

2018

Year in Review and Third Tri-Annual Management Report



Presented February 12, 2019

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2018 Operating Environment

Sturgeon County operates within an environment that can place pressure on and present opportunities to the organization and the community. This can affect Sturgeon County's policy choices, monetary decisions, ability to deliver services as well as the organizations overall performance. Within this environment, the following aspects were considered significant in 2018.

Global/National

As the replacement for the North American Free Trade Agreement (NAFTA), the United States-Mexico-Canada Agreement (USMCA) is an important international agreement to Alberta. "Almost nine in 10 dollars worth of the merchandise we sell to the world goes south of the border. Even if we subtract our main export (oil and gas), the US still buys over six in 10 dollars worth of the other products we sell."¹ Although the agreement still has to be ratified, the new agreement has ended a long period of trade uncertainty².

National mortgage regulatory changes and higher interest rates have impacted all of Canada. At the provincial level, this along with an oversupply of housing has caused housing starts across Alberta to drop.³ As of November 2018 there has been a 21% drop in housing starts across the province compared to November 2017.⁴ This is in line with the change year over year for Sturgeon County where we have seen a 19% decrease in housing starts comparing December 2018 to December 2017.

Provincial

There is a renewed momentum in Alberta's economy as job growth has picked up and ATB is forecasting the unemployment rate to average 6.8% for 2018.⁵ The average weekly wage has increased primarily due to the increase to minimum wage to \$15.00 an hour in October. Population growth also continues to accelerate, with interprovincial migration again on the rise. Higher employment levels and wages combined with relatively affordable housing (compared to Toronto and Vancouver) will continue to lure job-seekers and potential homeowners from other provinces.⁶ Consumer prices continue to move higher. Significantly higher gasoline and electricity prices pushed inflation to a four-year high of 3.5% in July before pulling back to 3.1% in August.⁷

Beyond the growth seen in the energy sector, other non-energy sectors where there has been growth include agriculture and agri-foods, tourism, transportation and logistics, and the tech sector.⁸

The lack of adequate oil transportation capacity has resulted in a surplus of oil in western Canada and a depressed price. WTI Oil prices in Alberta have averaged \$56.59 per barrel as of November 2018.⁹ The shortage of pipeline capacity is making it difficult for producers to get the product to market, pushing prices down and curbing investment in new exploration and production. It's uncertain that construction of the TransMountain pipeline expansion project will resume next year as additional environmental reviews and consultations will have to be completed. In early November, a US court imposed new environmental reviews and delays on the Keystone XL pipeline¹⁰ Provincial budget pressures stemming from lower oil and gas revenues have intensified, explaining

¹ ATB – Owl – October 11, 2018

² ATB – Alberta Economic Outlook November 2018

³ ATB – Alberta Economic Outlook November 2018

⁴ Alberta Economic Dashboard – November 2018

⁵ ATB – Alberta Economic Outlook – August 2018

⁶ ATB – Alberta Economic Outlook – November 2018

⁷ Alberta Treasury Board and Finance – Economic Trends – September 2018

⁸ ATB – Alberta Economic Outlook – August 2018

⁹ Sproule – November 2018

¹⁰ ATB – Alberta Economic Outlook November 2018

why the government has taken the unusual step of curtailing production to rebalance the market and buying railcars to address bottleneck concerns.¹¹

Despite bad weather in 2018 that reduced the grade of some crops to “feed quality” and concessions in the USMCA, agriculture as a whole is expected to perform well over the next few years. Although it is going to take time for the cannabis industry to settle and mature, it will continue to bring in new capital and create jobs in agriculture and related industries.¹²

The Provincial Government has placed enhanced emphasis on environmentalism. There is an opportunity to invest in renewable energy which may become more economical (wind, solar) as reliance on coal-power is phased out and cost for electricity, and gas increase. Regionally, the Edmonton Metropolitan Region Board’s (EMRB) Growth Plan and the Regional Agriculture Master Plan will look to the identification and preservation of living systems and prime agricultural lands.

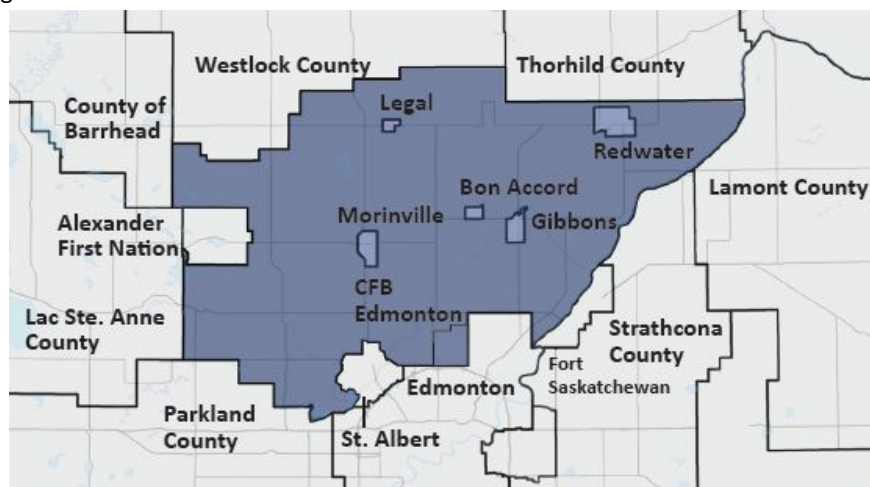
Regional/Local

Regionally, the EMRB is mandated by the Province to implement the region's 30-year Growth Plan and to create a regional metro servicing plan. The Regional Agriculture Master Plan is just one of many projects Sturgeon County is involved in through the EMRB. Some of the other EMRB projects being supported by Sturgeon County include the Metropolitan Region Service Plan and the Integrated Regional Transportation Master Plan.

With the update of the *Modernized Municipal Government Act* (MMGA) the Edmonton Metropolitan Region Board (EMRB) mandate was expanded to focus on regional economic development. 15 municipalities, including Sturgeon County, helped to form Edmonton Global. As a member, Sturgeon County is working through Edmonton Global to build and promote the Edmonton Metropolitan Region as a business location of choice for global investment, collaboratively built on regional assets.

Locally, the commissioning of the North West Redwater Partnership Sturgeon Refinery, and the announcement by Canada Kuwait Petrochemical Corporation and G3 Canada to move ahead with Industrial development in Sturgeon County shows continued growth. Nine major projects (projects greater that \$5 million in value, announced or in progress) that impact Sturgeon County and may extend beyond our borders are currently worth an estimated \$6 billion.¹³

To benefit residents and businesses, Sturgeon County is also reviewing and updating current collaboration and cost sharing efforts with our 15 municipal neighbours and Alexander First Nation.



¹¹ RBC – Provincial Outlook December 2018

¹² ATB – Alberta Economic Outlook November 2018

¹³ Alberta Government. (n.d.). Alberta major projects. This includes G3 Canada project worth 9,562, 745.00 in progress as of December 2018.

2018 Accomplishments

Strong Local Governance and Regional Leadership

Approval of a new 2018-2027 Strategic Plan

Council updated Sturgeon County's strategic direction through the 2018-2027 Strategic Plan. This was finalized and approved by Council on September 11, 2018.

Implemented Supplementary Assessment Bylaw

Implemented a supplementary tax on linear property through the supplementary assessment bylaw for the first time. Linear property consists of gas and oil wells, pipelines, telecommunications and cable property, and electric power property (generation, transmission and distribution).

Collaboration with Municipalities and Industry in 2018

There were many ways we collaborated with other municipalities and industry in 2018.

- **Redwater Truck Fill Collaboration**

The Town of Redwater entered into an agreement with Sturgeon County to update their Truck fill systems through Sturgeon County. This will allow customers of Redwater truck fill stations the same online account management option that Sturgeon County is rolling out in 2019.

- **Electricity and Natural Services Contracts**

Sturgeon County sent these service contracts to tender via the Rural Municipalities Association in partnership with several other regional municipalities. The results netted savings due to energy upgrades performed by Sturgeon staff, the power of bulk purchasing in a cooperative, and taking advantage of lower prices due to the economy.

- **Collaboration between Industry and County to upgrade roads**

In 2014 Sturgeon County completed a development agreement with Lafarge Canada to reconstruct Campsite Road (Range Road 274). Lafarge Canada funded the supply and placement of the new base and future pavement for 800 meters of the road way. Campsite Road was reopened in 2018 with the completion of the new base.

Public Engagement

Through public engagement there is an opportunity to directly involve the people affected by the decisions the County makes. There are many ways in which Sturgeon County engages the public and at various levels. Here are just a few examples of how we engaged the public in 2018:

- **Contribution to Morinville Recreation Centre**

Six public sessions were held around the County with potential options on how Sturgeon County could contribute to the Morinville Recreation Centre. A website was also made available with the information so that residents could express their opinions online. This information was provided to Council to help with decision making.

- **Cannabis Land Use Bylaw amendments and public consultation**

Several information sessions were provided for Sturgeon residents and businesses to contribute their opinions on potential Sturgeon County Land Use Bylaw amendments for this new industry. A website survey was also provided for those who could not attend the information sessions.

Public Engagement (continued)

- **Agriculture Strategy**
Several sessions were held with the agriculture community with feedback gathered through various means including a survey on the support needs of the agriculture industry in Sturgeon County. Information provided from these public engagement sessions supported development of a Local Agriculture Master Plan scheduled for 2020.
- **Creation of Transportation Advisory Committee**
This new committee will have appointed members from industry and residents to advise on enhancing the customer experience and the performance of the County’s transportation infrastructure.

Significant Edmonton Metropolitan Region Board (EMRB) participation and representation in 2018

Both Council and Administration were involved in many projects through the EMRB including, but not limited to, the Regional Agriculture Master Plan, Metropolitan Regional Servicing Plan and Edmonton Global.

Bylaws and Policies

The *Municipal Government Act* grants Council the power to pass and update bylaws and policies. Bylaws are created to address issues and concerns of the local community. Council policies are approved by Council and provide strategic direction on programs and services delivered by the County. Some of the bylaws and policies approved in 2018 include:

- **Investment Policy amendment** ensures stewardship of funds and maximizing return on invest while preserving the capital.
- **Reserve Policy amendment** ensures stability of funds and the ability to react to a changing environment.
- **Significant Tax Revenue Growth Policy amendment** establishes priority areas and target ratios for significant growth in tax revenues from industrial development. It reflects priority areas established by Council to enhance accountability and transparency, promote fiscal prudence and to guide strategic investments.
- **Road Use Agreement Policy** is a new policy that helps Sturgeon County proactively maintain roads.
- **MGA Bylaw and Policy updates** With the update to the *Municipal Government Act* in October 2017, Sturgeon County had to update or create some policies and bylaws. Some of work completed during this review include the creation of a Code of Conduct Bylaw, Subdivision and Development Appeal Board Bylaw, Assessment Review Board Bylaw and Designated Officer Bylaw.



Planned Growth and Prosperity

G3 Canada Expansion

The new facility will be located 2.4 km west of Morinville on the north side of Highway 642. G3 Morinville will have a capacity of 42,000 tonnes and is located on a CN Rail line. It is well placed to move grain to the G3 Terminal Vancouver that will be in operation in 2020.

Completion of Foreign Direct Investment Study

This project provided information on the strengths of Sturgeon County as a foreign investment opportunity, what type of foreign investors may be interested in these strengths and how to approach them. The final report comes with significant implementation items which will be a focus in 2019.

Approval of Sturgeon Valley Special Study Area by the Edmonton Metropolitan Regional Board

The work completed by Sturgeon County in collaboration with the City of Edmonton and the City of St. Albert addressed a decade-long uncertainty regarding what future development would incorporate in the Sturgeon Valley.

Broadband Network Study

In partnership with the Town of Morinville, a broadband network study was completed to understand business broadband needs that will support business attraction, retention and expansion. This project was supported by a grant from the Alberta Government Community and Regional Economic Support (CARES) program.



Maintain and Enhance Strong Communities

Child Safety Restraint Awareness Checks, Traffic Enforcement and Bicycle Rodeos

Prevention is key to safety. In 2018 Sturgeon County Enforcement Services continued joint operations with other agencies (RCMP and Morinville Peace Officers) in relation to child safety restraint, traffic enforcement and bicycle rodeo events. A bicycle rodeo is a bicycle skills event which provides an opportunity for cyclists to practice and develop skills that will help them to become better cyclists.

The Superior Shuttle Tanker Service (SSTS) Accreditation

The SSTS accreditation was obtained for all remaining fire districts in Sturgeon County including Calahoo, Morinville, Legal, Bon Accord, Gibbons, Namao and Redwater. This implemented use of new water infrastructure to enhance fire protection could potentially lower resident and business fire insurance.

Pedestrian Crossing Highway 15 Bridge

The signing of the Memorandum of Understanding between Sturgeon County, Alberta Transportation, River Valley Alliance and City of Fort Saskatchewan for the pedestrian crossing on the Highway 15 bridge creates a cost effective solution for the regional connection. The efforts of the Athabasca Landing Trail to connect the 100 km of trail between Fort Saskatchewan and Athabasca has led to contributed assets that improve the quality of life of Sturgeon residents.

Alcomdale Water Line

With the completion of the new Alcomdale water line in 2018, safe drinking water service is now available to residents along Range Road 264, the Morinville Colony and the Community of Alcomdale. This project was funded 90% by the Province of Alberta under both the Water for Life Grant and the Clean Water and Wastewater Fund Grant.

2018 Fire Cadet Program

This annual program for 13 to 15-year olds is an introduction to the fire service and eventually potential new recruits. This program helps with the ongoing annual challenge to recruit and retain Paid On Call and Volunteer Firefighters.

Community Programs

26 Day Trips at 93% capacity offered and 43 Theme Days at 75% capacity offered in July and August.

ProNorth Industrial Park Drainage Study

Sturgeon County led the interim solution to alleviate stormwater issues. A drainage study was also conducted to provide a long term solution to identify how to improve the flow of the stormwater system within the ProNorth Industrial Park.

Cardiff Park Rehabilitation Plan completed

The Improvement Strategy was completed in 2018 and will help guide future improvements starting in 2019.



Community Identity and Spirit

Sturgeon County Centennial Celebrations

2018 was filled with celebration for Sturgeon County as we marked our Centennial year. As part of the celebrations, we participated in community parades and sponsored events throughout the County. Celebrations culminated with our Sturgeon County Culinary Cookout on September 8, 2018. Thank you to residents we met along the way, it was a joy to celebrate with you.

The Sturgeon County Culinary Cookout

This year there were 1,700 attendees at the Cookout, which highlights Sturgeon County's locally produced ingredients, and a great opportunity for Sturgeon County residents to catch up with old friends and meet new ones from the region. This event was held in conjunction with Sturgeon County Centennial celebrations.

Youth Job Experience

Twenty-four youth were provided Occupational Health and Safety and job experience training. With this training they provided over 1,645 volunteer hours in summer programs that benefited the community.

Community Block Parties

Additional community building support was provided this year by providing a grant for a resident to host a block party. When residents take initiative to plan activities and make decisions in their area, they help to create a sense of pride and belonging in their community. Actively planning a Community Block Party allows community groups, volunteers and community members to inspire those around them to get together and enforce positive change in their community. 2018 was the first full year of this new initiative. Seventeen Block parties were held with a total estimated attendance of 1,500.



Respect the Natural Environment

Sturgeon Industrial Park (SIP) Transfer Station Upgrade

The Alberta Capital Region Wastewater Commission's Quality of Wastewater Bylaw outlined changes to septage receiving stations. This project addressed the bylaw requirements (sampling and metering of wastewater).

Range Road 261A road widening and approval from Alberta Environment to complete mitigation strategy

Erosion undermined banks of the Sturgeon River under the existing guard rail and the temporary jersey barriers at RR 261A and Meadowview Drive. This erosion resulted in a temporary reduction to one lane traffic. Emergent action was taken to engineer a solution and obtain Alberta Environment approvals. The road was widened to the west to allow two lane traffic and a long term realignment will occur with the Meadowview Drive Rehabilitation Capital Project.

Sturgeon County Sanitary Sewer Bylaw

The Sanitary Sewer Bylaw was updated to align with changes outlined by the Alberta Capital Region Wastewater Commission. This update tightened up wastewater requirements to protect our waterways.



Operational Excellence

As a priority of Operational Excellence each area reviews ways to provide service excellence within the resources available. These are some of the operational excellence items achieved in 2018.

99% COR External Audit 2018

COR shows that the employer's health and safety management system has been evaluated by a certified auditor and meets provincial standards. These standards are established by Occupational Health and Safety (OHS).

Service Levels

- **90% of all development permits for decks, sheds and houses were issued within 2 weeks**
- **Successfully met or exceeded all service levels within the Vegetation Management Policy**
- **Fire Chute Times of under 10 minutes were maintained**
"Chute time" is measured from the time when a call is dispatched, until the time when an emergency vehicle departs the firehall.
- **Snow & Ice Control Policy service levels met 100% of the time**
Sturgeon County's Snow & Ice Control policy dictates that when snowfall accumulation of 10cm or greater is achieved a snow event is declared. When a snow event is declared, arterial and collector roads are cleared within 24 hours and local and gravel roads are cleared within 72 hours. During the 2017/18 winter season three snow events were declared. Transportation Services on all three occasions met both the 24-hour and 72-hour service levels.

Service Improvements

- **Capital road construction status reporting available to residents**
Ongoing status reports for major construction projects are now available on the Sturgeon County website.
- **Brushing program increased**
2018 brushing program encompassed 16 kms of roadside brushing and 90 sight line improvements. This was an increase of 52% from work completed in 2017. This program increases safety of stopping distance and provides better equipment access to maintain roads.
- **Improved gravel spread and paved road patching processes**
Improvements made to the gravel spread and paved road patching processes decreased the time it takes to complete both the gravel spread and road patching work during the summer.
- **Roll out of improved spring thaw preparedness plan**
2018 saw a rapid spring thaw within 11 days compared to historical 30-day thaw. The implementation of the improved spring thaw preparedness plan had snow clearing of ditches in documented high-risk flooding areas completed prior to the thaw. This assisted with mitigating the impacts of the sudden spring thaw in 2018
- **Grader Patching Service Improvement**
52% more grader patching work was completed in 2018 compared to 2017.
- **Inclusive summer program options**
Improvements were made to summer programming to provide more inclusive options. All summer programs are gender neutral.

Continuous Improvement

• **Process Review and Innovation training program**

A new training program was implemented that shows employees at all levels how to look for and implement ways to improve the way we work. Through innovation and continuous improvement employees do more with less while providing quality service.

• **Dust Control program**

In 2018 the dust control program conducted calcium applications using GIS application on an iPad to capture site locations and work completion status. This change helps reduce the amount of time needed to complete the work and manage day to day operations.





3rd Tri-Annual Management Report



Strong Local Governance and Regional Leadership

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

Sturgeon County is led by a strong governance model where Council, Administration and residents work together to create a municipality that balances growth, quality of life and economic development with sound management. To be competitive on a local, regional, and global level and take advantage of opportunities, Sturgeon County builds effective partnerships with neighbouring municipalities.

Ongoing work within this focus area includes inter-governmental tasks we complete with our municipal neighbours and government partners. The annual planning and budget cycle completed by the organization is considered part of this focus area, as is the day-to-day work completed to support bi-weekly Council meetings, and multiple Council Committees.

Strong Local Governance and Regional Leadership Performance Measures

Measure	2014	2015	2016	2017	2018	2018 Target
Percentage of Council decisions that are consistent with the strategic direction of Sturgeon County ¹⁴	n/a	98%	96%	97%	95%	95%
Percentage of residents who are satisfied with the communication received by Sturgeon County* (measured biennially)	n/a	75%	n/a	76%	n/a	2020 next measures period
Percentage of debt limit utilized ¹⁵	35%	37%	35.8%	35.5%	Available with yearly audit in 2019	Below 67%
Expenditure Budget Variance ¹⁶	1.38%	0.91%	1.93%	2.89%	Available with yearly audit in 2019	+/- 3%
Total Debt to Tangible Capital Assets Values	8.54%	9.63%	10.67%	2.94%	Available with yearly audit in 2019	Less than 25%
General Operating Reserve Total Dollars ¹⁷ (Millions of Dollars)	\$2.73	\$4.03	\$4.26	\$4.59	Available with yearly audit in 2019	\$10
General Operating Reserve Balance as Percentage of Operating Revenue	5.97%	7.51%	7.53%	7.48%	Available with yearly audit in 2019	20%
Annual Assessment Audit Ratio ¹⁸ <ul style="list-style-type: none"> • Residential • Non-Residential 	1.004 0.965	0.993 1.015	0.989 1.006	0.988 1.021	Available March 2019	1.0 (0.95-1.05 acceptable)

¹⁴ 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.

¹⁵ 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.

¹⁶ Indicates the difference between planned (budgeted) expenses and actual expenses.

¹⁷ The amount of funds within the County's General Operating Reserve at Year-End.

¹⁸ 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.

Strong Local Governance and Regional Leadership Indicators

Indicator	2014	2015	2016	2017	2018
Net Debt ¹⁹ (Millions of Dollars)	\$20.2	\$23.9	\$17	\$7.68	Available with yearly audit in 2019
<ul style="list-style-type: none"> Less: Tax Prepayment Net Asset or (Net Debt) 	\$18.3 (\$1.9)	\$18.1 \$5.76	\$17.02 \$0.2	\$16.7 \$9.0	
Long Term Debt per Capita ²⁰	\$1,271	\$1,560	\$1,482	\$1,596	Available with yearly audit in 2019
Expenditures per Capita ²¹	\$2,388	\$2,549	\$2,594	\$2,633	Available with yearly audit in 2019
Net Residential Municipal Property Taxes per Capita	\$607	\$682	\$699	\$664	\$685

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

Initiative	Department	Status	Comments
1.1.A) Sturgeon County Strategic Plan Review Review Sturgeon County's Strategic Plan	Business Strategy	Complete	<ul style="list-style-type: none"> 2018-2027 Strategic Plan was approved by Council September 11, 2018.

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

Initiative	Department	Status	Comments
1.2.B) Joint Site Servicing Site Servicing as per agreement signed with the Town of Morinville.	Fleet and Building Services	On-Track	<ul style="list-style-type: none"> Remaining drainage work, landscaping & onsite servicing deferred until 2019.
1.2.C) Council Remuneration Review of Sturgeon County Council salaries and benefits.	Finance Services	Complete	<ul style="list-style-type: none"> This item was added to the Corporate Business Plan in February 2018 by Council Request. Final report presented to Council September 11, 2018.

¹⁹ 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.

²⁰ The per capita formula for 2017 and 2018 utilizes Sturgeon County's most recent population figures from the 2016 federal census, which indicated 20,495 residents. 2014 to 2016 uses 2011 federal census numbers of 19,578 residents.

²¹ The per capita formula for 2017 and 2018 utilizes Sturgeon County's most recent population figures from the 2016 federal census, which indicated 20,495 residents. 2014 to 2016 use 2011 federal census numbers of 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.

Goal 1.3: Sturgeon County is a respected regional partner.

Initiative	Department	Status	Comments
<p>Modernized Municipal Government Act (MMGA) The Municipal Government Act is the legislation that determines how a municipality is governed, funded and developed. With the approval of the MMGA in October 2017 by the Province of Alberta, the following Initiatives are required to meet the new legislation:</p>			
<p>1.3.A.1) Intermunicipal Collaboration Frameworks (ICF) Develop Intermunicipal collaboration frameworks with municipal neighbours as outlined by the modernized Municipal Government Act.</p>	Community and Regional Planning	On-Track	<ul style="list-style-type: none"> • Work during this reporting period included: <ul style="list-style-type: none"> ○ Completion of project charter and establishment of required committees. ○ Confirmed Council approval of negotiating framework. ○ Updated St. Albert / Sturgeon County IAC re ICF approach.
<p>1.3.A.3) Three Year Operating Funding Plan Move to a 3-Year Operating Funding Plan.</p>	Financial Services	On-Track	<ul style="list-style-type: none"> • Attended Government Finance Officers Association best practices sessions. • Municipal Affairs information sessions and best practices follow up completed. • Best practices will be adopted as part of the 2019 budget planning for the 2020 budget.
<p>1.3.A.4) Five-Year Capital Funding Plan Move to a 5-Year Capital Funding Plan.</p>	Financial Services	On-Track	<ul style="list-style-type: none"> • Attended Government Finance Officers Association (GFOA) best practices sessions. • Municipal Affairs information sessions and best practices follow up completed. • Best practices will be adopted as part of the 2019 budget planning for the 2020 budget.
<p>1.3.A.5) Legislative Implementation Implement 39 legislative requirements as outlined by the Municipal Government Act Amendments Legislative Checklist (https://open.alberta.ca/publications/mga-amendments-checklist). These changes include 29 new or updated regulations that will impact Sturgeon County policy and procedures in the broad areas of Governance, Planning and Development, and Assessment and Taxation.</p>	Legislative Services	Complete	<ul style="list-style-type: none"> • Legislative requirements implemented and are compliant with the MMGA. • Further activity on optional legislative items to be reviewed and included in future planning. • Other MMGA items addressed separately (e.g. 3-year Operating Funding Plan, Five-Year Capital Funding Plan, and Intermunicipal collaboration Frameworks (ICFs).

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.

Council wants to facilitate growth in a thoughtful manner that recognizes residents' current needs, but also anticipates the future needs and vision of the community. As Sturgeon County changes, we are committed to balancing our progress with long term sustainability in financial, social, cultural and environmental areas.

Ongoing operations in this focus area include the issuance of development permits, processing of subdivision applications, seeking out new investment and ensuring that development occurs in a sustainable manner. Once development and investment has taken place, implementation and maintenance of Sturgeon County infrastructure is done to ensure these developments thrive.

Planned Growth and Prosperity Performance Measures

Measure	2014	2015	2016	2017	2018	2018 Target
Percentage of Industrial Building Permits issued within Industrial Parks (5-Year Average)	88%	81%	89%	90%	91%	Under development with Land Use Bylaw update 2019
New Performance Measures under development						

Planned Growth and Prosperity Indicators

Indicator	2014	2015	2016	2017	2018
Ratio of residential to non-residential assessment	61/39	58/42	55/45	54/46	Available March 2019
Assessment Growth					
• Non-Residential	15.3%	8.7%	6.7%	2.7 %	n/a until 2019
• Residential	3.6%	3.3%	3.2%	2.0%	
• Linear	22.3%	4.7%	32.9%	19.8%	
• Machinery and Equipment	2.1%	5.4%	19.12%	-6.2%	
New Housing Starts	128	95	101	97	79
Building Permits (excludes housing)	408	383	289	231	254
Development Permits	442	368	337	406	340*
Value of development permits (\$ Millions)	\$293.6	\$416.9	\$278.1	\$248.6	\$233.7**

*With the update of the Land Use Bylaw, home based businesses were asked to renew. 79 of the 340 count were renewals.

** Updated amount – correction to 2nd Tri-Annual Total Value of development permits (\$ Millions) should have stated \$176,313,015

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</p> <ul style="list-style-type: none"> Phase I: Sturgeon Valley Tri-Party Special Study Area/Tri-Party Agreement <p>Working in Collaboration with the Cities of Edmonton and St. Albert, Sturgeon County is looking to complete work on regional policies to guide the unique development opportunities in the Sturgeon Valley. This is pursuant to Edmonton Metropolitan Region Growth Plan 2.0.</p>	Community and Regional Planning	On-Track	<ul style="list-style-type: none"> Received approval on the Tri-Party Agreement from the City of Edmonton, City of St. Albert and Sturgeon County. Reviewed policy agreement with EMRB members and issued to EMRB Board for approval. EMRB Board approved the policy agreement on December 13, 2018. Work to continue with the incorporation of Sturgeon Valley Area Special Study Area into the EMRB Growth Plan followed by approval by the Provincial Government which completes phase I.
<p>2.2.B) Growth Management Board</p> <ul style="list-style-type: none"> Phase II: Regional Context Statements <p>Develop a Regional Context Statement describing how the Municipal Development Plan, (long range land use plan), will align with the Edmonton Metropolitan Region Board Growth Plan 2.0.</p>	Community and Regional Planning	Complete	<ul style="list-style-type: none"> The Regional Context Statement was completed and approved by Council on November 13, 2018. The Regional Context Statement has been submitted to Edmonton Region Metropolitan Board for approval.
<p>2.2.C) Sturgeon County Agriculture Master Plan</p> <p>With input from Sturgeon County's Agricultural Community, work with the Edmonton Metropolitan Region Board to develop the Regional Agriculture Master Plan. This will create a policy framework that will conserve and maintain a secure supply of prime agricultural lands, guide agriculture infrastructure investment, and diversify the agri-food production base and value-added growth of the agri-economy. The need for further Agricultural planning at a local level will be determined once the Regional Plan has been completed.</p>	Community and Regional Planning	Deferred	<ul style="list-style-type: none"> Developed and presented recommendations on Local Agriculture Master Plan to Council December 11, 2018. <p>Creation of a Local Agriculture Master Plan has been deferred and will now follow the completion of the Regional Agriculture Master Plan process through the Edmonton Metropolitan Region Board.</p>
<p>2.2.D) Sturgeon County Infrastructure Master Plan</p> <p>Develop a master plan to guide primary transportation and utility planning throughout the County</p>	Community and Regional Planning	On-Track	<ul style="list-style-type: none"> Work completed on the current state of Sturgeon County's water, wastewater, stormwater and transportation systems in Sturgeon County. Work continues with the analysis on how Sturgeon County can accommodate growth with these systems in the future.

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"> Phase II: Implementation <p>Implement the SRIS framework 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	Complete	<ul style="list-style-type: none"> Pilot road stabilization was completed on three sections of road. Work continues on this initiative in 2019 with a review of the three sections of road to assess the results of the stabilization after the freeze-thaw cycle. This initiative is now complete as work is set to continue with this report through ongoing operations and individual projects as required.
<p>2.3.B) Acquisition of Additional Gravel Pit</p> <ul style="list-style-type: none"> Geotechnical: Phase I <p>Work to secure an additional County-owned gravel pit to achieve substantial operating cost savings.</p>	Transportation Services	On-Track	<ul style="list-style-type: none"> Review of additional sites continue.
<p>2.3.C) Infrastructure Asset Management</p> <p>Under the guidance of the Asset Management Policy, 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</p>	Municipal Services	Deferred	<ul style="list-style-type: none"> Culvert inventory and condition assessments continued in the third reporting period. Work to continue on updating information on County assets. Remaining work on this initiative has been deferred to future planning.

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.

Providing programs, services and recreational infrastructure to address Sturgeon County needs requires additional planning and allocation of resources. In addition, the County is committed to working with residents, organizations and neighbouring towns and hamlets to maintain our community and emergency services.

Community Services, Protective Services and Corporate Communications departments provide many of the services in this focus area.

Maintain and Enhance Strong Communities Performance Measures

Measure	2014	2015	2016	2017	2018	2018 Target
Overall quality of life in Sturgeon County* (measured biennially)	n/a	87%	n/a	90%	n/a	2020 next measures period
Sturgeon County is a place where residents feel safe and secure* (measured biennially)	n/a	89%	n/a	90%	n/a	2020 next measures period
Percentage of residents who both live and work in the community ²² (measured biennially)	n/a	31%	n/a	22%	n/a	2020 next measures period
Percentage of Assets fully depreciated ²³	4.92%	5.40%	6.97%	7.08%	n/a until Year-End	Less than 15%

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 <ul style="list-style-type: none"> Phase II: Implementation The implementation of the Master plan includes defining service levels for the types of parks identified in the Open Spaces Master Plan, creation of a municipal reserve policy for Council, and defining the characteristics of non-contributing or underutilized open space as criteria for disposal.	Community Services	On-Track	<ul style="list-style-type: none"> High priority tree removals in Pine Sands and Lower Manor Estates completed in the fall. Research completed on policies of neighbouring and comparable Municipalities. Work continues in 2019 to complete documentation and establishment of services levels and performance measures for the program.
3.2.B) Capital Infrastructure Grant Program <ul style="list-style-type: none"> Phase II: Implementation Using the Refinery Revenue Plan developed through Council and the Capital Grant program developed in phase I, implement the Capital grant program to support building recreation/infrastructure facilities for our residential communities.	Community Services	Deferred	<ul style="list-style-type: none"> Work has been put on hold to confirm availability and timing of refinery revenue.

* Percentage of respondents rating 3 or higher on a 5-point scale.

²³ Percentage of Sturgeon County property/equipment worth only its salvage value.

Goal 3.3: Sturgeon County promotes and protects the safety of people and property.

Initiative	Department	Status	Comments
3.3.A) Road Use Agreement Program Develop program to effectively manage and enforce Road Use Agreements.	Transportation	Complete	<ul style="list-style-type: none"> Road Use Agreement Policy approved by Council at the November 27, 2018 regular meeting of Council. Initiative is now complete with the program moving to regular operations.

Community Identity and Spirit

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

Sturgeon County is becoming more urban in the look of new development as well as the character of new residents. While we welcome this diversity, Council also understands the importance of a strong identity. Our desire is to have Sturgeon County recognized, promoted and celebrated both in the region and globally.

Community Identity and Spirit Performance Measures

Measure	2014	2015	2016	2017	2018	2018 Target
Percentage of residents who would recommend Sturgeon County to others as a place to live ²⁴ (measured biennially)	n/a	89%	n/a	77%	n/a	2020 next measures period
Percentage of residents who volunteer for organizations within the region (measured biennially)	n/a	32%	n/a	32%	n/a	2020 next measures period

Goal 4.1: Sturgeon County residents have a strong identity with the County and are proud to live here.

Initiative	Department	Status	Comments
4.1.A) Sturgeon County Centennial Celebrations Plan festivities and branding to celebrate Sturgeon County Centennial in 2018.	Corporate Communications	Complete	<ul style="list-style-type: none"> Hosted the Sturgeon County Centennial event on September 8th which included live entertainment, Sturgeon County Bounty Culinary Cookout, local vendors, Firefighter Olympics competition and the unveiling of the Sturgeon County mural.

²⁴ 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.

Respect the Natural Environment

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

Sturgeon County has an abundance of natural areas such as sand dunes, rich farmland and the Sturgeon River. Council recognizes the link between a healthy environment and the quality of life of its citizens. We are committed to monitoring the impact that development and growth may have on the County’s natural assets, while maintaining the overall integrity of the environment.

Ongoing operations include our participation in watershed and airshed management, inspections of registered drainage ditches, the Highway 2 Conservation (H2C) Partnership, and the bi-annual Hazardous Waste Roundup events.

Goal 5.2: The environmental impact on natural areas is minimized for the enjoyment of the local and regional community.

Initiative	Department	Status	Comments
<p>5.2.A) Tree Maintenance Program Create a Tree Maintenance Program to address pruning, hazardous tree removal and replacements. This will assist with prolonging the life of many trees and shrubs within Sturgeon County. It will also proactively address potential public safety hazards and ensure that future generations of Sturgeon County residents are able to enjoy the many benefits offered by trees and shrubs</p>	Agriculture Services	On-Track	<ul style="list-style-type: none"> • High priority tree removals in Pine Sands and Lower Manor Estates completed in the fall. • Research completed on policies of neighbouring and comparable Municipalities. • Work continues in 2019 to complete documentation and establishment of services levels and performance measures for the program.

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.

Sturgeon County is a vast community with divergent needs and opportunities. What unites residents is the desire for a reliable, consistent level of service. This focus area looks at streamlining the organization’s operations and by continuously improving the way we conduct our day-to-day business to give residents value for their tax dollars. All County departments have an ongoing role in executing the values of Operational Excellence.

Operational Excellence Performance Measures

Measure	2014	2015	2016	2017	2018	2018 Target
Overall satisfaction with Sturgeon County employees* (measured biennially)		70%		75%		
<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 	n/a	65%	n/a	71%	n/a	2020 next measures period
Sturgeon County Employee Engagement Index ²⁵ (measured biennially)	78%	83%	n/a	76%	n/a	2019 next measures period
Staff turnover rate (Permanent FTE positions) ** New Method of measure	n/a	8.2%	7.7%	6.6%	13.5%	Minimize
Lost-time Claims	2	2	3	3	1	Minimize
Temporary Total Disability Days	7	10	100	15	2	Minimize
Severity Rate ²⁶ <ul style="list-style-type: none"> Sturgeon County Industry Average 	3.5 18.3	5.0 21.8	100.0 ²⁷ 18.7	5.0 18.6	2.0 21.7	Minimize
Occupational Health and Safety Audit Results ²⁸	95% (Int.)	97% (Ext.)	97% (Int.)	99% (Int.)	99% (Ext.)	Successful Recertification (External)
Taxes Outstanding as a Percentage of Current Tax Levy	1.75%	1.44%	1.63%	1.58%	n/a until Year-End	2.3 % or less
Percentage of programmed Corporate Initiatives approved by Council completed within the current year (New Measure)	100%	61%	92%	100%	Available 2019 1 st Tri-Annual	85%

* Percentage of respondents rating 3 or higher on a 5-point scale

²⁵ The overall rating for Sturgeon County Employee Engagement scored out of 100, compiled through a survey of Sturgeon County employees.

²⁶ Calculated by the Average Total Disability days per loss time claim.

²⁷ The increase in Severity Rates, (temporary total disability days / lost time claim), is largely due to one claim where it was not possible to have modified work activities.

²⁸ Internal audits are represented by (Int.) and External audits are represented by (Ext.)

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

Initiative	Department	Status	Comments
<p>6.1.B) Information Technology Strategic Plan</p> <ul style="list-style-type: none"> IT Governance Model <p>Establishment of an Information Governance Model to ensure information technology meets the changing business needs</p>	Business Strategy	Deferred	<ul style="list-style-type: none"> On hold until after the Operational Review Initiative completed. This decision allows the organization to focus on other IS priorities such as the replacement of our online services systems.
<p>6.1.C) Electronic Document Management</p> <p>Implement an improved information Management Program which ensures legislative and industry best practices are met.</p>	Information Services	On-Track	<ul style="list-style-type: none"> Implementation started with Human Resources and Occupational Health and Safety. Further implementation on hold in third trimester due to transition changes with Legislative Services implementation. Will continue to update and support others currently using the program and plan with other departments to implement.
<p>6.1.E) Public Works Accreditation</p> <p>Achieve accreditation through the American Public Works Association (APWA). APWA accreditation is the mark of professionalism that indicates that a public works agency has made the commitment to continuous improvement in the delivery of public works operations and services in the community it serves. The process includes self assessment, improvement, evaluation and accreditation</p>	Municipal Services	Deferred	<ul style="list-style-type: none"> Work to continue on process improvement. Accreditation has been deferred for future planning.
<p>6.1.F) Process Review and Innovation</p> <p>Document and review Sturgeon County processes with an emphasis on waste reduction and continuous improvement</p>	Business Strategy	Complete	<ul style="list-style-type: none"> Pilot training held November 8th and 9th to County staff. Feedback was used to improve future training. Initiative complete as training transitioning to main Operations for 2019 with training starting in January.
<p>6.1.G) Operational Review</p> <p>Work with external body to review select processes and provide recommendations to improve operational performance based on service identification, process documentation and gap analysis.</p>	County Commissioner's Office	On-Track	<ul style="list-style-type: none"> Work to continue with review of prioritized areas of the organization. Final results scheduled for presentation to Council in February.

Growth Insights

Summary

Economic development activities focused on regional partnership, local interaction with companies and gaining further insights through studies and implementation plans.

Housing Starts in Sturgeon County decreased by 18 from 97 to 79 compared to last year. Industrial Development Permit values remained at around \$160 million which is consistent with last year’s value. In 2018, the major industrial development permits included developments by Inter Pipeline, G3, Nutrien and Volker.

Business Phone Inquiries

2018 Estimate*	2017
900+	832

*estimate due to the move to a new tracking system, not all information was collected for 3rd Tri-Annual period within the new tracking system.

Business Engagement September to December 2018

Type	Actions
Regional Labour Profile	<p>This regional project is being completed in partnership between Sturgeon County, the Alberta Labour Ministry, City of Edmonton, City of Fort Saskatchewan, Lamont County, Strathcona County and Alberta’s Industrial Heartland Association. Information collected will be reviewed to identify labour trends, forecast future demand and determine labour or training gaps or surpluses to help with the future state of the labour market.</p> <p>This information is also intended to inform companies looking to invest or expand in the region about the labour availability, recruitment insights, and retention efforts. Anticipated Q2 2019 completion. Labour markets of interest are those associated with industries in Alberta’s Industrial Heartland.</p>
Edmonton Global	<p>Sturgeon County as part of two working groups helped advise Edmonton Global on investment readiness, relationship protocols and collaboration goals. Edmonton Global will be continuing with implementation of frameworks from each of these areas in 2019.</p> <p>Additionally, work continues on a perception and branding report with first phase completion anticipated for Q1 2019. New project for investment attraction marketing- scoping document. Request for proposals to take place in Q1 2019.</p>
Foreign Direct Investment Study	<p>Completed the Sturgeon County Foreign Direct Investment Study. This project highlighted the strengths of Sturgeon County as a foreign investment opportunity, what type of foreign investors may be interested in these strengths and how to approach them. The final report comes with significant implementation items which will be a focus in 2019.</p> <p>This study was partially funded by Invest Canada Community Initiatives through Global Affairs Canada.</p>

Type	Actions
Site Selection 101 – Regional Economic Development Officers and Chambers	Attended a Site Selection 101 course that helped attendees understand what steps site selectors and companies go through to choose a location for company expansion and/or relocations and what a community can do to better showcase their investment opportunities.
Application for Tourism Growth Innovation Fund (TGIF)	If successful in obtaining funding, the Tourism Opportunity Assessment Project will enable Sturgeon County to gain a thorough understanding and inventory of all tourism assets and experiences available within the County. Funding decision will be in Q1 2019.
Economic Development Quarterly Newsletter	The fourth quarter Economic Development e-newsletter was sent out to 371 recipients with a 52.5% open rate (32% above average for municipal government).
Broadband Study Activity	Report insights have been shared with industry and provincial and regional groups working on this topic. Broadband interest and engagement from several organizations including Government of Alberta (Service Alberta), Edmonton Metro Regional Board, Alberta Urban Municipalities Association and Rural Municipalities of Alberta association.
Canadian Forces Base (CFB) Edmonton	Work with CFB included Sturgeon County Centennial celebrations (County Bounty Culinary Cookout), updates to leadership of CFB Edmonton and potential ways to engage local industry and business (procurement discussions as well as future focused discussion). Open dialogue to continue with a deep and longstanding relationship – Economic Development is organizing a tour of the base with Council in Q1 2019.
County Bounty Cookout	For 2018 the County Bounty Cookout was part of the Centennial Celebrations on September 8 th . Producers, food trucks and local businesses took part in the celebration with the community. The County Bounty saw an increased presence of local companies taking part at the event this year.

Online Activity *

In January 2018, Sturgeon County consolidated the online accounts for Start In Sturgeon and Sturgeon County Bouny. To create efficiencies within our small Economic Development department and promote the same value to all of our business sectors, the choice was made to consolidate both brands under Start In Sturgeon and support all businesses with one voice.

Media	2018	2017
Twitter Followers - Start in Sturgeon	591	558
Business Directory Listings	168	176
Website	2018	2017
www.startinsturgeon.ca		
Sessions	8,992	7,169
Unique Visitors	7,532	5,606
Page Views	20,541	21,784

Housing Starts

New Housing Starts	2018 Count	2017 Count
New Housing Starts*	79	97

*New Housing Starts includes single family dwellings, mobile homes and modular homes

Housing Starts Values

New Housing Starts	2018 Values	2017 Values
New Housing Starts	\$32,353,312	\$52,609,688

Building Permits

Description	2018 Count	2017 Count
Commercial	8	13
Industrial	58	19
Institutional	4	4
Residential	184	195
TOTAL	254	231

Building Permit Values

Description	2018 Values	2017 Values
Commercial	\$323,599	\$4,330,440
Industrial	\$29,718,340	\$6,185,325
Institutional	\$19,720,000	\$5,223,000
Residential	\$6,560,776	\$5,601,407
TOTAL	\$56,322,715	\$21,340,172

Development Permits

Description	2018 Count	2017 Count
Commercial	10	11
Home Based Business	110	102
Industrial	27	22
Institutional	5	6
Residential	181	260
Recreational	0	0
Site Grading	7	5
TOTAL	340	406

Development Permit Values

Description	2018 Values	2017 Values
Commercial	\$3,944,500	\$2,036,000
Industrial	\$158,178,272	\$158,176,430
Institutional	\$32,876,000*	\$26,515,000
Residential	\$37,177,075	\$61,392,494
Recreational	0	0
Site Grading	\$1,476,250	\$530,000
TOTAL	\$233,652,097**	\$248,649,924

* Updated amount – correction to 2nd Tri-Annual Total Value of Institutional development permits (\$ Millions) should have stated \$32,870,000

** Updated amount – correction to 2nd Tri-Annual Total Value of development permits (\$ Millions) should have stated \$176,313,015

Single Lot Subdivisions & Compliance Certificates

Description	2018 Count	2017 Count
Subdivision Applications	29	52
Endorsement Files	33	32
Lots Created	48	46
Compliance Certificates	86	117