



# 2016 2<sup>nd</sup> Tri-Annual Management Report

October 11, 2016

# Overview

The Tri-Annual Management Report provides Council with a report on the progress of the 2016-2018 Corporate Business Plan (195/15)

1. Corporate Initiative Reporting
2. Corporate Performance Measure Reporting
3. Financial Reporting
4. Divisional Updates from SLT

# Corporate Initiative Overview

- Of the 31 Initiatives:
  - 4 projects are complete;
  - 2 projects are not scheduled to start until later in 2016;
  - 2 projects are deferred to future planning as approved by Council June 14, 2016;
  - 23 projects are underway, with:
    - 19 are progressing on track
    - 2 experiencing some delays in their progress (caution):
    - 2 are experiences major delays in their progress (red)
- 4 criteria contribute to overall project status:
  - Scope
  - Schedule
  - Resources
  - Budget



# Strong Local Governance & Regional Leadership



Initiative	Status
Fiscal Policy and Plans: <i>Comprehensive Risk Management Policy and Plan</i>	●
Fiscal Policy and Plans: <i>Refinery Revenue Financial Plan</i>	●
Infrastructure Asset Management <i>Phase II: Planning for Implementation</i>	●
Long-Range Facility Planning <i>Phase I: Design</i>	●
Inter-municipal Priorities with St. Albert <i>Phase I: Develop Plan</i>	●
Inter-municipal Priorities with Morinville <i>Phase II: Priority Identification</i>	●
Regional Collaboration: <i>Emergency Management Plan</i>	●

## Initiatives Not Started in 2nd Reporting Period

2017 Municipal Election  
*Phase I: Planning*

# Strong Local Governance & Regional Leadership

## Corporate Performance Measures and Indicators



Measure	2015	2016	2016 Target
Percentage of Council decisions that are consistent with the strategic direction of Sturgeon County	98%	98% YTD	95%

Indicator	2013	2014	2015	2016
Net Residential Property Taxes per Capita	\$566	\$607	\$682	\$699

# Planned Growth and Prosperity



Initiative	Status
NWR Sturgeon Refinery Support	●
Land Use Bylaw Rewrite	●
Growth Plan	●
Heartland Area Planning <i>Phase I: Transportation Analysis</i>	●
Neighbourhood I ASP <i>Phase I: SIP Readiness</i>	●
Sturgeon County Development Competitiveness Study	●
Sustainable Roads Improvement Strategy	●
Sturgeon Valley Fire Protection Plan	●
Utility Cost of Service Study <i>Phase I: Study</i>	●
Acquisition of Additional Gravel Pit <i>Geotechnical: Phase I</i>	●

## Initiatives deferred in 1<sup>st</sup> Reporting Period

Sturgeon Valley Area Master Plan

# Planned Growth and Prosperity

## Corporate Performance Measures



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 (New Measure)	1.7%	1.7%	1.5%	1.3%	1.2%	1.0% YTD	1.4%-2.1%

Indicator	2013	2014	2015	2016 YTD
New Housing Starts	108	128	95	82
Building Permits (excludes housing)	324	408	383	207
Development Permits	378	442	368	264
Value of development permits (\$ Millions)	\$455.2	\$293.6	\$416.9	\$262.3

# Maintain and Enhance Strong Communities



Initiative	Status
Community Grants <i>Phase II: Implementation</i>	●
Sturgeon County Regional Recreation Funding Policy <i>Phase II: Implementation</i>	●

## Initiatives deferred in 1<sup>st</sup> Reporting Period

Municipal Reserves, Parks and  
Open Spaces Master Plan



# Community Identity and Spirit



## Initiatives Not Started in 2nd Reporting Period

Sturgeon County Centennial Celebrations

# Community Identity and Spirit



Measure	2011	2012	2013	2014	2015	2016	2016 Target
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%

# Respect the Natural Environment



Initiative	Status
Capital Storm Drainage	●



# Operational Excellence



Initiative	Status
Project and Change Management	●
Public Engagement Framework <i>Phase I: Develop Framework</i> <i>Phase II: Committees of Council</i>	●
Online Services System	●
Transportation Program Review	●
ERP Program Review	●
IT Strategic Plan	●
Pictometry	●

# Operational Excellence

## Corporate Performance Measures



Measure	2011	2012	2013	2014	2015	2016 YTD	2016 Target
Staff turnover rate (Permanent FTE positions)	19%	11%	10%	9%	7%	4%	5%
Lost-time Claims	1	0	3	1	2	1	Minimize
Temporary Total Disability Days	3	0	102	7	10	100	Minimize
Severity Rate	3.0	0	34	3.5	5.0	100.0	Minimize
<ul style="list-style-type: none"> <li>• Sturgeon County</li> <li>• Industry Average</li> </ul>	20.2	21.7	23	18.3	21.8	18.7	



# August 2016 Budget Information



- Financial information has been provided for the period ending August 31, 2016, which represents 67% of the operating year
- At this time, revenue and expenses are projected to be in line with budget for the fiscal year end 2016.

# Integrated Growth Update

## 1) Significant Accomplishments:

- a) HWY 825/ RR 224A Land and Design Agreement
- b) Pembina Site Grading Approved / Development Agreement for Municipal Storm Outfall
- c) Managed 321 Drainage File Investigations in collaboration with Transportation Services.
- d) Significant advancement of “Legacy” multi-lot subdivisions (Final lift of paving in Tuscany, Pinnacle Ridge and Upper Manor Point.)
- e) Encroachment Policy Approved by Council
- f) 39/48 Council positions on **Modernized Municipal Government Act** adopted by AAMDC

## 2) Upcoming Council Decisions and Activities:

- a) **Municipal Government Act** Review and Consultations
- b) CRB Growth Plan Update Level of Endorsement
- c) Land Use Bylaw Final Phase
- d) Policy Development – Conditional Subdivision Extension, Non-Profit Develop Fee Exemption, Communications Tower Protocol
- e) October 26 – IAC Meeting with City of St. Albert
- f) 2017 Sturgeon County Advocacy Plan
- g) Sturgeon County Competitiveness Study
- h) Sturgeon Valley Tri-Lateral Discussions/Growth Plan Update

# Integrated Growth Update

## 3) Upcoming Projects:

- a) Rivers Gate Lift Station
- b) Allin Ridge Reservoir
- c) Northern Lights Storm Pond (Drawing approval / Development Agreement)
- d) River's Gate Stage 2
- e) 2016 Bridge Maintenance Contract (5 Structures)
- f) CRB Regional Context Statements
- g) Modernized MGA Regulation Advocacy

## 4) Challenges to 2016-2018 Corporate Business Plan and/or 2016 Operations:

- a) Scope/scale of emergent unplanned Initiatives
- b) Resources required for internal Asset Management engagement assigned to other priorities
- c) Managing and adjusting to the Economic downturn – Planning & Development impacts
- d) Regional, Sub-regional, Local Planning projects must be strategically sequenced. Information and input from certain initial analysis (Sturgeon Valley Planning) is needed as input into other sub-regional dialogue(s) (Sturgeon Valley Tri-Party, Inter-municipal Affairs Committee).

# Integrated Growth – Economic Indicators

1. New Housing Starts (year-to-date)
  - a) 2015 – 70
  - b) 2016 – 82
  
2. Building Permits (year-to-date)
  - a) 2015 -261
  - b) 2016 – 207
  
3. Building Permit Values (year-to-date)
  - a) 2015 - \$50,247,028
  - b) 2016 - \$21,761,097
  
4. Development Permits (year-to-date)
  - a) 2015 – 276
  - b) 2016 – 264
  
5. Development Permit Values (year-to-date)
  - a) 2015 - \$372,417,207
  - b) 2016 - \$262,347,564

# Municipal Services Update

## 1) Significant Accomplishments:

- a) Family Fun Day (+1,500 attendees)
- b) Agricultural Services Board Tour (record high)
- c) “Let’s Talk Roads” Open Houses
- d) NWRP Sturgeon Refinery fully serviced with Utilities
- e) CRM implementation
- f) Emergency Coordination Centre practice activation (2)

## 2) Upcoming Council Decisions and Activities:

- a) Regional Emergency Management Partnership Agreement and Bylaw
- b) Trail Maintenance Policy
- c) Community Services Advisory Board recommend revisions to Grant Policy
- d) Local Road Review
- e) Library Funding
- f) Alcomdale Waterline Capital Project

## 3) Upcoming Projects:

- a) Joint Use Agreement (Sturgeon Schools)
- b) Volunteer Wellness/Appreciation (November 17)
- c) 2017 Department Planning
- d) Winter preparations



# Municipal Services Update

- 4) Challenges to 2016-2018 Corporate Business Plan and/or 2016 Operations:**
- a) High expectations from residents for personal response to individual concerns
  - b) Deferral of tanker accreditation/Sturgeon Valley Fire Protection (Allin Ridge Impact)
  - c) Transportation Program Review
  - d) Policy Development for Leases and Occupations of County Land
  - e) Road Use Impacts of heavy users

# Corporate Support Update

## 1) Significant Accomplishments:

- a) Memorandum of Agreement with Town of Morinville regarding site servicing
- b) Health and Safety Audit (CORE) completed - Score of 98% (up from 97% in 2015)
- c) Year 3 of 5 Cyclical Assessment completed
- d) County Open House
- e) Desktop/Laptop replacement

## 2) Upcoming Council Decisions and Activities:

- a) Collective Bargaining Agreement with IUOE
- b) Sturgeon County Community Meetings
- c) Approval of tender for Sturgeon County Operations Building design build drawings
- d) Budget 2017

## 3) Upcoming Projects:

- a) 2016 Year-end and audit
- b) National Safety Code Compliance Audit
- c) Joint site servicing with Town of Morinville
- d) Phase II of Sturgeon County Welcome signage
- e) Sturgeon County Centennial Planning

## 4) Challenges to 2016-2018 Corporate Business Plan and/or 2016 Operations:

- a) MGA changes may impact assessment and budget, extent not yet know
- b) Finance staffing – maternity leave, short term disability and intern departure

# County Commissioner's Office Update

## 1) Significant Accomplishments:

- a) Completion of the Online Services project, including the Transportation Feedback System (CRM)
- b) Organizing and facilitating Council Strategic Workshops (May; August)
- c) Delivery of Council agendas – YTD 93% on time (by noon Wednesday)
- d) Council Follow-up Action List Process re-engaged using iLegislate System.
- e) Support to Metro Mayors Alliance Process and transacted Council support for MOU
- f) Achieved AIHA Land Trust Society approval (\$1M) for HWY 643 at HWY 825 signalization

## 2) Upcoming Council Decisions and Activities:

- a) Public Engagement Policy and Boards & Committees Enhancement (October 11, 2016)
- b) 2017-2019 Corporate Business Plan (December 13, 2016)

## 3) Upcoming Projects:

- a) Implementation of the Public Engagement Framework
- b) Delivering internal Project and Change Management sessions to staff
- c) Project Management of the Information Services Strategic Plan
- d) Support to development of MMA Master Agreement

## 4) Challenges to 2016-2018 Corporate Business Plan and/or 2016 Operations:

- a) Negotiation of Master Agreement (Metro Mayors Alliance)
- b) Modernized MGA implementation
- c) Organizationally - >3% lost time, due to short-term illnesses & position vacancies.