

Request for Decision

Title	Local Roads Reconstruction Program Design – Final Report
Proposed Motion	<p>1. That Council accept the report prepared by Deloitte Consulting LLP for Local Roads Reconstruction Program as information.</p> <p>2. That Council direct Administration to bring forward recommendations for consideration during the 2018 budget process.</p>
Administrative Recommendation	Administration recommends that Council receive the Deloitte Consulting LLP for Local Roads Reconstruction Program as information and direct staff to bring forward recommendations and provide impacts for consideration during the 2018 Budget process.
Previous Council Direction	<p>November 22, 2016 – Motion 424/16: Council directed Administration to develop a detailed Local Road Program to improve rural gravel roads utilizing Contract Services.</p> <p>December 13, 2016 – Motion 455/16: Council approved the 2017 Operating and Capital Budget as presented in the 2017 Budget Document.</p> <p>February 28, 2017 – Motion 091/17: Council approved additional funding required for Local Roads Reconstruction Program Design.</p>
Report	<p><u>Background Information</u></p> <ul style="list-style-type: none"> • In 2016, Sturgeon County undertook a review of the Local Road Reconstruction Program to determine whether gravel road construction should be undertaken by Sturgeon County resources or by contracted services. • The results of the review and subsequent approval of Council saw the delivery of this important program shift from Sturgeon County forces to externally contracted services, managed by the Engineering Services Department. • Such a major change in delivery method required that a program design be undertaken to ensure a program equipped to meet the needs of residents, business and industry, using industry best practices, ensuring that management oversight tools and processes are in place, that taxpayers receive value for money, and ultimately that Sturgeon County

is well-positioned to deliver a new \$4 million annual road reconstruction program.

- Sturgeon County Council identified the Local Roads Reconstruction Program as a Corporate Initiative for 2017-2019 in its Corporate Business Plan. The project has been broken into multiple sub-projects to complete.
- On February 28, 2017, Council approved the additional funding required to award the contract of the Local Roads Reconstruction Program Design to Deloitte. Deloitte worked with Engineering Services and Transportation Services to complete the program design.
- Key points the Consultant addressed include (but are not limited to):
 - Reviewing Sturgeon County contract templates and provide improvements for 3-year contracts with 3-year options to renew, along with the ability to cancel based on quality control/assurance issues for Engineering and Construction;
 - Designing process to identify and evaluate a minimum of 12.8 km of roads to be constructed each year;
 - Utilizing the 10-year prioritized listing of Road Project Candidates recommended by Sturgeon County and facilitated a workshop with Sturgeon County staff to prioritize the 10 years of road candidates into a 10-year plan using the vendor designed process;
 - Designing Quality Control and Quality Assurance measures evaluation tools;
 - Designing a Pre-qualification process;
 - Designing criteria for measuring Local Roads Reconstruction Program success;
 - Developing the timing/staging of activities in 2017-2019;
 - Identifying the Local Roads Reconstruction Program's required positions, including all aspects of project management including planning, executing, managing and controlling;
 - Developing a Roadmap to implement designed plan;
 - Utilizing documented Reconstruction Standards (width of roads) designed by Sturgeon County; and
 - Evaluating available budget against minimum 12.8km of roads to ensuring sufficient budget, and if not, propose additional funding requirements.

External Communication

- None.

Relevant Policy/Legislation/Practices:

- None.

<p>Implication of Administrative Recommendation</p>	<p><u>Strategic Alignment:</u></p> <p>Planned Growth – The Local Road Reconstruction program demonstrates Sturgeon County’s commitment to fund improvements to existing assets that affect residents.</p> <p>Community Identity & Spirit – The approval to implement the program will promote Sturgeon County with residents due to the nature of the program once in operations.</p> <p>Maintain and Enhance Strong Communities – The Local Roads Reconstruction Program demonstrates that Sturgeon County is committed to maintaining and updating existing infrastructure within the community.</p> <p>Operational Excellence – The approval of the developed Local Roads Reconstruction Program will allow Administration to meet the commitments of at least 12.8 km of roads by implementing and staffing the program to work as efficiently as possible all the while achieving value for money.</p> <p><u>Organizational:</u></p> <p>Sturgeon County Engineering Services will be set up to successfully manage the commitment of the Local Roads Reconstruction Program while continuing to deliver other aspects of the Department’s core work.</p> <p><u>Financial:</u></p> <p>None.</p>
<p>Alternatives Considered</p>	<p>That Council approve funding for required positions outside of regular Budget process to fill positions and start implementation of program in 2017.</p>
<p>Implications of Alternatives</p>	<p><u>Strategic Alignment:</u></p> <ul style="list-style-type: none"> • Approving the hiring of positions over the summer in 2017 will allow Administration to have the program fully transitioned from Deloitte and able to move forward on Pre-Engineering activities earlier in 2018. <p><u>Organizational:</u></p> <ul style="list-style-type: none"> • None. <p><u>Financial:</u></p> <ul style="list-style-type: none"> • The funding for the positions in 2017 would be taken from reserves (or Council could choose to approve additional funds and not absorb out of the current budget).
<p>Follow up Action</p>	<ol style="list-style-type: none"> 1. Prepare service enhancements for 2018 Budget Process. 2. Transition Designed Program (Deloitte/Engineering Services – March 1, 2018).

3. Start Pre-Engineering activities (Engineering Services – May 1, 2018).

Attachment(s) 1. Local Roads Reconstruction Program Design Report
2. Presentation

**Report Reviewed
by:**



Brian Hartman, Manager, Engineering Services



Stephane Labonne, General Manager Integrated Growth



Peter Tarnawsky, County Commissioner – CAO

Strategic Alignment Checklist

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

Mission: Provide quality, cost effective services and infrastructure to meet the diverse needs of the Sturgeon County community, while improving competitiveness and sustainability.

Focus Areas	Not consistent	N/A	Consistent
Strong Local Governance and Regional Leadership			
<i>We promote consistent and accountable leadership through collaborative and transparent processes (Strategic Plan, pg. 27 MDP)</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> <i>Consistent with neighborhood role (see MDP), master plans, policies</i> 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> <i>Considers fiscal stability and sustainability</i> 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> <i>Has a positive impact on regional and sub-regional cooperation</i> 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Respect the Natural Environment			
<i>We acknowledge the importance of a healthy environment and will minimize and monitor our impact on ecosystems (Strategic Plan, pg. 27 MDP)</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> <i>Compliance with Provincial and Federal regulations and/or legislation</i> 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> <i>Ensure effective environmental risk management</i> 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Community Identity & Spirit			
<i>We will build upon our strengths, where together we will create an inclusive, caring community (Strategic Plan, (Strategic Plan, pg. 27 MDP)</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> <i>Promotes and/or enhances residents' identification with Sturgeon County</i> 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> <i>Enhances service provision through community partnerships</i> 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> <i>Supports Sturgeon County's cultural history</i> 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Planned Growth and Prosperity			
<i>We encourage varied and integrated enterprises that enhance our strong economic base, while balancing the needs of the community and natural environment. (Strategic Plan, pg. 27 MDP)</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> <i>Does the proposal align with the Integrated Regional Growth Strategy (map/policies) pg. 26 MDP</i> 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> <i>Considers cumulative costs and long-term funding implications</i> 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> <i>Targets growth around current or planned infrastructure</i> 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Maintain and Enhance Strong Communities			
<i>We are committed to a safe, secure community, where our residents are respected and provided with access to opportunities. (Strategic Plan, pg. 27 MDP)</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> <i>Positive impact on residents' quality of life</i> 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> <i>Supports and promotes volunteer efforts</i> 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> <i>Provides programs and services that are accessible to all residents</i> 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Operational Excellence			
<i>We have the organizational capability to deliver consistent and defined levels of service to all stakeholders in a professional, efficient, and cost effective manner</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> <i>Staff have the knowledge, skills and capability to perform their jobs</i> 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> <i>Streamlines operational processes and policies</i> 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> <i>Promotes engagement and professional interaction with stakeholders</i> 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> <i>Considers a cost-structure which allows Sturgeon County to remain competitive within a regional, national and global context</i> 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>