reserves, Parks and Open Spaces Master Plan” to the end of 2017.
3.2.B) Community Grants • <i>Phase II: Implementation</i> Implement Council’s strategy to achieve a more balanced allocation of community grants.	Community Services	Complete	<ul style="list-style-type: none"> During the reporting period, work was completed on this initiative including awarding grants and a revised policy.
3.2.C) Sturgeon County Recreation Program • <i>Phase II: Implementation</i> Implement Council’s policy to address regional recreation funding and programming.	Community Services	On-Track	<ul style="list-style-type: none"> Agreement has been negotiated and to date signed by Town of Legal, Morinville and Redwater. Negotiations underway with Bon Accord and Gibbons.

* Percentage of respondents rating 3 or higher on a 5-point scale. Please note that in 2011 and 2013 this survey was administered via telephone interviews. Therefore, results of the 2015 survey are not directly comparable to previous survey years; the methodology used in 2015 allowed for flexibility that would lead to an increase in the response rate by completing a hard-copy or web-based version of the survey.

¹⁰ Please note that in 2011 and 2013 this survey was administered via telephone interviews. Therefore, results of the 2015 survey are not directly comparable to previous survey years; the methodology used in 2015 allowed for flexibility that would lead to an increase in the response rate by completing a hard-copy or web-based version of the survey.

¹¹ Percentage of Sturgeon County property/equipment worth only its salvage value.

Community Identity and Spirit

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

Measure	2011	2012	2013	2014	2015	2016	2016 Target
Percentage of residents who would recommend Sturgeon County to others as a place to live ¹² (measured biennially)	92%	n/a	90%	n/a	89%	n/a	n/a
Percentage of residents who volunteer for organizations within the region (measured biennially)	n/a	n/a	n/a	n/a	32%	n/a	n/a
Percentage of respondents who indicate the Volunteer Appreciation Event helped increase their sense of belonging to the community	n/a	n/a	n/a	n/a	98%	92%	90%
Percentage of respondents who indicate Family Fun Days helped increase their sense of belonging to the community	n/a	n/a	n/a	n/a	92%	95%	90%

The 2015 Resident Satisfaction Survey utilized a different methodology than previous years, and the data is not comparable.

Respect the Natural Environment

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

Measure	2011	2012	2013	2014	2015	2016	2016 Target
Percentage of residents satisfied with land drainage and storm water management* (measured biennially)	48%	n/a	62%	n/a	54%	n/a	n/a

The 2015 Resident Satisfaction Survey utilized a different methodology than previous years, and the data is not comparable.

Goal 5.3: Sturgeon County will increase awareness of environmental issues impacting the County.

Initiative	Department	Status	Comments
5.3.A) Capital Storm Drainage Prioritize and address legacy capital drainage projects.	Engineering Services	On-Track	<ul style="list-style-type: none"> The Scope of Work was defined and each project tender was either completed or soon to be released. Lamoureux Detailed Design – RFP for Engineering has closed and is currently being evaluated. The projects for 2016 include: <ul style="list-style-type: none"> Estate Way Phase II Lot 259 to Estate Way Ave Estate Way Phase III Lot 80 to Estate Way Riverside Park Drainage Study West Fairhaven Riviere Qui Barre Lamoureux Drive

¹² Please note that in 2011 and 2013 this survey was administered via telephone interviews. Therefore, results of the 2015 survey are not directly comparable to previous survey years; the methodology used in 2015 allowed for flexibility that would lead to an increase in the response rate by completing a hard-copy or web-based version of the survey.

* Percentage of respondents rating 3 or higher on a 5-point scale. Please note that in 2011 and 2013 this survey was administered via telephone interviews. Therefore, results of the 2015 survey are not directly comparable to previous survey years; the methodology used in 2015 allowed for flexibility that would lead to an increase in the response rate by completing a hard-copy or web-based version of the survey

Operational Excellence

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

Measure	2011	2012	2013	2014	2015	2016	2016 Target
Overall satisfaction with Sturgeon County employees* (measured biennially)	84%		79%		70%		
<ul style="list-style-type: none"> County staff respond quickly to requests and concerns County staff are courteous County staff are knowledgeable County staff are accessible when you need them Your experience was fair regardless of outcome 	78%	n/a	81%	n/a	65%	87%	n/a
Sturgeon County Employee Engagement Index ¹³ (measured biennially)	n/a	73	n/a	78	83	n/a	n/a
Staff turnover rate (Permanent FTE positions)	19%	11%	10%	9%	7%	4% YTD	5%
Lost-time Claims	1	0	3	1	2	1 YTD	Minimize
Temporary Total Disability Days	3	0	102	7	10	100 YTD	Minimize
Severity Rate ¹⁴ <ul style="list-style-type: none"> Sturgeon County Industry Average 	3.0 20.2	0 21.7	34 23	3.5 18.3	5.0 21.8	100.0 YTD 18.7 YTD	Minimize
Occupational Health and Safety Audit Results ¹⁵	91% (Int.)	94% (Ext.)	94% (Int.)	95% (Int.)	97% (Ext.)	97% (Int.)	Successful Recertification (External)
Taxes Outstanding as a Percentage of Current Tax Levy	2.36%	2.14%	2.23%	1.75%	1.44%	n/a until Year-End	2.3 % or less

The 2015 Resident Satisfaction Survey utilized a different methodology than previous years, and the data is not comparable.

Goal 6.1: Sturgeon County invests in organizational infrastructure, people and skills to deliver customer satisfaction and value for taxes.

Initiative	Department	Status	Comments
6.1.B) Project and Change Management Enhance the organization's capacity for effective project and change management.	County Commissioner's Office	Complete	<ul style="list-style-type: none"> The first Project Management Training session was provided on February 25, 2016. This Initiative is now complete, as the training framework and project management templates can be utilized on an on-going basis moving forward.

* Percentage of respondents rating 3 or higher on a 5-point scale. Please note that in 2011 and 2013 this survey was administered via telephone interviews. Therefore, results of the 2015 survey are not directly comparable to previous survey years; the methodology used in 2015 allowed for flexibility that would lead to an increase in the response rate by completing a hard-copy or web-based version of the survey

¹³ The overall rating for Sturgeon County Employee Engagement scored out of 100, compiled through a survey of Sturgeon County employees.

¹⁴ Calculated by the Average Total Disability days per loss time claim.

¹⁵ Internal audits are represented by (Int.) and External audits are represented by (Ext.)

Initiative	Department	Status	Comments
<p>6.1.C) Public Engagement Framework</p> <ul style="list-style-type: none"> <i>Phase I: Develop Framework</i> <i>Phase II: Committees of Council</i> <p>Develop a framework for Sturgeon County to seek public input for various projects, programs, policies, and more.</p>	Legislative Services	On-Track	<ul style="list-style-type: none"> Within the second reporting period, researched best practices and drafted a Public Engagement Policy, update to Committee Bylaw and Terms of Reference for Selection Committee.
<p>6.1.D) Online Services System</p> <p>Incorporate a technology solution for residents to access select County services electronically, in addition to existing service-delivery methods. In 2016, Service Request functions will be implemented.</p>	County Commissioner's Office	Complete	<ul style="list-style-type: none"> CRM component went live internally June 2016 and externally to the public July 2016. Project complete.
<p>6.1.E) Formal Program Reviews</p> <ul style="list-style-type: none"> <i>Transportation Services</i> <p>Review, document and make improvements to Transportation Services' processes and document or establish service-levels in order to continue to ensure a consistent level of service is provided.</p>	Transportation Services	Major Problem	<ul style="list-style-type: none"> Due to staff availability and turnover – project scope, schedule and staff resourcing needs to be revisited.
<p>6.1.E) Formal Program Reviews</p> <ul style="list-style-type: none"> <i>Enterprise Resource Planning (ERP) Review</i> <p>Review Sturgeon County's Enterprise Resource Planning (ERP) software to ensure the systems are being used effectively for their intended purpose, to solve any integration issues, and to ensure workflow processes related to the systems are adding value.</p>	Financial Services	Caution	<ul style="list-style-type: none"> Contract signed and work plan finalized. Consultant first Onsite work completed – quick fixes were implemented. Core Project team member's availability could impact the project's schedule.
<p>6.1.F) Information Technology Strategic Plan</p> <p>Develop the Plan to address Sturgeon County's short- and long-term Information Technology needs and functions.</p>	Information Services	On-Track	<ul style="list-style-type: none"> During the second reporting period, the Request for Proposal was issued and responses received.
<p>6.1.G) Pictometry</p> <p>Implement a pilot project within the Industrial Heartland and Sturgeon Industrial Park where high resolution imagery will assist with property assessment and drive operational efficiencies.</p>	Information Services	On-Track	<ul style="list-style-type: none"> Aerial imagery created and evaluation data provided to GIS and Assessment Services. Training for staff in Assessment services completed.

Advocacy Planning

Update



Priority 1: Transportation Infrastructure Improvements

The Government of Alberta, Government of Canada, Capital Region Board and regional stakeholders should take a more coordinated approach towards transportation infrastructure improvements in support of the Industrial Heartland—a major economic driver of Canada.

Initiative	Other Priorities	Status	Comments
<p>1.1) Provincial Budget Consultation 2015 Attend and make representations at the 2015 provincial budget consultations.</p>	<p>2. Reliable and Adequate Funding</p>	Complete	<ul style="list-style-type: none"> Attended Sept. 9, 2015 provincial budget consultation session and provided supporting materials to Council. Letter provided to the Minister of Finance and Treasury Board in September 2015 regarding sustainable funding. New funding was announced by the Provincial Government in the 2015-16 Budget, including: <ul style="list-style-type: none"> \$750 million for communities, public transit, municipal roads and water/wastewater projects \$330 million for transit initiatives and \$946 million for GreenTrip over 5 years \$170 million for Water/Wastewater management \$100 million to restore the Strategic Transportation Initiative Program (STIP) \$100 million increase for MSI Capital, with \$3.9 billion over 5 years \$50 million increase for the Community Facility Enhancement Program, with a total allocation of \$240 million over 5 years \$1.7 billion increase in funding for provincial road and bridge maintenance
<p>1.2) AUMA Fall Convention 2015 Provide key messages and interests to Council members attending AUMA's fall 2015 convention.</p>	<p>2. Reliable and Adequate Funding</p> <p>4. MGA</p>	Complete	<ul style="list-style-type: none"> Key messages and interests sent to Council.
<p>1.3) MLA Meeting Meet with the local MLA and forward concerns.</p>		Complete	<ul style="list-style-type: none"> Meeting with Hon. Piquette occurred on Sept. 30, 2015.
<p>1.4) Provincial Budget Infrastructure Funding Announcement (AUMA) Draft a letter outlining the County's priorities in relation to provincial transportation investment, request a meeting and prepare a list of 'shovel-ready' projects for additional provincial funding.</p>		Complete	<ul style="list-style-type: none"> Letter signed by Mayor Flynn and submitted on Sept. 3, 2015.

Initiative	Other Priorities	Status	Comments
<p>1.5) AAMDC Forward resolution asking AAMDC to lobby the government for enhanced and accelerated funding for rural road, highway and bridge construction and maintenance. Resolutions on Seniors and Affordable Housing were also included.</p> <p>Forward resolutions related to provincial funding for public and regional libraries, school resource officers, and a resolution related to the timing of linear assessment modifier adjustment notices.</p> <p>Provide direct advocacy on Sturgeon County's Advocacy Priorities related to transportation infrastructure to the Minister of Transportation at AAMDC's 2015 fall convention.</p> <p>Draft a letter outlining the County's priorities in relation to funding priorities and requesting individual meetings with Municipal Affairs and Alberta Transportation at AAMDC's fall convention.</p>	2. Reliable and Adequate Funding	Complete	<ul style="list-style-type: none"> Three resolutions were unanimously accepted at the Pembina Zone meeting on Oct. 18, 2015 and passed at the AAMDC 2015 Fall Convention. Draft resolutions endorsed by Council on Jan. 12, 2016 and passed by the AAMDC Pembina Zone on Jan. 18, 2016. Resolutions passed by AAMDC in March 2016. Meeting requests to Alberta Transportation and Municipal Affairs were sent in February 2016. Sturgeon County Transportation Infrastructure Priorities Package provided to Minister Mason at the 2015 AAMDC Fall Convention. The Package was also provided to local MLAs in January 2016. Letter sent in September 2015.
<p>1.6) CRB Transit Committee Provide written input into the CRB Transit Committee's Advocacy Plan and its work on regional transit governance framework.</p> <p>Participate in the CRB/Calgary Regional Partnership joint advocacy meeting and proposed meetings with local and regional provincial MLAs and MPs.</p>		Underway	<ul style="list-style-type: none"> Provided feedback into the provincial transit strategy in March 2016. It is anticipated that the results Regional Transit Household Survey will be made available within the next quarter.
<p>1.9) Metro Mayors' Alliance Seek to advance the County's key interests through the Metro Mayors' Alliance and regional partnerships to the provincial and federal government.</p>	3. Inter-municipal Collaboration	Underway	<ul style="list-style-type: none"> The report was released on May 31, 2016. At the July 12, 2016 Sturgeon County Council Meeting, Council received the report as information, as presented by Panel Vice-Chair Carman McNary. Council also authorized the Mayor and CAO to participate in continued negotiations with the Alliance, and to sign the MoU.
<p>1.10) Lobbying of the Solicitor General Seek full authority for local peace officers to enforce the <i>Traffic Safety Act</i> on all County roads.</p>		Complete	<ul style="list-style-type: none"> Letter sent in March 2016. A follow-up meeting was held with the Solicitor General on July 5, 2016.
<p>1.11) Alberta's Industrial Heartland Association Advocate for the AIHA and Industrial Heartland Producers' governmental affairs staff to coordinate key messages and activities on regional transportation to the provincial and federal government.</p>		Underway	<ul style="list-style-type: none"> Letter drafted and shared with the AIHA Chair in September 2015, and key County transportation infrastructure needs communicated through informal face-to-face means at the Fall AAMDC Convention. The following were funded under the 2016-17 Provincial Budget: <ul style="list-style-type: none"> HWY 15/37/825 HWY 28A at HWY 37 HWY 825 Widening from 27-Boysdale Signalization: HWY 643 at HWY 28A Potential to signalize HWY 643 at HWY 825 with pooled dollars North East River Crossing is approved Awaiting advice of HWY 28A Twinning. Coordination meeting held with AIHA Manager of Stakeholder Relations. As these projects enter into the Design Phase, the County is working to collaborate with Government to the extent possible.

Initiative	Other Priorities	Status	Comments
1.12) MP Meeting Request Request a meeting with the newly elected MP on funding issues.		Underway	<ul style="list-style-type: none"> Meeting request with Federal Minister of Infrastructure and Communities sent in March 2016. On September 1, Alberta and the Federal Government reached a new agreement for federal infrastructure funding programs, whereby the federal government will make a \$1.08 billion investment in the Public Transit Infrastructure and Clean Water/Wastewater Funds. As part of this agreement, \$1,566,900 of federal funding has been announced for the Alcomdale Water Line in Sturgeon County.
1.14) Social Media Campaign Create and release communication materials on a monthly basis.	2. Reliable and Adequate Funding	Not Started	<ul style="list-style-type: none"> This work may ramp up as a communications and advocacy tool when/if required.

Priority 2: Reliable and Adequate Funding

The Government of Alberta and Government of Canada should provide municipalities with adequate, reliable and steady sources of funding to better enable long-term planning and sustainability.

Initiative	Other Priorities	Status	Comments
2.1) FCSS Contract Negotiations Advocate for additional provincial contributions to local FCSS funding.		Complete	<ul style="list-style-type: none"> On Sept. 18, 2015, the Provincial Government announced additional funding of \$7.5 million to FCSS, with an additional \$2.5 million increase for communities experiencing high population growth. This has resulted in a 10% provincial funding increase for Sturgeon County FCSS.
2.2) Municipal Affairs Grants Review Seek inclusion in any consultations on Municipal Affairs Grants' review, and advocate for more a more flexible application process for regional grant applications.		Complete	<ul style="list-style-type: none"> In December 2015, the Provincial Government announced the continuation of the Alberta Community Partnership Grant, with broader funding categories.
2.3) CRB/Calgary Regional Partnership Advocacy Meeting Participate in the CRB/Calgary Regional Partnership joint advocacy meeting and proposed meetings with local and regional MLAS and MPs.		On Hold	<ul style="list-style-type: none"> CRB events are being re-scoped and this meeting is currently unfunded.
2.4) MSI Administrative Advocacy Request a clarification from Municipal Affairs on application of MSI funds for collaborative projects.		Complete	<ul style="list-style-type: none"> The Minister of Municipal Affairs committed to maintaining the MSI Program. Clarified with Municipal Affairs that Regional Collaboration grants and MSI while under review, will continue and be available to fund regional initiatives. Budget 2016-17 maintained MSI at previous levels, but failed to deliver a \$50 million increase, and regional collaboration grants were reduced due to reductions in provincial revenue.
2.5) RCMP Service Levels – Morinville IAC Seek opportunities to enhance RCMP servicing through existing contracts.		Complete	<ul style="list-style-type: none"> Council 2016 Budget deliberations defeated a Service Enhancement to increase funding to the Town of Morinville related to RCMP funding. This item may be revisited based on an identification of joint priorities with the Town of Morinville/Sturgeon County IAC work.

Initiative	Other Priorities	Status	Comments
2.6) Provincial Budget Consultations 2016 Attend provincial budget consultations and draft a letter outlining the County's priorities in relation to provincial transportation investments.		Complete	<ul style="list-style-type: none"> Sturgeon County transportation infrastructure priorities were submitted to the province in January 2016, and a Council consultation letter was sent on Feb. 22, 2016.

Priority 3: Inter-municipal Collaboration

Regional municipalities should work together to develop local solutions that are mutually beneficial.

Initiative	Other Priorities	Status	Comments
3.1) Asset and Interest Mapping Identify key areas, assets and interests throughout the County and the region.		Underway	<ul style="list-style-type: none"> This work is underway to help provide visuals for a number of inter-municipal initiatives.
3.2) Explore Inter-municipal Issues with City of Edmonton Begin discussions mutual interest between the County and the City of Edmonton		Underway	<ul style="list-style-type: none"> Meeting of the three communities occurred on May 12, 2016. The Tri-Party developed high-level Principles for the Sturgeon Valley which were presented to the CRB Growth Plan Task Force on June 29. In draft 4 of Growth Plan 2.0, the Sturgeon Valley is identified as a Special Study Area, which will require further refinement by the Tri-Party.
3.3) Bon Accord Annexation Application Assess and respond to Bon Accord's annexation application.		Underway	<ul style="list-style-type: none"> Negotiation Committee and Common Annexation Principles approved by Council in November 2015. Initial meeting held with the Town in December 2015. Town re-scoped its annexation proposal in March 2016. MGB accepted the Town's revised notice at the end of March 2016. The Town has undertaken an engineering and financial study, anticipated to be completed by the fall and shared with the Negotiation Committee shortly afterwards.
3.4) Maintain Advocacy at CRB Leverage sub-regional partnerships and the AIHA to advance County priorities related to the CRB including the Growth Plan Update; the CRB Advocacy Committee; the CRB Land Use and Planning Committee; the CRB Governance, Priorities and Finance Committee; and the CRB Transit Committee.		Underway	<ul style="list-style-type: none"> Supported the following CRB components: CRB Board; Transit Committee; Advocacy and Monitoring Committee; Land Use and Planning Committee; Growth Plan Update Task Force; Governance, Priorities and Finance Committee. CRB mandate, membership and voting structure work completed in April 2016. Growth Plan 2.0 continues to be the largest piece of work currently being undertaken at the CRB.

Priority 4: The *Municipal Government Act*

The Government of Alberta should continue to work with municipalities to make improvements to the *Municipal Government Act*.

Initiative	Other Priorities	Status	Comments
<p>4.1) Direct Representation to the Minister of Municipal Affairs Request that the County be included in any MGA consultations and clarify the province's intent regarding the Metro Edmonton growth management board.</p>		Ongoing	<ul style="list-style-type: none"> • Direct advocacy discussion with the former Minister of Municipal Affairs completed in September 2015. • A meeting between the Mayor and the Minister is expected to occur in Fall 2016, to reiterate key messages regarding the Modernized Municipal Government Act.
<p>4.2) MGA Consultation Coordinate key messages with Capital Region Board members, the Metro Mayors' Alliance, the AUMA and the LGAA. Participate in the consultation sessions (if direct involvement is achieved).</p>		Underway	<ul style="list-style-type: none"> • Council sent its approved package of MGA comments to the AAMDC, the Minister of Municipal Affairs and all Counties and MDs in Alberta in June 2016. • Of the 48 position statements, the AAMDC jointly supported 39 of Council's positions. • Sturgeon County Council members and staff attended various consultation sessions regarding the MGA throughout the summer.
<p>4.3) Community Aggregate Payment Levy Regulation Advocate for the increase of the CAPL rate from the current \$0.25/tonne for sand and gravel aggregate.</p>		On Hold	<ul style="list-style-type: none"> • Municipal Affairs extended the expiry date of the CAPL regulation and has indicated that it will be addressing the rates through a later process parallel to the MGA Review. • This process will likely be through online comment only, to be initiated December 31, 2016.

Integrated Growth Division Tri-Annual Reporting

• Economic Development • Engineering Services • Intermunicipal Matters • Planning & Development

Economic Development Tri-Annual Highlights May to August 2016

Business Inquiries

Location	2016 YTD	2015 YTD
AIHA	32	62
SIP	44	56
Other	171	150
TOTAL	247	268

Business Visits

Date	Follow Up Action
May 4	Issue regarding drainage within proximity of business is being addressed by the Transportation dept.
May 18	Passed on permitting concerns to Planning Mgr. – an invitation will be extended to company regarding LUB rewrite.
June 10	Provided application form for monthly permits information and collected attraction package for promotion within SIS site selection package.
June 13	Provided information on County events of interest and noted concerns with broadband & other utility infrastructure.
June 16	Forwarded drainage and roadway concerns to the Transportation dept. to be addressed.
June 21	Contacted company's sales agent for promotion material on services to be included in SIS site selection package. Broadband concern noted.
June 22	Advertised job opportunities for positions wanted at the company's facility. Provided Transportation with sample of a by-product that could be used by the dept.
Aug 15	Relayed concerns about drainage issues in Pro North Industrial Park to Transportation. Provided contact information for assistance in case of flooding.
Aug 16	Collected company information to be included in site selection package to potential investors. Noted need for broadband infrastructure.

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Economic Development Online Activity

Media	2016 YTD	2015 YTD
Facebook Likes - Start In Sturgeon	234	231
Facebook Likes - Sturgeon County Bouny	1076	900
Twitter Followers - Start in Sturgeon	451	389
Twitter Followers - Sturgeon County Bouny	498	435
Business Directory Listings	102	N/A
Website	2016 YTD	2015 YTD
www.startinsturgeon.ca		
Sessions	4704	3482
Unique Visitors	3479	2658
Page Views	15333	12925
www.sturgeoncountybouny.ca		
Sessions	3626	4942
Unique Visitors	2863	4170
Page Views	8098	9306

Current Planning & Development Services Tri-Annual Highlights January – August 2016

2st Tri-Annual Report: August 31, 2016

Compared to this time last year, the number of Housing Starts is slightly higher, as more Single Family Dwellings and Mobile Homes have started in 2016. The number of Development Permits so far in 2016 is very comparable to 2015, although 2015 experienced greater values Year to Date

Housing Starts

New Housing Starts	2016 YTD Count	2015 YTD Count
Single Family Dwelling	55	52
Mobile Homes	21	11
Modular Homes	6	7
TOTAL	82	70

Integrated Growth Division Tri-Annual Reporting

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Housing Starts Values

New Housing Starts	2016 YTD Values	2015 YTD Values
Single Family Dwelling	\$32,062,472	\$33,644,350
Mobile Homes	\$1,732,500	\$1,478,000
Modular Homes	\$957,000	\$1,485,050
TOTAL	\$34,751,972	\$36,607,400

Building Permits

Description	2016 YTD Count	2015 YTD Count
Agricultural	0	0
Commercial	8	8
Industrial	49	54
Institutional	1	2
Residential	149	197
TOTAL	207	261

Building Permit Values

Description	2016 YTD Values	2015 YTD Values
Agricultural	0	0
Commercial	\$589,500	\$6,143,790
Industrial	\$15,695,139	\$17,368,885
Institutional	\$6,000	\$21,065,000
Residential	\$5,470,458	\$5,669,353
TOTAL	\$21,761,097	\$50,247,028

Integrated Growth Division Tri-Annual Reporting

• Economic Development • Engineering Services • Intermunicipal Matters • Planning & Development

Development Permits

Description	2016 YTD Count	2015 YTD Count
Agricultural	0	0
Commercial	15	16
Home Based Business	19	13
Industrial	19	18
Institutional	3	3
Residential	203	221
Recreational	0	0
Site Grading	5	5
TOTAL	264	276

Development Permit Values

Description	2016 YTD Values	2015 YTD Values
Agricultural	N/A	N/A
Commercial	\$1,548,000	\$4,336,220
Industrial	\$208,211,300	\$318,210,015
Institutional	\$200,000	\$4,765,000
Residential	\$32,089,017	\$44,644,472
Recreational	N/A	N/A
Site Grading	\$20,299,247	\$461,500
TOTAL	\$262,347,564	\$372,417,207

Single Lot Subdivisions & Compliance Activity

Description	2016 YTD Count	2015 YTD Count
Subdivision Applications	34	40
Endorsement Files	21	24
Lots Created	30	39
Compliances	82	95
Enforcement Files	49	25

Appendix 1: Sturgeon County MDP Neighbourhood Map

