
Tuesday, September 26, 2017

9:00 AM

Council Chambers

A. CALL TO ORDER AND RELATED BUSINESS

A.1 CALL TO ORDER

A.2 ADOPTION OF AGENDA

A.3 ADOPTION OF MINUTES

A.3.1 September 12, 2017 - Regular Council Meeting Minutes

Attachments: [Regular Council Meeting Minutes - September 12, 2017](#)

C. PRESENTATIONS/PUBLIC HEARINGS/INTERVIEWS

C.1 PRESENTATIONS

C.1.1 9:00 a.m. - Bannister Research - Resident Satisfaction
Survey Presentation

Attachments: [Bannister Research Presentation](#)

*Tracy With, Vice President, Bannister Research &
Consulting Inc.*

D. NEW BUSINESS

D.1 2017 Resident Satisfaction Survey Results

Proposed Motion: That Council receive the results of the 2017 Resident Satisfaction Survey for information and refer the report to Administration for the purposes of corporate business planning, department operational planning, continued organizational excellence efforts and support to Council's decision making.

Attachments: [Request for Decision](#)
[2017 Resident Satisfaction Survey Report](#)
[Strategic Plan Policy](#)

Rick Wojtkiw, General Manager, Corporate Support

D.2 2017 Second Tri-Annual Management Report (1hr)**Proposed Motion:**

1. That Council approve the 2017 Second Tri-Annual Management Report.
2. That Council direct Administration to use the report as the basis for efforts during 2017 as well as planning for 2018-2020.
3. That Council direct Administration to defer the Villeneuve Airport and Community Planning Initiative - Service Agreement to future planning.

Attachments:[Request for Decision](#)[2017 Second Tri-Annual Management Report](#)[2017 Second Tri-Annual Operational Highlights](#)[2017 August Capital Projects Report](#)[2017 August Variance Report](#)[2017 August Capital Summary Report](#)[2017 August Road Report](#)

Danielle Figura, Business Strategy Manager, County Commissioner's Office

D.3 Sturgeon County Submission on Draft City Charters**Proposed Motion:**

That Council authorize the Mayor to sign and submit the letter as presented, on behalf of Council to the Minister of Municipal Affairs regarding the proposed City Charters for Edmonton and Calgary.

Attachments:[Request for Decision](#)[Draft Response to Minister Anderson](#)[AAMDC City Charter Regulation Overview](#)[Draft City Charter Regulation](#)[Collaboration Agreement](#)

Trevor Duley, Senior Advisor, Intergovernmental Affairs

D.4 Sturgeon County Submission on Draft Growth Management Board Regulation**Proposed Motion:**

That Council authorize the Mayor to sign and submit the letter as presented on behalf of Council, to the Minister of Municipal Affairs regarding the proposed Growth Management Board Regulation.

Attachments:[Request for Decision](#)[Proposed GMB Regulation Submission \(Attachment 1\)](#)[Analysis of Regulation \(Attachment 2\)](#)[Proposed GMB Regulation \(Attachment 3\)](#)[Current CRB Regulation \(Attachment 4\)](#)

Trevor Duley, Senior Advisor, Intergovernmental Affairs

D.5 Greystone Manor Surface Rehabilitation Project - Request for Funding

Proposed Motion: That Council approve a budget of \$178,688 for the engineering and construction of surface rehabilitation in Greystone Manor funded by the 8.11 Drainage Reserve.

Attachments: [Request for Decision](#)
[Map of Noted Deficiencies](#)
[Greystone Manor Deficiency Cost Estimate](#)

Brian Hartman, Manager, Engineering Services

D.6 Asset Management Policy

Proposed Motion: That Council approve the Asset Management Policy as presented.

Attachments: [Request for Decision](#)
[Asset Management Policy](#)
[Tangible Capital Assets Policy](#)
[Asset Management Presentation](#)

Brian Hartman, Manager, Engineering Services

D.7 In-Camera - Economic Development Opportunity Verbal Update

In-Camera in accordance with Section 197 of the Municipal Government Act

Proposed Motion: 1. That Council accept the "In-Camera - Economic Development Opportunity Verbal Update" as information.
2. That the content of the "In-Camera - Economic Development Opportunity Verbal Update" remain confidential as per Sections 16 and 25 of the *Freedom of Information and Protection of Privacy Act*.

Attachments: [In-Camera Insert](#)

Tyler Westover, Manager, Economic Development

E. MAYOR AND COUNCIL

E.1 Mayor Flynn - Motion
Re: Development of Lands South of the Hamlet of Calahoo in Neighbourhood A

Proposed Motion: That Administration bring forward for consideration during the 2018 Budget deliberations, an evaluation of opportunities, challenges, and implications, as well as recommended planning approaches for development of lands south of the Hamlet of Calahoo in Neighbourhood A, in accordance with MDP Policy 1.A.b.

Attachments: [Motion Insert](#)

E.2 Councillor Tighe - Motion
Re: Feasibility Report for Running a Potable Waterline to Lily Lake Area

Proposed Motion: That Council direct Administration to bring forward a feasibility report for running a potable waterline to the areas know as Lily Lake Area which includes 7 multi lot subdivisions with over 300 lots; to be added to the 2018 budget.

Attachments: [Motion Insert](#)

E.3 Councillor Tighe - Motion
Re: Public Availability of CAO Contract

Proposed Motion: That the CAO's contract be made available to the public and on the County's website to provide full transparency for all residents of Sturgeon County.

Attachments: [Motion Insert](#)

E.4 Councillor Tighe - Motion
Re: Options for 2018 Budget Regarding Enhanced RCMP Patrol

Proposed Motion: That Council direct Administration to bring forward options for the 2018 Budget regarding enhanced RCMP patrol that would be specifically for the *Criminal Code* acts that include, but are not limited to, break and enter and theft throughout the County.

Attachments: [Motion Insert](#)

E.5 Councillor Bokenfohr - Motion
Re: Council Request Process

Proposed Motion: That Administration bring forward a report evaluating a change to the Council Requests to allow Councillors, not Administration, to determine if Council Requests should be closed.

Attachments: [Motion Insert](#)

E.6 Councillor Bokenfohr - Motion
Re: Feasibility Study for Waterline to Calahoo and Alexander Reserve

Proposed Motion: That Council direct Administration to undertake a feasibility study for a waterline to Calahoo and Alexander Reserve, utilizing funding opportunities such as Green Municipal Funds and Water for Life as this is a growth area.

Attachments: [Motion Insert](#)

E.7

Councillor Bokenfohr - Motion
Re: 100-year Anniversary Project for Rehabilitation of
Neglected Cemeteries and Grave Sites

Proposed Motion:

That Council direct Administration to undertake a feasibility study to rehabilitate neglected cemeteries (e.g. cleaning, signage, etc) as a one-time legacy project.

Attachments:

[Motion Insert](#)

E.8**Councillor Tighe - Motion
Re: Request for Presentation****Proposed Motion:**

WHEREAS, Sturgeon County Bylaw 1301/13 regulates the conduct of business in Council and Council Committee Meetings;

AND WHEREAS, section 81 of Bylaw 1301/13 provides that items initiated by elected officials shall be submitted to the Office of the County Commissioner or his designate in writing seven (7) business days prior to a regularly scheduled Council Meeting;

AND WHEREAS, section 85 of Bylaw 1301/13 provides that the addition of items to the prepared and circulated Agenda shall require the approval of the majority of Members at the Meeting;

AND WHEREAS, it appears that a municipal resident and ratepayer had:

A. planned to make a presentation to Council at its next meeting scheduled on September 26, 2017; and

B. had sought and received direction from the duly employed administration official from the County as to the manner and timing process for speaking to council at a meeting and was advised by the County official that the Council Agenda for September 26, 2017 was light on business and that Council would be able to hear a presentation; and

C. had complied with the process and timelines outlined by the County official; and

D. was subsequently advised that the directions provided by the County official were incorrect with the result that the municipal resident and ratepayer would not be allowed to make a presentation to Council.

AND WHEREAS, it is in the interest of Sturgeon County that its residents and taxpayers have confidence in the advice and information provided by County officials;

**NOW, THEREFORE, BE IT RESOLVED AS A RESOLUTION OF THE COUNCIL OF
STURGEON COUNTY AS FOLLOWS:**

1. That the Agenda for the September 26, 2017 meeting of Council be amended to add that municipal resident and ratepayer Leonard T. Kozak be allowed to make a presentation to Council on the matters outlined in the Request Form submitted on September 14, 2017 namely information in relation to requests for:

A. Council to review the conduct of Mayor Flynn & Councillor Ferd Caron as per The Sturgeon Corporate Policy & Council Members Code of Conduct.

B. To outline concerns about the inconsistent and unfair manner in which Sturgeon County Administration has treated pre-existing property uses and has failed to comply with pre-existing land use agreements.

C. To review the conduct of the CAO of Sturgeon County in relation to the issues surrounding the RV Storage Yard, Camp Ground, Banquet Facility located on 54529 Range Road 243 Hwy 37 Range Road 243.

Attachments:

[Motion Insert](#)

G. URGENT MATTERS

H. NOTICES OF MOTION

I. ADJOURNMENT



Sturgeon County

9613-100 Street
Morinville, Alberta
T8R 1L9

Legislation Text

File #: MTS-032-17, **Version:** 1

September 12, 2017 - Regular Council Meeting Minutes



Sturgeon County

9613-100 Street
Morinville, Alberta
T8R 1L9

Meeting Minutes - Unadopted Council

Tuesday, September 12, 2017

9:00 AM

Council Chambers

A. CALL TO ORDER AND RELATED BUSINESS

A.1 CALL TO ORDER

Present: 7 - Mayor Tom Flynn, Councillor Ferd Caron, Councillor Susan Evans, Councillor Wayne Bokenfohr, Councillor Jerry Kaup, Councillor Patrick Tighe, and Councillor Karen Shaw

Mayor Flynn called the September 12, 2017 regular Council Meeting to order at 9:00 a.m.

Administration Present

Peter Tarnawsky, County Commissioner - CAO
Ian McKay, General Manager, Municipal Services
Stephane Labonne, General Manager, Integrated Growth
Rick Wojtkiw, General Manager, Corporate Services
Pat Mahoney, Fire Chief/Manager, Protective Services
Ed Kaemingh, Manager, Financial Services
Clayton Kittlitz, Manager, Current Planning and Development Services
Arla Pirtle, Manager, Assessment Services
Collin Steffes, Manager, Community and Regional Planning Services
Christine Beveridge, Senior Legislative Officer, Legislative Services
Ebenezer Adjei, Senior Financial Analyst, Financial Services
Michael Klassen, Senior Community Planner, Community and Regional Planning Services
Carla Williams, Development Officer, Current Planning and Development Services
Lisa Schovanek, Legislative Officer, Legislative Services

A.2 ADOPTION OF AGENDA

W. Bokenfohr MOVED:

Motion 372/17: That the Agenda be adopted, as amended. The following changes were made:

- * Added Item G.1 - Councillor Caron - Motion re: Funding for Fort Augustus Trail;**
- * Added Item H.4 - Councillor Tighe - Notice of Motion re: Feasibility Report for running potable waterline to Lily Lake area;**
- * Added Item H.5 - Councillor Tighe - Notice of Motion re: Public availability of CAO contract;**
- * Added Item H.6 - Councillor Tighe - Notice of Motion re: Options for 2017-18 Budget regarding enhanced RCMP Patrol;**
- * Added Item H.7 - Councillor Bokenfohr - Notice of Motion re: Council requests process;**
- * Added Item H.8 - Councillor Bokenfohr - Notice of Motion re: Feasibility study for a waterline to Calahoo and the Alexander Reserve; and**
- * Added Item H.9 - Councillor Bokenfohr - Notice of Motion re: 100-year anniversary project for rehabilitation of neglected cemeteries and grave sites.**

CARRIED UNANIMOUSLY

For: 7 - T. Flynn, F. Caron, S. Evans, W. Bokenfohr, J. Kaup, P. Tighe, and K. Shaw

A.3 ADOPTION OF MINUTES

A.3.1 August 22, 2017 - Regular Council Meeting Minutes

F. Caron MOVED:

Motion 373/17: That the August 22, 2017 regular Council Meeting Minutes be approved as presented.

CARRIED UNANIMOUSLY

For: 7 - T. Flynn, F. Caron, S. Evans, W. Bokenfohr, J. Kaup, P. Tighe, and K. Shaw

C. PRESENTATIONS/PUBLIC HEARINGS/INTERVIEWS

C.1 PRESENTATIONS

C.1.1 9:00 a.m. - Van Vuong - Appeal of Municipal Government Act Order

Phat Vuong and Van Vuong, Sturgeon County ratepayers, provided a presentation to Council.

D. NEW BUSINESS

D.1 Appeal of Municipal Government Act Order

Presented by: Pat Mahoney, Fire Chief/Manager, Protective Services

S. Evans MOVED:

Motion 374/17: That Council uphold the Municipal Government Act Order issued on August 15, 2017 for the property located at 306, 26203 Twp 544, Sturgeon County, Alberta, and that the direction of the Order be actioned forthwith and completed no later than 12:00 p.m., September 19, 2017.

CARRIED UNANIMOUSLY

For: 7 - T. Flynn, F. Caron, S. Evans, W. Bokenfohr, J. Kaup, P. Tighe, and K. Shaw

D.2 North West Redwater Sturgeon Refinery (NWR)
Partnership Taxes Prepayment Agreement

Presented by: Ed Kaemingh, Manager, Financial Services, and Ebenezer Adjei, Senior Accountant, Financial Services

K. Shaw MOVED:

Motion 375/17: That Council authorize the CAO to sign the Amended Prepayment of Taxes Agreement with North West Redwater Partnership Sturgeon Refinery (NWR).

CARRIED UNANIMOUSLY

For: 7 - T. Flynn, F. Caron, S. Evans, W. Bokenfohr, J. Kaup, P. Tighe, and K. Shaw

The meeting was recessed at 9:37 a.m.

The meeting was reconvened at 9:43 a.m.

D. NEW BUSINESS...continued

D.2 North West Redwater Sturgeon Refinery (NWR)
Partnership Taxes Prepayment Agreement

Doug Bertsch, Vice President Regulatory & Stakeholder Affairs, North West Refining, expressed thanks to Council and Administration and provided a brief update to Council regarding the refinery.

D.3 Acceptance and Adoption of the Sturgeon Regional
Emergency Management Plan

Presented by: Pat Mahoney, Fire Chief/Manager, Protective Services

S. Evans MOVED:

**Motion 376/17: That Council approve the adoption of
the Sturgeon Regional Emergency Management Plan
(SREMP).**

CARRIED UNANIMOUSLY

For: 7 - T. Flynn, F. Caron, S. Evans, W. Bokenfohr, J. Kaup, P.
Tighe, and K. Shaw

D.4 Referral from Natural Resources Conservation Board
(NRCB) For A Confined Feeding Operation (CFO)
Expansion

Presented by: Clayton Kittlitz, Manager, Current Planning and Development Services,
and Carla Williams, Development Officer, Current Planning and Development
Services

K. Shaw MOVED:

**Motion 377/17: That Council support the proposed
expansion of the Confined Feeding Operation located
on Pt. NW 1-57-22-W4M.**

CARRIED UNANIMOUSLY

For: 7 - T. Flynn, F. Caron, S. Evans, W. Bokenfohr, J. Kaup, P.
Tighe, and K. Shaw

D.5 Sturgeon County Modernized Municipal Government Act
Regulations Submission (Round 2)

Presented by: Stephane Labonne, General Manager, Integrated Growth; Arla Pirtle, Manager, Assessment Services; and Collin Steffes, Manager, Community and Regional Planning

P. Tighe MOVED:

Motion 378/17: That Council approve the recommended Modernized Municipal Government Act Regulations submission, and authorize the Mayor to submit it to the Minister of Municipal Affairs on behalf of Sturgeon County Council.

CARRIED UNANIMOUSLY

For: 7 - T. Flynn, F. Caron, S. Evans, W. Bokenfohr, J. Kaup, P. Tighe, and K. Shaw

The meeting was recessed at 10:46 a.m.

The meeting was reconvened at 10:50 a.m.

D. NEW BUSINESS...continued

D.5 Sturgeon County Modernized Municipal Government Act
Regulations Submission (Round 2)

F. Caron MOVED:

Motion 379/17: That further inputs to the MMGA Regulations Submission Round 2 be provided to Administration by September 18, 2017; shared with Council; and incorporated into the Mayor's letter, subject to review and support by majority of Council by way of email.

CARRIED UNANIMOUSLY

For: 7 - T. Flynn, F. Caron, S. Evans, W. Bokenfohr, J. Kaup, P. Tighe, and K. Shaw

D.6**In-Camera - Intermunicipal Matters**

***In-Camera in accordance with Section 197 of the
Municipal Government Act***

Presented by: Collin Steffes, Manager, Community and Regional Planning Services,
and Michael Klassen, Senior Community Planner, Community and Regional Planning
Services

F. Caron MOVED:

**Motion 380/17: That Council proceed to an In-Camera
session at 10:54 a.m. to discuss Item D.6.**

CARRIED UNANIMOUSLY

For: 7 - T. Flynn, F. Caron, S. Evans, W. Bokenfohr, J. Kaup, P.
Tighe, and K. Shaw

W. Bokenfohr MOVED:

**Motion 381/17: That Council move out of the in-camera
session at 11:38 a.m.**

CARRIED UNANIMOUSLY

For: 7 - T. Flynn, F. Caron, S. Evans, W. Bokenfohr, J. Kaup, P.
Tighe, and K. Shaw

F. Caron MOVED:

**Motion 382/17: That Council accept Sturgeon County's
Request for Decision titled "In-Camera - Intermunicipal
Matter" as information.**

CARRIED UNANIMOUSLY

For: 7 - T. Flynn, F. Caron, S. Evans, W. Bokenfohr, J. Kaup, P.
Tighe, and K. Shaw

F. Caron MOVED:

Motion 383/17: That the Request for Decision as well as all attachments remain confidential as per Sections 23 and 24 of the Freedom of Information and Protection of Privacy Act.

CARRIED UNANIMOUSLY

For: 7 - T. Flynn, F. Caron, S. Evans, W. Bokenfohr, J. Kaup, P. Tighe, and K. Shaw

E. MAYOR AND COUNCIL**E.1**

Councillor Evans - Motion
Re: Use of Jake Brakes in Residential Areas of Sturgeon County

S. Evans MOVED:

Motion 384/17: That Administration research and bring forward a recommendation to Council in Q1 of 2018 regarding restricting the use of jake brakes in residential areas of Sturgeon County.

CARRIED UNANIMOUSLY

For: 7 - T. Flynn, F. Caron, S. Evans, W. Bokenfohr, J. Kaup, P. Tighe, and K. Shaw

E.2

Councillor Shaw - Motion
Re: R.W. Hay Award for Rural Administrative Excellence

K. Shaw MOVED:

Motion 385/17: That Council endorse the nomination of Peter Tarnawsky for the AAMDC R.W. Hay Award for Rural Administrative Excellence.

CARRIED

For: 5 - T. Flynn, F. Caron, S. Evans, J. Kaup, and K. Shaw

Against: 2 - W. Bokenfohr, and P. Tighe

G. URGENT MATTERS

G.1 Councillor Caron - Motion
Re: Funding for Fort Augustus Trail

F. Caron MOVED:

Motion 386/17: That Council provide Alberta TrailNet with the matching portion of funding up to a maximum of \$20,000 to fund the Fort Augustus Trail, funded by the Parks and Recreation Reserve.

CARRIED UNANIMOUSLY

For: 7 - T. Flynn, F. Caron, S. Evans, W. Bokenfohr, J. Kaup, P. Tighe, and K. Shaw

The meeting was recessed at 12:03 p.m.

The meeting was reconvened at 1:00 p.m.

H. NOTICES OF MOTION

Mayor Flynn passed the Chair to Deputy Mayor Caron at 1:00 p.m.

H.1 Mayor Flynn - Notice of Motion
Re: Development of Lands South of the Hamlet of Calahoo in Neighbourhood A

Mayor Flynn gave notice that he will introduce the following motion at the September 26, 2017 regular Council Meeting:

That staff bring forward for consideration during the 2018 Budget deliberations an evaluation of opportunities, challenges, and implications, as well as recommended planning approaches for development of lands south of the Hamlet of Calahoo in Neighbourhood A, in accordance with MDP Policy 1.A.b.

H.2

Mayor Flynn - Motion

Re: Occupied Heavy Industrial Zoned Lands in Sturgeon County

T. Flynn MOVED:

Motion 387/17: That Administration bring forward an up-to-date and comprehensive listing of occupied Heavy Industrial zoned lands within the Sturgeon County Industrial Heartland area (Neighbourhood J) to the November 28, 2017 Regular Council Meeting.

CARRIED UNANIMOUSLY

For: 7 - T. Flynn, F. Caron, S. Evans, W. Bokenfohr, J. Kaup, P. Tighe, and K. Shaw

H.3

Mayor Flynn - Motion

Re: Enhancing Quality of Life of Residents Living on Heavy Industrial Zoned Lands in Sturgeon County

T. Flynn MOVED:

Motion 388/17: That Administration prepare a report identifying potential investments to enhance the quality of life of residents living on Heavy Industrial zoned lands within Sturgeon County, that could be contemplated over the next 5 - 10 years, and funded in accordance with the 'Heartland Mitigation Strategy' priority of the Significant Tax Revenue Growth Policy approved on March 28, 2017, and bring forward for discussion in Q1 2018.

CARRIED UNANIMOUSLY

For: 7 - T. Flynn, F. Caron, S. Evans, W. Bokenfohr, J. Kaup, P. Tighe, and K. Shaw

Deputy Mayor Caron passed the Chair back to Mayor Flynn at 1:11 p.m.

H.4 Councillor Tighe - Notice of Motion
 Re: Feasibility Report for Running a Potable Waterline to
 Lily Lake area

Councillor Tighe gave notice that he will introduce the following motion at the September 26, 2017 regular Council Meeting:

To direct Administration to bring forward a feasibility report for running a potable waterline to the areas know as Lily Lake Area which includes 7 multi lot subdivisions with over 300 lots; to be added to the fall budget.

H.5 Councillor Tighe - Notice of Motion
 Re: Public Availability of CAO Contract

Councillor Tighe gave notice that he will introduce the following motion at the September 26, 2017 regular Council Meeting:

To have the CAO's contract available to the public and on the County's website to provide full transparency for all residents of Sturgeon County.

H.6 Councillor Tighe - Notice of Motion
 Re: Options for 2017-18 Budget Regarding Enhanced
 RCMP Patrol

Councillor Tighe gave notice that he will introduce the following motion at the September 26, 2017 regular Council Meeting:

To direct Administration to bring forward options for the 2017-18 budget regarding enhanced RCMP patrol that would be specifically for the Criminal Code acts that include, but are not limited to, break and enter and theft throughout the County.

H.7 H.7 - Councillor Bokenfohr - Notice of Motion
 Re: Council Requests Process

Councillor Bokenfohr gave notice that he will introduce the following motion at the September 26, 2017 regular Council Meeting:

Council Requests process has Councillors initiating request but Administration closes them. I believe Councillors should decide whether they are closed or not.

H.8 Councillor Bokenfohr - Notice of Motion
Re: Feasibility Study for a Waterline to Calahoo and
Alexander Reserve

Councillor Bokenfohr gave notice that he will introduce the following motion at the September 26, 2017 regular Council Meeting:

Feasibility study for a waterline to Calahoo and Alexander Reserve and look into Green Municipal Funds and Water for Life as this is a growth area.

H.9 Councillor Bokenfohr - Notice of Motion
Re: 100-year Anniversary Project for Rehabilitation of
Neglected Cemeteries and Grave Sites

Councillor Bokenfohr gave notice that he will introduce the following motion at the September 26, 2017 regular Council Meeting:

100-year anniversary rehabilitation of neglected cemeteries and grave sites feasibility study for cleaning and signage/map of each as a one-time legacy project.

I. ADJOURNMENT

J. Kaup MOVED:

**Motion 389/17: That Council adjourn the regular
Council meeting at 1:15 p.m.**

CARRIED UNANIMOUSLY

For: 7 - T. Flynn, F. Caron, S. Evans, W. Bokenfohr, J. Kaup, P.
Tighe, and K. Shaw

MAYOR

COUNTY COMMISSIONER (CAO)



Sturgeon County

9613-100 Street
Morinville, Alberta
T8R 1L9

Legislation Text

File #: PRS-050-17, **Version:** 1

9:00 a.m. - Bannister Research - Resident Satisfaction Survey Presentation



2017 Resident Satisfaction Survey

September 25, 2017

Banister
Research & Consulting Inc.

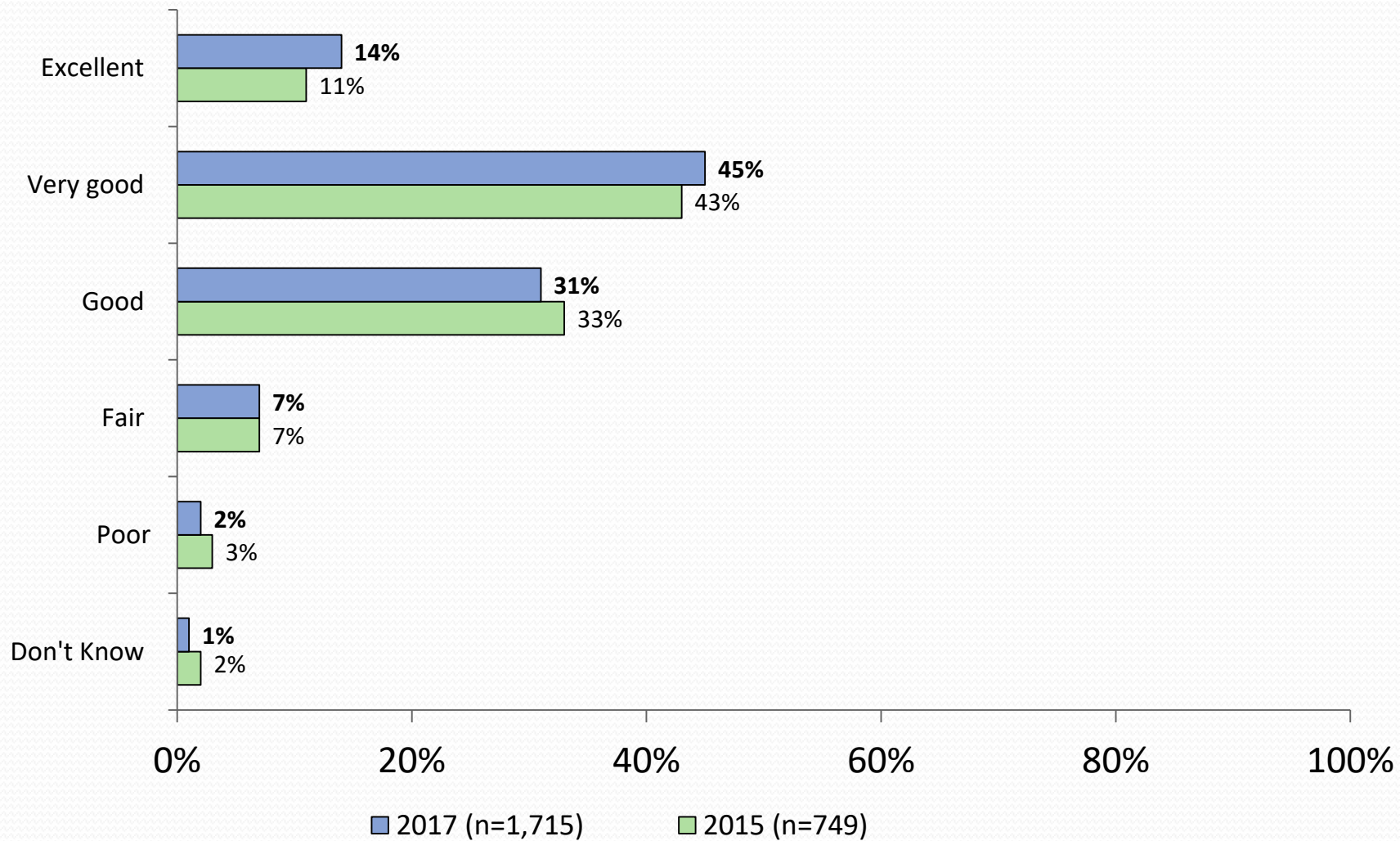


Study Background

- Similar to surveys in the past, the findings from this survey provide insight into the perceptions and opinions of Sturgeon County residents across a number of issues including:
 - Overall quality of life in the County including an assessment of how well the County is managed;
 - Issues of importance facing the County
 - Satisfaction with, and importance of, various services and facilities offered;
 - Value of property taxes, including perceptions on quality of service received;
 - County staff and the service they provide; and
 - County communications.
- The following outlines the findings for the 2017 Sturgeon County Resident Satisfaction Survey



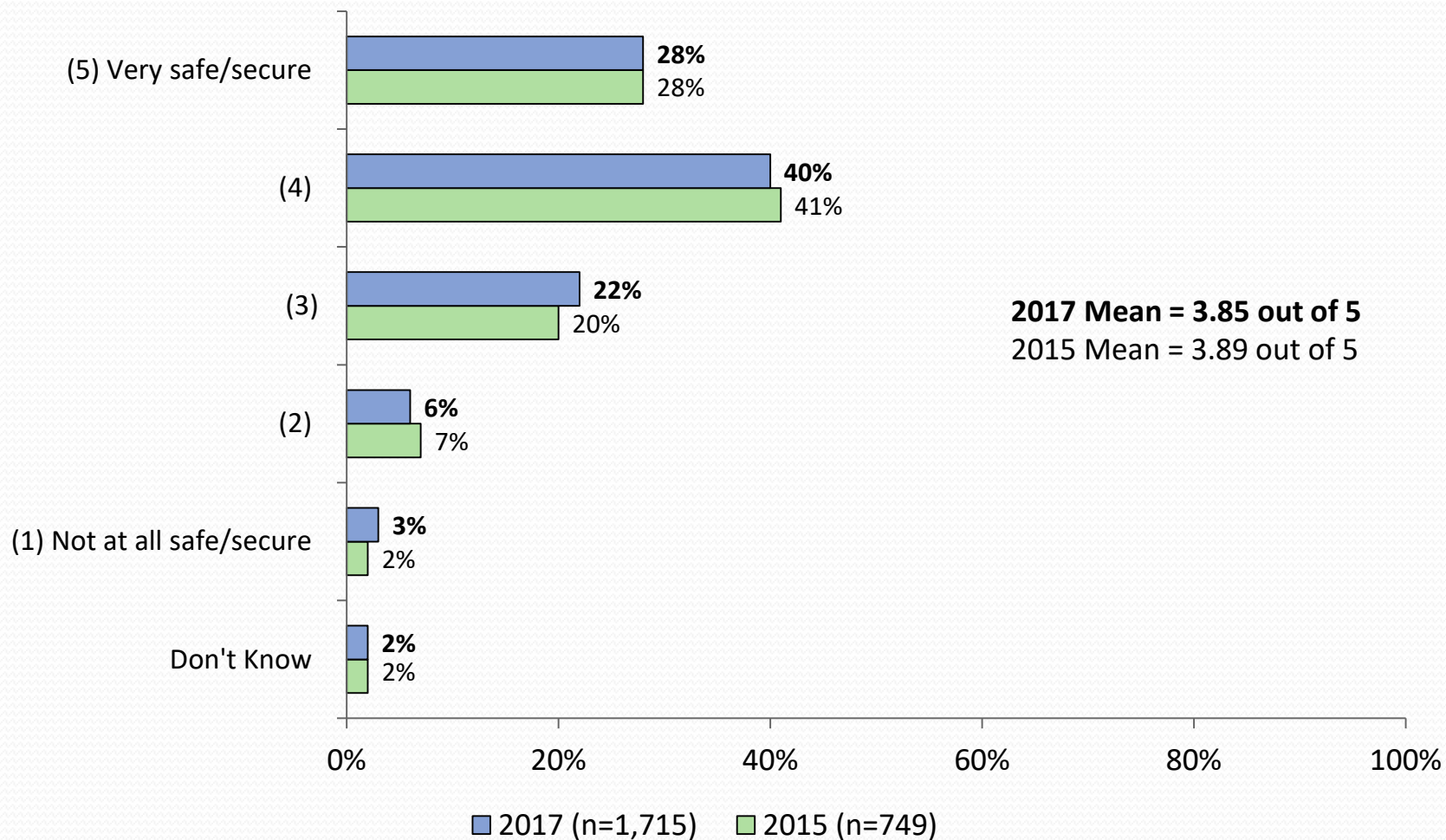
Quality of Life in Sturgeon County





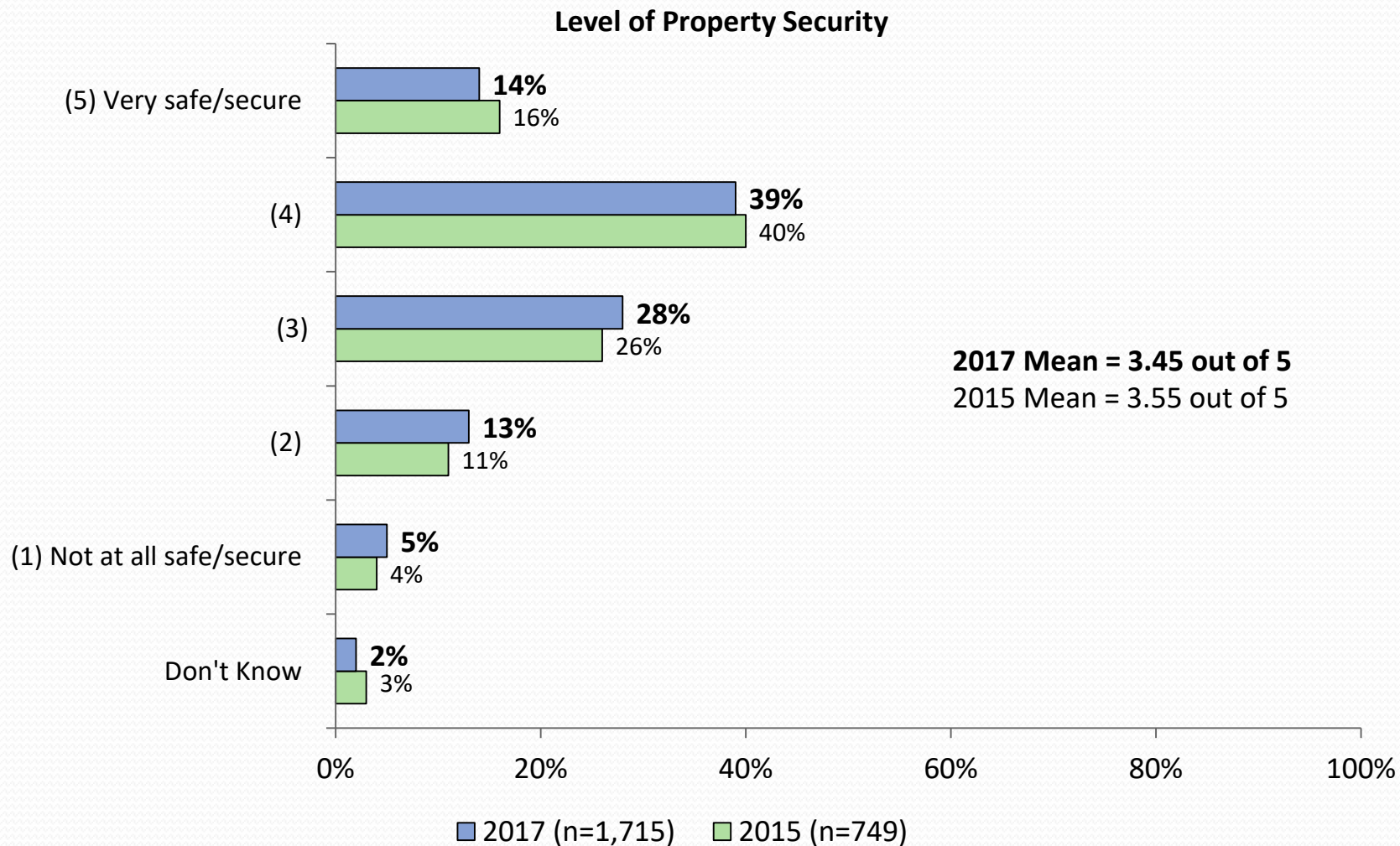
Safety in Sturgeon County

Level of Personal Safety



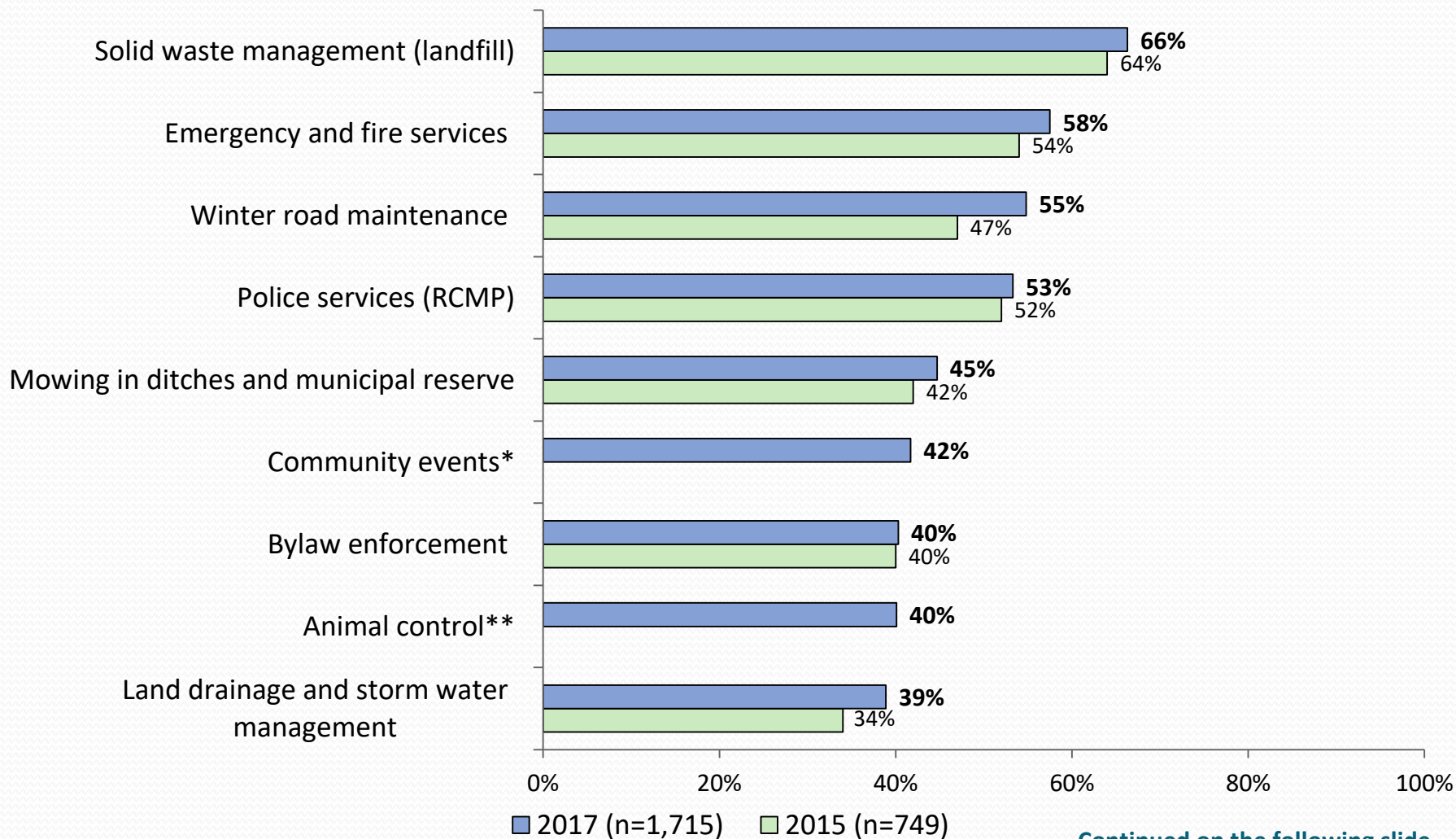


Safety in Sturgeon County





Satisfaction Ratings of Services



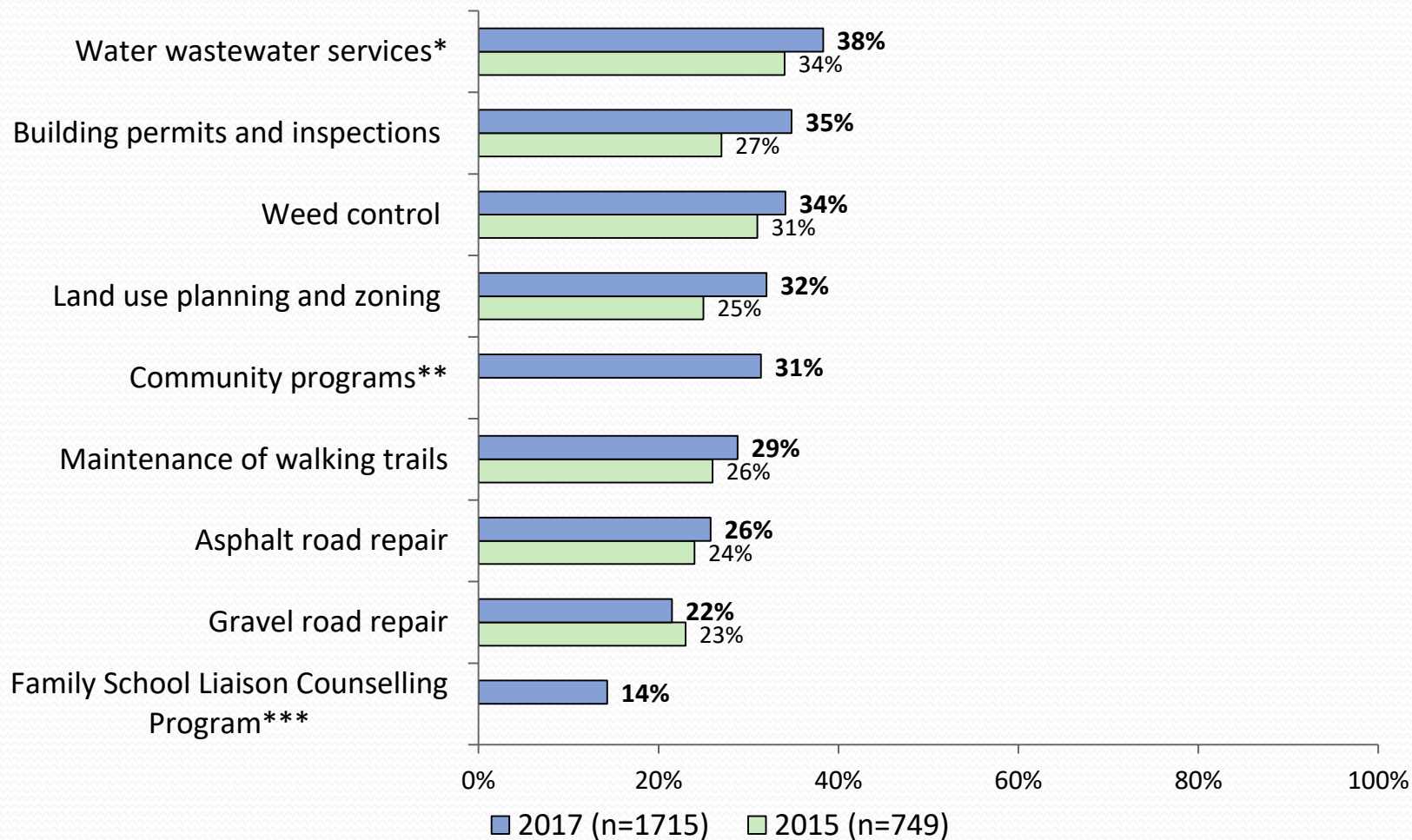
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*In 2015 "community events" and "community programs" were a combined category

**New to 2017 Survey



Satisfaction Ratings of Services (cont'd)



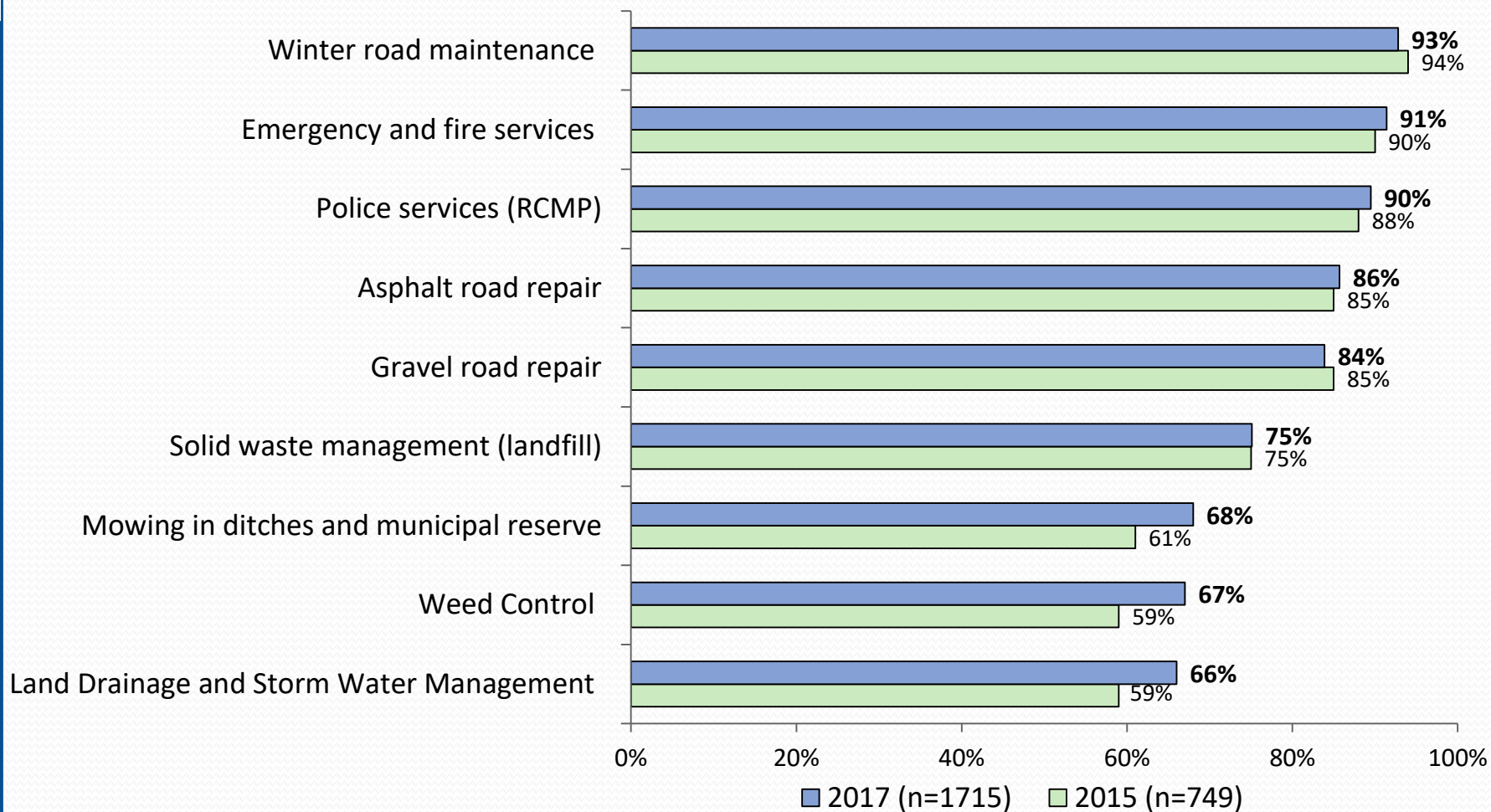
*In 2015 this category was called “water utility services”

**In 2015 “community programs” and “community events” were a combined category

***New to 2017 survey



Importance Ratings of Services*

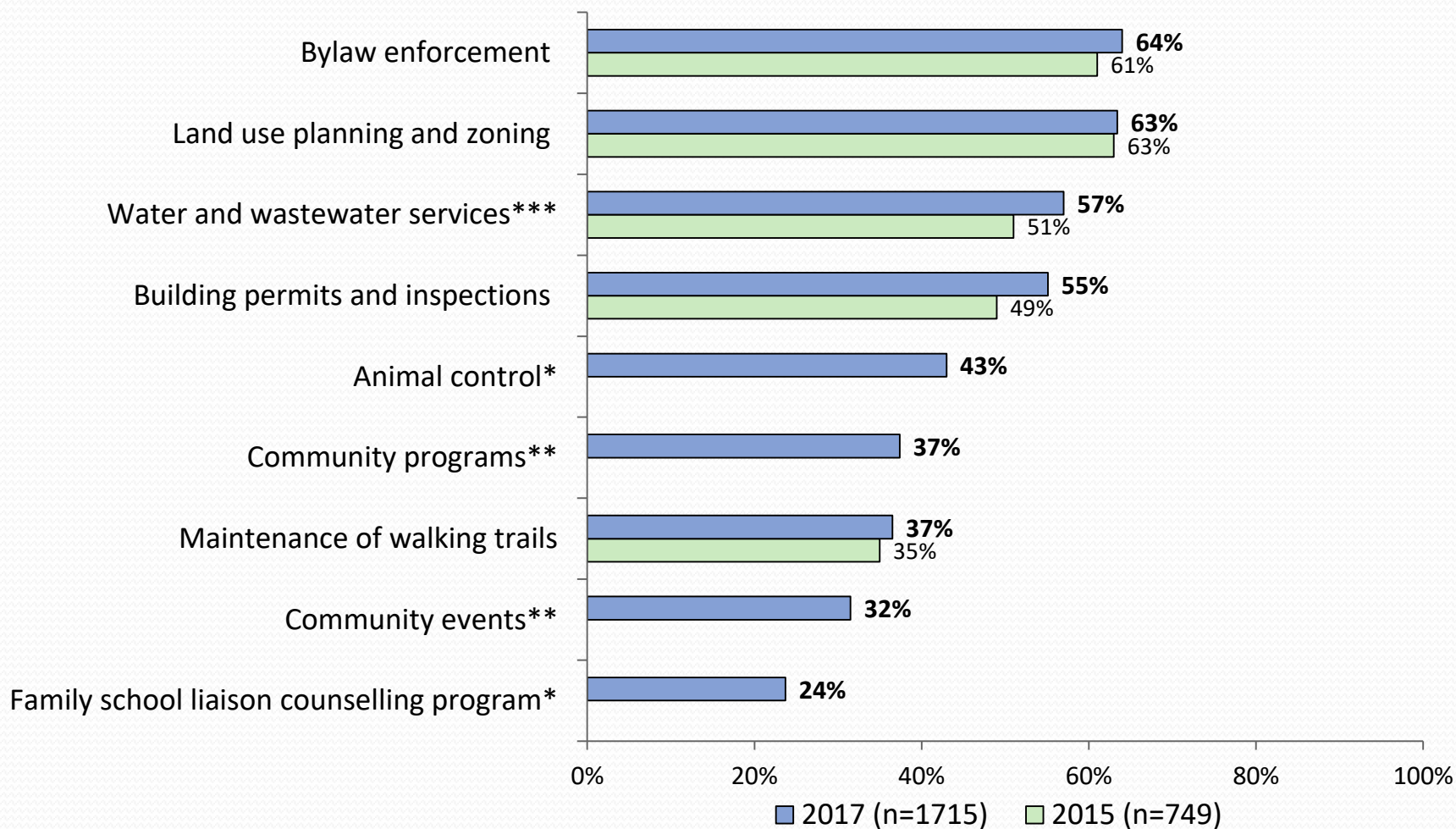


*Percentage of respondents who rated each service as important (ratings of 4 or 5 out of 5)

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Importance Ratings of Services (cont'd)



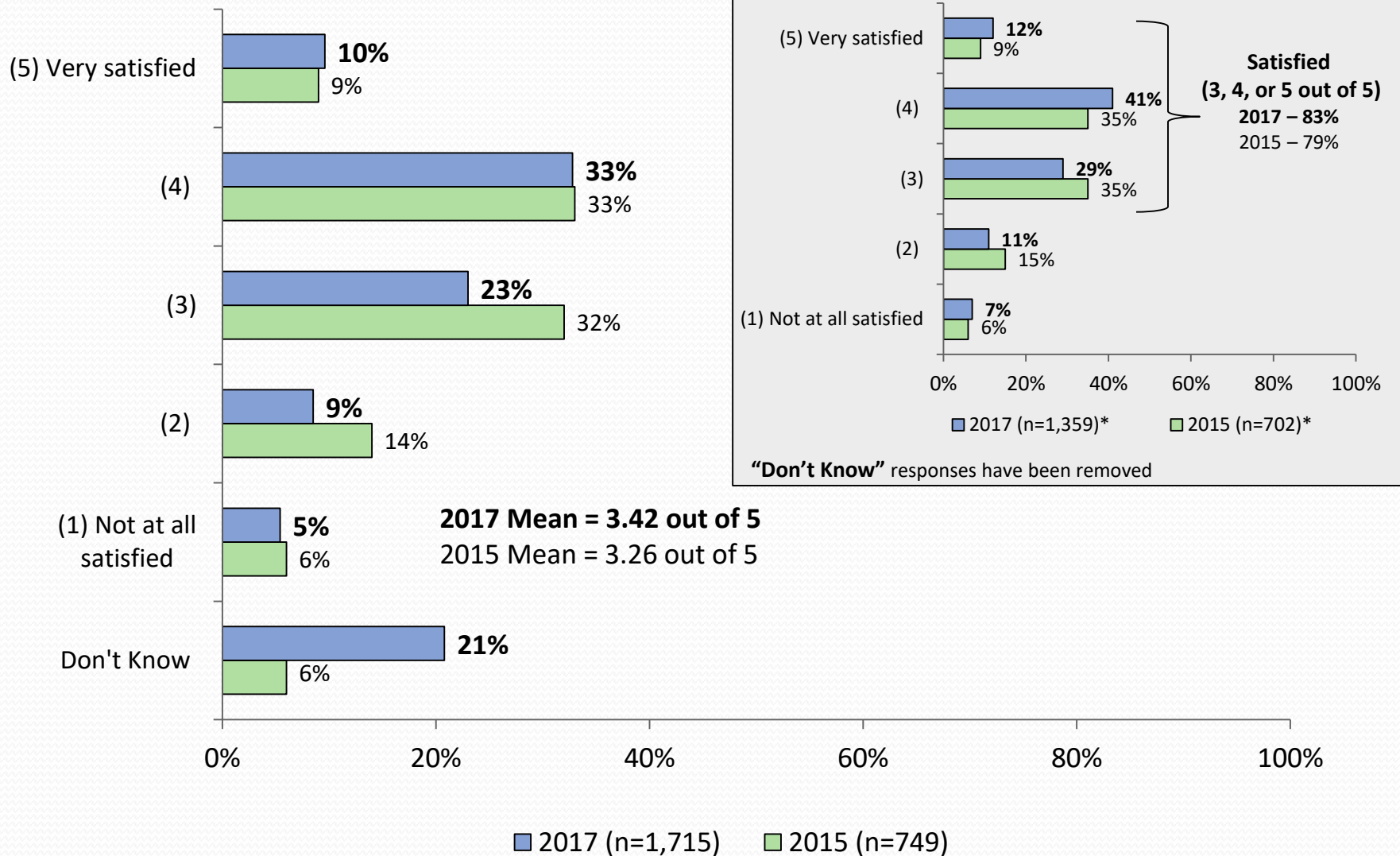
*New to 2017 Survey

**In 2015 "community events" and "community programs" were a combined category

*** In 2015, this service was called "Water Utility Services"



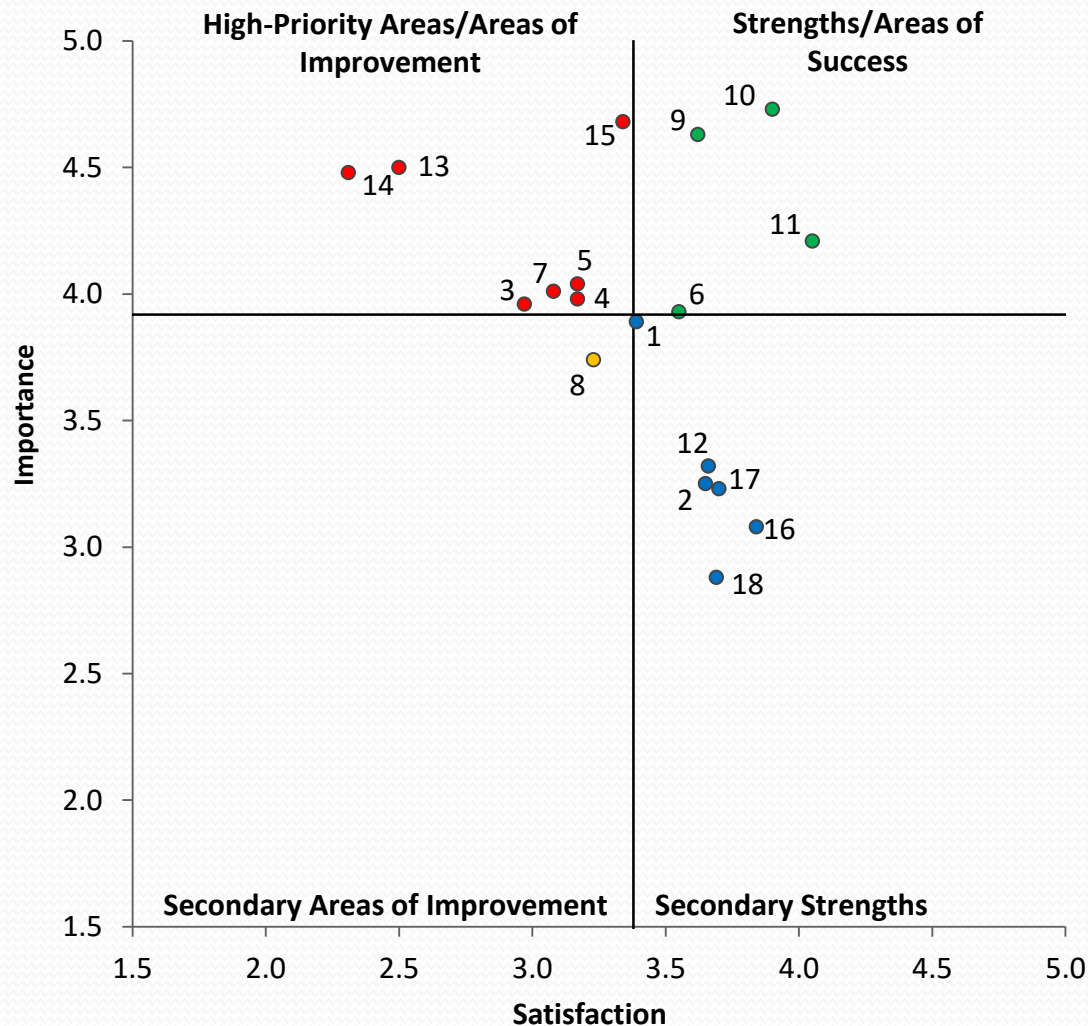
Overall Service Satisfaction





Impact Analysis

Overall Satisfaction versus Importance



- 1. Bylaw enforcement
- 2. Animal Control
- 3. Weed control
- 4. Mowing in ditches and municipal reserve
- 5. Land drainage and storm water management
- 6. Water and wastewater services
- 7. Land use planning and zoning
- 8. Building permits and inspections
- 9. Police services (RCMP)
- 10. Emergency and fire services
- 11. Solid waste management (landfill)
- 12. Maintenance of Walking Trails
- 13. Asphalt road repair
- 14. Gravel road repair
- 15. Winter road maintenance
- 16. Community events
- 17. Community programs
- 18. Family School Liaison Counselling Program



Importance versus Satisfaction

Primary areas of improvement included:

- Weed control;
- Mowing in ditches and municipal reserve;
- Land drainage and storm water management;
- Land use planning and zoning;
- Asphalt road repair;
- Gravel road repair; and
- Winter road maintenance.

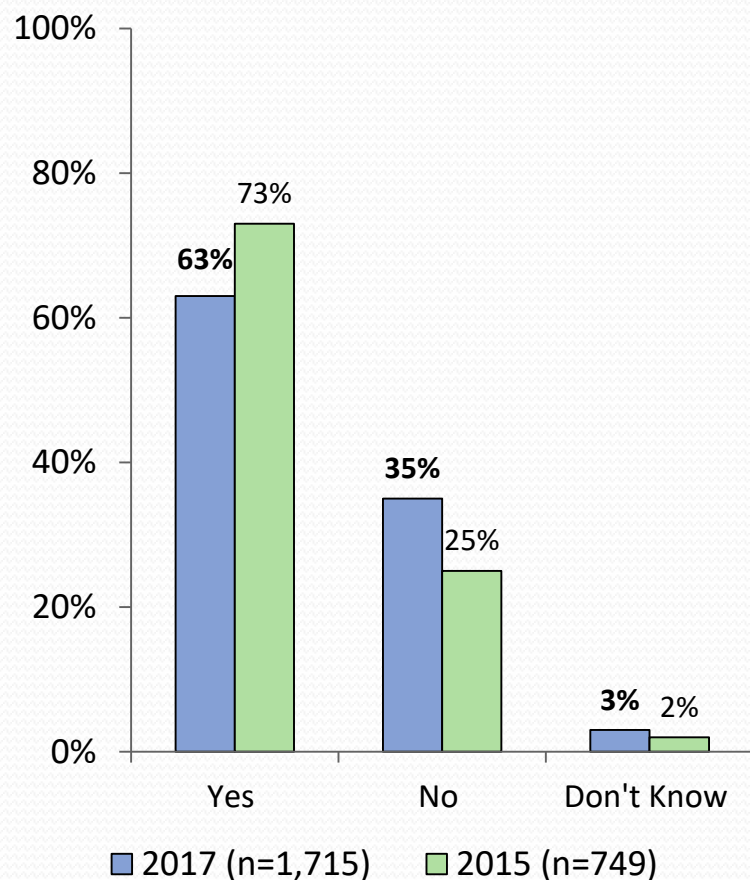
Key strengths included:

- Water and Wastewater Services;
- Police services (RCMP);
- Emergency and fire services; and
- Solid waste management (landfill).

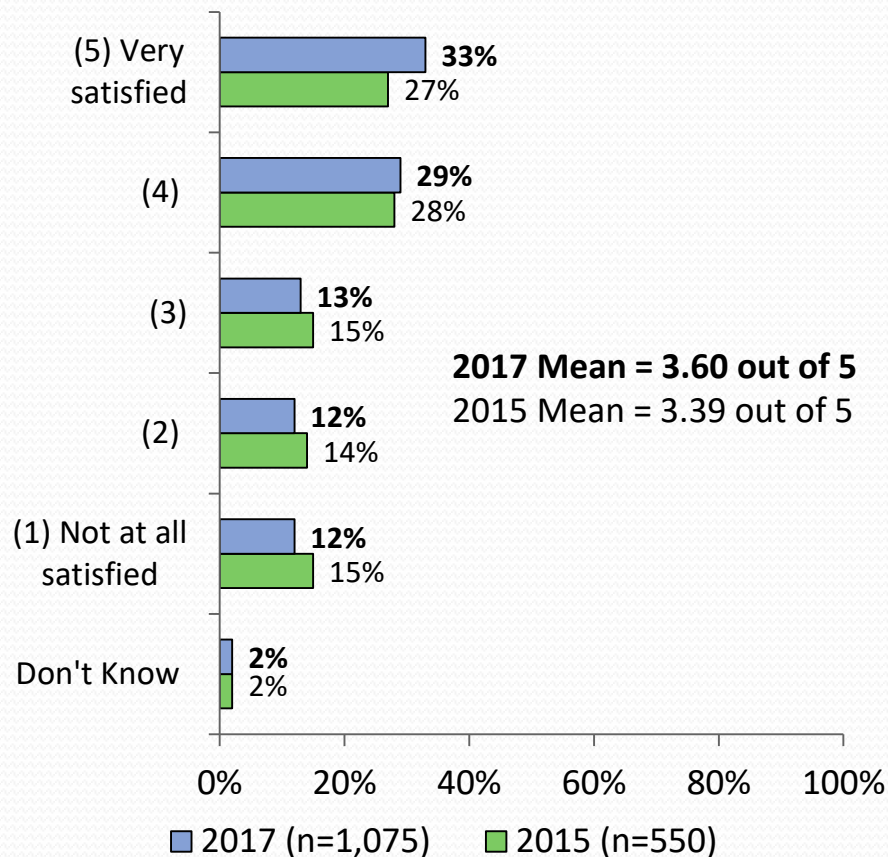


Contact with Sturgeon County Employees

Have you been in contact with a Sturgeon County employee in the last 12 months?



Overall Satisfaction with County Employees



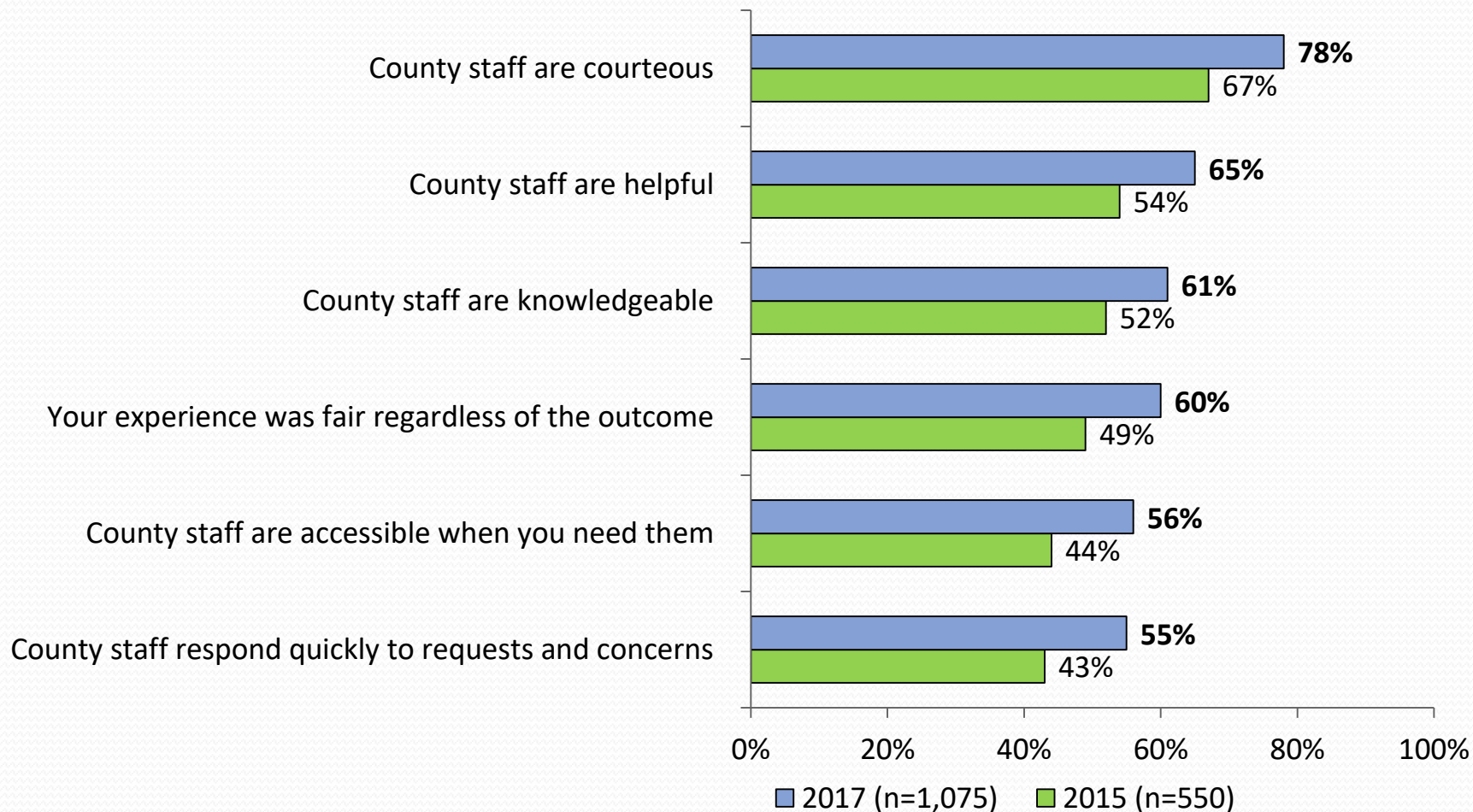
2017 Mean = 3.60 out of 5
2015 Mean = 3.39 out of 5

Base: Respondent who have been in contact with Sturgeon County employees in the past 12 months



Satisfaction with County Staff

Level of Agreement with Statements Regarding County Staff*



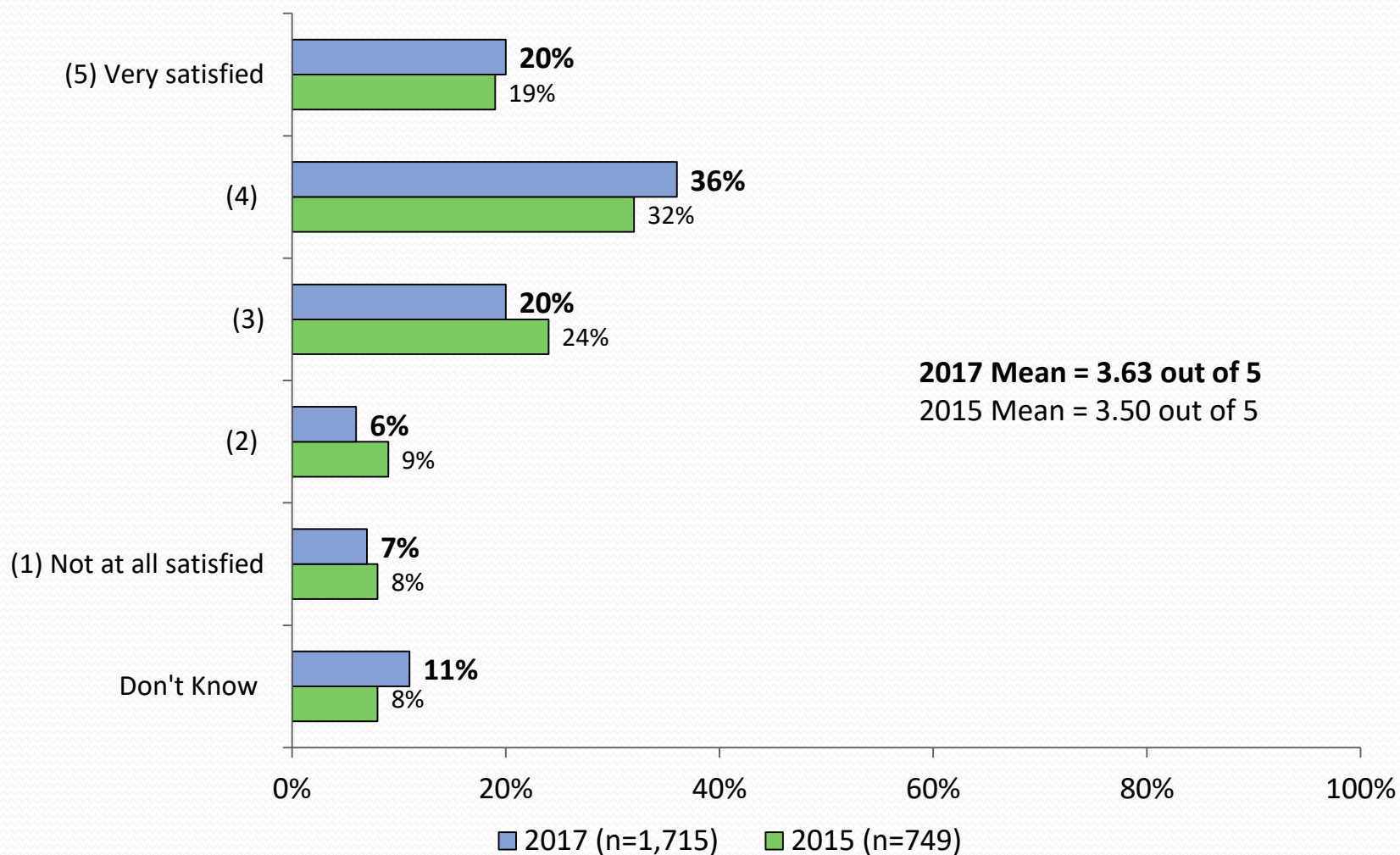
*Percentage of respondents who agreed with each statement (ratings of 4 or 5 out of 5)

Base: Respondents who have been in contact with Sturgeon County employees in the past 12 months



Communication with the County

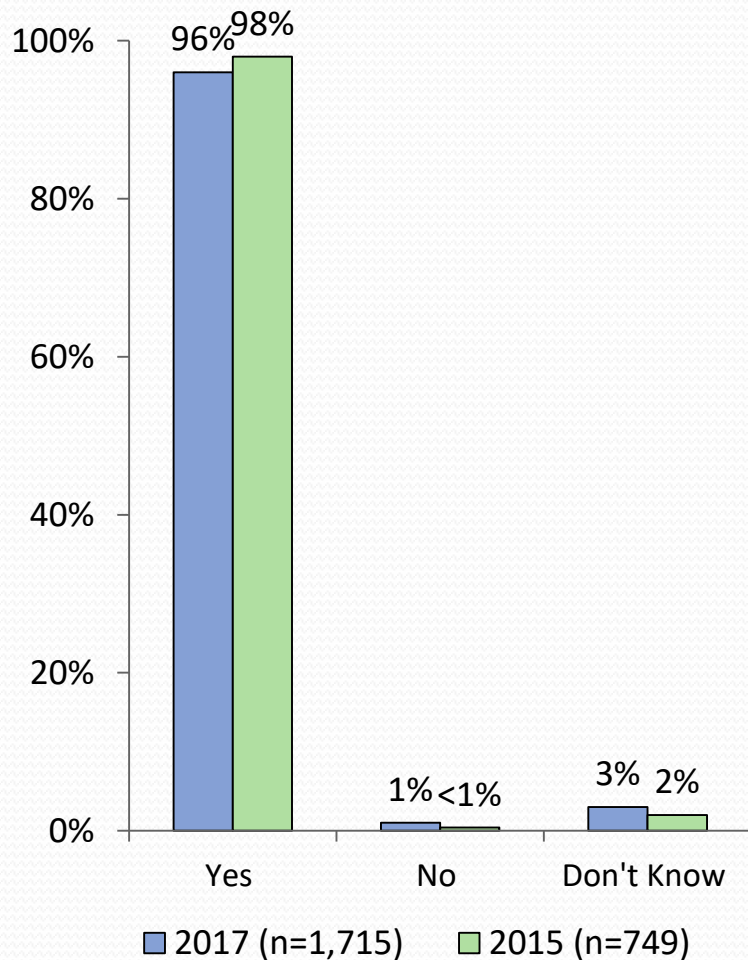
Satisfaction with Communication from the County



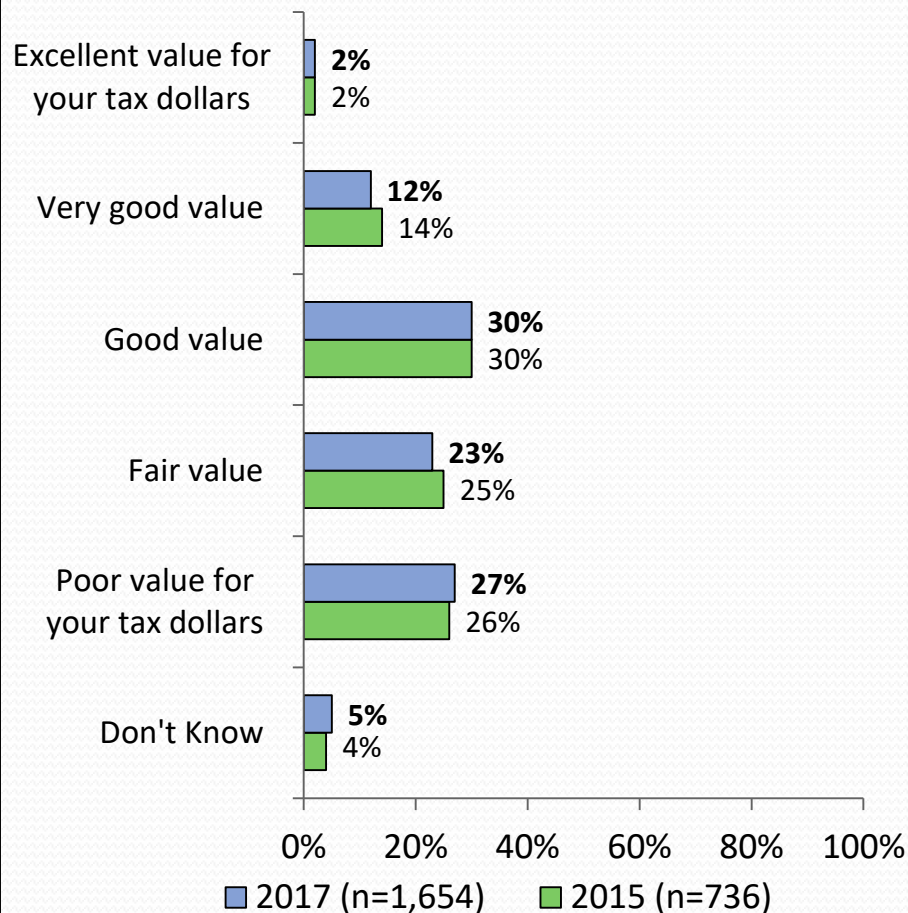


Taxation Issues

Do you own a home in Sturgeon County?



Value for your Tax Dollars

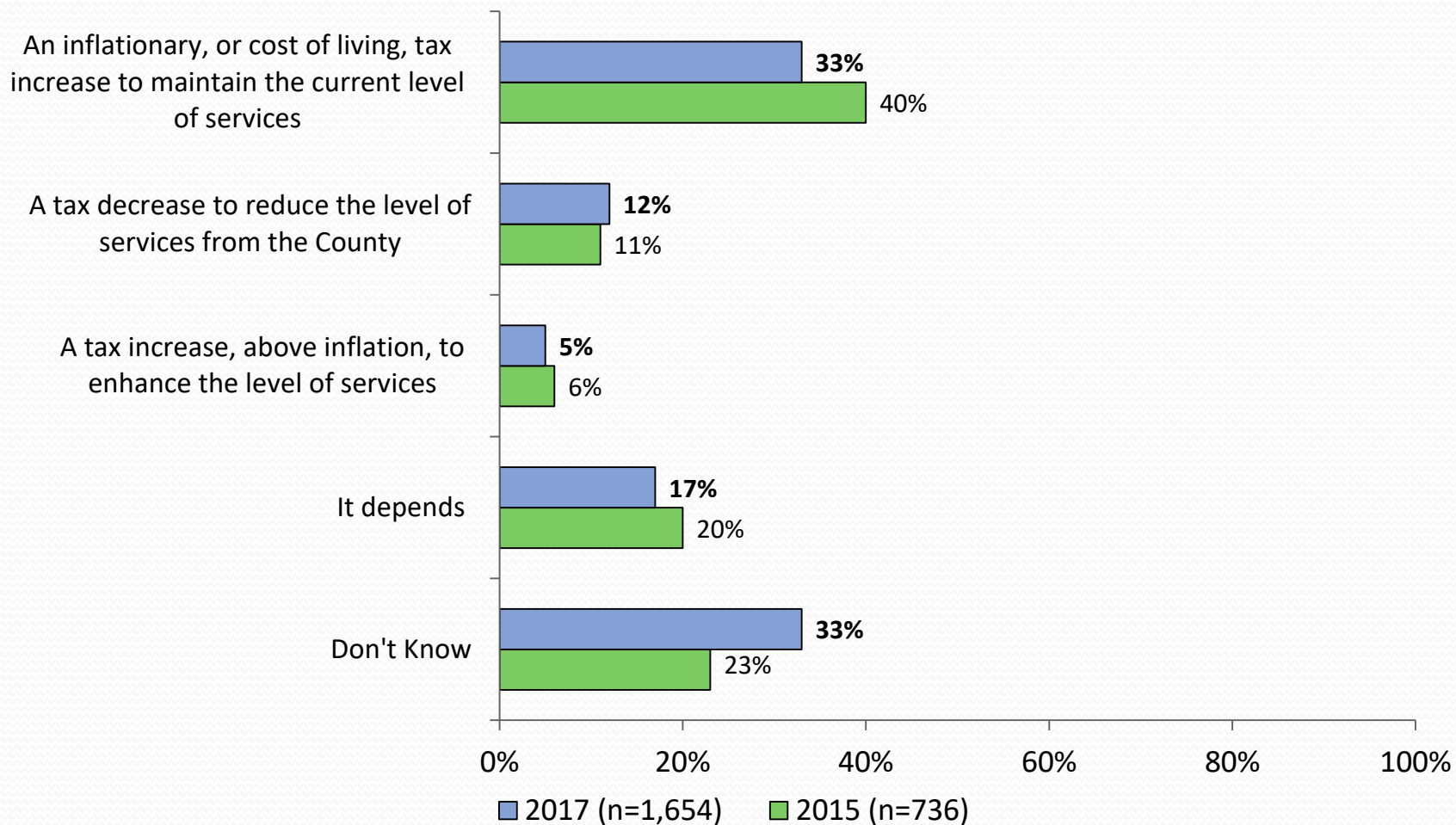


Base: Respondent who own their home



Taxation Strategies

Possible Taxation Strategies



Base: Respondent who own their home



Questions?

Legislation Text

File #: RFD-185-17, **Version:** 1

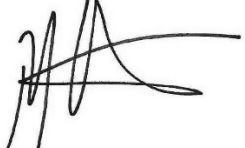

2017 Resident Satisfaction Survey Results

That Council receive the results of the 2017 Resident Satisfaction Survey for information and refer the report to Administration for the purposes of corporate business planning, department operational planning, continued organizational excellence efforts and support to Council's decision making.

Request for Decision

Title	2017 Resident Satisfaction Survey Results
Proposed Motion	That Council receive the results of the 2017 Resident Satisfaction Survey for information and refer the report to Administration for the purposes of corporate business planning, department operational planning, continued organizational excellence efforts and support to Council's decision making.
Administrative Recommendation	That Council and Administration use the report as a baseline tool to ensure performance measures are monitored work together to continue improving service delivery within Sturgeon County.
Previous Council Direction	<p><u>December 13, 2016</u></p> <p>Motion 449/16: That Council approve the 2017 – 2019 Corporate Business Plan.</p> <p>Motion 455/16: That Council approve the 2017 Operating and Capital Budget as presented in the 2017 Budget Document.</p>
Report	<p><u>Background Information</u></p> <ul style="list-style-type: none"> On September 25, 2013, Sturgeon County awarded the tender for the administration of the 2013, 2015 and 2017 Resident Satisfaction Survey to Banister Research and Consulting Inc. The data collection instrument for the 2017 Resident Satisfaction Survey included topics from the 2015 survey to provide comparable results. A few questions were added to receive additional feedback from residents on how Sturgeon County could improve services included in the survey. Prior to the 2015 Resident Satisfaction Survey, the survey instrument was delivered via telephone interview (landline). In an effort to reach a wider demographic, it was determined that a change to the format and methodology was required. The 2015 and 2017 surveys were made available both via web and print. The 2017 surveys were mailed out to 6,000 households within Sturgeon County. In addition to providing a hard-copy of the survey to each household, a web-based survey option was provided, programmed, and hosted on Banister's confidential webserver. The link for the online survey was provide in the hard-copy package mailed out to all households.

	<ul style="list-style-type: none"> • Surveys were completed online or by mail from May 22 - July 14, 2017. • A total of 1,715 residents completed the survey, providing a margin of error no greater than $\pm 2.0\%$ at the 95% confidence level, or “accurate 19 times out of 20”. • All results were gathered and interpreted by Banister Research and Consulting Inc. <p><u>External Communication</u></p> <ul style="list-style-type: none"> • The Resident Satisfaction Survey results will be shared with external stakeholders via news release, FYI, website and social media. <p><u>Relevant Policy/Legislation/Practices:</u></p> <ul style="list-style-type: none"> • Strategic Plan Policy - PLY_GOV_ELE_Strategic_Plan_2014 - Strategic Plan 2012-2021
Implication of Administrative Recommendation	<p><u>Strategic Alignment:</u></p> <p>Maintain and Enhance Strong Communities - The biannual Resident Satisfaction Survey is used to measure the impact and importance of the majority of the County’s key programs and services and demonstrates Strong Regional Leadership and a commitment to the community to maintaining and enhancing strong communities.</p> <p><u>Organizational:</u></p> <p>The information contained in the survey results will be vital to all departments for future planning or budgeting.</p> <p><u>Financial:</u></p> <p>None.</p>
Alternatives Considered	None.
Implications of Alternatives	None.
Follow up Action	<ol style="list-style-type: none"> 1. Provide the survey report to department managers and staff for planning. 2. Make the report and presentation available to the public via the website. 3. Incorporate results in Requests for Decision and other briefing materials as appropriate.

Attachment(s)	1. 2017 Resident Satisfaction Survey Report 2. Strategic Plan Policy
Report Reviewed by:	 Rick Wojtkiw, GM Corporate Support  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"> Consistent with neighborhood role (see MDP), master plans, policies 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> Considers fiscal stability and sustainability 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Has a positive impact on regional and sub-regional cooperation 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" 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"> Compliance with Provincial and Federal regulations and/or legislation 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Ensure effective environmental risk management 	<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"> Promotes and/or enhances residents' identification with Sturgeon County 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> Enhances service provision through community partnerships 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Supports Sturgeon County's cultural history 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" 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"> Does the proposal align with the Integrated Regional Growth Strategy (map/policies) pg. 26 MDP 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Considers cumulative costs and long-term funding implications 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Targets growth around current or planned infrastructure 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input 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"> Positive impact on residents' quality of life 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> Supports and promotes volunteer efforts 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Provides programs and services that are accessible to all residents 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" 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"> Staff have the knowledge, skills and capability to perform their jobs 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> Streamlines operational processes and policies 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Promotes engagement and professional interaction with stakeholders 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> Considers a cost-structure which allows Sturgeon County to remain competitive within a regional, national and global context 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>



STURGEON COUNTY

2017 Resident Satisfaction Survey

Final Report

August 25th, 2017

Banister
Research & Consulting Inc.

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EXECUTIVE SUMMARY

Quality of Life in Sturgeon County

- When asked to rate the overall quality of life in Sturgeon County, the majority (90%) of respondents rated quality of life as excellent, very good, or good.

Overall Perceptions

- Over three-quarters of respondents (77%) would recommend Sturgeon County to others as a place to live, while 9% of respondents would not.
- When asked to rate their level of personal safety using a 1 to 5 scale where 1 meant “not at all safe” and 5 meant “very safe”, the majority (67%) of respondents felt safe (a rating of 4 or 5 out of 5).
- Just over half (53%) of respondents felt their property was secure.

Satisfaction with County Services¹

- Over half (53%) of respondents indicated they were satisfied with Sturgeon County Bylaw enforcement (n=1,311).
- Sixty-four percent (64%) were satisfied with animal control (n=1,080).
- With respect to weed control, 40% were satisfied (n=1,476).
- Forty-seven percent (47%) of respondents were satisfied with regards to the mowing in ditches and municipal reserve (n=1,625).
- Seventy-one percent (71%) of respondents were satisfied with community events (n=1,020).

- Sixty-three percent (63%) of respondents were satisfied with community programs including seniors, youth, preschool and fitness programs (n=852).
- When asked to rate satisfaction with land drainage and storm water management, 49% of respondents indicated that they were satisfied (n=1,371).
- Sixty-one percent (61%) indicated they were satisfied with water and wastewater services (n=1,074).
- Over one-third of respondents (43%) were satisfied with land use planning and zoning (n=1,268).
- With respect to building permits and inspection services, half of respondents (50%) indicated they were satisfied (n=1,193).
- Respondents were asked how satisfied they were with Police Services in Sturgeon County. Over half of respondents (62%) were satisfied (n=1,466).
- The majority of respondents (74%) were satisfied overall with emergency and fire services (n=1,349).
- When asked to rate their satisfaction with solid waste disposal management, 78% of respondents indicated satisfaction with this service (n=1,455).
- With regards to maintenance of walking trails, 64% indicated satisfaction with this service (n=764).
- Just over one-quarter (28%) of all respondents were satisfied with asphalt road repair (n=1,566).
- Just under one-quarter (24%) of all respondents were satisfied with gravel road repair (n=1,553).

¹ “Don’t Know/Not Response” responses have been removed from this section

- With regards to winter road maintenance, 56% of respondents were satisfied (n=1,685)
- With regards to the Family School Liaison Counselling program, 62% of respondents were satisfied (n=396).

Overall Service Satisfaction

- Forty-two percent (42%) of respondents were satisfied overall with services and programs offered in the County. Fourteen percent (14%) of respondents were dissatisfied overall.

Importance of County Services

- The services that garnered the highest mean importance ratings were:
 - Emergency and fire services (4.73 out of 5)²;
 - Winter Road Maintenance (4.68 out of 5); and
 - Police Services (RCMP) (4.63 out of 5).
- The services that garnered the lowest mean importance ratings were:
 - Community Programs (3.23 out of 5);
 - Community Events (3.08 out of 5); and
 - Family School Liaison Counselling Program (2.88 out of 5).

- Services where ratings of overall importance are considerably greater than overall performance ratings are viewed as primary areas of improvement and included:
 - Weed control;
 - Mowing in ditches and municipal reserve;
 - Land use planning and zoning;
 - Land drainage and storm water management;
 - Asphalt road repair;
 - Gravel road repair; and
 - Winter road maintenance.
- Improvements to these services would do most to increase residents' satisfaction with overall services provided by Sturgeon County.
- When assessing the County services investigated, the following areas were calculated as key strengths or successes. In other words, services in which respondents reported higher than average importance and higher than average performance included:
 - Water and Wastewater Services;
 - Police Services (RCMP);
 - Emergency and Fire Services; and
 - Solid Waste Management (Landfill).
- Maintaining a high level of satisfaction with these services is important, as these areas are viewed as highly important or critical to residents.

Contact with Sturgeon County Employees

- In the last 12 months, nearly two-thirds of respondents (63%) have been in contact with an employee of Sturgeon County.

² 1= not at all important, 5= very important

- Sixty-one percent (61%, a significant increase from 55% in 2015) of respondents who were in contact with the County (n=1,075) were satisfied overall with County employees
- Most commonly, respondents who contacted Sturgeon County employees (n=1,075) contacted them by phone (56%) or in person (30%).
- When asked to rate their level of agreement regarding a variety of statements about County staff, respondents most frequently agreed with the following (n=1,075; ratings of 4 or 5 out of 5):
 - County staff are courteous (78%, a significant increase from 67% in 2015);
 - County staff are helpful (65%, a significant increase from 54% in 2015); and
 - County staff are knowledgeable (61%, a significant increase from 52% in 2015).

Communication with the County

- When asked to rate their satisfaction with communication from the County, over half of respondents (56%, a significant increase from 51% in 2015) indicated they were satisfied.
- Respondents stated their main source of information regarding County services was the County website (21%), phone (18%), and the internet (17%).
- Respondents were asked to indicate the type of information they wanted to receive from the County. Respondents most commonly indicated they would like to be notified of road closures and detours (17%) followed by taxation and County finances (6%).

Taxation Issues

- The vast majority of respondents (96%) owned their home in Sturgeon County.
- When asked to rate the value for tax dollars paid, home owners (n=1,654) reported receiving either fair or poor value over half the time (51%). Forty-four percent (44%) indicated excellent, very good value, or good value.
- When asked about possible taxation strategies, 33% of respondents (n=1,654) were in support of an inflationary tax or cost of living tax increase to maintain the current level of services, a significant decrease from 40% in 2015.

1.0 STUDY BACKGROUND

In support of Sturgeon County's values of open dialogue and collaborative relationships, Sturgeon County is dedicated to listening to the opinions and perceptions of residents to ensure that satisfaction with various aspects of living in the community are maintained or increased. Consequently, Sturgeon County commissioned Banister Research & Consulting Inc. (Banister Research) to conduct the 2017 Resident Satisfaction Research Project.

Similar to surveys in the past, the findings from this year's survey would provide Sturgeon County with insight into the perceptions and opinions of residents across a number of issues including:

- Overall quality of life in the County including an assessment on how well the County is managed;
- Issues of importance facing the County;
- Satisfaction with, and importance of, various services and facilities offered;
- Value of property taxes, including perceptions on quality of service received;
- Sturgeon County municipal staff and the service they provide; and
- County communications.

This report outlines the results for the 2017 Survey of Sturgeon County residents.

2.0 METHODOLOGY

The survey instrument was reviewed and modified by Banister Research, in close consultation with Sturgeon County. A detailed description of each task of the project is outlined in the remainder of this section.

2.1 Project Initiation and Questionnaire Review

At the outset of the project, all background information relevant to the study was identified and subsequently reviewed by Banister Research. The consulting team familiarized itself with the objectives of the client, ensuring a full understanding of the issues and concerns to be addressed in the project. The result of this task was an agreement on the research methodology, a detailed work plan and project initiation.

Banister Research assisted in the design of the questionnaire, based on the 2015 survey and overall objectives of the research, which the client subsequently review, modified and approved. The questionnaire was finalized in consultation with the client. A copy of the final questionnaire is provided in the Appendix.

2.2 Survey Population and Data Collection

Surveys were mailed out to 6,000 households within Sturgeon County. In addition to providing a hard-copy of the survey to each household, a web-based survey option was provided, programmed and hosted on Banister's confidential web server. This approach allowed for flexibility that would lead to an increase in the response rate. The link for the online survey was provided in the hard-copy package mailed out to all households.

Respondents were given approximately four weeks to complete the survey by mail or online. The web-based questionnaire was available for completion online from May 22nd to July 14th 2017; respondents who chose to mail back the hard-copy form were asked to return their completed questionnaire by June 30th, 2017. A total of 1,715 citizens completed the survey, providing a margin of error no greater than $\pm 2.0\%$ at the 95% confidence level, or 19 times out of 20.

2.3 Data Analysis

Data analysis included cross-tabulation, whereby the frequency and percentage distribution of the results for each question were broken down based on respondent characteristics and responses (e.g., overall quality of service, contact with County employee, demographics, etc.). Statistical analysis included a Z-test to determine if there were significant differences in responses between respondent subgroups. Results were reported as statistically significant at the 95% confidence level. The "Selected Sub-Segment Findings" portions of the report present selected findings from the cross tabulation analysis.

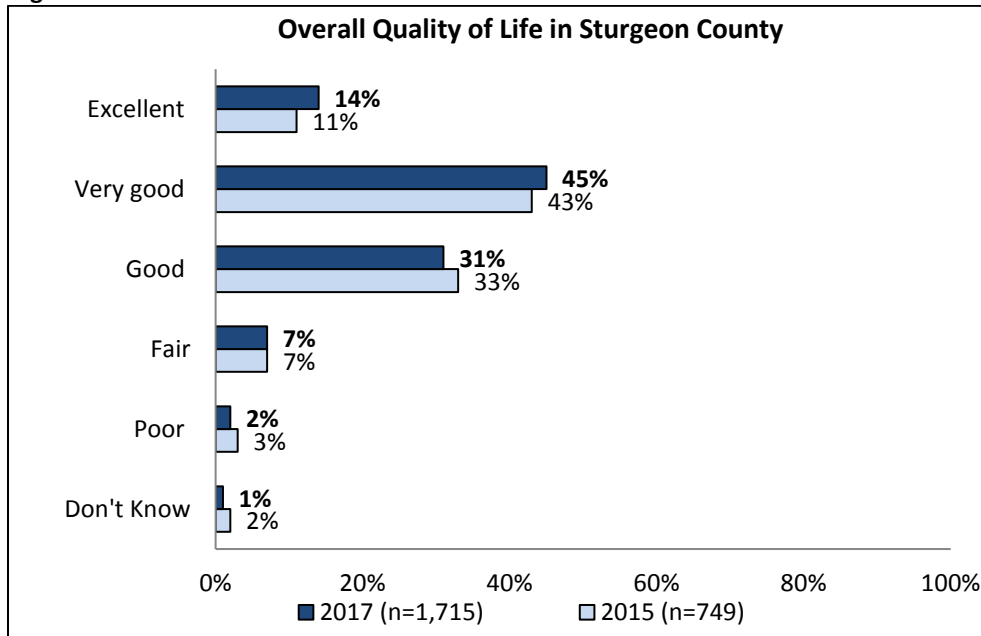
3.0 STUDY FINDINGS

Results of the study are presented as they relate to the specific topic areas addressed by the survey. The reader should note, when reading the report that the term significant refers to “statistical significance”. It is important to note that any discrepancies between charts, graphs or tables are due to rounding of the numbers.

3.1 Quality of Life in Sturgeon County

When asked to rate the overall quality of life in Sturgeon County, the majority (90%) of respondents rated quality of life as excellent, very good, or good, comparable to 88% in 2015. See Figure 1, below.

Figure 1



Selected Sub-Segment Findings

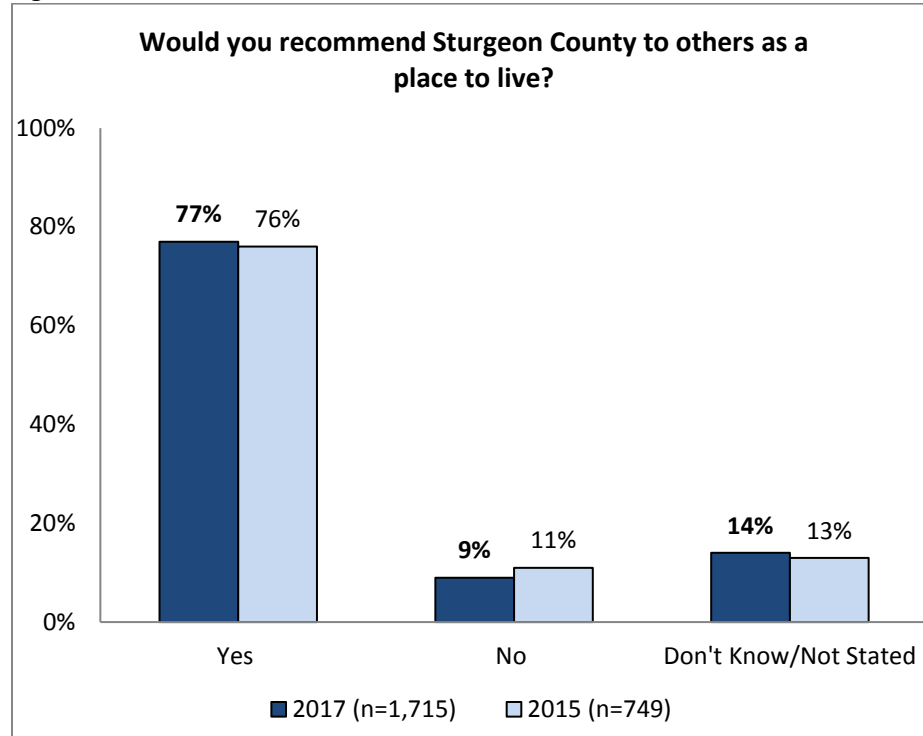
Respondent subgroups significantly more likely to have rated the **overall quality of life in Sturgeon County as “good” “very good” or “excellent”** included:

- Those who have lived in Sturgeon County for 10 years or less (93%) versus those who have lived in Sturgeon County for more than 25 years (88%);
- Those who recommend Sturgeon County as a place to live (98%) versus those who do not (40%);
- Those who feel safe, in terms of personal safety (96%) versus those who feel unsafe (77%);
- Those who were satisfied, overall, with the services and programs (98%) versus those who were not (81%);
- Those who were satisfied with County communications (96%) versus those who were not (81%);
- Those who felt that the value they receive for taxes is “excellent” or “very good” (100%) or “good” (97%) versus those who felt that the value is “fair” or “poor” (82%);
- Those who supported an inflationary tax increase to maintain services (97%) or a tax increase above inflation to increase services (93%) versus those who supported a tax decrease (79%);
- Those who live in a multi-lot subdivision (94%) versus those who live on a farm (87%); and
- Those whose household income in 2016 was \$50,000 or greater (92% to 94%) versus those whose income was less than \$50,000 (85%); and
- Those who live near Bon Accord, Calahoo, Cardiff, Namao, St. Albert, or Villeneuve (90% to 93%) versus those who live near Morinville (80%).

3.2 Overall Perceptions

Over three-quarters of respondents (77%) would recommend Sturgeon County to others as a place to live, while 9% of respondents would not. See Figure 2, below.

Figure 2



Selected Sub-Segment Findings

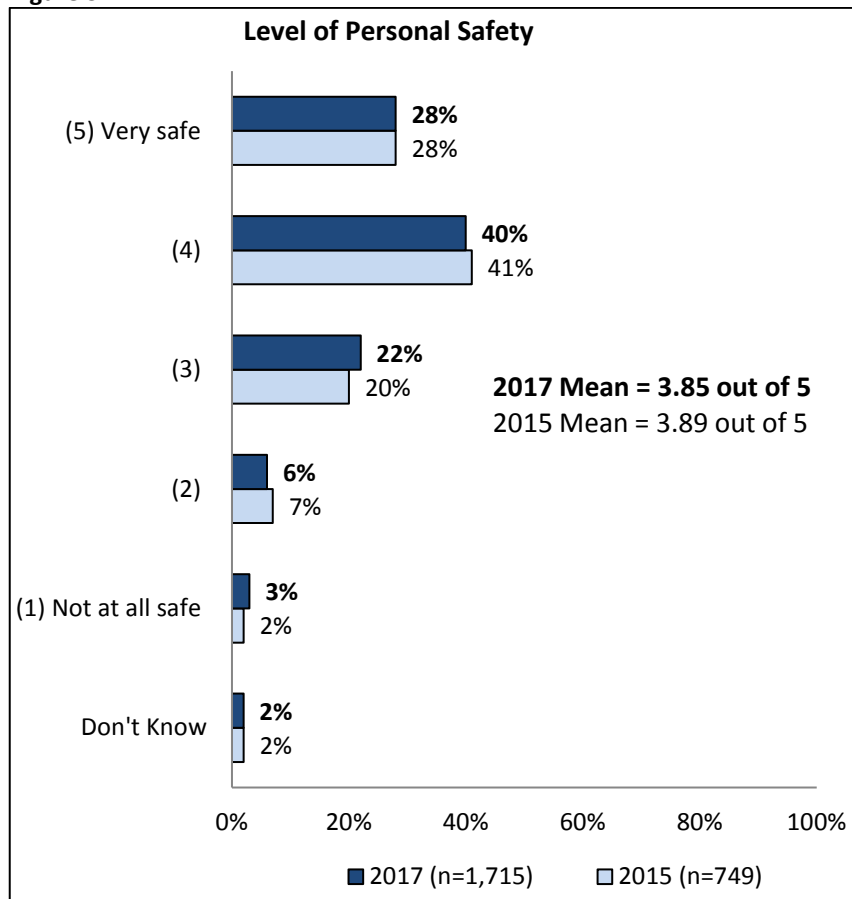
Respondent subgroups significantly more likely to recommend Sturgeon County to others as a place to live included:

- Those who have lived in Sturgeon County for 25 years or less (79% to 82%) versus those who have lived in Sturgeon County for more than 25 years (73%);
- Those who felt that their quality of life is "excellent," "very good," or "good" (84%) versus those who felt that it is "fair" or "poor" (15%);
- Those who feel safe, in terms of personal safety (88%) versus those who feel unsafe (53%);
- Those who were satisfied, overall, with the services and programs (92%) versus those who were not (62%);
- Those who did not have contact with a County employee (80%) versus those who did (75%);
- Those who were satisfied with County employees (87%) versus those who were not (56%);
- Those who were satisfied with County communications (87%) versus those who were not (61%);
- Those who felt that the value they receive for taxes is "excellent"/"very good" (96%) or "good" (91%) versus those who felt that the value is "fair"/"poor" (64%);
- Those who supported an inflationary tax increase to maintain services (92%) or a tax increase above inflation to increase services (82%) versus those who supported a tax decrease (61%);
- Those who are employed part-time (81%) versus those who are not employed (66%);
- Those who live in a multi-lot subdivision (84%) or hamlet (78%) versus those who live on a farm (68%);
- Those aged 18 to 34 (88%) versus those aged 35 and older (77%);
- Those whose household income in 2016 was \$100,000 or greater (84% to 85%) versus those whose income was less than \$100,000 (74% to 78%); and
- Those who live near Bon Accord, Cardiff, Namao, and St. Albert (78% to 84%) versus those who live near Calahoo, Lamoureaux, Morinville, or Redwater (62% to 74%).

3.2.1 Safety in Sturgeon County

When asked to rate their level of personal safety using a 1 to 5 scale where 1 meant “not at all safe” and 5 meant “very safe”, the majority (67%) of respondents felt safe (a rating of 4 or 5 out of 5). Nine percent (9%) of respondents gave a rating of 1 or 2 out of 5. See Figure 3, below.

Figure 3



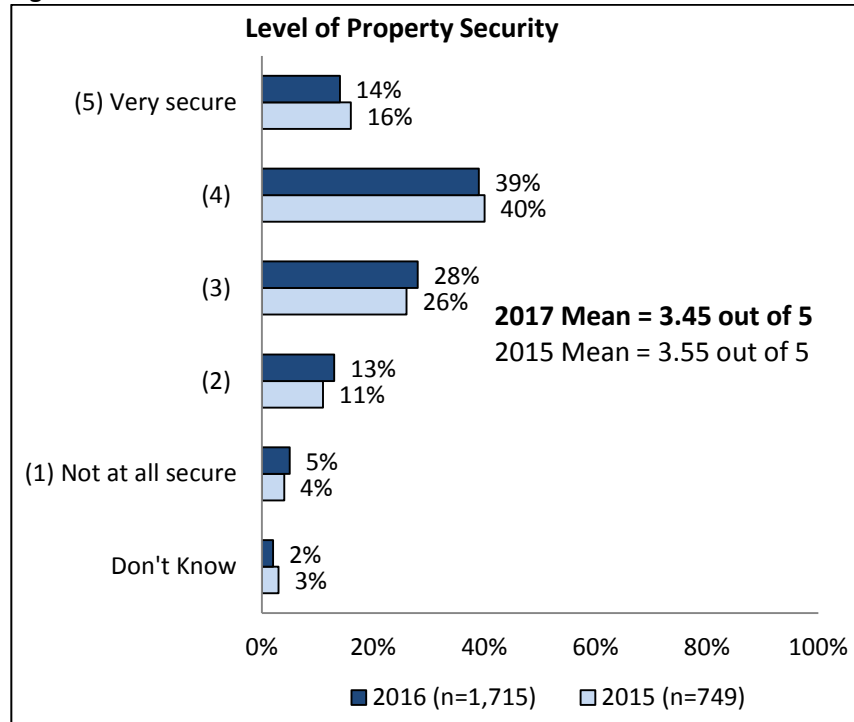
Selected Sub-Segment Findings

Respondent subgroups significantly more likely to **have reported feeling safe, in terms of personal safety** included:

- Those who have lived in Sturgeon County for 25 years or less (68% to 76%) versus those who have lived in Sturgeon County for more than 25 years (62%);
- Those who felt that their quality of life is “excellent,” “very good,” or “good” (72%) versus those who felt that it is “fair” or “poor” (22%);
- Those who would recommend Sturgeon County as a place to live (77%) versus those who would not (27%);
- Those who were satisfied, overall, with the services and programs (84%) versus those who were not (50%);
- Those who had contact with County employees (71%) versus those who did not (66%);
- Those who were satisfied with County employees (77%) versus those who were not (48%);
- Those who were satisfied with County communications (79%) versus those who were not (50%);
- Those who felt that the value they receive for taxes is “excellent”/“very good” (92%) or “good” (79%) versus those who felt that the value is “fair”/“poor” (55%);
- Those who supported an inflationary tax increase to maintain services (80%) versus those who supported a tax decrease (57%) or a tax increase above inflation to increase services (69%);
- Those who do not volunteer within the region (70%) versus those who do (64%);
- Those who live in a multi-lot subdivision (74%) or a hamlet (72%) versus those who live on a farm (60%);
- Those whose household income in 2016 was \$50,000 or greater (72% to 80%) versus those whose income was less than \$50,000 (63%); and
- Those who live near Bon Accord, Calahoo, Cardiff, Legal, Namao, St. Albert, and Villeneuve (63% to 75%) versus those who live near Alcomdale or Redwater (46% to 57%).

Just over half (53%) of respondents felt their property was secure (4 or 5 out of 5). Seventeen percent (17%) of respondents felt their property was not secure (a rating of 1 or 2 out of 5). See Figure 4, below.

Figure 4



Selected Sub-Segment Findings

Respondent subgroups significantly *more likely* to **have reported feeling secure, in terms of property security** included:

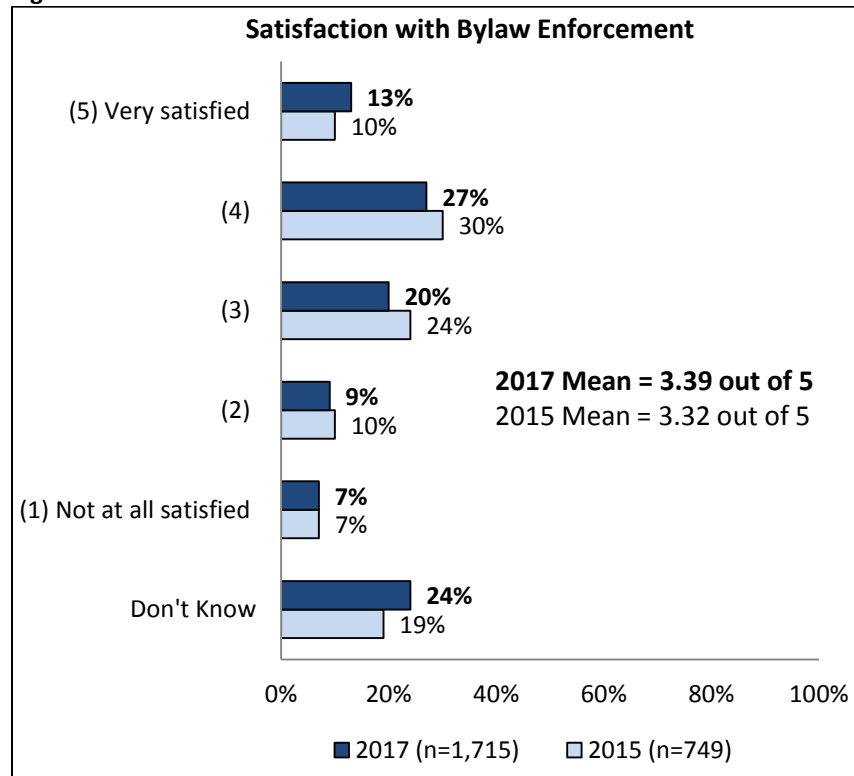
- Those who have lived in Sturgeon County for 10 years or less (56%) versus those who have lived in Sturgeon County for more than 25 years (49%);
- Those who felt that their quality of life is “excellent,” “very good,” or “good” (57%) versus those who felt that it is “fair” or “poor” (17%);
- Those who would recommend Sturgeon County as a place to live (61%) versus those who would not (20%);
- Those who felt safe, in terms of personal safety (73%) versus those who did not (10%);
- Those who were satisfied, overall, with the services and programs (68%) versus those who were not (34%);
- Those who did not have contact with a County employee (57%) versus those who did (50%);
- Those who were satisfied with County employees (59%) versus those who were not (33%);
- Those who were satisfied with County communications (64%) versus those who were not (36%);
- Those who felt that the value they receive for taxes is “excellent”/“very good” (77%) or “good” (63%) versus those who felt that the value is “fair”/“poor” (40%);
- Those who supported an inflationary tax increase to maintain services (63%) versus those who supported a tax decrease (45%);
- Those who are retired (59%) versus those who are employed full-time (50%), homemakers (44%) or who are not employed (40%);
- Those who do not volunteer within the region (56%) versus those who do (47%);
- Those who live in a multi-lot subdivision (62%) or hamlet (52%) versus those who live on a farm (42%); and
- Those who live near Bon Accord, Calahoo, Cardiff, Gibbons, Namao, St. Albert, and Villeneuve (50% to 61%) versus those who live near Alcomdale or Lamoureux (32% to 38%).

3.3 Satisfaction with County Services

3.3.1 Sturgeon County Bylaw Enforcement

Forty percent (40%) of respondents indicated they were satisfied with Sturgeon County bylaw enforcement (a rating of 4 or 5 out of 5). See Figure 5, below for a detailed illustration of responses.

Figure 5



Selected Sub-Segment Findings

Respondent subgroups significantly more likely to have been satisfied with **all 18 services** included:

- Those who felt that their quality of life is “excellent,” “very good,” or “good” versus those who felt that it is “fair” or “poor”;
- Those who would recommend Sturgeon County as a place to live versus those who would not;
- Those who felt safe, in terms of personal safety versus those who did not ;
- Those who were satisfied, overall, with the services and programs versus those who were not;
- Those who were satisfied with County employees versus those who were not;
- Those who were satisfied with County communications versus those who were not; and
- Those who felt that the value they receive for taxes is “excellent”/“very good” or “good” versus those who felt that the value is “fair”/“poor”;

Selected Sub-Segment Findings

Respondent subgroups significantly more likely to have been satisfied with **bylaw enforcement** included:

- Those who supported an inflationary tax increase to maintain services (50%) versus those who supported a tax decrease (30%);
- Those who are retired (43%) versus those who are employed full-time (37%);
- Those who live in a multi-lot subdivision (45%) versus those who live on a farm (38%); and
- Those who live near Bon Accord, Calahoo, Carbondale, Cardiff, Gibbons, Legal, Morinville, Namao, Riviere Qui Barre, St. Albert, and Villeneuve (36% to 61%) versus those who live near Alcomdale, Lamoureaux, or Redwater (19% to 35%).

Improvements to Bylaw Enforcement (Top Responses)

Those who were dissatisfied with bylaw enforcement (ratings of 1 to 3 out of 5; n=619)* most frequently stated the following ways to improve this area:

- Increase bylaw patrols/presence/be more visible in the County (11%);
- Improve bylaw enforcement, in general (8%);
- Increase/improve speeding/traffic safety/control (7%); and
- Increase/improve residential property/land use related bylaw enforcement (7%).

*Multiple Responses

Selected Sub-Segment Findings

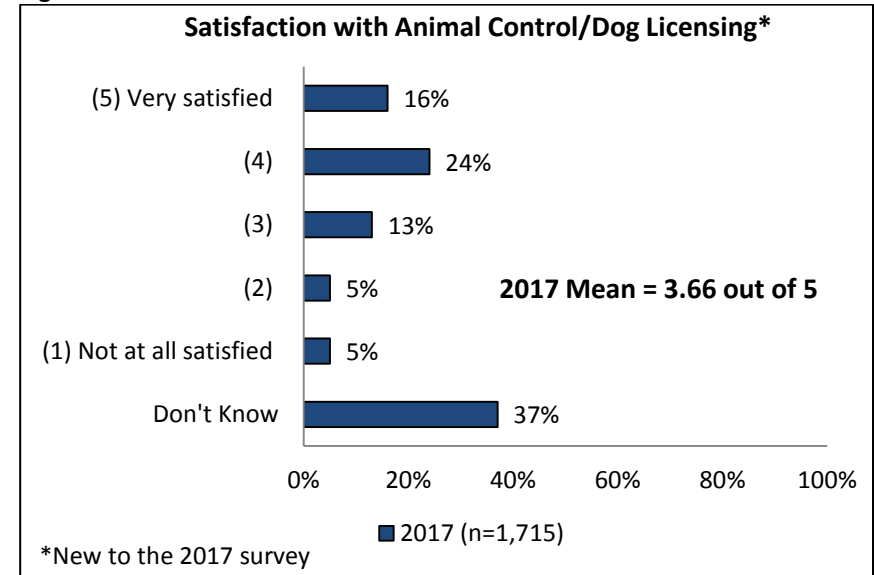
Respondent subgroups significantly more likely to **have been satisfied with animal control** included:

- Those who have lived in Sturgeon County for 10 years or less (46%) versus those who have lived in Sturgeon County for more than 25 years (36%); and
- Those who did not have contact with a County employee (43%) versus those who did (38%);
- Those who supported an inflationary tax increase to maintain services (47%) or a tax increase above inflation to increase services (42%) versus those who supported a tax decrease (29%);
- Those who live in a multi-lot subdivision (49%) versus those who live on a farm (31%); and
- Those who live near a community other than Lamoureux (26% to 50%) versus those who live near Lamoureux (11%).

3.3.2 Animal Control/Dog Licensing

With respect to animal control, 40% were satisfied (a rating of 4 or 5 out of 5). See Figure 6, below.

Figure 6



Improvements to Animal Control/Dog Licensing (Top Responses)

Those who were dissatisfied with animal control (ratings of 1 to 3 out of 5; n=393)* most frequently stated the following ways to improve this area:

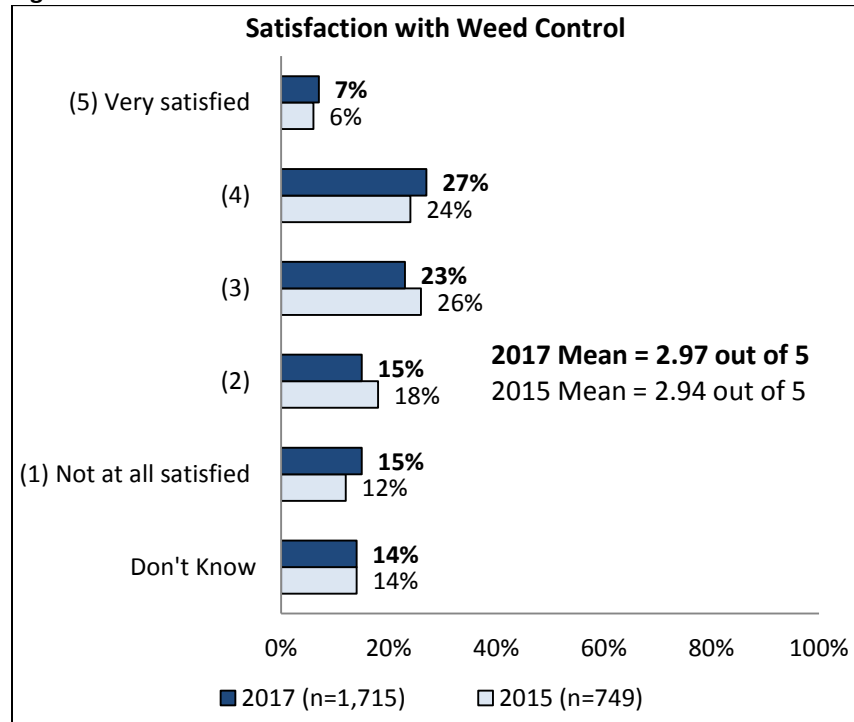
- Reduce amount of stray/roaming pets/animals (14%);
- Increase/improve animal control, in general (4%);
- Increase animal control patrols/presence (4%);
- Improve response time to calls/complaints (2%);
- Reduce animal control services/is not a needed service (2%);
- Enforce animal noise bylaw (2%); and
- Send reminder notifications for pet license renewals (2%).

*Multiple Responses

3.3.3 Weed Control

With respect to weed control, 34% were satisfied (a rating of 4 or 5 out of 5). See Figure 7, below.

Figure 7



Selected Sub-Segment Findings

Respondent subgroups significantly more likely to have been satisfied with weed control included:

- Those who supported an inflationary tax increase to maintain services (44%) or a tax increase above inflation to increase services (42%) versus those who supported a tax decrease (28%);
- Those who are retired (38%) versus those who are employed full-time (31%);
- Those aged 55 or older (37%) versus those aged 35 to 54 (30%); and
- Those whose household income in 2016 was between \$50,000 and less than \$200,000 (39% to 40%) versus those whose income was \$200,000 or greater (29%).

Improvements to Weed Control (Top Responses)

Those who were dissatisfied with weed control (ratings of 1 to 3 out of 5; n=891)* most frequently stated the following ways to improve this area:

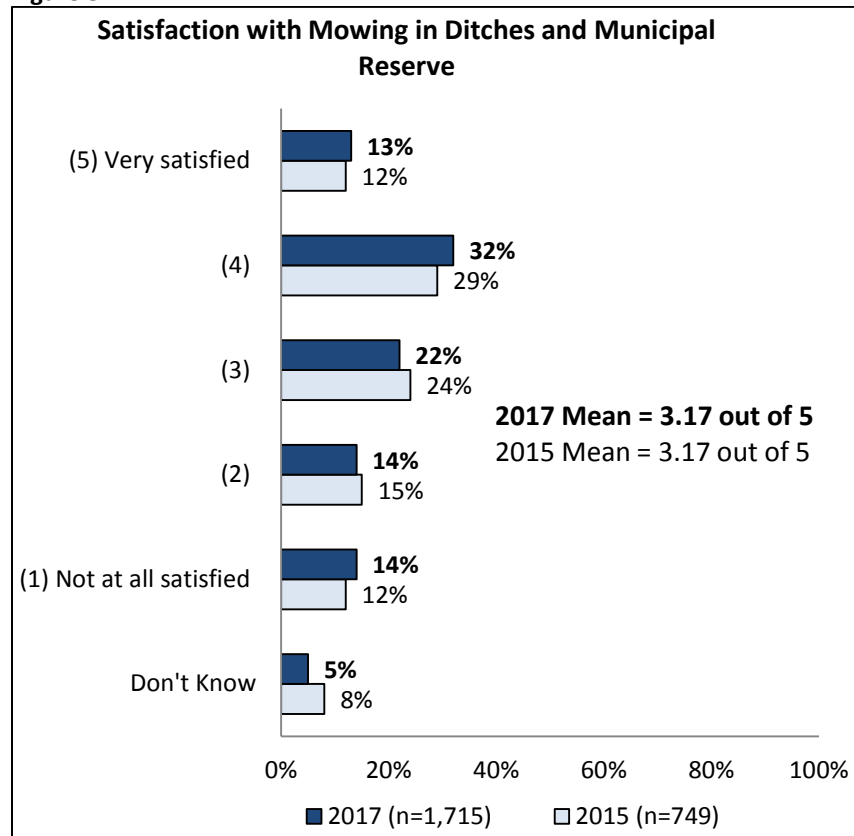
- Improve/increase weed control services, in general (20%);
- More frequent weed control/get rid of weeds more often (10%);
- Improve/increase ditch weed control/removal (7%); and
- Ensure that County residents/landowners do weed control/removal (4%).

*Multiple Responses

3.3.4 Mowing in Ditches and Municipal Reserve

With regards to the mowing in ditches and municipal reserve, 45% of respondents were satisfied (a rating of 4 or 5 out of 5). Over one-quarter of respondents (28%) were dissatisfied with this County service (a rating of 1 or 2 out of 5). See Figure 8, below.

Figure 8



Selected Sub-Segment Findings

Respondent subgroups significantly more likely to **have been satisfied with mowing in ditches and municipal reserve** included:

- Those who supported an inflationary tax increase to maintain services (57%) versus those who supported a tax decrease (39%) or a tax increase above inflation to increase services (41%);
- Those who are retired (48%) versus those who are employed full-time (41%); and
- Those aged 18 to 34 (53%) or 55 or older (48%) versus those aged 35 to 54 (40%).

Improvements to Mowing in Ditches and Municipal Reserve (Top Responses)

Those who were dissatisfied with mowing in ditches and municipal reserve (ratings of 1 to 3 out of 5; n=858)* most frequently stated the following ways to improve this area:

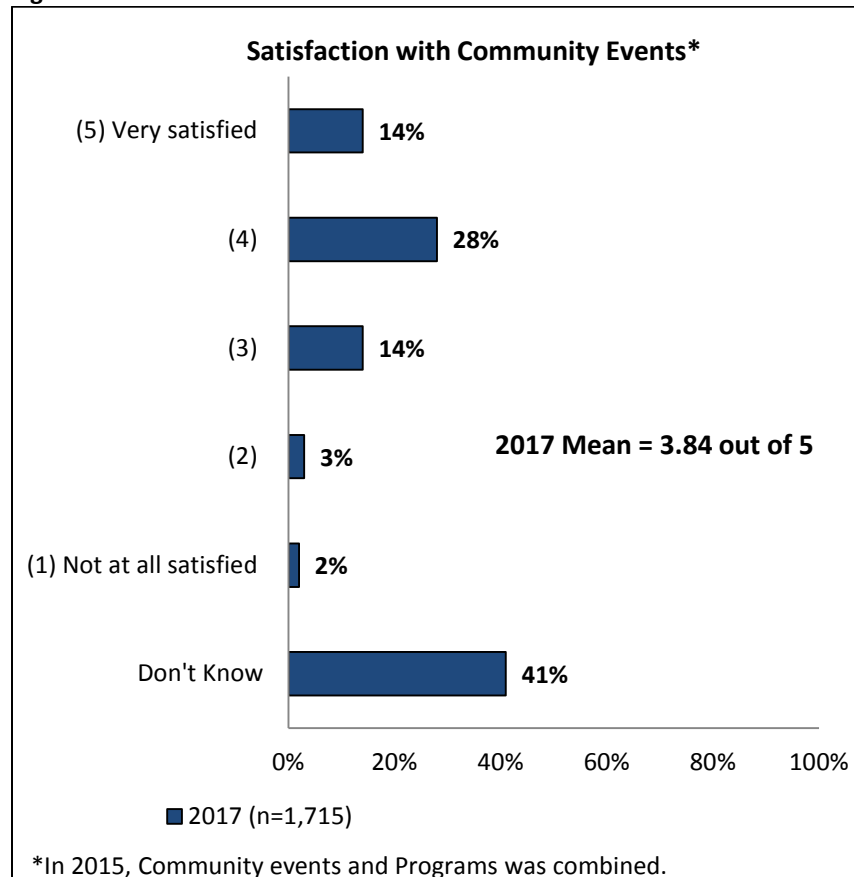
- More frequent ditch mowing (25%); and
- Improve/increase mowing in ditches (17%).

*Multiple Response

3.3.5 Community Events

Forty-two percent (42%) of all respondents were satisfied (a rating of 4 or 5) with community events. Only four percent (4%) were dissatisfied (a rating of 1 or 2 out of 5) with these events. Refer to Figure 9, below.

Figure 9



Selected Sub-Segment Findings

Respondent subgroups significantly more likely to **have been satisfied with community events** included:

- Those who had contact with County employees (44%) versus those who did not (38%);
- Those who supported an inflationary tax increase to maintain services (49%) or a tax increase above inflation to increase services (55%) versus those who supported a tax decrease (30%);
- Those with children in their household (47%) versus those without children (41%);
- Those who have volunteered within the region (53%) versus those who have not (37%);
- Those whose household income in 2016 was between \$100,000 and less than \$200,000 (50%) versus those whose income was \$200,000 or greater (35%); and
- Those who live near Calahoo, Cardiff, Legal, Morinville, and Nampa, (45% to 55%) versus those who live near Bon Accord, Carbondale, Lamoureaux, and St. Albert, (30% to 40%).

Improvements to Community Events (Top Responses)

Those who were dissatisfied with community events (ratings of 1 to 3 out of 5; n=304)* most frequently stated the following ways to improve this area:

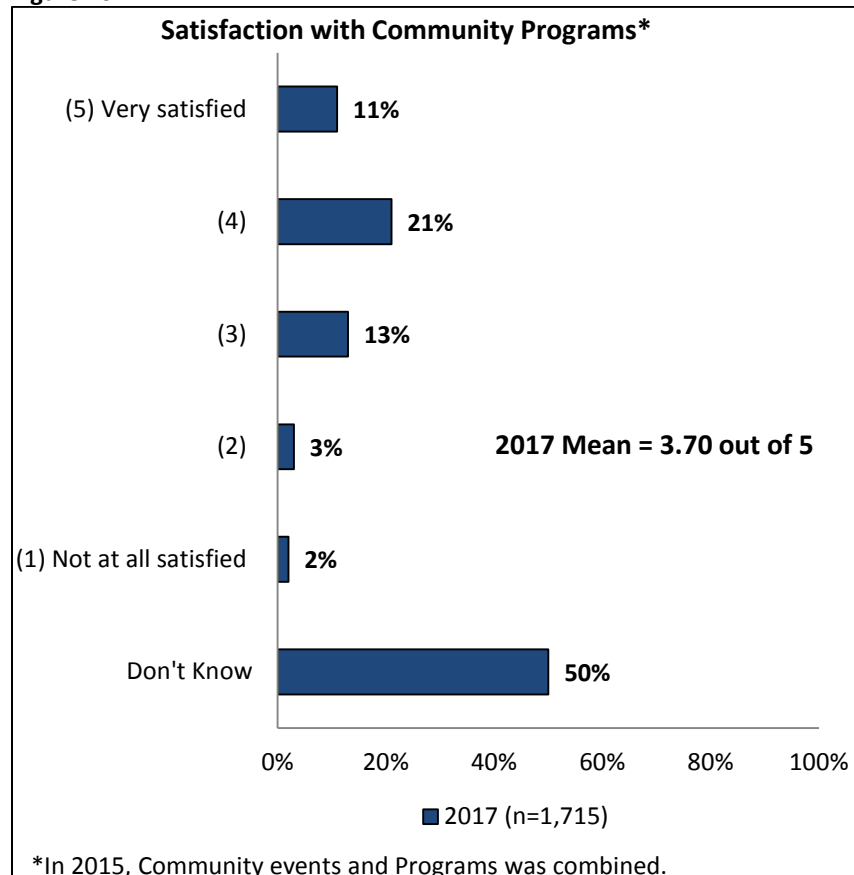
- Offer more community events/activities, in general (8%);
- Increase advertising/public awareness of community events (6%); and
- More events in different areas of the County (3%).

*Multiple Responses

3.3.6 Community Programs

Thirty-one percent (31%) of all respondents were satisfied (a rating of 4 or 5) with community programs including seniors, youth, preschool and fitness programs. Only six percent (6%) were dissatisfied (a rating of 1 or 2 out of 5) with these programs. Refer to Figure 10, below.

Figure 10



Selected Sub-Segment Findings

Respondent subgroups significantly more likely to **have been satisfied with community programs** included:

- Those who supported an inflationary tax increase to maintain services (39%) or a tax increase above inflation to increase services (41%) versus those who supported a tax decrease (22%);
- Those with children in their household (39%) versus those without children (28%);
- Those who are employed part-time (40%) versus those who are employed full-time (30%) or who are retired (31%);
- Those who have volunteered within the region (42%) versus those who have not (27%);
- Those who live on a farm (35%) or hamlet (37%) versus those who live in a multi-lot subdivision (28%);
- Those aged 18 to 34 (44%) versus those aged 35 and older (30% to 32%);
- Those whose household income in 2016 was less than \$200,000 (36%) versus those whose income was \$200,000 or greater (25%); and
- Those who live near Alcomdale, Bon Accord, Calahoo, Cardiff, Legal, Morinville, Namao, Redwater, and Riviere Qui Barre (31% to 47%) versus those who live near Lamoureaux and St. Albert (14% to 24%).

Improvements to Community Programs (Top Responses)

Those who were dissatisfied with community programs (ratings of 1 to 3 out of 5; n=314)* most frequently stated the following ways to improve this area:

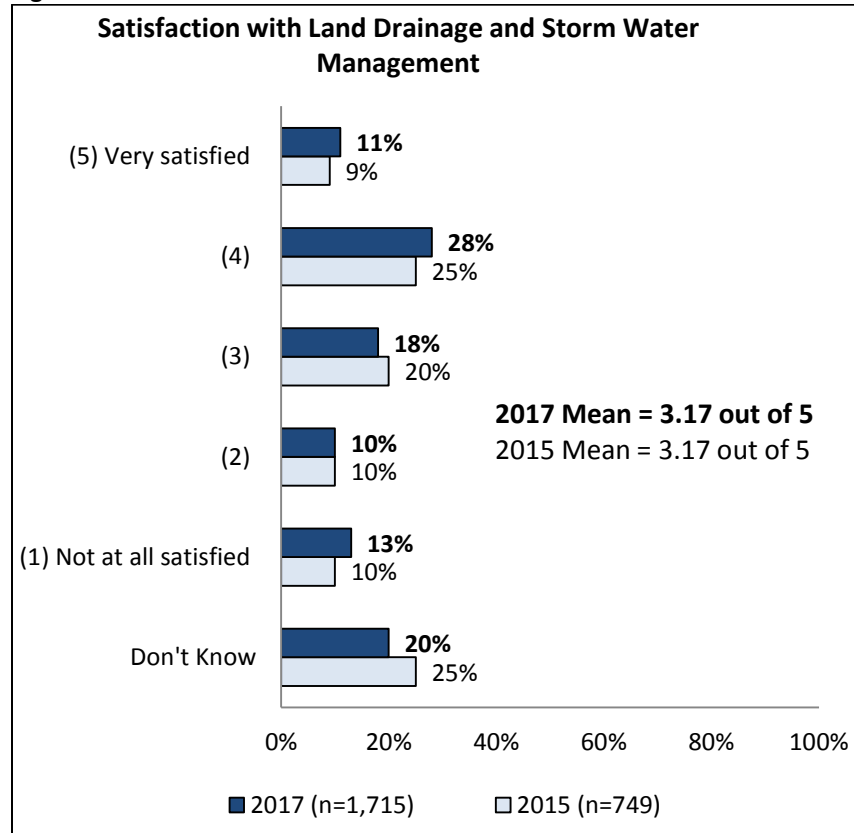
- More programs in different areas of the County (5%);
- Need more fitness/recreational facilities/programs (5%);
- Increase advertising/public awareness of community programs (4%); and
- Offer more community programs, in general (4%).

*Multiple Responses

3.3.7 Land Drainage & Storm Water Management

When asked to rate satisfaction with land drainage and storm water management, 39% of respondents indicated that they were satisfied (a rating of 4 or 5 out of 5). Twenty-three percent (23%) of respondents indicated that they were dissatisfied with this service (a rating of 1 or 2 out of 5). See Figure 11, below.

Figure 11



Selected Sub-Segment Findings

Respondent subgroups significantly more likely to **have been satisfied with land drainage and storm water management** included:

- Those who have lived in Sturgeon County for 10 years or less (45%) versus those who have lived in Sturgeon County for 11 years or more (35% to 38%);
- Those who did not contact a County employee (42%) versus those who did (37%);
- Those who supported an inflationary tax increase to maintain services (52%) versus those who supported a tax decrease (32%) or a tax increase above inflation to increase services (39%);
- Those who live in a multi-lot subdivision (46%) versus those who live on a farm (32%) or hamlet (31%);
- Those aged 18 to 34 (48%) versus those aged 35 to 54 (38%);
- Those whose household income in 2016 was \$100,000 or greater (45% to 48%) versus those whose income was less than \$50,000 (34%); and
- Those who live near a community other than Riviere Qui Barre (31% to 48%) versus those who live near Riviere Qui Barre (16%).

Improvements to Land Drainage & Storm Water Management (Top Responses)

Those who were dissatisfied with land drainage and storm water management (ratings of 1 to 3 out of 5; n=704)* most frequently stated the following ways to improve this area:

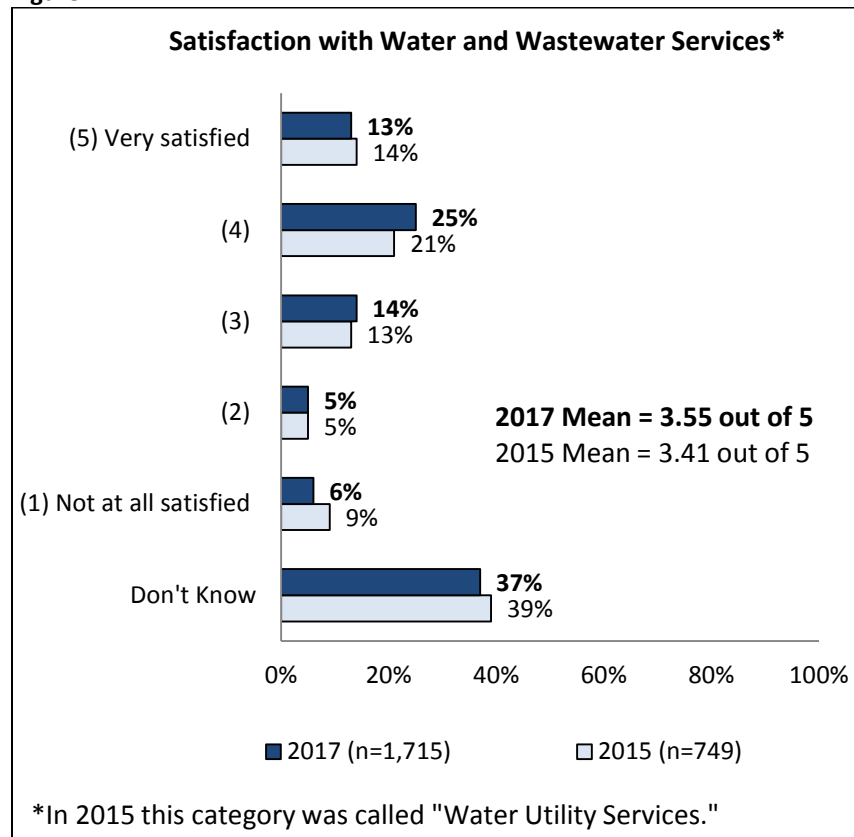
- Need better road/ditch drainage system/address areas prone to flooding (26%);
- Maintain ditches/culverts more often (8%);
- Improve response time to calls/complaints (3%); and
- Need to build more ditches/culverts along County Roads (2%).

*Multiple Responses

3.3.8 Water and Wastewater Services

A large portion of respondents (37%) were unaware or did not provide a satisfaction rating for water and wastewater services. Thirty-eight percent (38%) indicated they were satisfied (a rating of 4 or 5 out of 5). See Figure 12, below.

Figure 12



Selected Sub-Segment Findings

Respondent subgroups significantly more likely to have been satisfied with water and wastewater services included:

- Those who have lived in Sturgeon County for 25 years or less (38% to 47%) versus those who have lived in Sturgeon for more than 25 years (32%);
- Those who have not had contact with County employees in the past 12 months (42%) versus those who have (36%);
- Those who supported an inflationary tax increase to maintain services (52%) or a tax increase above inflation to increase services (48%) versus those who supported a tax decrease (23%);
- Those who live in a multi-lot subdivision (48%) or a hamlet (46%) versus those who live on a farm (25%);
- Those aged 18 to 34 (49%) versus those aged 35 or older (37% to 39%);
- Those whose household income in 2016 was \$100,000 or greater (42% to 43%) versus those whose income was less than \$50,000 (32%); and
- Those who live near Bon Accord, Cardiff, Lamoureaux, Morinville, Namao, St. Albert, and Villeneuve (37% to 52%) versus those who live near Calahoo, Redwater, and Riviere Qui Barre (19% to 23%).

Improvements to Water and Wastewater Services (Top Responses)

Those who were dissatisfied with water and wastewater services (ratings of 1 to 3 out of 5; n=418)* most frequently stated the following ways to improve this area:

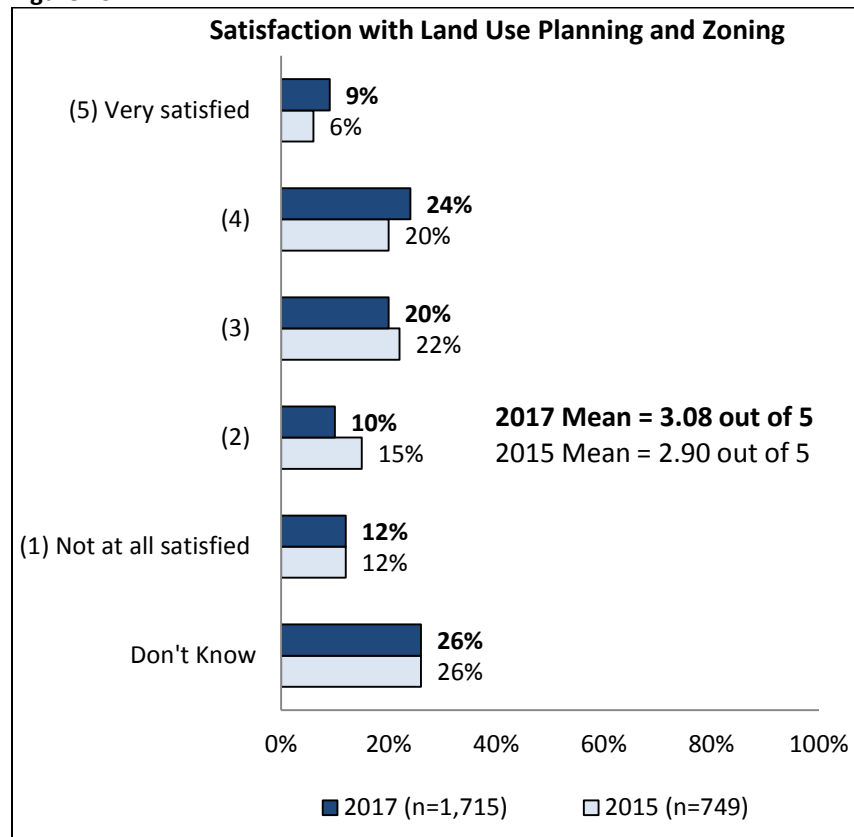
- Access to water services in all areas of the County (14%); and
- Less costly water and wastewater services (10%).

*Multiple Responses

3.3.9 Land Use Planning and Zoning

Nearly one-third of respondents (32%, a significant increase from 25% in 2015) were satisfied with land use planning and zoning (ratings of 4 or 5 out of 5). Twenty-two percent (22%) of respondents were dissatisfied (ratings of 1 or 2 out of 5). See Figure 13, below.

Figure 13



Selected Sub-Segment Findings

Respondent subgroups significantly more likely to have been satisfied with land use planning and zoning included:

- Those who have lived in Sturgeon County for 25 years or less (34% to 40%) versus those who have lived in Sturgeon for more than 25 years (26%);
- Those who supported an inflationary tax increase to maintain services (44%) or a tax increase above inflation to increase services (38%) versus those who supported a tax decrease (20%);
- Those who live in a multi-lot subdivision (39%) or a hamlet (38%) versus those who live on a farm (24%);
- Those whose household income in 2016 was between \$100,000 and less than \$200,000 (40%) versus those whose income was less than \$100,000 (31% to 32%); and
- Those who live near Cardiff, Namao, and St. Albert (34% to 45%) versus those who live near Alcomdale, Bon Accord, Calahoo, and Riviere Qui Barre (18% to 26%).

Improvements to Land Use Planning and Zoning (Top Responses)

Those who were dissatisfied with land use planning and zoning (ratings of 1 to 3 out of 5; n=720)* most frequently stated the following ways to improve this area:

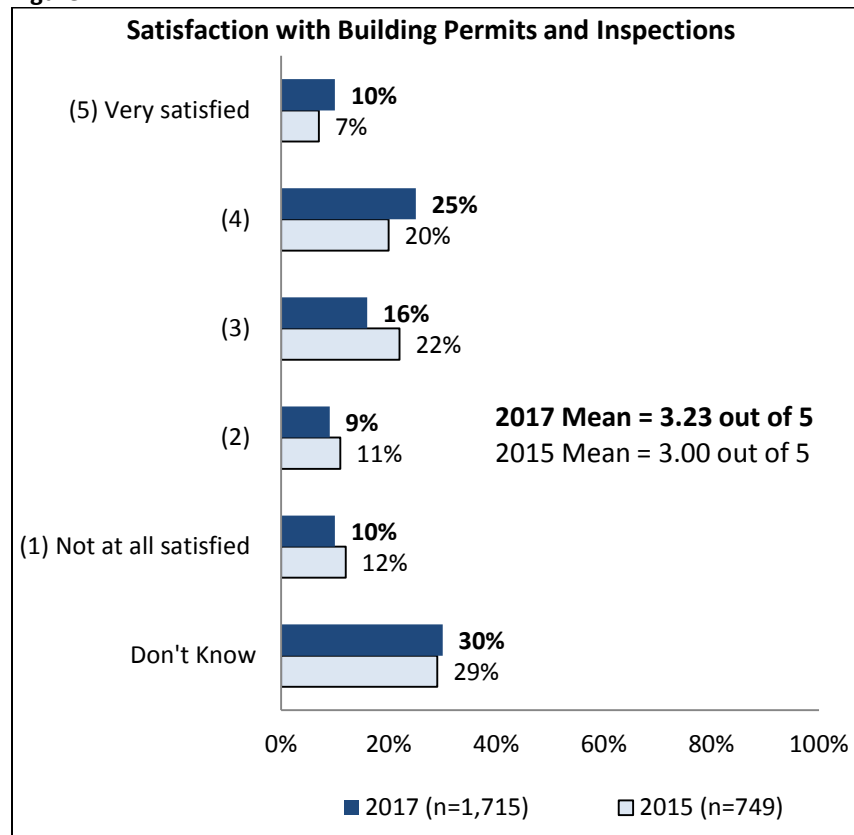
- Less land use rules/be more lenient (7%);
- Improve County development land use planning/zoning, in general (5%);
- Increase/improve land use by-law enforcement (4%); and
- Increase level of communication with residents (3%).

*Multiple Responses

3.3.10 Building Permits and Inspection

With respect to building permits and inspection services, just over one-third (35%, a significant increase from 27% in 2015) indicated they were satisfied (a rating of 4 or 5 out of 5). Over one-quarter of respondents (30%) were unsure or did not provide a response. See Figure 14, below.

Figure 14



Selected Sub-Segment Findings

Respondent subgroups significantly more likely to **have been satisfied with building permits and inspections** included:

- Those who supported an inflationary tax increase to maintain services (43%) versus those who supported a tax decrease (29%);
- Those with children in their household (39%) versus those without children (33%);
- Those who live in a multi-lot subdivision (37%) versus those who live on a farm (31%);
- Those whose household income in 2016 was between \$100,000 and \$200,000 (41%) versus those whose income was less than \$50,000 (32%); and
- Those who live near St. Albert (44%) versus those who live near Alcomdale, Bon Accord, or Calahoo (28% to 32%).

Improvements to Building Permits and Inspections (Top Responses)

Those who were dissatisfied with building permits and inspections (ratings of 1 to 3 out of 5; n=597)* most frequently stated the following ways to improve this area:

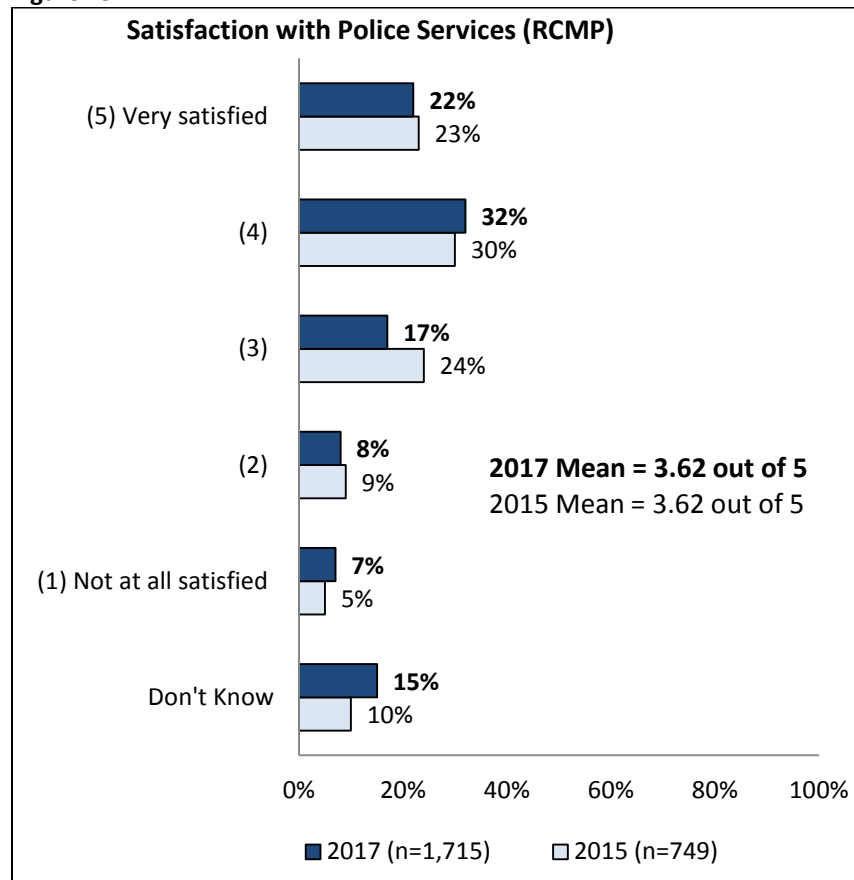
- Make permit process easier/less difficult (8%);
- Less costly building permit services (7%); and
- Reduce the number of permits (6%).

*Multiple Responses

3.3.11 Police Services (RCMP)

Respondents were asked how satisfied they were with police services (RCMP) in Sturgeon County. Over half of respondents (53%) were satisfied (ratings of 4 or 5 out of 5) while 15% were dissatisfied (ratings of 1 or 2 out of 5). See Figure 15, below.

Figure 15



Selected Sub-Segment Findings

Respondent subgroups significantly more likely to **have been satisfied with police services (RCMP)** included:

- Those who supported an inflationary tax increase to maintain services (64%) versus those who supported a tax decrease (48%) or a tax increase above inflation to increase services (48%);
- Homemakers (62%) and those who are not employed (68%) versus those who are employed full-time (50%); and
- Those who live near Cardiff, Morinville, Namao, and Riviere Qui Barre (58% to 60%) versus those who live near Calahoo or Gibbons (46%).

Improvements to Police Services (RCMP) (Top Responses)

Those who were dissatisfied with police services (RCMP) (ratings of 1 to 3 out of 5; n=552)* most frequently stated the following ways to improve this area:

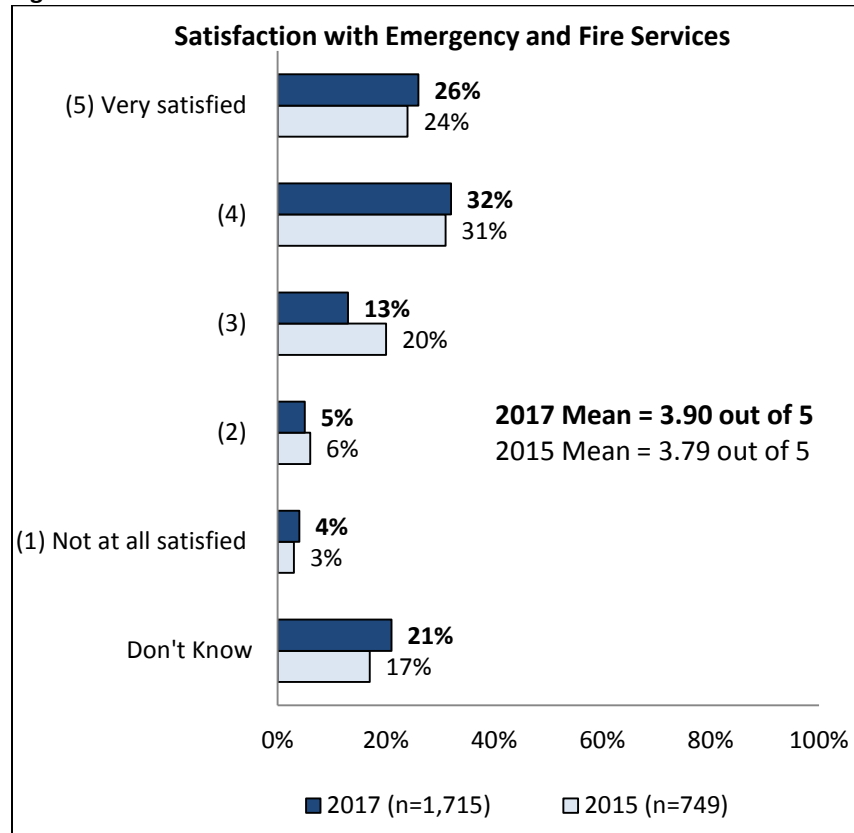
- Increase police patrols (21%);
- Improve response time to calls (12%); and
- Hire more police officers (6%).

*Multiple Responses

3.3.12 Emergency and Fire Services

The majority of respondents (58%) were satisfied overall with emergency and fire services (a rating of 4 or 5 out of 5). Only 9% indicated they were dissatisfied (a rating of 1 or 2 out of 5) with this service. Refer to Figure 16, below.

Figure 16



Selected Sub-Segment Findings

Respondent subgroups significantly more likely to **have been satisfied with emergency and fire services** included:

- Those who have lived in the County for more than 11 years (60% to 63%) versus those who have lived in the County for 10 years or less (50%);
- Those who supported an inflationary tax increase to maintain services (65%) versus those who supported a tax decrease (49%);
- Those who are employed part-time (64%) or who are not employed (76%) versus those who are retired (59%) or are employed full-time (54%);
- Those who live on a farm (61%) or a hamlet (63%) versus those who live in a multi-lot subdivision (54%);
- Those whose household income in 2016 was less than \$200,000 (58% to 65%) versus those whose income was \$200,000 or greater (48%); and
- Those who live near Bon Accord, Calahoo, Carbondale, Cardiff, Gibbons, Legal, Namao, Redwater, and Riviere Qui Barre (57% to 70%) versus those who live near Alcomdale, Lamoureaux, or St. Albert (43% to 45%).

Improvements to Emergency and Fire Services (Top Responses)

Those who were dissatisfied with emergency and fire services (ratings of 1 to 3 out of 5; n=363)* most frequently stated the following ways to improve this area:

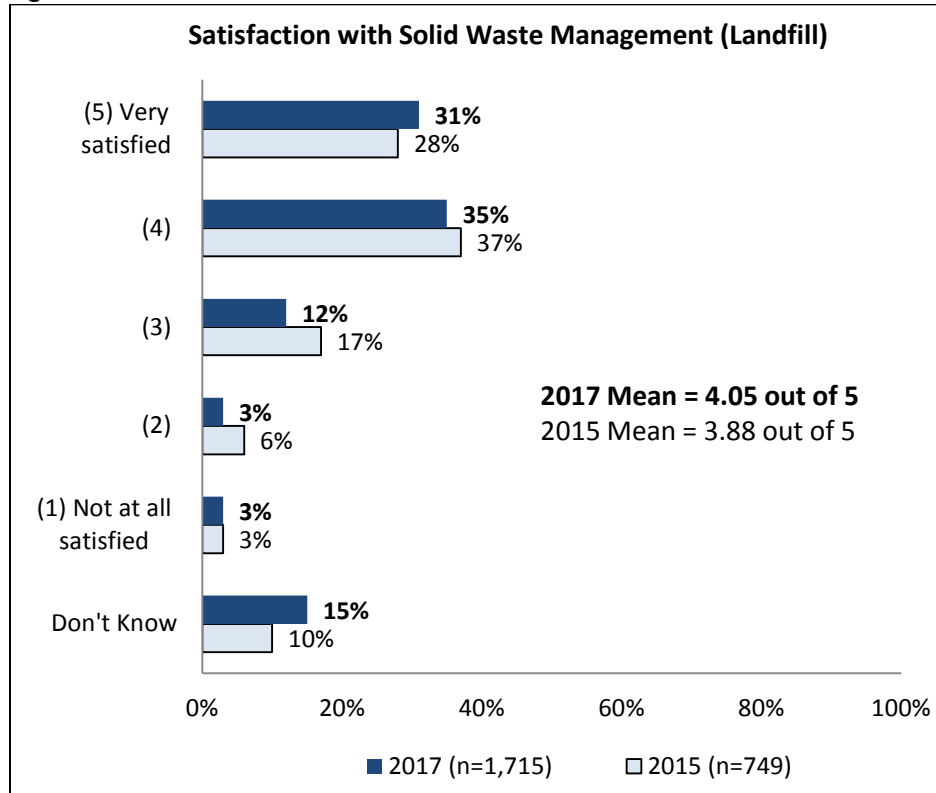
- Expand fire services/build more fire stations (10%);
- Improve response times to calls (9%); and
- Better fire hydrants (5%).

*Multiple Responses

3.3.13 Solid Waste Management (Landfill)

When asked to rate their satisfaction with solid waste disposal management, 66% of respondents indicated satisfaction with this service (a rating of 4 or 5 out of 5). See Figure 17, below.

Figure 17



Selected Sub-Segment Findings

Respondent subgroups significantly more likely to have been satisfied with solid waste management (landfill) included:

- Those who have lived in the County for 11 to 25 years (72%) versus those who have lived in the County for 10 years or less (63%) or 25 years or more (66%);
- Those who supported an inflationary tax increase to maintain services (76%) or a tax increase above inflation to increase services (67%) versus those who supported a tax decrease (54%);
- Those who are employed part-time (74%) versus those who are employed full-time (65%) or homemakers (58%);
- Those who have volunteered within the region (70%) versus those who have not (65%);
- Those whose household income in 2016 was between \$100,000 and less than \$200,000 (72%) versus those whose income was \$200,000 or greater (62%); and
- Those who live near Bon Accord, Carbondale, Cardiff, Morinville, Namao, Riviere Qui Barre, St. Albert, or Villeneuve (65% to 77%) versus those who live near Calahoo or Lamoureux (46% to 56%).

Improvements to Solid Waste Management (Top Responses)

Those who were dissatisfied with solid waste management (ratings of 1 to 3 out of 5; n=318)* most frequently stated the following ways to improve this area:

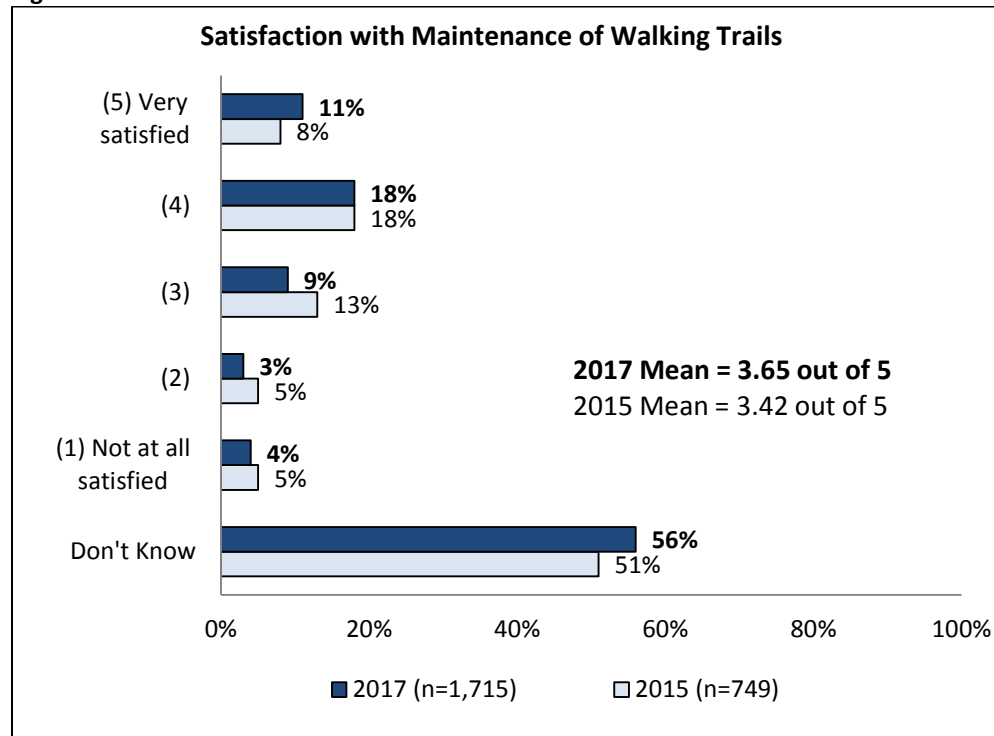
- Add more landfill sites in County (12%);
- More convenient hours of landfill operation (8%);
- Improve/expand recycling program/accept more items (7%);
- Provide garbage collection services/curb side collection (5%); and
- Improve accessibility to landfill/easier to get around (4%).

*Multiple Responses

3.3.14 Maintenance of Walking Trails

With regards to maintenance of walking trails, over half of respondents (56%) did not provide a rating or did not know. Twenty-nine percent (29%) indicated satisfaction with this service (a rating of 4 or 5 out of 5). Refer to Figure 18, below.

Figure 18



Selected Sub-Segment Findings

Respondent subgroups significantly more likely to have been satisfied with the maintenance of walking trails included:

- Those who have lived in the County for 25 years or less (31% to 36%) versus those who have lived in the County for more than 25 years (23%);
- Those who supported an inflationary tax increase to maintain services (40%) versus those who supported a tax decrease (21%);
- Homemakers (38%) versus those who are employed part-time (26%) or those who were retired (26%);
- Those who live in a multi-lot subdivision (37%) or a hamlet (36%) versus those who live on a farm (20%);
- Those aged 35 to 54 (32%) versus those aged 55 or older (27%);
- Those whose household income in 2016 was \$50,000 or greater (30% to 40%) versus those whose income was less than \$50,000 (21%); and
- Those who live near Alcomdale, Cardiff, Gibbons, Morinville, Namao, or St. Albert (21% to 51%) versus those who live near Lamoureaux or Redwater (8% to 10%).

Improvements to Maintenance of Walking Trails (Top Responses)

Those who were dissatisfied with maintenance of walking trails (ratings of 1 to 3 out of 5; n=270)* most frequently stated the following ways to improve this area:

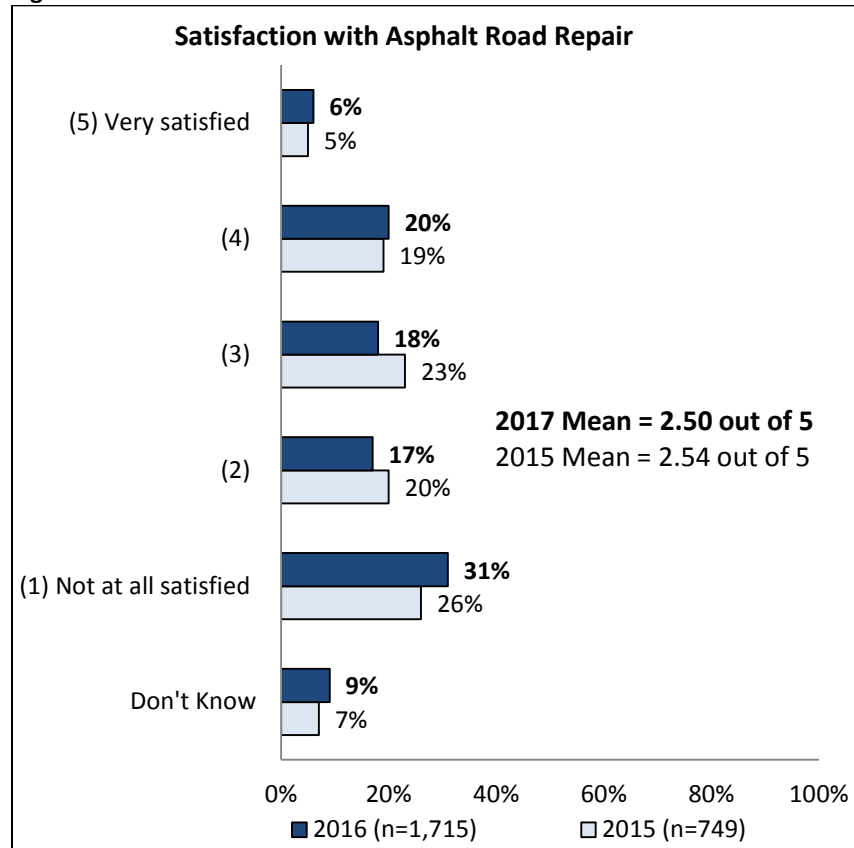
- Add more walking trails (22%); and
- Improve/increase trail cleanliness/snow removal (16%).

*Multiple Responses

3.3.15 Asphalt Road Repair

Just over one-quarter (26%) of all respondents were satisfied (a rating of 4 or 5) with asphalt road repair, while 47% were dissatisfied (a rating of 1 or 2 out of 5). Refer to Figure 19, below.

Figure 19



Selected Sub-Segment Findings

Respondent subgroups significantly more likely to **have been satisfied with asphalt road repair** included:

- Those who have lived in the County for 10 years or less (29%) versus those who have lived in the County for more than 25 years (22%);
- Those who have not had contact with County employees in the past 12 months (29%) versus those who have (24%);
- Those who supported an inflationary tax increase to maintain services (34%) versus those who supported a tax decrease (22%);
- Those who live in a multi-lot subdivision (28%) versus those who live in a hamlet (18%);
- Those aged 18 to 34 (35%) versus those aged 35 or older (25% to 26%); and
- Those who live near Alcomdale, Bon Accord, Cardiff, Namao, or St. Albert (27% to 38%) versus those who live near Calahoo, Gibbons, or Lamoureaux (16% to 17%).

Improvements to Asphalt Road Repair (Top Responses)

Those who were dissatisfied with asphalt road repair (ratings of 1 to 3 out of 5; n=1,124)* most frequently stated the following ways to improve this area:

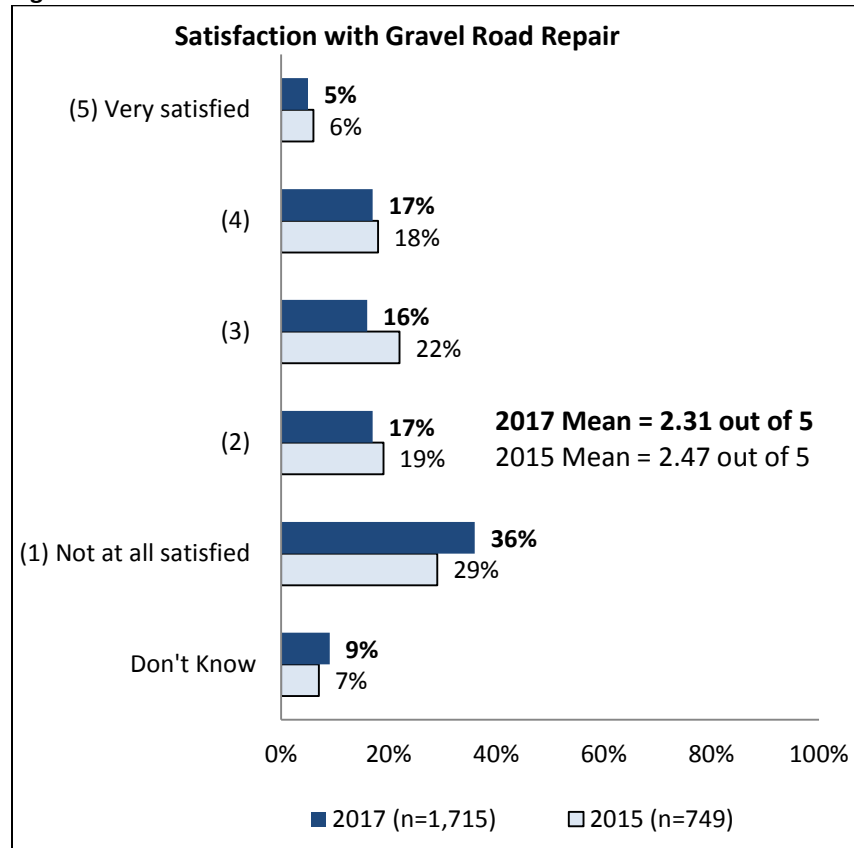
- Improve/increase asphalt road repair, in general (22%);
- Repair/fill potholes on roads (15%); and
- Do a better/more efficient job of road maintenance (11%).

*Multiple Responses

3.3.16 Gravel Road Repair

Just under one-quarter (22%) of all respondents were satisfied (a rating of 4 or 5) with gravel road repair, while 53% were dissatisfied (a rating of 1 or 2 out of 5). Refer to Figure 20, below.

Figure 20



Selected Sub-Segment Findings

Respondent subgroups significantly more likely to have been satisfied with gravel road repair included:

- Those who have lived in the County for 10 years or less (27%) versus those who have lived in the County for more than 10 years (19% to 20%);
- Those who have not had contact with County employees in the past 12 months (25%) versus those who have (19%);
- Those who supported an inflationary tax increase to maintain services (31%) versus those who supported a tax decrease (16%);
- Those who live in a multi-lot subdivision (25%) versus those who live on a farm (19%);
- Those aged 18 to 34 (32%) versus those aged 35 or older (21%);
- Those whose household income in 2016 was between \$50,000 and less than \$100,000 (27%) versus those whose income was \$200,000 or greater (17%); and
- Those who live near Bon Accord, Carbondale, Cardiff, Namao, Redwater, St. Albert, or Villeneuve (21% to 30%) versus those who live near Alcomdale, Calahoo, or Lamoureaux (5% to 15%).

Improvements to Gravel Road Repair (Top Responses)

Those who were dissatisfied with gravel road repair (ratings of 1 to 3 out of 5; n=1,184) most frequently stated the following ways to improve this area:

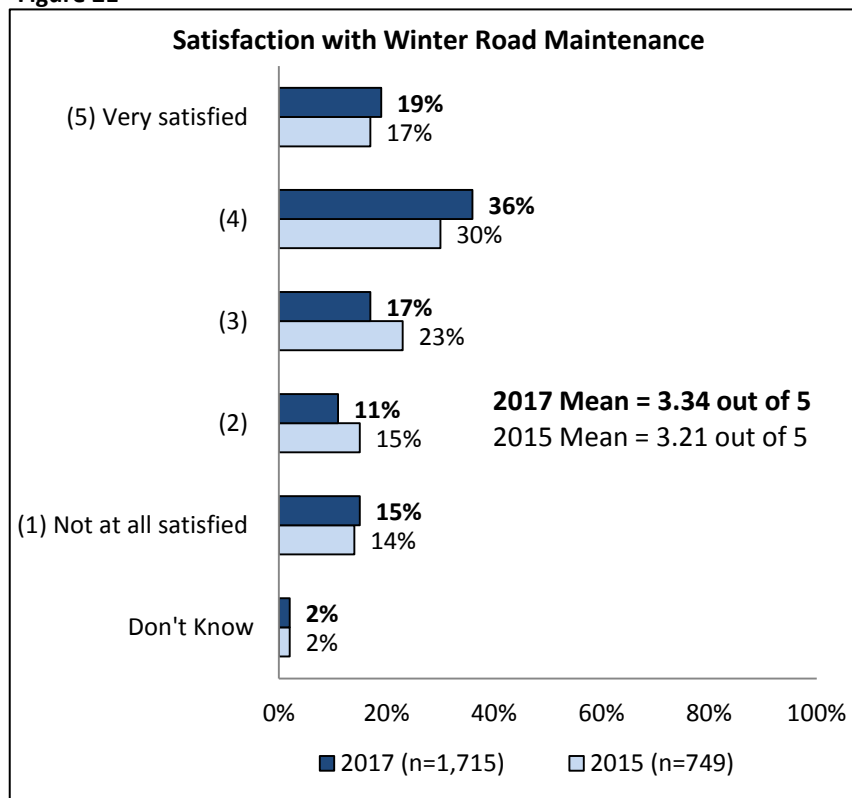
- Improve/increase gravel road repairs/grading/increase frequency (22%);
- Repair/fill potholes on roads (7%);
- Improve/increase gravel road dust control (7%); and
- Need better trained road grader operators (6%).

*Multiple Responses

3.3.17 Winter Road Maintenance

With regards to winter road maintenance, 55% of all respondents were satisfied (a rating of 4 or 5, a significant increase from 47% in 2015). Twenty-six percent (26%) of respondents were dissatisfied (a rating of 1 or 2 out of 5). Refer to Figure 21, below.

Figure 21



Selected Sub-Segment Findings

Respondent subgroups significantly *more likely to have been satisfied with winter road maintenance* included:

- Those who have lived in Sturgeon County for 10 years or less (59%) versus those who have lived in Sturgeon County for more than 25 years (52%);
- Those who supported an inflationary tax increase to maintain services (71%) or a tax increase above inflation to increase services (60%) versus those who supported a tax decrease (40%);
- Those who live in a multi-lot subdivision (60%) versus those who live on a farm (50%); and
- Those who live near Cardiff, Gibbons, Nampa, St. Albert, or Villeneuve (54% to 66%) versus those who live near Alcomdale, Bon Accord, Calahoo, Lamoureaux, Legal, Morinville, Redwater, or Riviere Qui Barre (38% to 49%).

Improvements to Winter Road Maintenance (Top Responses)

Those who were dissatisfied with winter road maintenance (ratings of 1 to 3 out of 5; n=745)* most frequently stated the following ways to improve this area:

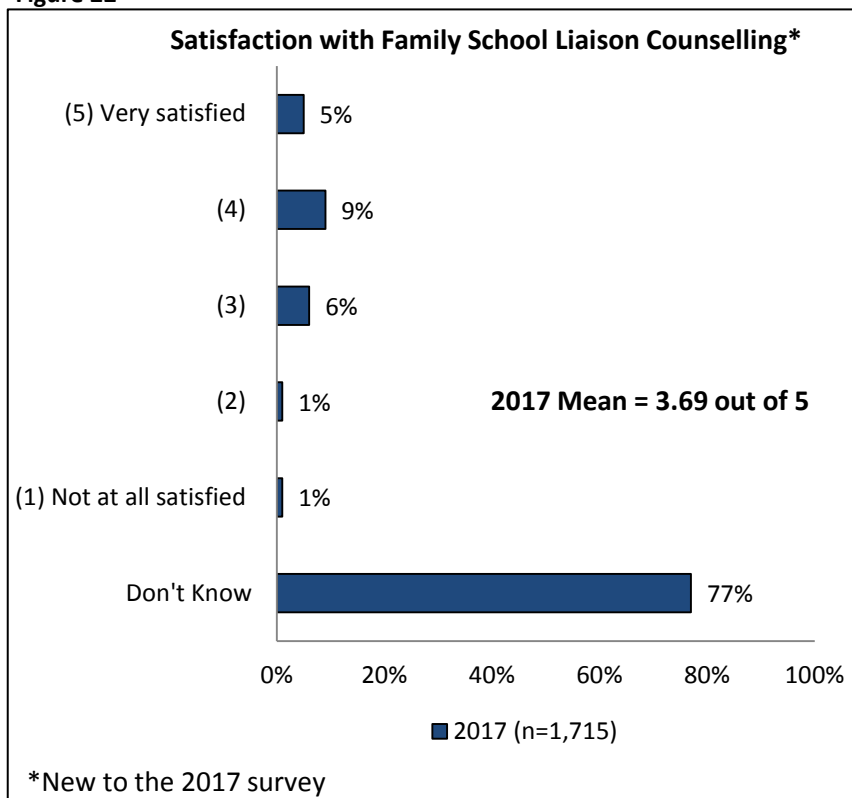
- Improve/increase snow removal (21%);
- Remove snow from roads in a more timely manner (9%); and
- Remove windrows from roads/driveways (5%).

*Multiple Responses

3.3.18 Family School Liaison Counselling

With regards to the Family School Liaison Counselling program, 14% of all respondents were satisfied. Three percent (3%) of respondents were dissatisfied (a rating of 1 or 2 out of 5). Seventy-seven percent (77%) did not provide a response. Refer to Figure 22, below.

Figure 22



Selected Sub-Segment Findings

Respondent subgroups significantly more likely to have been satisfied with the family school liaison counselling program included:

- Those with children in their household (20%) versus those without children (12%);
- Homemakers (22%) versus those who are retired (12%);
- Those who have volunteered within the region (20%) versus those who have not (12%); and
- Those who live near Cardiff or Riviere Qui Barre (18% to 19%) versus those who live near Carbondale (3%).

Improvements to Family School Liaison Counselling (Top Responses)

Those who were dissatisfied with family school liaison counselling (ratings of 1 to 3 out of 5; n=150)* most frequently stated the following ways to improve this area:

- Increase advertising (3%);
- More helpful counselors, in general (2%); and
- More focus on bullying in schools (2%).

*Multiple Responses

Table 1

Summary of County Service Satisfaction Ratings						
	Percent of Respondents					Mean (out of 5)
	5	4	3	2	1	
Solid Waste Management (Landfill) (n=1,455)	37	41	15	4	3	4.05
Emergency and Fire Services (n=1,349)	33	41	16	6	5	3.90
Community Events (n=1,020)	24	47	23	4	3	3.84
Community Programs (n=852)	22	41	26	7	4	3.70
Family School Liaison Counselling Program (n=396)	23	39	27	6	5	3.69
Animal Control/Dog Licensing (n=1,080)	26	38	21	8	8	3.66
Maintenance of Walking Trails (n=764)	24	40	20	7	8	3.65
Police Services (RCMP) (n=1,466)	25	37	20	10	8	3.62
Water and Wastewater Services (n=1,074)	21	40	22	8	9	3.55
Bylaw Enforcement (n=1,311)	17	36	26	11	10	3.39
Winter Road Maintenance (n=1,685)	20	36	18	11	15	3.34
Building Permits and Inspections (n=1,193)	14	36	23	13	14	3.23
Mowing in Ditches and Municipal Reserve (n=1,625)	13	34	24	14	15	3.17
Land Drainage and Storm Water Management (n=1,371)	14	35	22	12	17	3.17
Land Use Planning and Zoning (n=1,268)	11	32	27	14	16	3.08
Weed Control (n=1,476)	9	31	26	17	17	2.97
Asphalt Road Repair (n=1,566)	6	22	20	18	33	2.50
Gravel Road Repair (n=1,553)	5	18	18	19	39	2.31

3.3.19 Summary of Satisfaction Ratings

Table 1 displays a summary of County service satisfaction ratings with the “don’t know/not stated” responses removed. As shown in Table 1 to the left, the services that garnered the highest mean satisfaction ratings were:

- Solid Waste Management (4.05 out of 5);
- Emergency and Fire Services (3.90 out of 5); and
- Community Events (3.84 out of 5).

The services that garnered the lowest mean ratings were:

- Weed Control (2.97 out of 5);
- Asphalt Road Repair (2.50 out of 5); and
- Gravel Road Repair (2.31 out of 5).

3.3.20 Overall Service Satisfaction

Forty-two percent (42%) of respondents were satisfied overall with services and programs offered in the County (a rating of 4 or 5 out of 5). Fourteen percent (14%) of respondents were dissatisfied overall (a rating of 1 or 2 out of 5). See Figure 23, below.

Figure 23

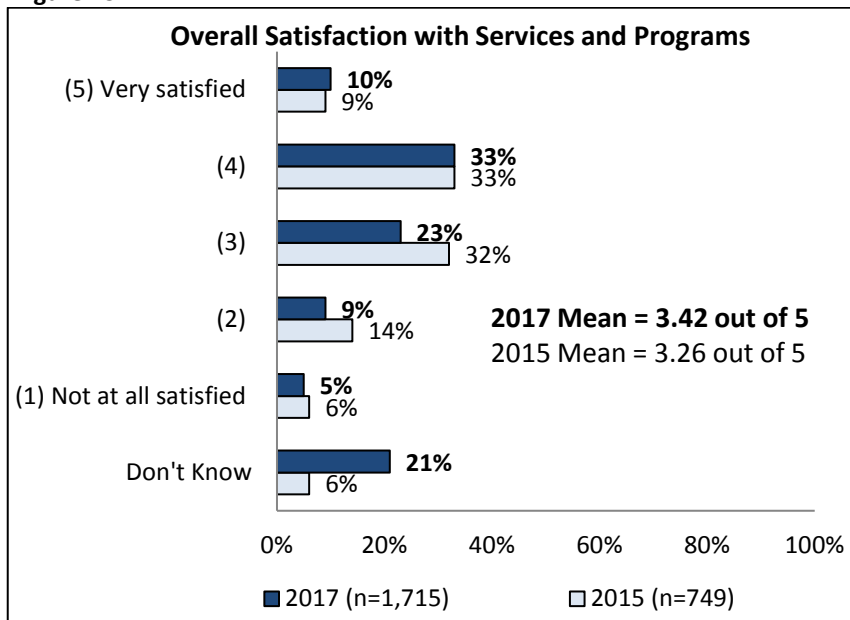
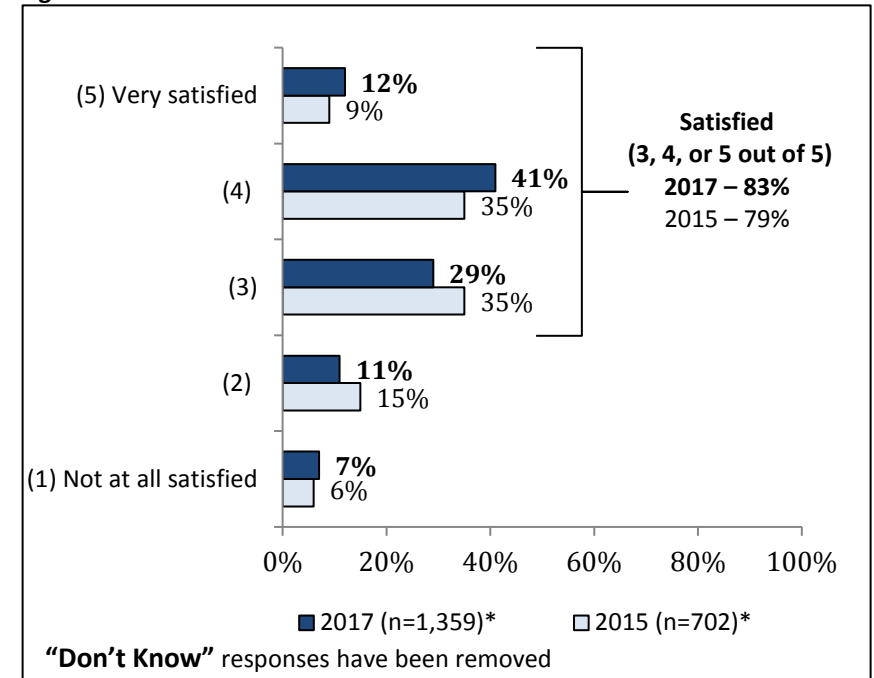


Figure 23a demonstrates the overall satisfaction ratings in which only valid response options were provided. In other words, those who did not provide a response, or replied “don’t know” have been removed from the Figure below.

Figure 23a



Selected Sub-Segment Findings

*Respondent subgroups significantly more likely to **have been satisfied with services and programs, overall**, included:*

- *Those who have lived in Sturgeon County for 25 years or less (43% to 51%) versus those who have lived in Sturgeon County for more than 25 years (37%);*
- *Those who felt that their quality of life is “excellent,” “very good,” or “good” (46%) versus those who felt that it is “fair” or “poor” (8%);*
- *Those who would recommend Sturgeon County as a place to live (51%) versus those who would not (6%);*
- *Those who felt safe, in terms of personal safety (53%) versus those who did not (21%);*
- *Those who were satisfied with County employees (55%) versus those who were not (20%);*
- *Those who were satisfied with County communications (60%) versus those who were not (19%);*
- *Those who felt that the value they receive for taxes is “excellent”/“very good” (81%) or “good” (56%) versus those who felt that the value is “fair”/“poor” (25%);*
- *Those who supported an inflationary tax increase to maintain services (60%) or a tax increase above inflation to increase services (51%) versus those who supported a tax decrease (25%);*
- *Those with children in their household (47%) versus those without children (41%);*
- *Those who live in a multi-lot subdivision (48%) or a hamlet (48%) versus those who live on a farm (38%);*
- *Those aged 18 to 34 (57%) versus those aged 35 or older (42% to 43%); and*
- *Those who live near Bon Accord, Cardiff, Namao, or St. Albert (45% to 59%) versus those who live near Alcomdale, Gibbons, Lamoureaux (24% to 35%).*

3.4 Importance of County Services

As shown in Table 2 to the right, the services that garnered the highest mean importance ratings were:

- Emergency and fire services (4.73 out of 5)³;
- Winter Road Maintenance (4.68 out of 5); and
- Police Services (RCMP) (4.63 out of 5).

The services that garnered the lowest mean importance ratings were:

- Community Programs (3.23 out of 5);
- Community Events (3.08 out of 5); and
- Family School Liaison Counselling Program (2.88 out of 5).

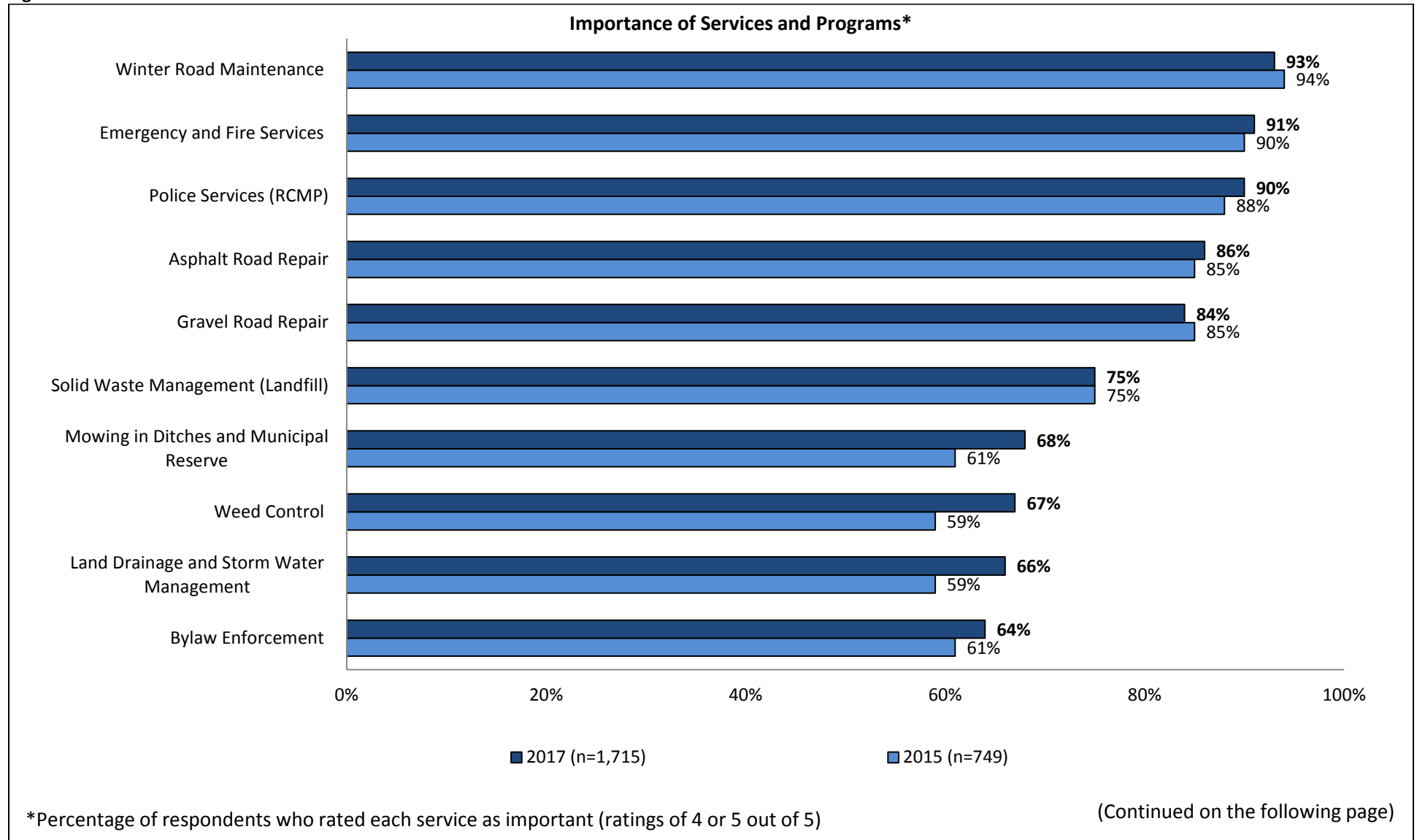
See Figure 24, on the following pages.

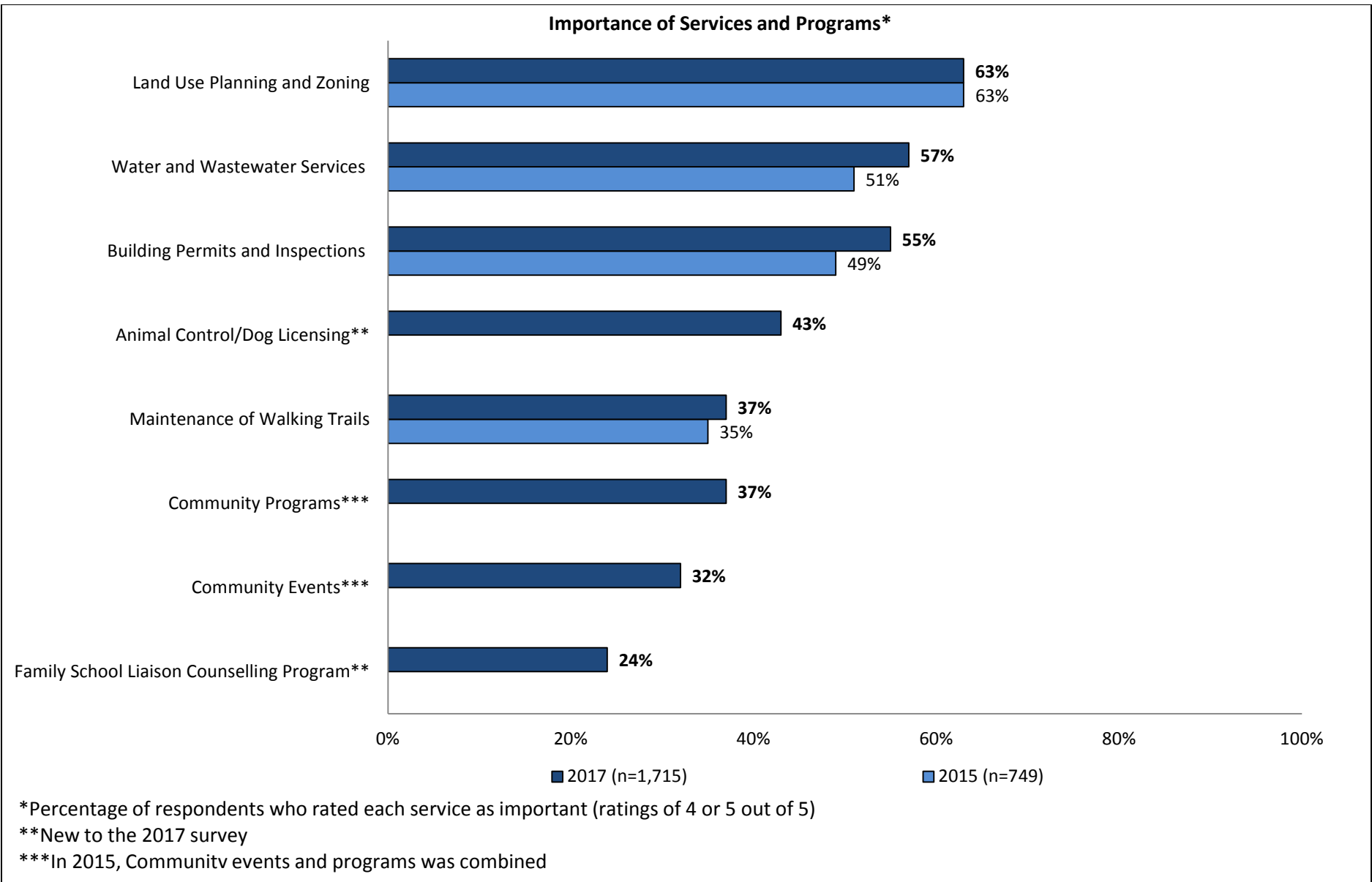
Table 2

Summary of County Service Importance Ratings							
	Percent of Respondents (n=1,715)						Mean (out of 5)
	5	4	3	2	1	Don't Know/Not Stated	
Emergency and Fire Services	76	16	4	1	<1	4	4.73
Winter Road Maintenance	74	19	3	1	1	2	4.68
Police Services (RCMP)	69	20	5	1	<1	4	4.63
Asphalt Road Repair	62	24	7	2	1	4	4.50
Gravel Road Repair	63	21	8	3	2	4	4.48
Solid Waste Management (Landfill)	41	35	14	2	1	8	4.21
Land Drainage and Storm Water Management	37	29	15	4	3	12	4.04
Land Use Planning and Zoning	34	30	17	4	3	13	4.01
Mowing in Ditches and Municipal Reserve	34	35	21	5	2	5	3.98
Weed Control	33	33	20	5	2	5	3.96
Water and Wastewater Services	33	23	12	4	6	21	3.93
Bylaw Enforcement	35	29	18	7	4	6	3.89
Building Permits and Inspections	25	30	22	7	4	12	3.74
Animal Control/Dog Licensing	20	24	21	13	11	12	3.32
Maintenance of Walking Trails	15	21	19	10	12	23	3.25
Community Programs	13	25	24	12	10	18	3.23
Community Events	8	23	27	14	9	18	3.08
Family School Liaison Counselling Program	9	15	17	10	15	34	2.88

³ 1= not at all important, 5 = very important

Figure 24





3.5 Overall Importance and Service Satisfaction

In conducting satisfaction and importance assessments, programs or services with the lowest satisfaction ratings may not necessarily be the areas where improvement is most desired or needed. By mapping the following areas, it identifies priority areas in terms of Sturgeon County service improvements:

- higher importance and lower satisfaction or areas primarily perceived as needing improvements;
- higher importance and higher satisfaction areas, or service strengths;
- lower importance and higher satisfaction; and
- lower importance and lower satisfaction.

All respondents were questioned as to the level of importance they placed on each of the 18 Sturgeon County services investigated (using a scale of 1 to 5, where 1 meant not at all important and 5 meant critically important). Respondents' importance and performance ratings were plotted on grids whereby the axes intercepted at the **average importance** rating (mean=3.92) and the **average satisfaction** rating (mean=3.38) across all 18 services measured. Figure 25, on page 35, maps the average importance and satisfaction ratings for each of the 18 County services measured.

Services in the upper left quadrant are of higher than average importance, but lower than average satisfaction, or where ratings of overall importance are considerably greater than overall satisfaction ratings. These services are viewed as **primary areas of improvement** and include:

- Weed control;
- Mowing in ditches and municipal reserve;
- Land drainage and storm water management;
- Land use planning and zoning;
- Asphalt road repair;
- Gravel road repair; and
- Winter road maintenance.

Improvements to these services would do most to increase residents' satisfaction with overall services provided by Sturgeon County.

Sturgeon County services which fall into the lower left quadrant are considered of lower than average importance and lower than average performance. Services include:

- Building permits and inspections.

While, at this time, satisfaction with this service is lower they are also not considered as important as other services investigated and consequently should be considered **secondary areas of improvement**. It will be important to monitor the satisfaction of this service to ensure that resident satisfaction is increased.

County services which fall into the lower right quadrant are currently viewed as lower than average importance and as higher than average satisfaction. In other words, while respondents are generally satisfied with these services, the importance placed on these services is lower in comparison to other County services evaluate. These services include:

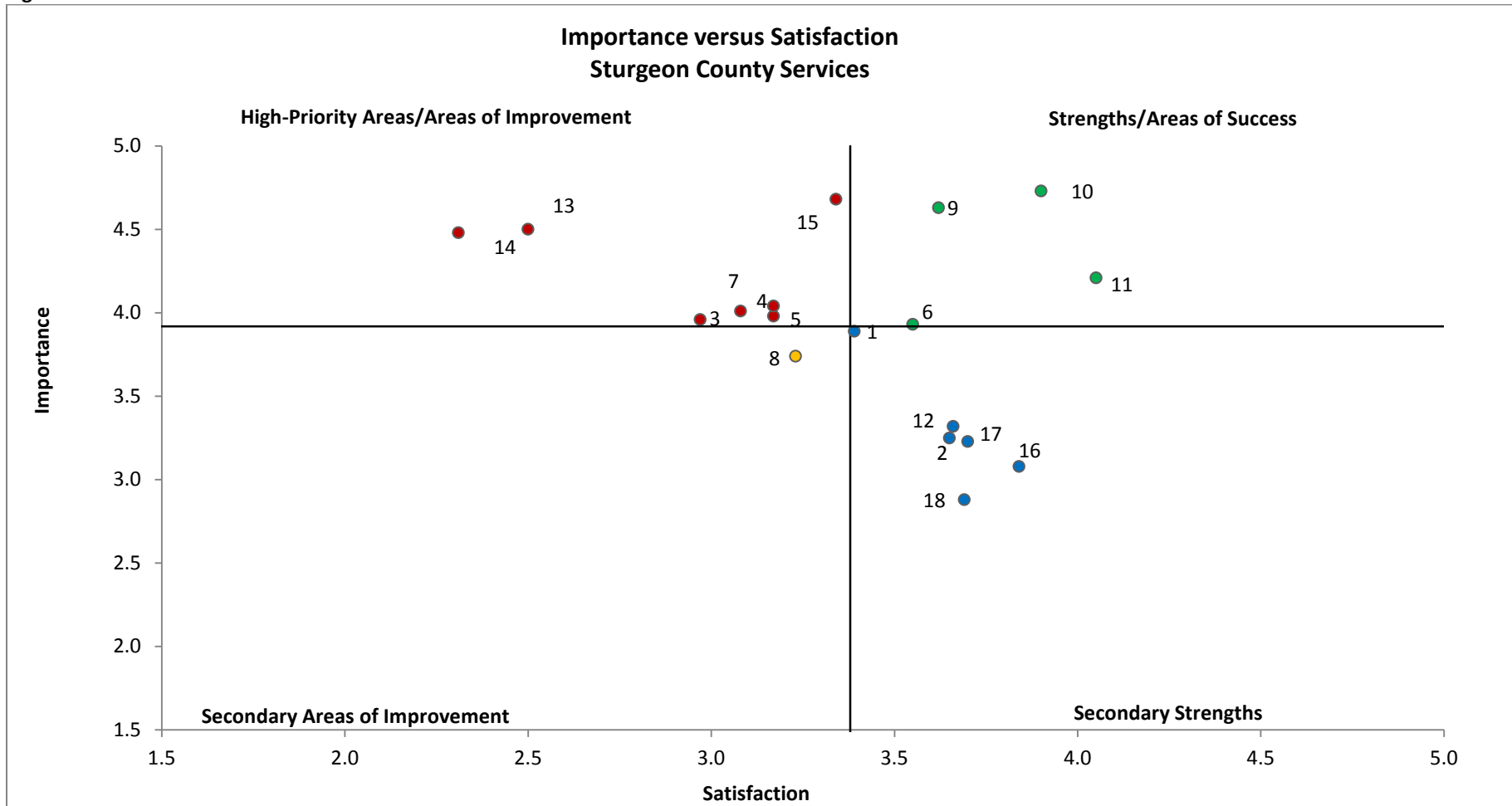
- Bylaw enforcement;
- Animal Control/Dog Licensing;
- Maintenance of walking trails;
- Community Events;
- Community Programs; and
- Family School Liaison Counselling Program.

When assessing the County services investigated, the following areas were calculated as **key strengths or successes**. In other words, services in which respondents reported higher than average importance and higher than average satisfaction:

- Water and Wastewater Services;
- Police Services (RCMP);
- Emergency and Fire Services; and
- Solid Waste Management (Landfill).

Maintaining a high level of satisfaction with these services is important, as these areas are viewed as highly important or critical to residents.

Figure 25



Note: Axes set at 3.38 mean satisfaction rating and 3.92 mean importance rating
Scale: 1="very unimportant/not at all satisfied"; 5="very important/very satisfied"

Table 3

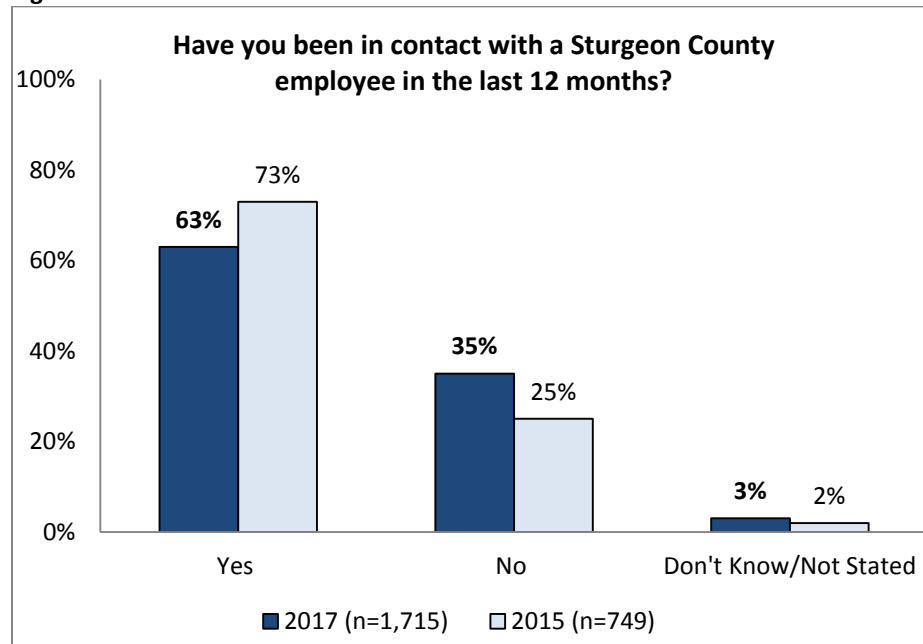
Average Satisfaction and Importance Ratings		
County Service:	2017 Mean Ratings*	
	Satisfaction	Importance
1. Bylaw Enforcement	3.39	3.89
2. Animal Control/Dog Licensing	3.66	3.32
3. Weed Control	2.97	3.96
4. Mowing in Ditches and Municipal Reserve	3.17	3.98
5. Land Drainage and Storm Water Management	3.17	4.04
6. Water and Wastewater Services	3.55	3.93
7. Land Use Planning and Zoning	3.08	4.01
8. Building Permits and Inspections	3.23	3.74
9. Police Services (RCMP)	3.62	4.63
10. Emergency and Fire Services	3.90	4.73
11. Solid Waste Management (Landfill)	4.05	4.21
12. Maintenance of Walking Trails	3.65	3.25
13. Asphalt Road Repair	2.50	4.50
14. Gravel Road Repair	2.31	4.48
15. Winter Road Maintenance	3.34	4.68
16. Community Events	3.84	3.08
17. Community Programs	3.70	3.23
18. Family School Liaison Counselling Program	3.69	2.88
Overall Mean	3.38	3.92

* Scale: 1=not at all satisfied/not at all important and 5=very satisfied/very important

3.6 Contact with Sturgeon County Employees

In the last 12 months, nearly two-thirds of respondents (63%) have been in contact with an employee of Sturgeon County. See Figure 26, below.

Figure 26



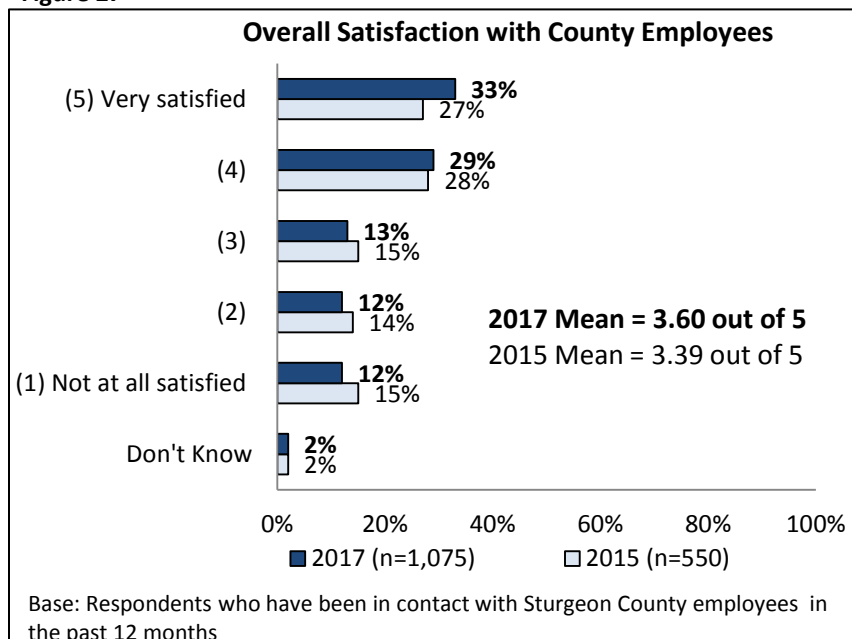
Selected Sub-Segment Findings

Respondent subgroups significantly more likely to **have had contact with a County employee in the last 12 months** included:

- Those who have lived in Sturgeon County for more than 25 years (65%) versus those who have lived in Sturgeon County for 10 years or less (59%);
- Those who feel unsafe, in terms of personal safety (66%) versus those who feel safe (61%);
- Those who were satisfied with County communications (70%) versus those who were not (62%);
- Those who felt that the value they receive for taxes is "fair"/"poor" (66%) versus those who felt that the value is "good" (60%);
- Those who are employed full-time (65%) or part-time (68%) versus those who are retired (59%);
- Those who have volunteered within the region (72%) versus those who have not (58%); and
- Those who live on a farm (72%) versus those who live in a multi-lot subdivision (57%) or a hamlet (62%);
- Those aged 35 to 54 (64%) versus those aged 18 to 34 (54%);
- Those whose household income in 2016 was \$200,000 or greater (68%) versus those whose income was between \$50,000 and less than \$100,000 (59%); and
- Those who live near Lamoureaux (81%) versus those who live near Bon Accord or Cardiff (62% to 63%).

Sixty-one percent (61%, a significant increase from 55% in 2015) of respondents who were in contact with the County (n=1,075) were satisfied overall with County employees (a rating of 4 or 5 out of 5). Twenty-three percent (23%) of respondents indicated that they were not satisfied (a rating of 1 or 2 out of 5). See Figure 27, below.

Figure 27



Respondents who gave overall satisfaction with County employees a rating of 1 or 2 (n=252) most commonly provided the following reasons of dissatisfaction*:

- Lack of response (19%);
- Poor/lack of road maintenance (12%);
- Slow response time (8%); and
- No results, in general (8%).

*Multiple responses

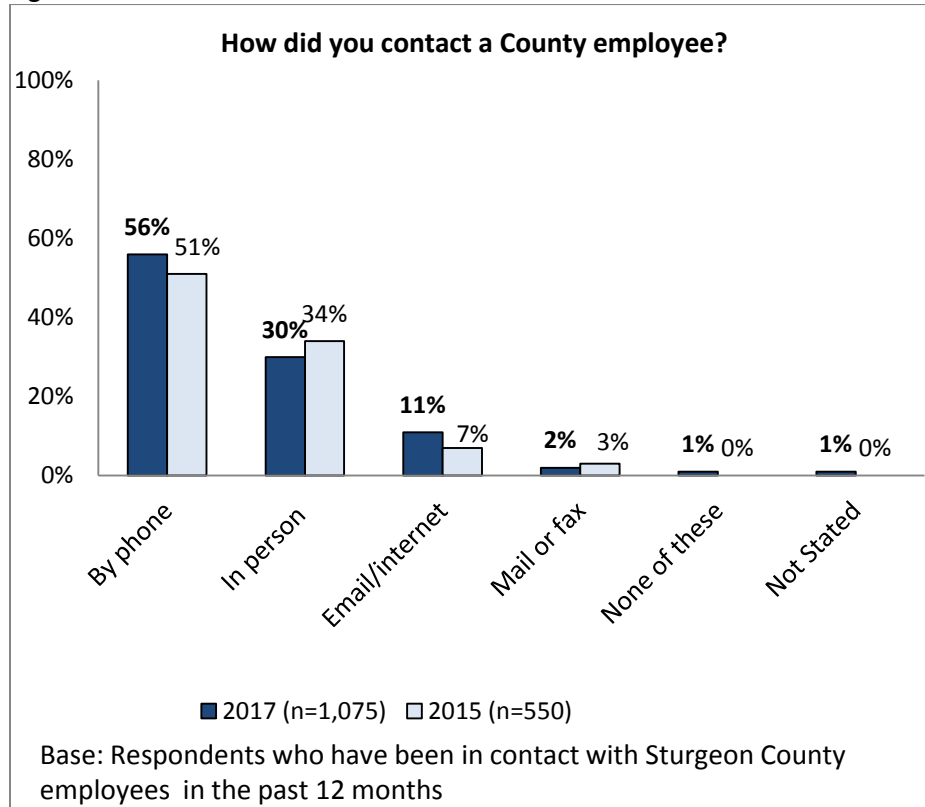
Selected Sub-Segment Findings

Respondent subgroups significantly more likely to **have been satisfied with County employees, overall**, included:

- Those who have lived in Sturgeon County for 25 years or less (63% to 69%) versus those who have lived in Sturgeon County for more than 25 years (55%);
- Those who felt that their quality of life is “excellent,” “very good,” or “good” (66%) versus those who felt that it is “fair” or “poor” (20%);
- Those who would recommend Sturgeon County as a place to live (71%) versus those who would not (20%);
- Those who felt safe, in terms of personal safety (72%) versus those who did not (41%);
- Those who were satisfied, overall, with the services and programs (81%) versus those who were not (38%);
- Those who were satisfied with County communications (84%) versus those who were not (22%);
- Those who felt that the value they receive for taxes is “excellent”/“very good” (93%) or “good” (78%) versus those who felt that the value is “fair”/“poor” (43%);
- Those who supported an inflationary tax increase to maintain services (79%) or a tax increase above inflation to increase services (79%) versus those who supported a tax decrease (48%);
- Those who did not volunteer within the region (65%) versus those who did (58%);
- Those who live in a multi-lot subdivision (69%) or a hamlet (65%) versus those who live on a farm (51%);
- Those whose household income in 2016 was between \$50,000 and less than \$100,000 (70%) versus those whose income was less than \$50,000 (58%); and
- Those who live near Cardiff, Namao, or St. Albert (67% to 68%) versus those who live near Gibbons or Morinville (52% to 55%).

Most commonly, respondents contacted Sturgeon County employees by phone (56%) or in person (30%). See Figure 28, below.

Figure 28



Selected Sub-Segment Findings

Respondent subgroups significantly more likely to **have contacted County employees by phone**, included:

- Those who felt that their quality of life is “fair” or “poor” (66%) versus those who felt that it is “excellent”, “very good,” or “good” (55%);
- Those who would not recommend Sturgeon County as a place to live (69%) versus those who would (55%);
- Those who felt unsafe, in terms of personal safety (62%) versus those who felt safe (53%);
- Those who were dissatisfied with County employees (62%) versus those who were satisfied (53%);
- Those who were dissatisfied with County communications (62%) versus those who were satisfied (53%);
- Those who felt that the value they receive for taxes is “fair/poor” (61%) versus those who felt that the value is “excellent”/“very good” (50%) or “good” (51%);
- Those who supported a tax decrease (65%) versus those who supported an inflationary tax increase to maintain services (53%);
- Those with children in their household (62%) versus those without children (54%);
- Those who are employed part-time (63%) versus those who are retired (51%);
- Those who have volunteered within the region (59%) versus those who did not (50%);
- Those who live on a farm (52%) or a multi-lot subdivision (62%) versus those who live in a hamlet (38%);
- Those aged 18 to 34 (69%) versus those aged 55 or older (53%);
- Those whose household income in 2016 was \$200,000 or greater (67%) versus those whose income was less than \$200,000 (48% to 56%); and
- Those who live near St. Albert (70%) versus those who live near Alcomdale or Bon Accord (51% to 53%).

Selected Sub-Segment Findings

Respondent subgroups significantly more likely to **have contacted County employees in person** included:

- Those who have lived in Sturgeon County for more than 25 years (34%) versus those who have lived in Sturgeon County for 10 years or less (25%);
- Those who rated their overall quality of life as “excellent”, “good”, or “very good” (31%) versus those who rated it as “fair” or “poor” (20%);
- Those who would recommend Sturgeon County as a place to live (32%) versus those who would not (16%);
- Those who felt safe, in terms of personal safety (34%) versus those who felt unsafe (23%);
- Those who were satisfied overall with services and programs (31%) versus those who were not (26%);
- Those who were satisfied with County employees (34%) versus those who were dissatisfied (23%);
- Those who were satisfied with County communication (34%) versus those who were dissatisfied (22%);
- Those who felt that the value they receive for taxes is “excellent”/“very good” (38%) or “good” (37%) versus those who felt that the value is “fair”/“poor” (24%);
- Those who supported an inflationary tax increase to maintain services (35%) or a tax increase above inflation to increase services (34%) versus those who supported a tax decrease (17%);
- Those without children in their household (33%) versus those with children (23%);
- Those who are retired (38%) versus those who are employed full-time (27%) or part-time (24%);
- Those who volunteered within the region (34%) versus those who did not (28%);
- Those who live on a farm (34%) or a hamlet (46%) versus those who live in a multi-lot subdivision (23%);
- Those aged 55 and older (35%) versus those aged 35 to 54 (24%); and
- Those whose household income in 2016 was less than \$200,000 (29% to 42%) versus those whose income was greater than \$200,000 (19%); and
- Those who live near Alcomdale, Bon Accord, Cardiff, Legal, Morinville, or Riviere Qui Barre (35% to 43%) versus those who live near Calahoo, Gibbons, or St. Albert (19% to 25%).

3.6.1 Agreement with Statements Regarding Sturgeon County Employees

When asked to rate their level of agreement regarding a variety of statements about County staff, those who were in contact with staff (n=1,075) most frequently agreed with the following (ratings of 4 or 5 out of 5):

- “County staff are courteous” (78%, a significant increase from 67% in 2015);
- “County staff are helpful” (65%, a significant increase from 54% in 2015); and
- “County staff are knowledgeable” (61%, a significant increase from 52% in 2015).

See Figure 29, and Table 4, on the following pages.

Figure 29

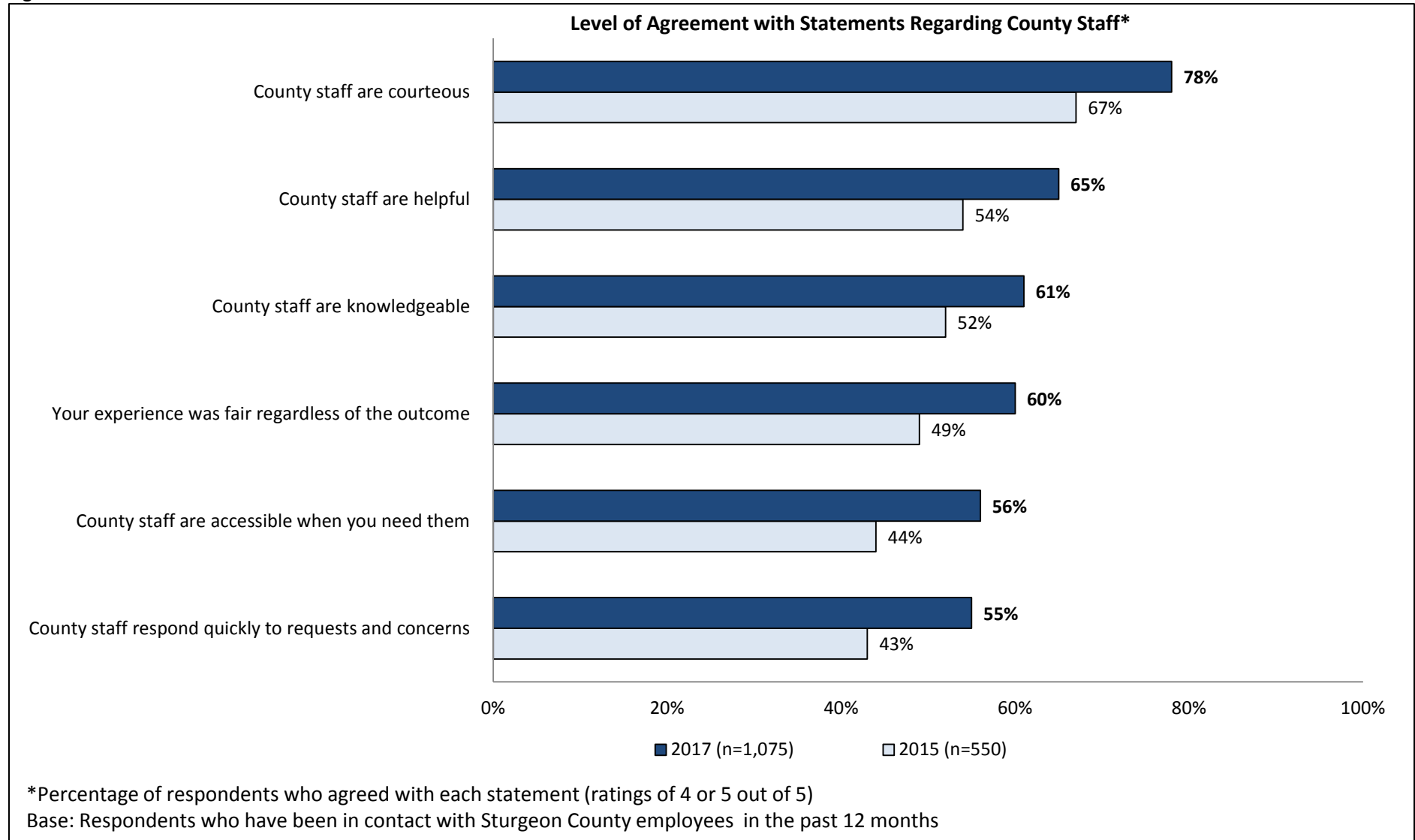


Table 4

Please rate your agreement with the following statements regarding County Staff							
Base: Respondents who have been in contact with Sturgeon County employees in the past 12 months	Percent of Respondents (n=1,075)						
	Strongly agree 5	4	3	2	Not at all agree 1	Don't Know/Not Stated	Mean (out of 5)
County staff are courteous	38	40	12	4	3	4	4.11
County staff are helpful	31	34	16	8	7	5	3.78
County staff are knowledgeable	27	34	17	8	6	8	3.75
Your experience was fair regardless of the outcome	28	32	15	7	10	8	3.66
County staff are accessible when you need them	22	34	18	10	10	7	3.52
County staff responds quickly to request and concerns	24	31	16	10	13	6	3.46

Respondents who gave a rating of 1 or 2 (n=417)* for the statement "County staff responds quickly to request and concerns" most commonly provided the following reasons for disagreement:

- No services/response from employees (27%); and
- Employee response is slow, in general (23%).

*Multiple responses

Respondents who gave a rating of 1 or 2 (n=330)* for the statement "County staff are knowledgeable" most commonly provided the following reasons for disagreement:

- Staff are not knowledgeable, in general (29%); and
- Staff did not respond back (5%).

*Multiple responses

Respondents who gave a rating of 1 or 2 (n=197) for the statement "County staff are courteous" provided the following reasons of disagreement:

- Lack of courtesy/professionalism (21%);
- Poor/lack of response to request (8%);
- Staff are not knowledgeable/helpful, in general (8%); and
- Employees showed lack of concern (8%).

*Multiple responses

Respondents who gave a rating of 1 or 2 (n=404)* for the statement "County Staff are accessible when you need them" most commonly provided the following reasons for disagreement:

- Transferred to voicemail when I called them (16%);
- Staff are slow to respond (9%); and
- Staff do not respond/call back (8%).

*Multiple responses

Respondents who gave a rating of 1 or 2 (n=326)* for the statement “County staff are helpful” most commonly provided the following reasons of disagreement:

- They did not resolve my issues (13%);
- Slow response time (11%);
- Employees were not helpful (unspecified) (10%); and
- Staff are not knowledgeable (9%).

*Multiple responses

Respondents who gave a rating of 1 or 2 (n=345)* for the statement “your experience was fair regardless of the outcome” most commonly provided the following reasons for disagreement:

- Nothing was done/no action taken/did not respond (23%); and
- Took too long to address issue/slow response (6%).

*Multiple responses

Selected Sub-Segment Findings

Respondent subgroups significantly more likely to **have agreed that County staff respond quickly to requests and concerns** included:

- Those who live in a multi-lot subdivision (58%) versus those who live on a farm (51%); and
- Those aged 55 and older (59%) versus those aged 35 to 54 (52%); and
- Those whose household income in 2016 was between \$50,000 and less than \$100,000 (66%) versus those whose income was less than \$50,000 (50%).

Selected Sub-Segment Findings

Respondent subgroups significantly more likely to **have agreed with all 6 statements** included:

- Those who felt that their quality of life is “excellent,” “very good,” or “good” versus those who felt that it is “fair” or “poor”;
- Those who would recommend Sturgeon County as a place to live versus those who would not;
- Those who felt safe, in terms of personal safety versus those who did not;
- Those who were satisfied, overall, with the services and programs versus those who were not;
- Those who were satisfied with County employees versus those who were not;
- Those who were satisfied with County communications versus those who were not;
- Those who felt that the value they receive for taxes is “excellent”/very good” or “good” versus those who felt that the value is “fair”/“poor”; and
- Those who supported an inflationary tax increase to maintain services or a tax increase above inflation to increase services versus those who supported a tax decrease.

Selected Sub-Segment Findings

Respondent subgroups significantly more likely to **have agreed that County staff are knowledgeable** included:

- Those who have lived in Sturgeon County for 10 years or less (69%) versus those who have lived in Sturgeon County for more than 25 years (55%);
- Homemakers (75%) versus those who are employed full-time (59%);
- Those who have not volunteered within the region (65%) versus those who have (57%);
- Those who live in a multi-lot subdivision (66%) or a hamlet (68%) versus those who live on a farm (54%);
- Those whose household income in 2016 was between \$50,000 and less than \$100,000 (71%) versus those whose income was less than \$50,000 (59%); and
- Those who live near Cardiff (69%) versus those who live near Alcomdale (50%).

Selected Sub-Segment Findings

Respondent subgroups significantly more likely to **have agreed that County staff are accessible when you need them** included:

- Those who have lived in Sturgeon County for 10 years or less (63%) versus those who have lived in Sturgeon County for more than 25 years (50%);
- Those who live in a multi-lot subdivision (60%) versus those who live on a farm (51%);
- Those whose household income in 2016 was between \$50,000 and less than \$100,000 (65%) versus those whose income was less than \$50,000 (53%); and
- Those who live near Calahoo, Cardiff, Gibbons, Namao, or St. Albert (56% to 66%) versus those who live near Alcomdale, Bon Accord, or Legal (34% to 48%).

Selected Sub-Segment Findings

Respondent subgroups significantly more likely to **have agreed that County staff are courteous** included:

- Those who have lived in Sturgeon County for 10 years or less (82%) versus those who have lived in Sturgeon County for more than 25 years (76%);
- Homemakers (91%) versus those who are employed full-time (76%);
- Those whose household income in 2016 was between \$100,000 and less than \$200,000 (84%) versus those whose income was less than \$50,000 (75%); and
- Those who live near Cardiff or Namao (82% to 84%) versus those who live near Bon Accord or Riviere Qui Barre (67% to 69%).

Selected Sub-Segment Findings

Respondent subgroups significantly more likely to have agreed that **their experience was fair, regardless of the outcome**, included:

- Those who have lived in Sturgeon County for 25 years or less (63% to 67%) versus those who have lived in Sturgeon County for more than 25 years (54%);
- Those who live in a multi-lot subdivision (65%) versus those who live on a farm (54%);
- Those whose household income in 2016 was between \$50,000 and less than \$100,000 (68%) versus those whose income was less than \$50,000 (57%); and
- Those who live near Cardiff, Namao, or St. Albert (63% to 70%) versus those who live near Calahoo or Riviere Qui Barre (45% to 54%).

Selected Sub-Segment Findings

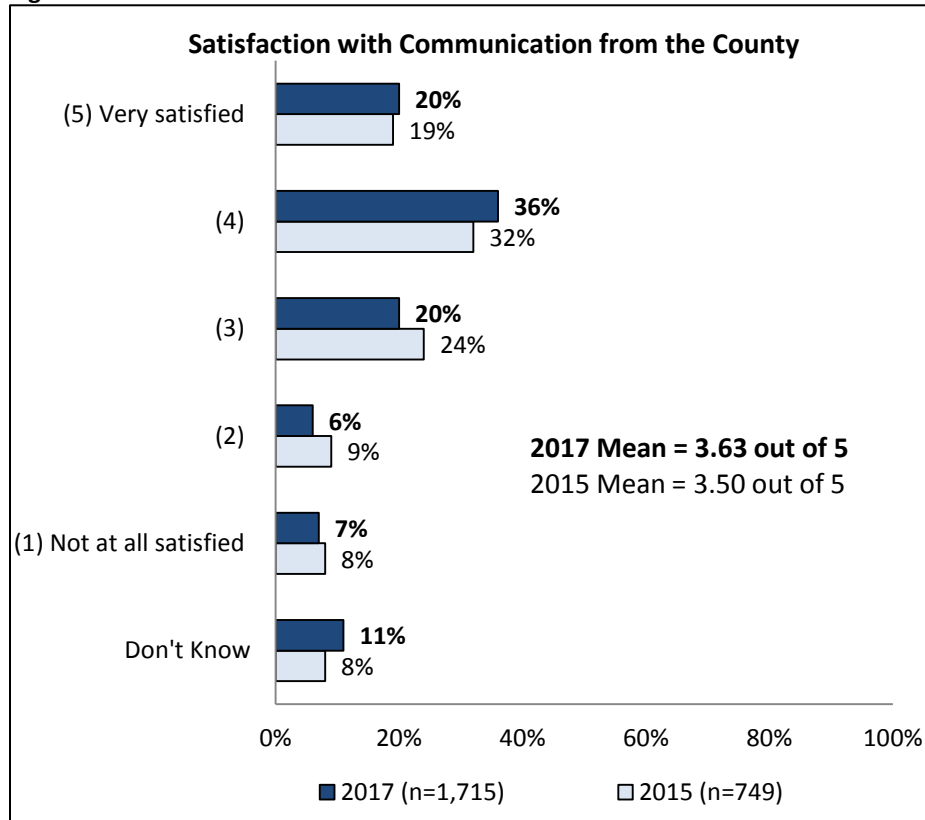
Respondent subgroups significantly more likely to have agreed that **County staff are helpful** included:

- Those who have lived in Sturgeon County for 10 years or less (72%) versus those who have lived in Sturgeon County for more than 25 years (59%);
- Those who are retired (69%) versus those who work full-time (61%);
- Those who have not volunteered within the region (69%) versus those who have (60%);
- Those who live in a multi-lot subdivision (70%) or a hamlet (71%) versus those who live on a farm (56%);
- Those aged 55 or older (68%) versus those aged 35 to 54 (60%);
- Those whose household income in 2016 was between \$50,000 and less than \$100,000 (75%) versus those whose income was less than \$50,000 (59%); and
- Those who live near Cardiff or Namao (73%) versus those who live near Alcomdale (50%).

3.7 Communication with the County

When asked to rate their satisfaction with communication from the County, over half of respondents (56%, a significant increase from 51% in 2015) indicated they were satisfied (a rating of 4 or 5 out of 5). Thirteen percent (13%) indicated they were dissatisfied. See Figure 30, below.

Figure 30



Selected Sub-Segment Findings

Respondent subgroups significantly more likely to **have been satisfied with their communication from the County** included:

- Those who felt that their quality of life is “excellent,” “very good,” or “good” (59%) versus those who felt that it is “fair” or “poor” (21%);
- Those who would recommend Sturgeon County as a place to live (63%) versus those who would not (22%);
- Those who felt safe, in terms of personal safety (65%) versus those who did not (37%);
- Those who were satisfied, overall, with the services and programs (79%) versus those who were not (33%);
- Those who had contacted a County employee (62%) versus those who did not (45%);
- Those who were satisfied with County employees (85%) versus those who were not (24%);
- Those who felt that the value they receive for taxes is “excellent”/“very good” (84%) or “good” (69%) versus those who felt that the value is “fair”/“poor” (40%);
- Those who supported an inflationary tax increase to maintain services (72%) or a tax increase above inflation to increase services (75%) versus those who supported a tax decrease (46%);
- Those who are retired (60%) or are employed part-time (62%) versus those who are employed full-time (53%);
- Those who live in a multi-lot subdivision (59%) versus those who live on a farm (52%);
- Those aged 55 or older (59%) versus those aged 35 to 54 (53%); and
- Those who live near Cardiff, Namao, or St. Albert (60% to 62%) versus those who live near Alcomdale, Gibbons, or Lamoureaux (43% to 50%).

Respondents stated their main source of information regarding County services was the County website (21%), via phone (18%), and the internet (17%). See Table 5, below for a complete list of responses.

Table 5

Main source of information regarding County services		
	Percent of Respondents	
	2017 (n=1,715)	2015 (n=749)
County website	21	16
Phone	18	27
Internet	17	18
Local newspaper	9	10
Visit County offices or town halls	6	10
Direct mail to home	4	4
Other (Less than 2%)	5	4
Don't know/not stated	18	14

*Multiple responses

Respondents were asked to indicate the type of information they wanted to receive from the County. Respondents most commonly indicated they would like to be notified of transportation information (17%) followed by taxation and County finances (6%). Refer to Table 6, below for a list of responses.

Table 6

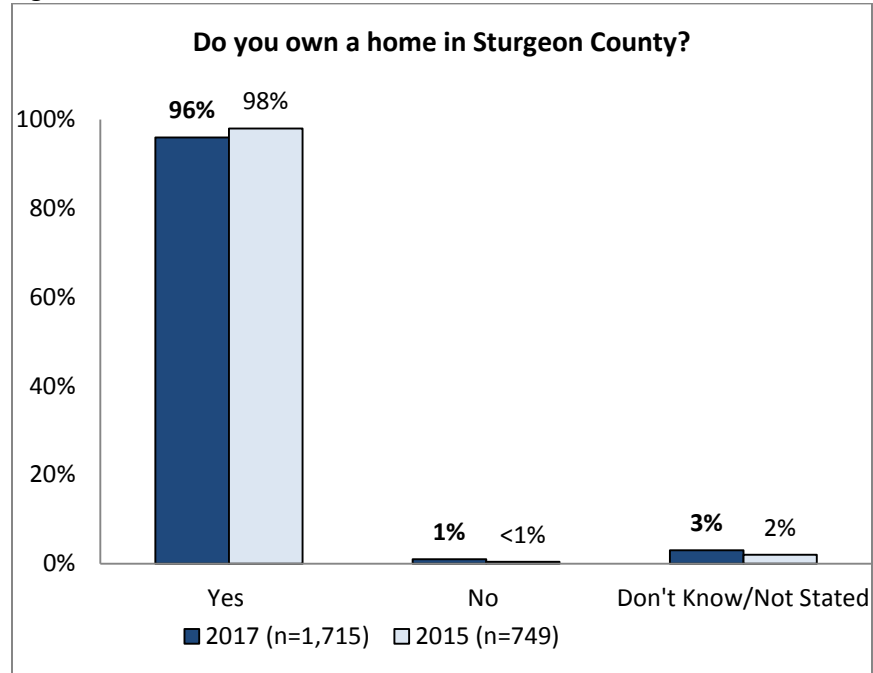
What kinds of information do you want Sturgeon County to provide?		
	Percent of Respondents*	
	2017 (n=1,715)	2015 (n=749)
Transportation information (road/bridge closures, repairs and detours)	17	14
Taxation and County finances	6	8
Changes in bylaw	5	<1
Fire and emergency services	3	-
Council decisions	3	1
Other (less than 3% of mentions)	14	25
Don't know/not stated	59	50

*Multiple responses

3.8 Taxation Issues

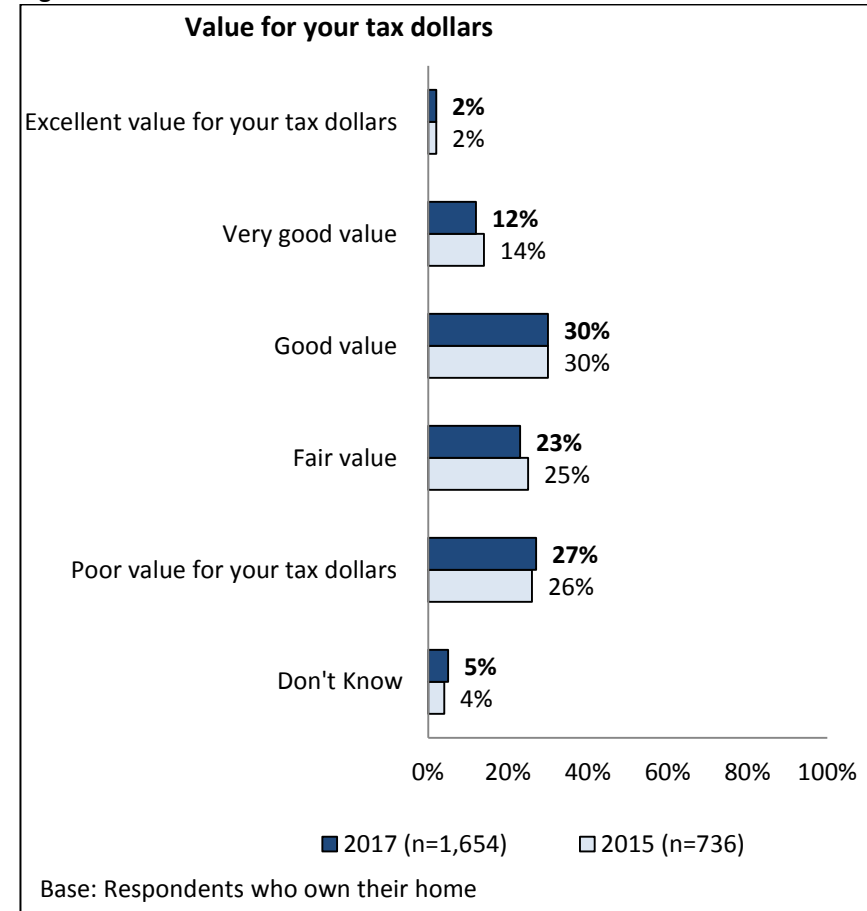
The vast majority of respondents (96%) owned their home in Sturgeon County. See Figure 31, below.

Figure 31



When asked to rate the value for tax dollars paid, home owners (n=1,654) reported receiving either fair or poor value over half the time (51%). Forty-four percent (44%) indicated excellent, very good value, or good value. See Figure 32, below.

Figure 32



Selected Sub-Segment Findings

Respondent subgroups significantly more likely to **have felt they received “excellent” “very good” or “good” value for their tax dollars** included:

- Those who have lived in Sturgeon County for 10 years or less (51%) versus those who have lived in Sturgeon County for more than 25 years (41%);
- Those who felt that their quality of life is “excellent,” “very good,” or “good” (48%) versus those who felt that it is “fair” or “poor” (7%);
- Those who would recommend Sturgeon County as a place to live (53%) versus those who would not (7%);
- Those who felt safe, in terms of personal safety (54%) versus those who did not (24%);
- Those who were satisfied, overall, with the services and programs (67%) versus those who were not (21%);
- Those who were satisfied with County employees (58%) versus those who were not (18%);
- Those who were satisfied with County communications (59%) versus those who were not (23%);
- Those who supported an inflationary tax increase to maintain services (75%) or a tax increase above inflation to increase services (60%) versus those who supported a tax decrease (19%);
- Homemakers (58%) or those who are retired (49%) versus those who are employed full-time (41%);
- Those who live in a multi-lot subdivision (52%) versus those who live on a farm (37%);
- Those aged 18 to 34 (57%) versus those aged 35 to 54 (39%);
- Those whose household income in 2016 was \$200,000 or greater (55%) versus those whose income was less than \$50,000 (44%); and
- Those who live near Cardiff, Gibbons, Namao, St. Albert, or Villeneuve (44% to 54%) versus those who live near Alcomdale, Bon Accord, Calahoo, Lamoureux or Morinville (27% to 40%).

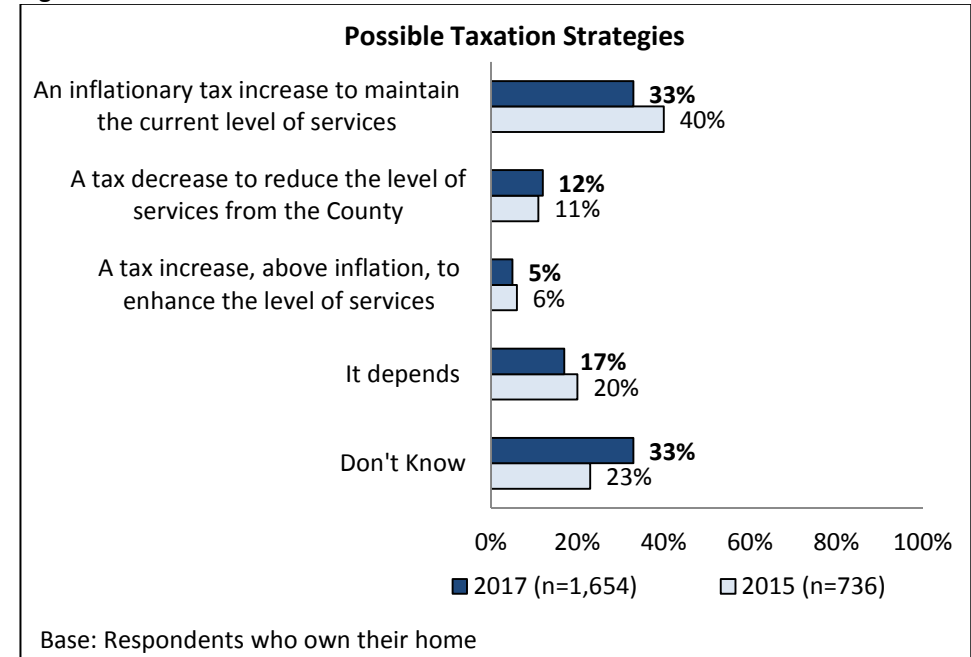
Respondents who felt the value they received for their tax dollars was fair or poor (n=835)* most commonly stated:

- Lack of road maintenance (50%);
- Taxes are too high (13%);
- Not enough services (9%); and
- Lack of garbage/recycling services (6%).

*Multiple responses

When asked about possible taxation strategies, 33% of respondents (n=1,654) were in support of an inflationary tax or cost of living tax increase to maintain the current level of services, a significant decrease from 40% in 2015. See Figure 33, below.

Figure 33



Respondents who stated their support would depend (n=279)* most commonly stated the following:

- Depends on how the increase would be spent (28%);
- Need to spend more wisely (25%);
- No increase, no change to services (10%); and
- No tax increase (unspecified) (8%).

***Multiple responses**

4.0 DEMOGRAPHICS

Table 7, below and continued on the following pages provides a demographic profile of respondents surveyed in 2017.

Table 7

	Percent of Respondents (n=1,715)
Age	
18 to 24	<1
25 to 34	6
35 to 44	13
45 to 54	20
55 to 64	28
65 years and older	27
Percent of Households Containing at Least one Person in the Respective Age Category	
Base: Respondents who provided a valid response	(n=1,479)
7 years of age and under	14
8 - 12	12
13 -18	15
19 - 44	41
45 - 64	55
65 years and older	27
Mean household size	2.36 people
Do you Work in Sturgeon County?	
Yes	22
No	74
Don't Know/not stated	5

Employment Status	(n=1,715)
Working full-time (including self-employment)	50
Retired	29
Working part-time (including self-employment)	10
Homemaker	5
Not employed	2
Student	<1
Don't know/not stated	4
What Type of Property is Your Home Located on?	
Multi-lot subdivision	45
Farm	28
Acreage	16
Hamlet	7
Don't know/not stated	4
Household Income	
Less than \$50,000	12
\$50,000 to less than \$100,000	19
\$100,000 to less than \$150,000	15
\$150,000 to less than \$200,000	9
\$200,000 or more	9
Don't know/not stated	36
Length of Time Residing in Sturgeon County	
5 years or less	15
6 to 10 years	13
11 to 20 years	18
More than 20 years	43
Mean number of years	24.50 years
Do you volunteer for organizations within the region?	
Yes	32
No	63
Don't know/not stated	4

Reason for Moving to Sturgeon County* Base: Respondents who have lived in Sturgeon County for less than 6 Months *Multiple mentions	Percent of Respondents (n=41)
Lower taxes	2
For work	2
Close to the City	2
Found a new house/like the area	2
Rural/country setting	2
More land/large lot size	2
Don't Know/Not Stated	88
Urban area or Hamlet of Residence	(n=1,715)
St. Albert	17
Gibbons	11
Namoo	10
Calahoo	9
Bon Accord	8
Cardiff	8
Morinville	7
Legal	5
Redwater	4
Villeneuve	4
Riviere Qui Barre	4
Alcomdale	3
Lamoureaux	2
Carbondale	2
Other (1% of responses or less)	4
Don't know/not stated	3

APPENDIX A
STURGEON COUNTY
2015 RESIDENT SATISFACTION SURVEY



2017 Resident Satisfaction Survey



2017 Sturgeon County Resident Satisfaction Survey

Dear Residents of Sturgeon County,

We invite you to participate in the Sturgeon County Resident Satisfaction Survey.
Please have any adult member (age 18 or older) in the household answer this survey.

Banister Research & Consulting has been contracted to prepare and distribute this survey. The survey is intended to gather input from residents regarding a variety of topics to measure community satisfaction with the programs and services offered by Sturgeon County. The results are used along with other public input, such as public meetings, and direct communication with Mayor and Council to support the decision making and planning process. **Please be assured that all responses are confidential and the results will be compiled in group form only by Banister Research & Consulting Inc.**

There are **two options** to complete the survey:

- ◆ Fill out this hard copy version of the survey and mail it back to Sturgeon County c/o Banister Research using the postage-paid envelope included in the package **by June 30, 2017 OR**
- ◆ Fill out the survey **online** by accessing the web-based version **by June 30** at: **<https://www.banisterresearch/sturgeoncountysurvey/>** and enter the **unique ID#** located on the **front page of this survey**. This **unique ID #** allows you to fill out the survey at a time that is most convenient to you. You will be able to access, exit and re-access the survey where you left off should you be unable to complete the survey at one time.

Please choose one option or the other – there is no need to complete the survey using both methods.

*Note: The personal information you may provide is collected under the authority of Section 33(c) of the Freedom of Information and Protection of Privacy (FOIP) Act and will be used to gather input and feedback on resident satisfaction within Sturgeon County. The information collected will be compiled in **group form** and will be available to the Council and the public. If you have any questions about the collection and use of this information, please contact the Sturgeon County FOIP Coordinator at 9613 – 100 Street, Morinville, Alberta, T8R 1L9 (780) 939.4321.*

5. How satisfied are you with each of the different services that Sturgeon County provides? Based on your own use or your general perceptions, please use a scale of 1 to 5, where 1 means “not at all satisfied” and 5 means “very satisfied”.

	Not at all Satisfied (1)	(2)	(3)	(4)	Very Satisfied (5)	Don't know/ No Opinion	For each service, you provided a rating of 1, 2, or 3, what could Sturgeon County do to improve in this area?
By-law Enforcement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Animal Control/Dog Licensing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Weed Control	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Mowing in ditches and municipal reserve	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Land drainage and storm water management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Water and wastewater services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Land use planning and zoning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Building permits and inspections	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Police Services (RCMP)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Emergency and Fire services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Solid Waste Management (Landfill)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Maintenance of walking trails	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Asphalt road maintenance, including line painting, pothole and crack repair	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Gravel road maintenance, including grading, dust suppression, potholes, ditch maintenance and right of ways	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Winter road maintenance including snow removal (snow and ice control)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Community Events	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Community Programs including seniors, youth, preschool and fitness programs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Family School Liaison Counselling program	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

6. Overall, how satisfied are you with the services and programs provided by Sturgeon County to residents? Please use a scale of 1 to 5, where 1 means “not at all satisfied” and 5 means “very satisfied”.

Not at all Satisfied (1)	(2)	(3)	(4)	Very Satisfied (5)	Don't Know
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

7. Thinking about the specific services provided by Sturgeon County, how important are each of the different services to you? Based on your own use or your general perceptions, please use a scale of 1 to 5, where 1 means “not at all important” and 5 means “very important”.

	Not at all important (1)	(2)	(3)	(4)	Very important (5)	Don't Know
A. By-law enforcement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. Weed control	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. Community events & programs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D. Mowing in ditches and municipal reserve	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E. Land drainage and storm water management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F. Water utility services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
G. Land use planning and zoning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
H. Building permits and inspections	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I. Police services (RCMP)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
J. Emergency and fire services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
K. Parks, playgrounds and open space	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
L. Recreational facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
M. Solid waste management (landfill)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
N. Maintenance of walking trails	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
O. Asphalt road repair, including line painting and pothole and crack repair	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
P. Gravel road repair, including ditch maintenance and right of ways	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q. Summer road maintenance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
R. Winter road maintenance including snow removal (snow and ice control)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

8. In the past 12 months, have you been in contact, either by phone, in person, by e-mail or by letter or fax, with any employees who work for Sturgeon County?

Yes: ☐ No: ☐ (Go to question 13) Don't Know: ☐ (Go to question 12)

9. How would you rate your overall satisfaction level with the services provided by County employees? Please use a scale of 1 to 5 where 1 means “not at all satisfied” and 5 means “very satisfied”.

Not at all Satisfied (1)	(2)	(3)	(4)	Very Satisfied (5)	Don't Know
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

If you checked 1 or 2, why did you provide this rating?

10. During your last contact with a Sturgeon County employee, was this contact by phone, in person, by e-mail or by mail or fax? Please check only 1 box.

By phone: ☐ In person: ☐ E-mail/Interest: ☐ Mail or fax: ☐

None of the above: ☐ Don't Know: ☐

11. Please use a scale of 1 to 5, where 1 means "not at all agree" and 5 means "strongly agree" to rate the following.

	Not at all Agree (1)	(2)	(3)	(4)	Strongly agree (5)	Don't Know
A. County staff respond quickly to requests and concerns	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. County staff are courteous	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. County staff are helpful	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D. County staff are knowledgeable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E. County staff are accessible when you need them	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F. Your experience was fair regardless of the outcome	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

- A. If you provided ratings of 1 or 2 for the statement "County staff respond quickly to requests and concerns" why did you provide this response?
- B. If you provided ratings of 1 or 2 for the statement "County staff are courteous" why did you provide this response?
- C. If you provided ratings of 1 or 2 for the statement "County staff are helpful" why did you provide this response?
- D. If you provided ratings of 1 or 2 for the statement "County staff are knowledgeable" why did you provide this response?
- E. If you provided ratings of 1 or 2 for the statement "County staff are accessible when you need them" why did you provide this response?
- F. If you provided ratings of 1 or 2 for the statement "your experience was fair regardless of the outcome" why did you provide this response?

Communications

12. How would you rate your overall satisfaction with the communication you have received from the County? Please use a scale of 1 to 5, where 1 means "not at all satisfied" and 5 means "very satisfied".

Not at all Satisfied (1)	(2)	(3)	(4)	Very Satisfied (5)	Don't Know
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

13. In general, when you need to get information regarding County services, what is your main source of information? _____
14. Thinking about your information needs, what types of information do you want Sturgeon County to provide to you?

Property Taxes

15. Do you own a home in Sturgeon County?

Yes: ☐ No: ☐ (Go to D1 under the "Respondent Characteristics" heading)

16. Approximately 42% of your property tax bill is collected by the province to pay for education, schools and seniors. The remaining 58% of your property tax bill goes to the County to fund municipal services. Considering the portion of your municipal property tax bill that pays for Sturgeon County Services, how would you describe the value for your tax dollars?

Excellent value for your tax dollars	Very good value	Good value	Fair value	Poor value for your tax dollars	Don't Know
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

17. If you selected "Fair value" or "Poor value" what is the main reason you feel that way?

18. Thinking about Sturgeon County services over the next five years, which of the following tax strategies do you most likely support? Please check only 1 box.

An inflationary, or cost of living tax increase to maintain the current level of services from the County: ☐

A tax increase, above inflation, to enhance the level of services: ☐

A tax decrease to reduce the level of services from the County: ☐

It depends: ☐ Specify; _____

Don't Know: ☐

Respondent Characteristics

- D1. Including yourself, how many people in each of the following age groups live in your household? How many are:

7 years of age and younger: _____
 Between 8 and 12 years old: _____
 Between 13 and 18 years old: _____
 Between 19 and 44 years old: _____
 Between 45 and 64 years old: _____
 65 years of age or older: _____

D2. What is your current employment status?

Working full time, including self-employment (more than 30 hours per week): ☐

Working part time, including self-employment (30 hours per week or less): ☐

Homemaker: ☐

Student: ☐

Not employed: ☐

Retired: ☐

D3. Do you work in Sturgeon County?

Yes: ☐ No: ☐

D4. Do you volunteer for organizations within the region (such as schools, teams, etc.)?

Yes: ☐ No: ☐ Don't Know: ☐

D5. What type of property is your home located on?

Farm: ☐

Multi-lot subdivision: ☐

Hamlet: ☐

Something else: ☐ Specify; _____

D7. What is your age?

Between 18 and 24 years old: __

Between 25 and 34 years old: __

Between 35 and 44 years old: __

Between 45 and 54 years old: __

Between 55 and 64 years old: __

Prefer not to say: __

D8. Into which of the following categories would you place your total household income before taxes for last year, 2016?

Less than \$50,000: ☐

\$50,000 to less than \$100,000: ☐

\$100,000 to less than \$150,000: ☐

\$150,000 to less than \$200,000: ☐

\$200,000 or more: ☐

Prefer not to disclose: ☐

Thank you for taking the time to complete the 2017 Resident Satisfaction Survey.

Please return your completed survey in the postage paid envelope provided c/o Banister Research.

Council Policy

Policy Number: *PLY_GOV_ELE_Strategic Plan_2014*

Strategic Plan

Date Approved by Council: August 26, 2014

County Commissioner:



1. Purpose

Sturgeon County's *Strategic Plan* is the highest order Council policy direction to County Administration. The Plan entrenches Council and Administration's collaborative commitment to ensuring that all County actions work towards the achievement of common goals. The Strategic Plan provides a foundation for accountability and all long and short-term planning. The policy further guides all activities and decisions of Council and Staff recommendations.

2. Revision History

<i>Approval Date</i>	<i>Revision Number</i>	<i>Modification</i>
<i>Year/Month/Date</i>	<i>1.0</i>	<i>New Document</i>

3. Persons/Areas Affected

Sturgeon County Council, Administration and Residents
Neighbouring and Sub-Regional Municipalities
Developers, Industry and Investors

4. Policy Statement

Sturgeon County shall utilize the *Strategic Plan* in guiding all decision-making and priority setting for the community and organization.

Council and Administration shall be committed to the strategic planning process as a matter of policy.

Major Sturgeon County initiatives, master plans and strategies shall integrate with the overarching vision, community outcomes and goals outlined within the *Strategic Plan*.

Council Policy

Policy Number: *PLY_GOV_ELE_Strategic Plan_2014*

5. Definitions

Strategic Plan: a long-term plan approved by Council that provides the overall future direction of the Corporation over a 10-year period.

Community Outcomes: reflect the desired impact our goals have on Sturgeon County. The Community Outcomes link the County's Strategic Plan and its Municipal Development Plan.

Focus Areas: six broad priority areas that focus the work of the organization for the 10 year term of the *Strategic Plan*, that guide more immediate actions reflected in the Corporate Business Plan.

Corporate Business Plan: a medium-term plan recommended by the County Commissioner and endorsed by Council that identifies the Corporation's key strategic initiatives and guides its deployment of resources for a 3-year period. It is a rolling plan, updated annually that implements the *Sturgeon County Strategic Plan*.

Department Business Plan: a short-term plan that guides the operations of the County's departments. It identifies strategic initiatives as well as the ongoing operations of the department for a one year period.

6. Responsibilities

Sturgeon County Council is responsible for the governance of the municipality by setting policy and determining the priorities for services, programs and infrastructure. Council balances the needs and expectations of residents in a financially responsible manner and is accountable to the community.

Council's role is to:

- Set policies that align with the *Strategic Plan*;
- Ensure appropriate resources are provided to achieve Council's goals and strategies;
- Review progress and performance reporting to track the success of the plan; and,
- Review the strategic direction on a regular basis to ensure that the plan is responding to pressures in the local, regional and global environment.

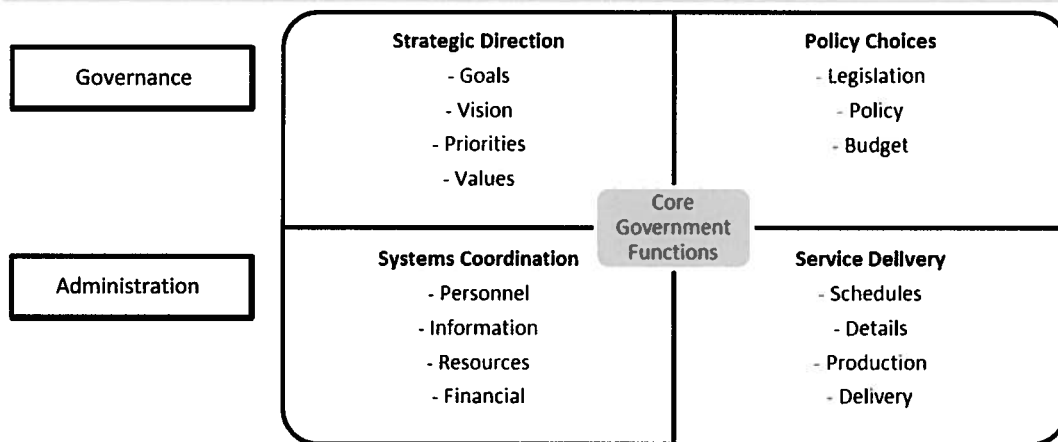
Sturgeon County Administration is responsible for implementing the strategic direction of Council through solid business planning, resource management and service provision.

Administration's role is to:

- Ensure current services and programs align with the *Strategic Plan*;
- Advise Council on leading practices for service delivery
- Implement and maintain the service standards set by Council;
- Ensure the efficient use of County resources; and,
- Develop and maintain administrative systems and processes, such as annual and long-term budgeting that support the implementation of the plan.

Council Policy

Policy Number: *PLY_GOV_ELE_Strategic Plan_2014*



7. Procedures

- 1) The major tasks and initiatives necessary to implement the *Strategic Plan* will be outlined annually in a 3-Year Corporate Business Plan and through departmental business plans. The financial and human resource requirements for these initiatives will be detailed in the operating and capital budget documents.
- 2) The *Strategic Plan* includes performance measures which identify progress towards the goals of each Focus Area within the *Plan*. These indicators shall form one part of the annual reporting process that measure the organization's progress towards achieving the community's vision.
- 3) As part of the ongoing implementation process, the *Strategic Plan* shall be the cornerstone of an annual Council planning retreat, where attention shall be directed towards successful strategies within the *Plan* and whether they should be maintained, replaced or discontinued. The *Strategic Plan* shall undergo a major review five years after approval or from the date of amendment.

8. Cross Reference

Sturgeon County Strategic Plan 2012-2021: Making Strategy Happen
 Sturgeon County Corporate Business Plan
 Departmental Business Plans
 Operating and Capital Budgets
 2014 Sturgeon County Municipal Development Plan (Bylaw 1313/13)

Legislation Text

File #: RFD-343-16, **Version:** 1

2017 Second Tri-Annual Management Report

1. That Council approve the 2017 Second Tri-Annual Management Report.
2. That Council direct Administration to use the report as the basis for efforts during 2017 as well as planning for 2018-2020.
3. That Council direct Administration to defer the Villeneuve Airport and Community Planning Initiative - Service Agreement to future planning.

Request for Decision

Title	2017 Second Tri-Annual Management Report
Proposed Motion	<ol style="list-style-type: none"> 1. That Council approve the 2017 Second Tri-Annual Management Report. 2. That Council direct Administration to use the report as the basis for efforts during 2017 as well as planning for 2018-2020. 3. That Council direct Administration to defer the Villeneuve Airport and Community Planning Initiative – Service Agreement to future planning.
Administrative Recommendation	That Council approve the 2017 Second Tri-Annual Management Report and accompanying motions, as the report provides Sturgeon County Council with a report on the progress of the 2017-2019 Corporate Business Plan, and related budget information.
Previous Council Direction	<p><u>June 13, 2017:</u></p> <p>Motion 271/17: That Council approve the 2017 First Tri-Annual Management Report.</p> <p>Motion 272/17: That Council direct Administration to use the report as the basis for efforts during 2017 as well as planning for 2018-2020.</p> <p>Motion 273/17: That Council direct Administration to use the Sustainable Roads Improvement Strategy report provided to Council March 14, 2017 and proceed with the implementation phase of the Sustainable Roads Improvement Strategy Initiative.</p> <p><u>February 14, 2017:</u></p> <p>Motion 057/17: That Council approve the 2016 Third Tri-Annual Management Report and Year in Review.</p> <p>Motion 058/17: That Council direct Administration to use the report as the basis for efforts during 2017, as well as planning for 2018 and 2019.</p> <p><u>December 13, 2016:</u></p> <p>Motion 449/16: That Council approve the 2017-2019 Corporate Business Plan.</p>

Motion 455/16: That Council approve the 2017 Operating and Capital Budget as presented in the 2017 Budget Document.

Report

Background Information

- The Tri-Annual Management Report provides Council with a report on the progress of the 2017-2019 Corporate Business Plan and related budget information (as available).
- The 2017 Corporate Initiatives within the Corporate Business Plan highlight Administration's actions in addressing the Focus Areas identified within Council's 2012-2021 Strategic Plan.

Corporate Initiative Report

The Status Report summarizes progress on the Corporate Initiatives that were scheduled during May to August 2017.

Of the 24 Initiatives:

- Five (5) initiatives are **complete**.
- Fifteen (15) initiatives progressing **on time and budget**.
- Four (4) experiencing **some delays** in progress:
 - Modernized Municipal Government Act (MMGA);
 - Sturgeon Valley Area Master Plan;
 - Capital Region Board – Support Growth Plan Approval; and
 - Villeneuve Airport and Community Planning – Service Agreement.

Delays with these four Initiatives are due to waiting on information or action by external parties.

Financial Reporting

The Variance Analysis Report for the period ended August 31, 2017 is presented to Council.

Property Tax revenue is higher than budgeted due to assessment growth in non-residential in the amount of \$564,847. Council allocated \$218,000 to the Contingency Reserve by motion. The remaining \$364,847 was a result of an assessment change after the tax bylaw was passed.

Divisionally, variance in revenues and expenses may provide an early indication of a surplus/deficit, employing 67% (or 8/12th) as the benchmark:

Division	Operating Revenues	Operating Expenses
CAO & Council	100.2%	70.2%
Corporate Support	77.1%	63.3%
Integrated Growth	68.5%	63.3%
Municipal Services	61.4%	57.1%
Municipal Services-Infrastructure	62.5%	36.1%

CAO & Council:

The trend indicates that overall, the budget is on track. It should be noted that budgeted Council expenses will continue through to the end of 2017. As Nomination Day nears we will have a clearer indication of the election-related costs for Legislative Services.

Corporate Support:

Revenues and expenses are within target at this point of the year. The County continues to yield positive results on investments and well-drilling license fees. Sturgeon County practice is to budget conservatively.

Integrated Growth:

The division is expected to be on-track for 2017. General development in the County is lower than expected, as seen through the number of permits being issued. The County Bounty Culinary Cookout occurred in August with record attendance and is a break-even event. Sturgeon County also supported the Edmonton Air Show that occurred in August. Engineering is in full swing with construction projects.

Municipal Services:

Overall revenue and expenses are on-track with budget for 2017. Summer seasonal work is coming to an end and is anticipated to be on budget.

Municipal Services – Infrastructure: Water and Wastewater revenues are down compared to budget. The actual wastewater and water sales have not met budget targets specifically due to estimates on industrial use. Estimates for 2018 have been adjusted to reflect 2017 actual industry use.

Capital Highlights

In Transportation, capital purchases reflected since the last report include two trucks, a packer and grader that have come in under budget. Utility capital project work and progress payments continue, as expected.

Agriculture has purchased their UTV trailer, UTV Sprayer and rotary cutter. Overall, the capital purchases are within budget. The Fleet shop vehicle has also been replaced and came in under budget.






Information Services has purchased the ink plotter and switched from leasing to ownership to save money. As such the plotter is funded from operations budget and capital.

External Communication

None.

Relevant Policy/Legislation/Practices:

	<ul style="list-style-type: none"> Sturgeon County Strategic Plan Policy, (PLY_GOV_ELE_Strategic Plan_2014) Sturgeon County Strategic Plan 2012-2021 Sturgeon County Corporate Business Plan (2017 – 2019)
Implication of Administrative Recommendation	<p><u>Strategic Alignment:</u></p> <p>Strong Local Governance and Regional Leadership – The Strategic Plan Policy and the Strategic Plan are the highest order direction that Council provides to County Administration. Development of the 2012-2021 Strategic Plan was completed in parallel with the Sturgeon County Municipal Development Plan, ensuring that the land use development framework is integrated with strategic municipal objectives.</p> <p><u>Organizational:</u></p> <p>The information provides Council the status of Corporate Initiatives and allows Administration to monitor the time and resources necessary for the completion of the initiatives in 2017 or to determine if certain initiatives need to be carried forward into 2018, 2019 or a later date.</p> <p><u>Financial:</u></p> <p>The reports do not have direct financial impact on the organization. Presentation of the material aims to enhance the progress and financial reporting of the organization by providing a timely update to Council.</p>
Alternatives Considered	That Council refers the 2017 Second Tri-Annual Report back to Administration for further information.
Implications of Alternatives	<p><u>Strategic Alignment:</u></p> <p>None.</p> <p><u>Organizational:</u></p> <p>The alternative considered would delay approval of the Tri-Annual Report, and further reporting would require resources currently committed to completing Corporate Initiatives.</p> <p><u>Financial:</u></p> <p>None.</p>
Follow up Action	<ol style="list-style-type: none"> The information included in this report will be reviewed as part of the 2018 budget process and with the development of the recommended 2018-2020 Corporate Business Plan. Administration will provide the Third Tri-Annual Report on the 2017-2019 Corporate Business Plan February 2018.

Attachment(s)	<ol style="list-style-type: none"> 1. 2017 Second Tri-Annual Management Report 2. 2017 Second Tri-Annual Operational Highlights 3. 2017 August Capital Projects Report 4. 2017 August Variance Report 5. 2017 August Capital Summary Report 6. 2017 August Road Report
Report Reviewed by:	<div data-bbox="532 338 906 415">  </div> <div data-bbox="532 415 1063 453"> <p>Danielle Figura, Business Strategy Manager</p> </div> <div data-bbox="532 495 711 533"> <p><i>Teri Stewart</i></p> </div> <div data-bbox="532 548 1128 585"> <p>Teri Stewart for Ed Kaemingh, Manager, Finance</p> </div> <div data-bbox="532 625 735 724">  </div> <div data-bbox="532 730 1421 804"> <p>Susan Berry for Ian McKay, P. Eng. General Manager, Municipal Services Division</p> </div> <div data-bbox="557 846 760 982">  </div> <div data-bbox="532 989 1274 1026"> <p>Rick Wojtkiw, General Manager, Corporate Support Division</p> </div> <div data-bbox="532 1066 776 1171">  </div> <div data-bbox="532 1178 1339 1215"> <p>Stephane Labonne, General Manager, Integrated Growth Division</p> </div> <div data-bbox="557 1255 816 1360">  </div> <div data-bbox="532 1360 1096 1398"> <p>Peter Tarnawsky, County Commissioner - CAO</p> </div>

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"> Consistent with neighborhood role (see MDP), master plans, policies 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> Considers fiscal stability and sustainability 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> Has a positive impact on regional and sub-regional cooperation 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" 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"> Compliance with Provincial and Federal regulations and/or legislation 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Ensure effective environmental risk management 	<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"> Promotes and/or enhances residents' identification with Sturgeon County 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> Enhances service provision through community partnerships 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Supports Sturgeon County's cultural history 	<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"> Does the proposal align with the Integrated Regional Growth Strategy (map/policies) pg. 26 MDP 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Considers cumulative costs and long-term funding implications 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Targets growth around current or planned infrastructure 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input 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 checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Positive impact on residents' quality of life 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Supports and promotes volunteer efforts 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Provides programs and services that are accessible to all residents 	<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"> Staff have the knowledge, skills and capability to perform their jobs 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> Streamlines operational processes and policies 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> Promotes engagement and professional interaction with stakeholders 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> Considers a cost-structure which allows Sturgeon County to remain competitive within a regional, national and global context 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>



2017

2nd Tri-Annual Management Report



Presented September 26, 2017

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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	2012	2013	2014	2015	2016	2017	2017 Target
Percentage of Council decisions that are consistent with the strategic direction of Sturgeon County ¹	n/a	n/a	n/a	98%	96%	98%	95%
Percentage of residents who are satisfied with the communication received by Sturgeon County* (measured biennially)	n/a	82%	n/a	75%**	n/a	n/a until Year-End	Increase
Percentage of debt limit utilized ² (based on 1.5x Revenue, per MGA)	35%	31%	35%	37%	35.8%	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	46%	44.7%	n/a until Year-End	Less than 67%
Expenditure Budget Variance ³	3.86%	5.1%	1.38%	0.91%	1.93%	n/a until Year-End	3%
Total Debt to Tangible Capital Assets Values	7.20%	6.09%	8.54%	9.63%	10.67%	n/a until Year-End	Under development
General Operating Reserve Total Dollars ⁴ (Millions of Dollars)	\$2.12	\$3.18	\$2.73	\$4.03	\$4.26	n/a until Year-End	\$10.65
General Operating Reserve Balance as Percentage of Operating Revenue	5.54%	7.66%	5.97%	7.51%	7.53%	n/a until Year-End	20%
Annual Assessment Audit Ratio ⁵							
• Residential	0.979	0.983	1.004	0.993	0.989	n/a until	1.0
• Non-Residential	0.992	0.967	0.965	1.015	1.006	March 2018	(0.95-1.05 acceptable)

**The 2015 Resident Satisfaction Survey utilized a different methodology and the data is not directly comparable to previous years.

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.

Strong Local Governance and Regional Leadership Indicators

Indicator	2013	2014	2015	2016	2017
Net Debt ⁶ (Millions of Dollars)	\$13.4	\$20.2	\$23.9	\$17	n/a until Year-End
• Less: Tax Prepayment	\$18.3	\$18.3	\$18.1	\$17.02	
• Net Asset or (Net Debt)	\$4.8	(\$1.9)	\$5.76	\$0.2	
Long Term Debt per Capita ⁷	\$1,099	\$1,271	\$1,560	\$1,482	n/a until Year-End
Expenditures per Capita ⁸	\$2,196	\$2,388	\$2,549	\$2,594	n/a until Year-End
Net Residential Municipal Property Taxes per Capita	\$566	\$607	\$682	\$699	\$664

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 in 2017	Business Strategy	On-Track	<ul style="list-style-type: none"> Received feedback from Council and staff on progress made to date on Strategic Plan. This feedback will form the basis of the Report Card to Council and residents. During the next report period: <ul style="list-style-type: none"> Develop a Report Card on the progress made on the 2012-2021 Strategic Plan As part of Council Orientation, provide an overview on Sturgeon County's Strategic Planning Framework.
1.1.C) 2017 Municipal Election • <i>Phase I: Planning</i> Coordinate Sturgeon County's 2017 municipal election in compliance with Alberta's Local Authorities Election Act.	Legislative Services	On-Track	<ul style="list-style-type: none"> School Board Agreements have been signed, a Candidate Information Session held June 22, 2017 and an Election Campaigns Policy passed by Council August 22, 2017. During the next report period Polling station kits will be completed for each of the 29 polling stations, Election Worker Training will take place, and the conduction of the Election for the Advance Votes and Election Day. Two (2) Candidate Information Sessions were held based on Council direction mid-year.

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 for 2017 utilizes Sturgeon County's most recent population figures from the 2016 federal census, which indicated 20,495 residents. 2012 to 2016 uses 2011 federal census numbers of 19,578 residents.

⁸ The per capita formula for 2017 utilizes Sturgeon County's most recent population figures from the 2016 federal census, which indicated 20,495 residents. 2012 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 1.2: 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	Complete	<ul style="list-style-type: none"> This Initiative is now complete with approval by Council of the Significant Tax Revenue Growth Policy on March 28, 2017.
1.2.B) Infrastructure Asset Management <ul style="list-style-type: none"> <i>Phase I Asset Management: Policy Development</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	On-Track	<ul style="list-style-type: none"> The Draft Asset Management Policy was presented at Committee of the Whole on July 10, 2017. A request for Decision to approve the Asset Management Policy is scheduled for September 26, 2017.
1.2.C) Long Range Facility Planning <ul style="list-style-type: none"> <i>Site Servicing</i> <p>Site Servicing as per agreement signed with the Town of Morinville.</p>	Fleet and Building Services	On-Track	<ul style="list-style-type: none"> Staff delivered a Request for Decision recommending the procurement of detailed design and provision of tender-ready documents (instead of design and build award) recommended to Council (February 14). Council decision was to not proceed to detailed design; in favour of maximizing current space and renewing leases (currently underway). Work continues on jointly servicing of the site for this Initiative as per the MOU agreement previously signed with the Town of Morinville. During the second reporting period, Detailed Engineering and Design has been completed for Site Grading, Water, Sewer, and Storm Water Management. Joint Intersection Design complete pending issuance of Alberta Transportation Roadside Development permit (now received), Construction schedules have been established and Alberta Environment Approval for Storm Water Management was received.

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"> <i>Phase I: Develop Plan</i> <p>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.</p>	Integrated Growth Division	Complete	<ul style="list-style-type: none"> The work on the Joint Growth Boundary Study led to the signing of a Memorandum of Agreement for annexation between the City of St. Albert and Sturgeon County on February 28, 2017. This initiative is now complete and transitions to ongoing operations within the Integrated Growth Division. St. Albert has issued the formal intent to annex
1.3.B) Inter-municipal Priorities with Morinville <ul style="list-style-type: none"> <i>Phase II: Priority Identification</i> <p>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.</p>	Inter Governmental Affairs	Complete	<ul style="list-style-type: none"> The following two major priorities were identified by the Intermunicipal Advisory Committee between the Town of Morinville and Sturgeon County: <ul style="list-style-type: none"> Morinville Recreation Centre Joint Business Case and Joint Servicing of the land These 2 priorities established initiatives are progressing. This Initiative is now complete and work is transferred to ongoing Operations.
1.3.C) Modernized Municipal Government Act (MMGA) <ul style="list-style-type: none"> <i>Regulation Advocacy</i> <p>Advocate for Sturgeon County's interests to be presented in the drafting and adoption of the Provincial Regulations associated with the Modernized MGA</p>	Inter Governmental Affairs	Caution	<ul style="list-style-type: none"> During the second reporting period, the Province of Alberta released the second of three regulation batches for review and comment. Feedback on this second set of regulations will be presented to Council September 12, 2017 for decision. The release date of the third batch of regulations from Municipal Affairs has not been announced. The Regulation Advocacy project will be extended until the third batch of regulations have been reviewed. The balance of projects scheduled for this Initiative may be impacted by this delay.
1.3.D) Metro Mayors' Alliance <ul style="list-style-type: none"> <i>Phase I: Master Agreement</i> <p>Work with regional partners to develop and implement a Master Agreement for the Metro Mayors' Alliance setting out the purpose of the group.</p>	Inter Governmental Affairs	Complete	<ul style="list-style-type: none"> The Capital Region Board (CRB) established a Transition Task Force, to prepare the next Growth Management Board (GMB) for the revised GMB Regulation, come fall 2017. Several meetings were held with the thirteen Municipal Chief Administrative Officers (CAO), CRB staff and Municipal Affairs in the development of the draft Regulation. The draft GMB Regulation was presented by Municipal Affairs to the 13 Mayors and CAOs at the April CRB Meeting. The Transition Task Force is examining the inputs of the Metro Mayors Alliance Blue Ribbon report in its work and recommendations. No further Metro Mayors' Alliance (MMA) meetings scheduled as intent of MMA work being addressed via new GMB work.

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	2012	2013	2014	2015	2016	2017 YTD	2017 Target
Population growth by neighbourhood in comparison to Municipal Development Plan targets ⁹	1.7%	1.5%	1.3%	1.2%	1.3%	n/a	n/a
• Neighbourhood A Estimate	0.6%	0.6%	1.2%	0.9%	1.7%	n/a	n/a
• Neighbourhood B Estimate	1.6%	1.9%	1.5%	1.4%	1.6%	n/a	n/a
• Neighbourhood C Estimate	1.4%	1.0%	0.8%	0.4%	1.0%	n/a	n/a
• Neighbourhood D Estimate	2.4%	1.2%	1.2%	0.9%	1.0%	n/a	n/a
• Neighbourhood E Estimate	0.7%	1.7%	0.7%	0.5%	0.7%	n/a	n/a
• Neighbourhood G Estimate	2.1%	2.3%	2.1%	1.2%	1.7%	n/a	n/a
• Neighbourhood H Estimate	3.6%	0.7%	2.1%	0%	0.7%	n/a	n/a
• Neighbourhood I Estimate	0%	0%	0%	0%	0%	n/a	n/a
• Neighbourhood J Estimate	0.9%	0%	0.9%	0%	0.9%	n/a	n/a
Percentage of Industrial Building Permits issued within Industrial Parks (5-Year Average)	n/a	n/a	88%	81%	89%	n/a until Year-End	Under development

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.

Planned Growth and Prosperity Indicators

Indicator	2013	2014	2015	2016	2017 YTD
Ratio of residential to non-residential assessment	63/37	61/39	58/42	55/45	n/a until 2018
Assessment Growth					
• Non-Residential	11.5%	15.3%	8.7%	6.7%	n/a until March 2018
• Residential	2.5%	3.6%	3.3%	3.2%	
• Linear	3.5%	22.3%	4.7%	32.9%	
• Machinery and Equipment	17.8%	2.1%	5.4%	19.12%	
New Housing Starts	108	128	95	101	68
Building Permits (excludes housing)	324	408	383	289	157
Development Permits	378	442	368	337	230
Value of development permits (\$ Millions)	\$455.2	\$293.6	\$416.9	\$278.1	\$112.1

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

Initiative	Department	Status	Comments
2.2.A) Sturgeon Valley Area Master Plan <ul style="list-style-type: none"> <i>Phase I: Sturgeon Valley Tri-Party Special Study Area/Tri-Party Agreement</i> <p>Working in Collaboration with the Cities of Edmonton and St. Albert, Sturgeon County is looking to develop regional policies to guide the unique development opportunities in the Sturgeon Valley.</p>	Community and Regional Planning	Caution	<ul style="list-style-type: none"> Administration, supported by a consultant, completed a draft of Special Study Area Policies that incorporated 5 months of input from Edmonton and St. Albert. During the next reporting period, Sturgeon County will work towards promoting a Terms of Reference to be submitted to the Capital Region Board with the support of Edmonton and St. Albert, followed by completion of Special Study Area policies for adoption by the Capital Region Board.
2.2.B) Capital Region Board <ul style="list-style-type: none"> <i>Phase I: Support Growth Plan Approval</i> <i>Phase II: Regional Context Statements</i> <p>Upon approval of the Edmonton Metropolitan Region Growth Plan 2.0; a Regional Context Statement will be developed describing how Sturgeon County's Municipal Development Plan (long range plan) aligns with Growth Plan 2.0.</p>	Community and Regional Planning	Caution	<ul style="list-style-type: none"> Provincial approval of Growth Plan 2.0 was expected to take place over the summer and at this time no date has been provided. Administration will continue to support the approval process until it is finalized. Phase II of this Initiative will start once Provincial approval is given for Growth Plan 2.0.
2.2.H) Villeneuve Airport and Community Planning <ul style="list-style-type: none"> <i>Phase I: Servicing Agreement</i> <p>Establish servicing allotment to local stakeholders and complete an Area Structure Plan.</p>	Community and Regional Planning	Caution	<ul style="list-style-type: none"> Servicing requests for this area continue to be handled through regular department channels as they occur. Once servicing needs are further defined for the Villeneuve Airport with the Edmonton Regional Airports Authority, continued work can be done on a service agreement.

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

Initiative	Department	Status	Comments
2.3.A) Sustainable Roads Improvement Strategy <ul style="list-style-type: none"> <i>Phase II: Implementation</i> 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. 	Transportation Services	On-Track	<ul style="list-style-type: none"> As per Council motion, implementation of the Sustainable Roads Improvement Strategy Plan has begun. Report findings have been submitted for funding consideration as part of 2018 budget. In the third reporting period, plans will be finalized to conduct collector gravel road stabilization in 2018. The benefits of road stabilization are reduced maintenance costs, dust suppression and better performing gravel roads.
2.3.B) Acquisition of Additional Gravel Pit <ul style="list-style-type: none"> <i>Geotechnical: Phase I</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"> A financial analysis of the current prospects was conducted and presented to Council on June 26, 2017. The reviewed sites were not found to be financially viable. Continued review of additional sites will take place in the next reporting period.
2.3.C) Sturgeon Valley Fire Protection Plan Implement new infrastructure within the Sturgeon Valley to enhance fire protection.	Utility Services	Complete	<ul style="list-style-type: none"> The Superior Shuttle Tanker Service (SSTS) Accreditation was obtained through the Fire Underwriters Survey. Residents were notified of the SSTS Accreditation via mail and online through the Sturgeon County website.

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	2012	2013	2014	2015	2016	2017	2017 Target
Overall quality of life in Sturgeon County* (measured biennially)	n/a	93%	n/a	87%**	n/a	n/a until Year-End	n/a
Sturgeon County is a place where residents feel safe and secure* (measured biennially)	n/a	94%	n/a	89%**	n/a	n/a until Year-End	n/a
Percentage of residents who both live and work in the community ¹⁰ (measured biennially)	n/a	32%	n/a	31%**	n/a	n/a until Year-End	n/a
Percentage of Assets fully depreciated ¹¹	3.24%	3.11%	4.92%	5.40%	6.97%	n/a until Year-End	Under development

**The 2015 Resident Satisfaction Survey utilized a different methodology and the data is not directly comparable to previous years.

Goal 3.1: Sturgeon County involves and engages the Sturgeon County community.

Initiative	Department	Status	Comments
3.1.A) Resident Satisfaction Survey Plan and gather information from biennial resident satisfaction survey.	Communications/ Business Strategy	On-Track	<ul style="list-style-type: none"> The Sturgeon County Resident Satisfaction Survey was conducted in June 2017 and 1,715 submissions were received. Banister Research and Consulting conducted the Survey on behalf of Sturgeon County. Their final report and findings will be presented to Council on September 26, 2017.

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.B) Capital Infrastructure Grant Program <ul style="list-style-type: none"> <i>Phase I: Develop the Plan</i> Develop a capital grant program to fund infrastructure projects that support major community building in the Sturgeon Region from 2018-2021. 	Community Services	On-Track	<ul style="list-style-type: none"> Consultation on the (Building Sturgeon) Grant Program was conducted with regional Municipal Chief Administrative Officer's and Sturgeon County's Community Services Advisory Board. An update was provided to Council August 22, 2017.

* 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.

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	On-Track	<ul style="list-style-type: none"> • Within this reporting period: <ul style="list-style-type: none"> ○ Sturgeon County enrolled on the Alberta Transportation Routing and Vehicle Information System (TRAVIS) ○ Needs Assessment/process gap analysis was completed. ○ Council approved a \$20 permit fee for over-dimensional and over-weight permits within the Fees and Charges Schedule. • During the next reporting period identified performance gaps will be reviewed and addressed. Communication plans and tools will be created.

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	2012	2013	2014	2015	2016	2017	2017 Target
Percentage of residents who would recommend Sturgeon County to others as a place to live ¹² (measured biennially)	n/a	90%	n/a	89%**	n/a	n/a until Year-End	n/a
Percentage of residents who volunteer for organizations within the region (measured biennially)	n/a	n/a	n/a	32%	n/a	n/a until Year-End	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	98%	92%	n/a ¹³	90%
Percentage of respondents who indicate Family Fun Days helped increase their sense of belonging to the community	n/a	n/a	n/a	92%	95%	86%	90%

**The 2015 Resident Satisfaction Survey utilized a different methodology and the data is not directly comparable to previous years.

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.B) Sturgeon County Centennial Celebrations Plan festivities and branding to celebrate Sturgeon County Centennial in 2018.	Corporate Communications	On-Track	<ul style="list-style-type: none"> The Branding Project Plan has been completed Final preparations for the Celebration will take place in the next reporting period.

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.

¹³ In 2017 the Volunteer Appreciation Event was combined with the Agricultural Service Board Tour and Awards Dinner and the survey was not conducted.

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.

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

Respect the Natural Environment Performance Measures

Measure	2012	2013	2014	2015	2016	2017	2017 Target
Percentage of residents satisfied with land drainage and storm water management* (measured biennially)	n/a	62%	n/a	54%**	n/a	n/a until Year-End	n/a

**The 2015 Resident Satisfaction Survey utilized a different methodology and the data is not directly comparable to previous years.

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

Initiative	Department	Status	Comments
5.3.A) Capital Storm Drainage Plan Prioritize and address legacy capital drainage projects.	Engineering Services	On-Track	<ul style="list-style-type: none"> With the adoption of the 2018 Capital Plan, all known Capital Storm items have been identified into Potential, Feasibility, Detailed Design and Construction Phases. Please refer to the Capital Projects Update provided as part of the Triannual Report Package for details on specific projects.

*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.

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 will continuous improvement in 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	2012	2013	2014	2015	2016	2017 YTD	2017 Target
<u>Overall satisfaction with Sturgeon County employees</u> * (measured biennially)		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 	n/a	81% 94% 89% 84% 84%	n/a	65% 87% 77% 72% 72%	n/a	n/a until Year-End	n/a
Sturgeon County Employee Engagement Index ¹⁴ (measured biennially)	73	n/a	78	83	n/a	n/a until Year-End	n/a
Staff turnover rate (Permanent FTE positions)	11%	10%	9%	7%	4%	n/a until Year-End	Minimize
Lost-time Claims	0	3	1	2	1	1	Minimize
Temporary Total Disability Days	0	102	7	10	100	3	Minimize
Severity Rate ¹⁵ <ul style="list-style-type: none"> Sturgeon County Industry Average 	0 21.7	34 23	3.5 18.3	5.0 21.8	100.0 ¹⁶ 18.7	3.0 16.4	Minimize
Occupational Health and Safety Audit Results ¹⁷	94% (Ext.)	94% (Int.)	95% (Int.)	97% (Ext.)	97% (Int.)	99% (Int.)	Successful Recertification (External)
Taxes Outstanding as a Percentage of Current Tax Levy	2.14%	2.23%	1.75%	1.44%	1.63%	n/a until Year-End	2.3 % or less
Percentage of programmed Corporate Initiatives approved by Council completed within the current year (New Measure)	43%	56%	100%	61%	92%	n/a until Year-End	Under Development

**The 2015 Resident Satisfaction Survey utilized a different methodology and the data is not directly comparable to previous years.

* 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

¹⁴ The overall rating for Sturgeon County Employee Engagement scored out of 100, compiled through a survey of Sturgeon County employees.

¹⁵ Calculated by the Average Total Disability days per lost time claim.

¹⁶ 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.

¹⁷ 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
6.1.B) Information Technology Strategic Plan <ul style="list-style-type: none"> <i>Phase II: Implement the Road Map</i> <p>Complete the development of a Strategic Plan to address Sturgeon County's short and long term technology and information services needs and functions. This plan builds on Sturgeon Counties Strategic plan to provide a specific capital and operational roadmap to move Sturgeon County toward its long-term vision.</p>	Information Services	On-Track	<ul style="list-style-type: none"> Budget 2018 planning and preparation of items listed on the final report
6.2.C) Electronic Document Management <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"> A Major software upgrade was tested, installed, and distributed to the Organization as well as the Launch of the first pilot group on the software.
6.1.D) Organizational Capability Plan <ul style="list-style-type: none"> <i>Phase I: Competency Identification and Training Needs Assessment</i> <p>Enhance internal competencies, capabilities and processes to drive efficient and effective use of existing resources.</p>	Human Resources	On-Track	<ul style="list-style-type: none"> A Consultant was hired and training needs assessment work begun with the Transportation Department.
6.1.E) Local Roads Reconstruction Program <ul style="list-style-type: none"> <i>Phase II: Implementation</i> <p>Develop and implement plan to re-introduce local road reconstruction program utilizing contracted services.</p>	Integrated Growth	On-Track	<ul style="list-style-type: none"> Administration delivered the Local Roads Program Design to Council May 23rd, 2017. Project Charter for Implementation has been developed and approved. Implementation work has begun. Learnings from SRIS and will be considered in developing pace and priority of LRR investments for 2018 and beyond.

Integrated Growth Division Tri-Annual Reporting

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

Economic Development Tri-Annual Highlights January to April 2017

Business Inquiries

Location	2017 YTD	2016 YTD
AIHA	30	162
SIP	63	72
Other	298	368
TOTAL	391	602

Business Visits

Date	Follow Up Action
May 10	Provided information to internal administration and Council about open house for relationship building; provided business resources and contacts
May 10	Provided information on road improvements and offered tickets to the Edmonton Airshow for networking
June 29	Connected with Assessment Department regarding commercial assessment enquiry and Transportation for gravel road issue. Introduced to Community Futures Tawatinaw Region for succession planning resources
Jun 26	Provided contacts for trade offices in Japan and Korea for potential direct marketing opportunities; funding application opportunities through Canada Concierge
July 4	Provided information on internal resources available to them for business development and upcoming business events such as the Culinary Cookout.
July 6	Provided information on Provincial Energy Savings Program; connected to Community Futures for succession planning as well as information on upcoming workshops
July 11	Connected the owner with a book keeper; referred to Community Futures Tawatinaw region for succession planning tools; blog was also written to promote the company on our website
Aug 4	Provided information about funding, procurement opportunities and workforce development; contacts for ATB, Government of Alberta, and Business Development Canada. Also provided a diagnostic report on their website and contact information for Community Futures to discuss improvement areas.
Aug 9	Provided a contact for internet marketing; a review of the client's website using Business Development Canada's website evaluator. Also provided information on upcoming workshops, provided contact info for one-on one consultation for succession planning and wrote a blog.
Aug 10	Provided contact for workforce development at the Government of Alberta (job grant); a review of the client's website using Business Development Canada's website evaluator; provided information on procurement process for North West Redwater Partnership and the Federal Government.
Aug 10	Provided information on Business Link market research for product launch and on legal and accounting services through that organization.

Integrated Growth Division Tri-Annual Reporting

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

Date	Follow Up Action
Aug 10	Provided contact for workforce development at the Government of Alberta (job grant), and Business Development Canada's website evaluator; additional information on procurement process for North West Redwater Partnership and the Federal Government
Aug 10	Connected with social media sites for future promotion opportunities; Provided procurement information for North West Refinery and the Federal Government; a review of the client's website using Business Development Canada's website evaluator
Aug 10	Provided a review of the client's website using Business Development Canada's website evaluator. Included in investment package for investor partnership opportunities.
Aug 18	Provided a review of the client's website using Business Development Canada's website evaluator; contact for internet marketing and succession planning tools.
Aug 24	Provided a review of the client's website, succession planning resources and connected to the company website for promotional purposes.
Aug 30	Provided website development resources and a contact through Community Futures Tawatinaw Region

Economic Development Online Activity

Media	2017 YTD	2016 YTD
Facebook Likes - Start In Sturgeon	254	234
Facebook Likes - Sturgeon County Bountty	1256	1076
Twitter Followers - Start in Sturgeon	524	451
Twitter Followers - Sturgeon County Bountty	553	498
Business Directory Listings	155	102
Website	2017 YTD	2016 YTD
www.startinsturgeon.ca		
Sessions	4797	4704
Unique Visitors	3807	3479
Page Views	14663	15333
www.sturgeoncountybounty.ca		
Sessions	3599	3626
Unique Visitors	2681	2863
Page Views	10823	8098

Integrated Growth Division Tri-Annual Reporting

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

Current Planning & Development Services Tri-Annual Highlights January – August 31, 2017

2nd Tri-Annual Report: August 31, 2017

Housing Starts

New Housing Starts	2017 YTD Count	2016 YTD Count
Single Family Dwelling	65	55
Mobile Homes	3	21
Modular Homes	0	6
TOTAL	68	82

Housing Starts Values

New Housing Starts	2017 YTD Values	2016 YTD Values
Single Family Dwelling	\$36,014,200	\$32,062,472
Mobile Homes	\$155,000	\$1,732,500
Modular Homes	0	\$957,000
TOTAL	\$36,169,200	\$34,751,972

Building Permits

Description	2017 YTD Count	2016 YTD Count
Agricultural	0	0
Commercial	11	8
Industrial	16	49
Institutional	2	1
Residential	128	149
TOTAL	157	207

Integrated Growth Division Tri-Annual Reporting

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

Building Permit Values

Description	2017 YTD Values	2016 YTD Values
Agricultural	0	0
Commercial	\$4,300,320	\$589,500
Industrial	\$2,500,000	\$15,695,139
Institutional	\$3,023,000	\$6,000
Residential	\$3,776,627	\$5,470,458
TOTAL	\$13,599,947	\$21,761,097

Development Permits

Description	2017 YTD Count	2016 YTD Count
Agricultural	0	0
Commercial	8	15
Home Based Business	24	19
Industrial	16	19
Institutional	3	3
Residential	176	203
Recreational	0	0
Site Grading	3	5
TOTAL	230	264

Development Permit Values

Description	2017 YTD Values	2016 YTD Values
Agricultural	0	0
Commercial	\$1,671,000	\$1,548,000
Industrial	\$40,256,320	\$208,211,300
Institutional	\$24,065,000	\$200,000
Residential	\$45,678,467	\$32,089,017
Recreational	0	0
Site Grading	\$390,000	\$20,299,247
TOTAL	\$112,060,787	\$262,347,564

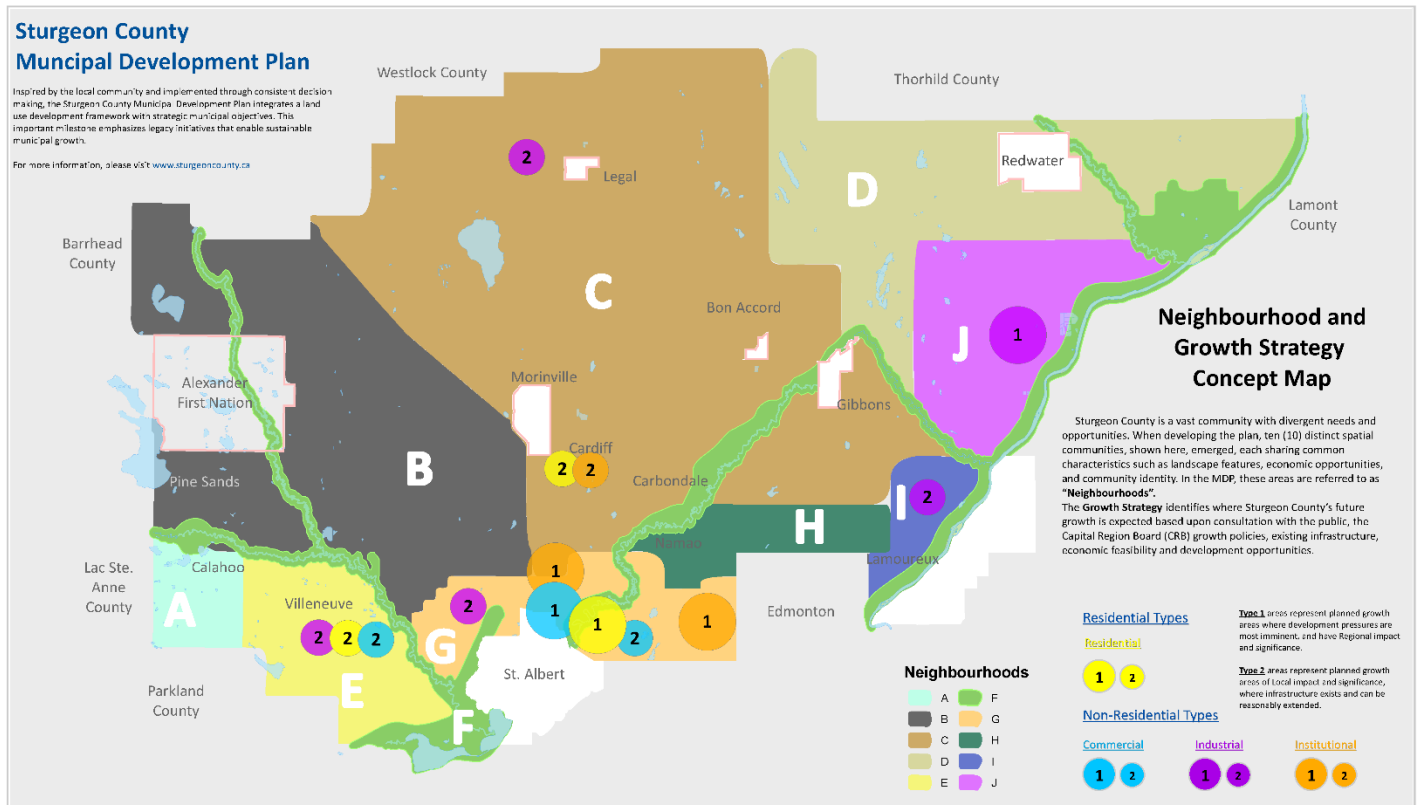
Integrated Growth Division Tri-Annual Reporting

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

Single Lot Subdivisions & Compliance Activity

Description	2017 YTD Count	2016 YTD Count
Subdivision Applications	35	34
Endorsement Files	16	23
Lots Created	25	30
Compliances	103	82
Enforcement Files	28	51

Appendix 1: Sturgeon County MDP Neighbourhood Map





2017 2nd Tri-Annual Management Report

September 26, 2017

Overview

The Tri-Annual Management Report provides County Council with a report on the progress of the 2017-2019 Corporate Business Plan

1. Corporate Initiative Reporting
2. Corporate Performance Measure Reporting
3. Financial Reporting
4. Divisional Updates from the Senior Leadership Team

Corporate Initiative Overview

- Of the 24 Initiatives (including multiyear) that are scheduled in 2017:
 - 5 are Complete
 - 15 On-Track (Progressing on time and budget)
 - 4 Caution (Experiencing delays in progress)
- 4 criteria contribute to overall initiative status:
 - Scope
 - Schedule
 - Resources
 - Budget

Strong Local Governance & Regional Leadership



Initiative	Status
Strategic Plan Review	●
2017 Municipal Election	●
Fiscal Policy and Plans: <i>Refinery Revenue Financial Plan</i>	●
Infrastructure Asset Management <i>Phase I: Policy</i>	●
Long-Range Facility Planning <i>Site Servicing</i>	●
Inter-municipal Priorities with St. Albert <i>Phase I: Develop Plan</i>	●
Inter-municipal Priorities with Morinville <i>Phase II: Priority Identification</i>	●
Modernized Municipal Government Act <i>Regulation Advocacy</i>	●
Metro Mayor's Alliance	●

Strong Local Governance & Regional Leadership

Corporate Performance Measures and Indicators



Measure	2015	2016	2017 YTD	2017 Target
Percentage of Council decisions that are consistent with the strategic direction of Sturgeon County	98%	96%	98%	95%

Planned Growth and Prosperity



Initiative	Status
Sturgeon Valley Area Master Plan	●
Capital Region Board	●
Villeneuve Airport and Community Planning - <i>Service Agreement</i>	●
Sustainable Roads Improvement Strategy	●
Acquisition of Additional Gravel Pit <i>Geotechnical: Phase I</i>	●
Sturgeon Valley Fire Protection Plan	●

Maintain and Enhance Strong Communities



Initiative	Status
Resident Satisfaction Survey	●
Capital Infrastructure Grant Program <i>Phase I: Develop the Plan</i>	●
Road Use Agreement Program	●

Community Identity and Spirit



Initiative	Status
Sturgeon County Centennial Celebrations <i>Phase I: Planning</i>	●



Respect the Natural Environment



Initiative	Status
Capital Storm Drainage	



Operational Excellence



Initiative	Status
IT Strategic Plan	●
Electronic Document Management	●
Organizational Capability Plan	●
Local Roads Reconstruction Program	●

Operational Excellence

Corporate Performance Measures



Measure	2013	2014	2015	2016	2017 YTD	2017 Target
Lost-time Claims	3	1	2	1	1	Minimize
Temporary Total Disability Days	102	7	10	100	3	Minimize
Severity Rate						
• Sturgeon County	34	3.5	5.0	100.0	3.0	Minimize
• Industry Average	23	18.3	21.8	18.7	16.4	
Occupational Health and Safety Audit Results	94% (Int.)	95% (Int.)	97% (Ext.)	97% (Int.)	99% (Int.)	Successful Recertification (External)

Integrated Growth Update

Significant Accomplishments:

- a) Sturgeon County became shareholder in Edmonton Global (Part 9 Company – regional economic development entity)
- b) Off-Site Levy Policy approved by Council
- c) GMSS Vision Statement and Guiding Principles approved by Council
- d) Local Gravel Roads Reconstruction program completed (Deloitte)
- e) Sturgeon County Bounty - Culinary Cookout sees over 1,300 attend
- f) Over 100 attendees take part in business education sessions
- g) On track to surpass formal business visitations from 2016
- h) Canada Day at the Edmonton Garrison sees over 4,500 attend
- i) Participation in Business Retention and Expansion International and Regional Site Selectors
- j) Two Economic Development Staff certified through Business Retention and Expansion International
- k) 42 of 45 Capital Projects on-track
- l) Allin Ridge Reservoir Complete
- m) River's Gate Lift Station Complete
- n) Working collaboratively with Cities of Edmonton and St. Albert to further development of Special Study Area policies for Sturgeon Valley area
- o) Initiated Agricultural environmental scan and scoping exercise to establish Terms of Reference for the future development of Sturgeon County's Agricultural Master Plan
- p) Inter-municipal discussions initiated regarding City of St. Albert's future annexation
- q) Adoption of Land Use Bylaw 1385/17

Integrated Growth Update

Upcoming Council Decisions and Activities:

- a) Endorsement of Sturgeon Valley Special Study Area Policies
- b) Determine future direction regarding the scope for Agriculture Master Plan, based on initial scoping exercise and environmental scan.
- c) Land use Bylaw Enforcement Policy
- d) Economic Development Board's responses to Sturgeon County's Competitiveness Study, Business Licensing White Paper and Sponsorship Policy
- e) Legacy Enforcement Plan of Action

Upcoming Projects:

- a) Alcomdale Water Line
- b) Potential for CARES project – focused on Broadband
- c) Procurement sessions with area businesses
- d) St. Albert Annexation negotiations
- e) Sturgeon Valley Area Structure Plan
- f) Sturgeon County Agriculture Master Plan
- g) Sturgeon County Regional Context Statement (Capital Region Board)
- h) Sturgeon County Infrastructure Master Plan
- i) Implementation of Land Use Bylaw 1385/17
- j) Bon Accord, Gibbons and St. Albert Annexations

Integrated Growth Update

Challenges to 2017-2019 Corporate Business Plan and/or 2017 Operations:

- a) The dynamic nature of Regional dialogue and planning greatly impacts the prioritization and volume of Corporate Initiatives being led by Integrated Growth. This challenges project planning and ensuring that Administration has the capacity to address the growing volume of regional interactions / initiatives.

Integrated Growth – Economic Indicators

1. New Housing Starts (year-to-date)
 - a) 2016 – 82
 - b) 2017 – 68
2. Building Permits (year-to-date)
 - a) 2016 – 207
 - b) 2017 – 157
3. Building Permit Values (year-to-date)
 - a) 2016 – \$21,761,097
 - b) 2017 – \$13,599,947
4. Development Permits (year-to-date)
 - a) 2016 – 264
 - b) 2017 – 230
5. Development Permit Values (year-to-date)
 - a) 2016 – \$ 262,347,564
 - b) 2017 – \$ 112,060,787

Municipal Services Update

Significant Accomplishments:

- a) Tanker Shuttle Accreditation in Sturgeon Valley
- b) Alcomdale Waterline Project Tender Award
- c) Implemented increased vegetation management utilizing Operational Excellence
- d) Completed several legacy drainage maintenance improvements
- e) Re-crowning of gravel roads underway with great initial success
- f) Grader Operator GRIP training program
- g) TransCanada Trail Opening August 26

Upcoming Council Decisions and Activities:

- a) Truckfill Software Upgrade and Funding
- b) Winter Trail Maintenance Pilot
- c) Joint Use Agreement with Sturgeon School Division

Upcoming Projects:

- a) Completing fall activities including final asphalt maintenance projects
- b) Winter preparations
- c) Seniors Workshop Sept 14
- d) Improving our reporting of Core Services

Municipal Services Update

Challenges to 2017-2019 Corporate Business Plan and/or 2017 Operations:

- a) Weather- wet conditions early summer
- b) Finalizing fire service agreements
- c) Resources and time for Council Committees engagement
- d) Timing of Transportation Programs due to short summer season

Corporate Support Update

Significant Accomplishments:

- a) Financial Audit Policy
- b) Electronic Utility Billing
- c) Resident Satisfaction Survey
- d) Lobbied for Hybrid Approach to Centralized Industrial Assessment
- e) Completed year 4 of 5 Cyclical Assessment
- f) County Centre Open House
- g) Deployment of Secure IP Anywhere Network

Upcoming Council Decisions and Activities:

- a) Budget 2018

Corporate Support Update

Upcoming Projects:

- a) Regional Recreation Centre Public Engagement
- b) Business Continuity Review
- c) Employee Engagement Survey
- d) Election Connection Publication
- e) Centralization of Designated Industrial Property Assessment
- f) Equipment Winter Preparation
- g) Maximizing Office Resources

Challenges to 2017-2019 Corporate Business Plan and/or 2017 Operations:

- a) Municipal Government Act Review and Update

County Commissioner's Office Update

Significant Accomplishments:

- a) Project and Change Management Internal Training Sessions
- b) Support to Local Roads Reconstruction Program Design Delivery; Program Implementation
- c) Feedback into Growth Management Board Regulation
- d) Delivery of Resident Satisfaction Survey with Communications Department
- e) Researched and recommended of Council Election Campaigns Policy
- f) Negotiated participation in third-party RFP to deliver on-site utility operations at Villeneuve

Upcoming Council Decisions and Activities:

- a) Council Orientation (Joint with Morinville and Sturgeon Specific)
- b) 2018-2020 Corporate Business Plan, along with Budget 2018
- c) Strategic Plan Review

Upcoming Projects:

- a) MMGA Implementation
- b) Project Management Support to key projects: (Business Strategy Project Manager)
 - Local Roads Reconstruction Program Implementation
- c) Municipal Election (balance of 2017)
- d) Full Implementation of VoteCast and associated Bylaw amendments

County Commissioner's Office Update

Challenges to 2017-2019 Corporate Business Plan and/or 2017 Operations:

(a) Municipal Election

Capital Project Monthly Summary Report

Project On Track	Project Caution	Project at Risk
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August 23, 2017

							% Complete			
#	Program	Project	Description/Type of Work	Project Manager	Consultant	Contractor	Feasibility - Preliminary Engineering	Detailed Engineering	Construction	
2016 CONSTRUCTION										
1	Reconstruction Collector	2016 - RR233 - Hillsborough Heights (South) to Twp 570	Reconstruct (1.6 km)	Dave Becker	Opus Stewart Weir	Petro West	100%	100%	12%	Petrowest LP has gone into receivership. Notice of default was issued on Aug 17. The default must be remedied by the end of Aug 23. At that point Petrowest will be in breach of the contract and Sturgeon will have a few options going forward.
2	Reconstruction Collector	2016 - Twp 570 (RR233 to Hwy 28)	Reconstruct (1.6 km)	Dave Becker	Opus Stewart Weir	Petro West	100%	100%	12%	
3	Drainage	2016 - Estate Way Phase 2 (The Banks) Lot 259 to Estate Way Ave	Ditch grading, culvert and driveway replacement	Dave/Steve	N/A	Devlin Construction	N/A	100%	85%	Contractor scheduled to mobilize back to site in september to correct deficiencies
4	Drainage	2016 - Estate Way Phase 3 (The Banks) Lot 80 to Estate Way	Ditch grading, culvert and driveway replacement	Dave/Steve	N/A	Devlin Construction	N/A	100%	85%	Contractor scheduled to mobilize back to site in september to correct deficiencies
5	Water	Allin Ridge Reservoir	Major expansion to reservoir and pump house improvements	Roger Borchert	MPE	Chandos	100%	100%	98%	Final inspection held August 23, 2017. Clean-up of minor deficiencies will be completed by the end of August.
6	Wastewater	River's Gate Lift Station	Construct new lift station near River's Gate	Roger Borchert	Associated Engineering	Maple Reinders	100%	100%	90%	Surface works require additional effort. Contractor anticipates completion by September 8, 2017
2017 CONSTRUCTION - STAGE 4										
1	Reconstruction Collector	Twp 572 - Phase 1A from RR 233 d to Hwy 28	Phase 1A - Reconstruct and widening for surfacing (2.0 km) Phase 1B is from Lily Lake Rd to RR 233 scheduled for 2018 (3.2 km)	Dave Becker	Opus Stewart Weir	E-Construction	100%	100%	5%	Caburn has mobilized to site and began clearing operations. Grading work will be starting shortly.
2	Reconstruction Collector	RR241 (Cameron Park to Twp. Rd 552)	Phase 1 - Reconstruct for surfacing (2.3 km)	Chris Pullen	Opus Stewart Weir	Border Paving Ltd.	100%	100%	90%	Work commenced North of Bridge on August 22, 2017. All center lines have now been installed and contractor is bringing subgrade to final elevations and starting the reclamation of the borrow pit.
3	Reconstruction Collector	RR 233 - Hillsborough Heights (South) to Twp 572	Phase 1 - Reconstruct for Surfacing (1.6 km)	Dave Becker	Opus Stewart Weir	E-Construction	100%	100%	5%	Caburn has mobilized to site and began clearing operations. Grading work will be starting shortly.
4	Reconstruction Collector	RR 233 - Twp 572 to Twp 573	Phase 1 - Reconstruct for Surfacing (1.7 km)	Dave Becker	Amec	Noyen Construction	100%	100%	0%	Noyen expects to mobilize to site after the September long weekend.

Capital Project Monthly Summary Report

Project On Track	Project Caution	Project at Risk
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August 23, 2017

#	Program	Project	Description/Type of Work	Project Manager	Consultant	Contractor	% Complete			
							Feasibility - Preliminary Engineering	Detailed Engineering	Construction	
5	Rehabilitation	Cardiff Main Road and Twp 554 Prelim Engineering	Traffic calming, shoulder widening and overlay, shared use path	Stephen Hinton	ISL	Carmack's	100%	100%	75%	Phase 3 in progress, truck fill loop tentatively set to start sept 8, 2017.
6	Rehabilitation	Summerbrook	Rehabilitation & U/G - Storm Lining	Dave Becker	WSP	Park-Aid	100%	100%	10%	Park-Aid has mobilized to site and begun curb and gutter repairs as well as dig out repairs
7	Signalization	Intersection Hwy 825 Hwy 643	Signalization - Funding by others	Dave Becker	AT Consultant	AT Contractor	100%	100%	0%	Construction is expected to start after September long weekend.
8	Drainage	Riviere Qui Barre Drainage Improvements	Drainage improvements within the entire Hamlet	Abid Malik	Opus Stewart Weir		100%	80%	0%	Consultant is working on the design of drainage network and environmental assessment of storm water pond. Design completion expected late oct 2017.

Capital Project Monthly Summary Report

Project On Track	Project Caution	Project at Risk
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August 23, 2017

							% Complete			
#	Program	Project	Description/Type of Work	Project Manager	Consultant	Contractor	Feasibility - Preliminary Engineering	Detailed Engineering	Construction	
9	Drainage	Lamoureux Drive Drainage - Phase 1	a. Road re-alignment b. Restoration of eroded embankments at three culvert locations. c. Reinstatement of the road surface. d. Culvert end treatments. e. Rehabilitation of existing culverts.	Stephen Hinton	Opus Stewart Weir	G&J Parking Lot Maintenance	100%	100%	10%	Tree clearing completed, construction underway. Construction completion date is September 30, 2017.
10	Surfacing	Riviere Qui Barre Transportation Corridor Improvements	Sidewalk and crosswalk construction, Public Engagement	Abid Malik	Opus Stewart Weir	In-Line	100%	100%	50%	Construction on going. Work to be complete by the 1st week of september.
11	Surfacing	Twp 552 - From RR241 to RR240	Phase 2 - Surfacing	Chris Pullen	Opus Stewart Weir	Border Paving	100%	100%	0%	Subgrade preparation scheduled to commence week of August 28. Widening of existing subgrade required and testing of subgrade prior to placement of Granular Base.
12	Surfacing	RR241 - From Cameron Park to Twp 552	Phase 2 - Surfacing	Chris Pullen	Opus Stewart Weir	Border Paving	100%	100%	0%	Placement of Granular Base scheduled to commence week of August 28th and starting at the north end working south. Contractor to confirm haul route, and dust control measures during gravel hauls.
13	Water	Alcomdale Water Pipeline	New water line from near Rivierre Qui Barre to Alcomdale	Roger Borchert	Stantec	Weaver Group Ltd.	100%	100%	0%	Council Awarded this contract to Weaver Group Ltd. August 22, 2017. Notification to contractor underway.
2017 - DETAILED DESIGN AND CONSTRUCTION - STAGE 3&4										
1	Reconstruction Collector	Twp 572 - Phase 1B From Lily lake Road to RR 233	Phase 1B - Reconstruction & widening for surfacing	Dave Becker	Opus Stewart Weir	E-Construction	100%	100%	0%	Contract awarded to E-Construction. Construction scheduled for 2018
2	Rehabilitation	Twp 544 From RR280 to RR 275	Structural repairs and surfacing	Dave/Steve	WSP		100%	20%	0%	Detailed Design ongoing
3	Bridges	BF 76321	Bridge culvert replacement	Abid Malik	WSP		100%	90%	0%	Grant funding received, ██████████

Capital Project Monthly Summary Report

Project On Track	Project Caution	Project at Risk
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August 23, 2017

							% Complete			
#	Program	Project	Description/Type of Work	Project Manager	Consultant	Contractor	Feasibility - Preliminary Engineering	Detailed Engineering	Construction	
4	Bridges	BF 9421	Bridge culvert replacement	Abid Malik	WSP		100%	90%	0%	No funding received, ██████████ project moved to 2019. <small>Severed in line with Section 25 of the FOIP Act</small>
5	Surfacing	RR 233 Hillsborough Heights (South) to Twp 570	Phase 2 - Surfacing	Dave Becker	Opus Stewart Weir	E-Construction	100%	100%	0%	Contract awarded to E-Construction. Construction scheduled for 2018
6	Surfacing	Twp 570 RR 233 to Hwy 28	Phase 2 - Surfacing	Dave Becker	Opus Stewart Weir	E-Construction	100%	100%	0%	Contract awarded to E-Construction. Construction scheduled for 2018
2017 - DETAILED DESIGN - STAGE 3										
1	Reconstruction Collector	RR 212 (Hwy 38 to Hwy 644)	Phase 1 - Reconstruct for gravel surface (6.4 km)	Bob Stephen	Opus Stewart Weir		100%	90%	0%	Design is moving forward, Resident rejected offer to purchase land, 2 nd offer being presented.
2	Surfacing	RR 233 - Twp 573 to Hillsborough Heights (South)	Phase 2 - Surfacing	Dave Becker	Opus Stewart Weir	E-Construction	100%	100%	0%	Contract awarded to E-Construction. Construction scheduled for 2018
3	Drainage	Lamoureux Drive Drainage - Phase 2	Culvert replacements and ditching	Stephen Hinton	Opus Stewart Weir		100%	0%	0%	Preliminary design work is completed.
4	Rehabilitation	Riverside Park Subdivision Road Network	Rehabilitation	Dave Becker	All North		100%	10%	0%	Detailed design ongoing
5	Drainage	Riverside Park Drainage Study	Drainage Improvements	Dave Becker	All North		100%	10%	0%	Detailed design ongoing
6	Rehabilitation	Fort Augustus Access - RR223 from Boysdale Rd to Lamoureux Drive	Rehabilitation	Dave Becker	All North		100%	10%	0%	Detailed design ongoing

Capital Project Monthly Summary Report

Project On Track	Project Caution	Project at Risk
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August 23, 2017

							% Complete			
#	Program	Project	Description/Type of Work	Project Manager	Consultant	Contractor	Feasibility - Preliminary Engineering	Detailed Engineering	Construction	
1	Drainage	West Fairhaven	Land acquisition, ditching improvements and culvert installation	John Dugas			50%	0%	0%	Internal assessment completed, engineering to be completed by consultant in 2020

Capital Project Monthly Summary Report

Project On Track	Project Caution	Project at Risk
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August 23, 2017

							% Complete			
#	Program	Project	Description/Type of Work	Project Manager	Consultant	Contractor	Feasibility - Preliminary Engineering	Detailed Engineering	Construction	
Development Related Projects										
1	Surfacing	Intersection Hwy 825 & RR224A Paving Service Road RR225	Reconstruct/Pave	Chris Pullen	Opus Stewart Weir		N/A	60%	0%	Revised design drawings were provided by Opus Stewart Weir to Alberta Transportation for approval. Awaiting final land purchasing to be completed. MOU to go to council on Sturgeon County funding models once design and acquisition is complete.
2	Surfacing	Intersection Hwy 643/RR220 Northwest Refinery	Traffic calming, shoulder widening and overlay	Bob Stephen	Bunt - Opus Stewart Weir - ISL		N/A	90%	0%	Project continues to move forward
Recreation										
1	Trail	RVA Trail	Construct new Shared Use Path	Susan Berry	ISL	Northwest Paving	100%	100%	95%	Trail construction approaching completion.
Misc.										
1	Rehabilitation	RR230 (Hwy 37 to Fortn View Golf Course)	Repairs to existing road	Ken Myshaniuk Bob Stephen	WSP		100%	95%	100%	Short Term repairs completed.
2	Reconstruction Collector	Hwy 15/ Lamoureux Drive Connectors	Road Reconstruction	Bob Stephen Brian Hartman			0%	0%	0%	Cancelled. AT will be twinning bridge in 2018, any work done prior to this would be throwaway work.



Sturgeon County Budget to Actual Variance Report
For The Period Ending
August 31, 2017

Utilized 67%
Remaining 33%

	REVENUES			EXPENSES			DEPT TOTAL		Variance	% Variance
	YTD Actual	Budget		YTD Actual	Budget		YTD Actual	Budget	(Over)/Under	to budget
CAO-Council										
Taxes & General Revenue	47,068,994	46,963,798	100.2%	349,991	152,769	229.1%	46,719,003	46,811,029	(92,026)	0.2%
Council	559	-	-	414,487	758,064	54.7%	(413,928)	(758,064)	344,136	45.4%
Commissioner	-	-	-	543,975	965,807	56.3%	(543,975)	(965,807)	421,832	43.7%
Legislative Services	2,075	5,000	41.5%	268,057	370,056	72.4%	(265,982)	(365,056)	99,074	27.1%
Total CAO-Council	47,071,628	46,968,798	100.2%	1,576,510	2,246,696	70.2%	45,495,118	44,722,102	773,016	-1.7%
Corporate Support										
Administration	2,136	20,200	10.6%	241,265	309,925	77.8%	(239,129)	(289,725)	50,596	17.5%
Human Resources	19,388	55,000	35.3%	576,691	999,964	57.7%	(557,303)	(944,964)	387,661	41.0%
Assessment	-	-	-	767,897	1,369,989	56.1%	(767,897)	(1,369,989)	602,092	43.9%
Finance	201,252	226,857	88.7%	1,388,988	1,908,545	72.8%	(1,187,736)	(1,681,688)	493,952	29.4%
Communications	56,051	65,500	85.6%	465,072	771,490	60.3%	(409,021)	(705,990)	296,969	42.1%
Information Services	45,919	46,202	99.4%	1,748,859	2,451,058	71.4%	(1,702,940)	(2,404,856)	701,916	29.2%
Fleet	11,794	22,700	52.0%	870,001	1,758,008	49.5%	(858,207)	(1,735,308)	877,101	50.5%
Total Corporate Support	336,540	436,459	77.1%	6,058,773	9,568,979	63.3%	(5,722,233)	(9,132,520)	3,410,287	37.3%
Integrated Growth										
Engineering	26,899	5,800	463.8%	1,197,070	1,549,764	77.2%	(1,170,171)	(1,543,964)	373,793	24.2%
Planning & Development	642,009	1,020,510	62.9%	1,207,592	2,066,300	58.4%	(565,583)	(1,045,790)	480,207	45.9%
Economic Development	115,766	149,500	77.4%	829,080	1,406,130	59.0%	(713,314)	(1,256,630)	543,316	43.2%
Community & Regional Planning	20,893	-	-	426,278	758,526	56.2%	(405,385)	(758,526)	353,141	46.6%
Total Integrated Growth	805,567	1,175,810	68.5%	3,660,020	5,780,720	63.3%	(2,854,453)	(4,604,910)	1,750,457	38.0%
Municipal Services										
Fire	179,295	246,913	72.6%	1,609,125	2,310,351	69.6%	(1,429,830)	(2,063,438)	633,608	30.7%
Disaster Services	18,498	-	-	97,992	140,247	69.9%	(79,494)	(140,247)	60,753	43.3%
Enforcement	250,326	268,329	93.3%	780,969	1,232,305	63.4%	(530,643)	(963,976)	433,333	45.0%
Transportation	731,311	1,147,265	63.7%	12,672,314	23,285,319	54.4%	(11,941,003)	(22,138,054)	10,197,051	46.1%
Solid Waste	5,538	122,545	4.5%	249,919	518,410	48.2%	(244,381)	(395,865)	151,484	38.3%
Community Services	448,330	717,694	62.5%	1,735,046	3,009,461	57.7%	(1,286,716)	(2,291,767)	1,005,051	43.9%
Agricultural Services	52,350	243,569	21.5%	1,450,399	2,045,369	70.9%	(1,398,049)	(1,801,800)	403,751	22.4%
Total Municipal Services	1,685,648	2,746,315	61.4%	18,595,764	32,541,462	57.1%	(16,910,116)	(29,795,147)	12,885,031	43.2%
Infrastructure										
Water	3,390,444	5,089,069	66.6%	1,967,172	5,089,069	38.7%	1,423,272	-	1,423,272	-
Wastewater	1,655,714	2,991,311	55.4%	1,176,336	2,991,311	39.3%	479,378	-	479,378	-
Storm	30,991	39,600	78.3%	215,916	1,229,125	17.6%	(184,925)	(1,189,525)	1,004,600	8.4E-01
Total Infrastructure	5,077,149	8,119,980	62.5%	3,359,424	9,309,505	36.1%	1,717,725	(1,189,525)	2,907,250	2.4E+00
Total	54,976,532	59,447,362	92.5%	33,250,491	59,447,362	55.9%	21,726,041	0	21,726,041	36.5%

21,726,041 36.5%

STURGEON COUNTY - CAPITAL REPORT
AUGUST 31, 2017 - YTD/PROJECT TO DATE

			YEAR TO DATE			PROJECT TO DATE		
	JOB #	UNIT#	Budget	Actuals	Budget Remaining	Budget	Actuals	Budget Remaining
TRANSPORTATION								
		002-218						
Automotive Pick-Up Trucks (3)	320001	002-220	118,000.00	80,251.60	37,748.40	118,000.00	80,251.60	37,748.40
CA262 Packer	320002		200,000.00	196,330.00	3,670.00	200,000.00	196,330.00	3,670.00
872G Motor Grader (2)	320002	050-155, 050-156	1,193,000.00	681,358.09	511,641.91	1,193,000.00	681,358.09	511,641.91
T320 Bobcat	320002	054-150 & 054-492	135,000.00	137,282.02	(2,282.02)	135,000.00	137,282.02	(2,282.02)
RM300 Reclaimer	320002		650,000.00	-	650,000.00	650,000.00	-	650,000.00
35 Chevrolet	320001		60,000.00	-	60,000.00	60,000.00	-	60,000.00
F550 Ford	320001		60,000.00	38,044.87	21,955.13	60,000.00	38,044.87	21,955.13
4700 Picker	320002		225,000.00	-	225,000.00	225,000.00	-	225,000.00
Dump Trailer	320002	107-147	20,000.00	20,092.00	(92.00)	20,000.00	20,092.00	(92.00)
Mulcher Head Sale	320002		-	-	-	-	-	-
Trailer Booster	320002		30,000.00	-	30,000.00	30,000.00	-	30,000.00
Traffic Lights - Intersection HWY 825	320009	SL02	1,000,000.00	-	1,000,000.00	1,000,000.00	-	1,000,000.00
Equipment Reserve - Deferred Grader	320002		283,000.00	283,000.00	-	283,000.00	283,000.00	-
Equipment Reserve	320002		135,000.00	135,000.00	-	135,000.00	135,000.00	-
			4,109,000.00	1,571,358.58	2,537,641.42	4,109,000.00	1,571,358.58	2,537,641.42
STORM								
Greystone Manor Drainage Rehab	370004	ST1027	-	-	-	468,555.00	477,969.00	(9,414.00)
Estate Way Drainage	370005	ST1028	110,000.00	-	110,000.00	210,981.40	100,981.40	110,000.00
Riverside Park Drainage	370007	ST1031	61,375.00	-	61,375.00	80,000.00	18,625.00	61,375.00
Riviere Que Barre Drainage	370008	ST1032	600,000.00	-	600,000.00	620,000.00	37,580.00	600,000.00
Lamoureux Drive Drainage	370009	ST1034	867,662.87	215,916.43	651,746.44	899,763.00	32,100.13	867,662.87
			1,639,037.87	215,916.43	1,423,121.44	2,279,299.40	667,255.53	1,629,623.87
WATER								
Capital Water Reserve			300,000.00	-	300,000.00	300,000.00	-	300,000.00
Water Vehicle Reserve			35,000.00	-	35,000.00	35,000.00	-	35,000.00
Sturgeon Valley Fire Protection	410010	D1085	200,000.00	-	200,000.00	200,000.00	-	200,000.00
Allin Ridge Reservoir	410020	R1023 - WIP	1,845,814.95	247,203.00	1,598,611.95	4,132,329.00	2,286,514.05	1,845,814.95
Allin Ridge Pumphouse	410025	B1023 - WIP	1,445,937.23	89,181.93	1,356,755.30	4,132,329.00	2,686,391.77	1,445,937.23
Cardiff Booster Station Upgrade	410021	P1104	92,886.40	16,287.00	76,599.40	100,000.00	7,113.60	92,886.40
Cardiff Reservoir	410029	R1009	270,000.00	5,138.00	264,862.00	270,000.00	5,138.00	264,862.00
		005-198, 002-221						
Van Replacement	410001	002-219	100,000.00	88,426.01	11,573.99	100,000.00	88,426.01	11,573.99
Alcomedale Waterline	410028	D1086	400,000.00	227,972.56	172,027.44	400,000.00	227,972.56	172,027.44
Summerbrook Reservoir	410030		150,000.00	-	150,000.00	150,000.00	-	150,000.00
			4,839,638.58	674,208.50	4,165,430.08	9,819,658.00	5,301,555.99	4,518,102.01

STURGEON COUNTY - CAPITAL REPORT
AUGUST 31, 2017 - YTD/PROJECT TO DATE

			YEAR TO DATE			PROJECT TO DATE		
	JOB #	UNIT#	Budget	Actuals	Budget Remaining	Budget	Actuals	Budget Remaining
WASTEWATER								
Capital Wastewater Reserve			300,000.00	-	300,000.00	300,000.00	-	300,000.00
Rivers Gate Lift Station	420013	LS2028	1,542,228.81	493,282.94	1,048,945.87	3,000,000.00	1,457,771.19	1,542,228.81
Cardiff Echoes Sewer Line Engineering	420027		1,100,000.00	-	1,100,000.00	1,100,000.00	-	1,100,000.00
Tuscany Hills Upgrade Engineering	420026		550,000.00	-	550,000.00	550,000.00	-	550,000.00
			3,492,228.81	493,282.94	2,998,945.87	4,950,000.00	1,457,771.19	3,492,228.81
COMMUNITY SERVICES								
River Valley Alliance Trails	720030	TR388	-	185,502.36	(185,502.36)	-	185,502.36	(185,502.36)
Cardiff Pedestrian Connection	550001	TR389	500,000.00	74,263.35	425,736.65	500,000.00	74,263.35	425,736.65
			500,000.00	259,765.71	240,234.29	500,000.00	259,765.71	240,234.29
AGRICULTURE								
Replace 3Ton Truck w/UTV	620002	020-203	40,000.00	25,652.00	14,348.00	40,000.00	25,652.00	14,348.00
UTV Trailer	620002	107-148	5,000.00	6,567.50	(1,567.50)	5,000.00	6,567.50	(1,567.50)
UTV Sprayer	620002	111-178	6,000.00	7,304.00	(1,304.00)	6,000.00	7,304.00	(1,304.00)
Rotary Cutter	620002	103-238	24,500.00	28,200.00	(3,700.00)	24,500.00	28,200.00	(3,700.00)
Cultivator	620002		10,000.00	1,280.00	8,720.00	10,000.00	1,280.00	8,720.00
Trailer	620002	107-148	8,000.00	6,567.50	1,432.50	8,000.00	6,567.50	1,432.50
Equipment Reserve	620002		132,000.00	132,000.00	132,000.00	132,000.00	132,000.00	-
			225,500.00	207,571.00	149,929.00	225,500.00	207,571.00	17,929.00
FIRE								
Equipment Reserve	230002		249,500.00	249,500.00	-	249,500.00	249,500.00	-
SE-CAP 1 Engine/Tender Combo	230002	018-173	566,217.00	543,548.00	22,669.00	566,217.00	-	566,217.00
Calahoo Quad	230002	020-202	14,000.00	13,765.00	235.00	14,000.00	13,765.00	235.00
Thermal Imaging Camera	230002	ME136	15,000.00	11,171.00	3,829.00	15,000.00	11,171.00	3,829.00
			844,717.00	817,984.00	26,733.00	844,717.00	274,436.00	570,281.00
ENFORCEMENT								
Enforcement Vehicle	260001	001-174	50,000.00	48,025.29	1,974.71	50,000.00	48,025.29	1,974.71
Equipment Reserve	260002		26,500.00	26,500.00	-	26,500.00	26,500.00	-
			76,500.00	74,525.29	1,974.71	76,500.00	74,525.29	1,974.71
ENGINEERING								
Vehicle Reserve	440001		17,500.00	17,500.00	-	17,500.00	17,500.00	-
			17,500.00	17,500.00	-	17,500.00	17,500.00	-
PLANNING & DEVELOPMENT								
Vehicle Reserve	610001		4,500.00	4,500.00	-	4,500.00	4,500.00	-
			4,500.00	4,500.00	-	4,500.00	4,500.00	-

STURGEON COUNTY - CAPITAL REPORT
AUGUST 31, 2017 - YTD/PROJECT TO DATE

			YEAR TO DATE			PROJECT TO DATE		
	JOB #	UNIT#	Budget	Actuals	Budget Remaining	Budget	Actuals	Budget Remaining
ASSESSMENT					-			-
SUV Replacement	140001		40,000.00	-	40,000.00	40,000.00	-	40,000.00
			40,000.00	-	40,000.00	40,000.00	-	40,000.00
INFORMATION TECHNOLOGY					-			-
Server Replacement	190002	ME137	52,000.00	21,741.50	30,258.50	52,000.00	21,741.50	30,258.50
Audio Visual Equipment	190002	ME135	51,111.00	50,987.91	123.09	51,111.00	50,987.91	123.09
Ink Plotter	190002	ME142	5,680.00	9,793.00	(4,113.00)	5,680.00	9,793.00	(4,113.00)
Equipment Reserve	190002		5,000.00	-	5,000.00	5,000.00	-	5,000.00
			113,791.00	82,522.41	31,268.59	113,791.00	82,522.41	31,268.59
BUILDING MAINTENANCE					-			-
Building Maintenance Vehicle	310002		40,000.00	-	40,000.00	40,000.00	-	40,000.00
Fleet Shop Vehicle	310002	001-175	39,000.00	30,453.00	8,547.00	39,000.00	30,453.00	8,547.00
Building Maintenance Vehicle	310003	LI10	40,869.50	15,910.12	24,959.38	200,000.00	159,130.50	40,869.50
		ME138, ME139,						
Identity & Awareness Campagin	120002	ME140, ME141	39,295.00	39,295.00	-	39,295.00	39,295.00	-
Municipal Operations Building - Design	311002	B52	4,318,436.86	522,515.91	3,795,920.95	5,000,000.00	681,563.14	4,318,436.86
	311003	B52	(26,562.87)	12,604.69	(39,167.56)	200,000.00	226,562.87	(26,562.87)
			4,451,038.49	620,778.72	3,830,259.77	5,518,295.00	1,137,004.51	4,381,290.49

STURGEON COUNTY
August 31, 2017 - YTD/PROJECT TO DATE
TRANSPORTATION ROAD REPORT

			BUDGET			FUNDING										TAX FUNDING		Total PROJECT TO DATE					
	REFERENCE #	JOB #	Budget	Actuals	Budget Remaining	FGTF	MSI	AB Industrial Heartland Trust	Reserve/ Park Trust	Debtenture	Off Site Levy	NWRP Pre-Tax	Reserves	Reserves for Tax CF from 2016	Tax Funding to Date	Total Tax Budget	Total Tax Budget Remaining to Date	Check	Budget	Actuals	Budget Remaining		
SIGNALIZATION																							
4	2017 Intersection Hwy 825 & Hwy 643	54 320009	1,000,000.00		1,000,000.00															1,000,000.00	1,000,000.00		
			1,000,000.00	-	1,000,000.00	-	-		-	-	-	-	-	-	-	-	-	-	-	1,000,000.00	1,000,000.00		
COLLECTOR RECONSTRUCTION																							
2017																							
2	RR 233 Hillsborough Drive to Twp Rd 572	CR2	3212233572	778,650.00	24,487.52	754,162.48	-	24,487.52	-	-	-	-	-	-	-	-	-	-	-	778,650.00	24,487.52	754,162.48	
3	Twp 572 RR 233 to Hwy 28 Phase 1A (East 50%)	CR3	3212572233	1,330,400.00	29,055.19	1,301,344.81	-	29,055.19	-	-	-	-	-	-	-	-	-	-	-	1,330,400.00	-	1,330,400.00	
2017 Pre-Engineering:																							
			2,109,050.00	53,542.71	2,055,507.29	-	53,542.71		-	-	-	-	-	-	-	-	-	-	-	4,109,050.00	24,487.52	4,084,562.48	
ROAD SURFACING																							
2017																							
4	Cardiff Main Road from Discovery Ave to RR 251	RS1	3209554123	701,000.00	224,114.58	476,885.42	-	224,114.58	-	-	-	-	-	-	-	-	-	-	-	701,000.00	224,114.58	476,885.42	
6	Riverside Qui Barre- Transportation Corridor Improvement	RS2		52,000.00	52,000.00											52,000.00	52,000.00	-	-	52,000.00		52,000.00	
5	Twp Rd 552 from RR 241 to RR 240 (Collector)	RS3	3209552241	1,336,200.00	98,914.08	1,237,285.92	-	98,914.08	-	-	-	-	-	-	-	-	-	-	-	1,336,200.00	98,914.08	1,237,285.92	
7	RR 241 from Cameron Park to Twp Rd 552 (Collector)	RS4	3209241552	1,478,500.00	136,018.02	1,342,481.98	-	136,018.02	-	-	-	-	-	-	-	-	-	-	-	1,478,500.00	136,018.02	1,342,481.98	
2017 Pre-Engineering:																							
8	RR 233 from Hillsborough Heights (South) to Twp Rd 570 (Collector)	RS5	3209233570	135,000.00	-	135,000.00	-	-	-	-	-	-	-	-	-	-	100,000.00	100,000.00	-	135,000.00	-	135,000.00	
9	Twp Rd 570 from RR 233 to Hwy 28 (Collector)	RS6	3209570233	136,000.00	-	136,000.00	-	-	-	-	-	-	-	-	-	-	100,000.00	100,000.00	-	136,000.00	-	136,000.00	
10	RR 233 from Twp Rd 573- Erickson Drive to Twp Rd 572 (Collector)	RS7	3209233573	40,000.00	-	40,000.00	-	-	-	-	-	-	-	-	-	-	40,000.00	40,000.00	-	40,000.00	-	40,000.00	
2016 Carry Forward:																							
11	Uly Lake Road - Twp Rd 570 to Hwy 651 (2015)		3209235570	317,507.30	11,149.88	306,357.42	11,149.88	-	-	-	-	-	-	-	-	-	95,000.00	95,000.00	-	1,486,000.00	1,179,642.58	306,357.42	
12	Riverbend Road- Rge Rd 271 to 273		3209545273	52,785.44	15,605.80	37,179.64	15,605.80	-	-	-	-	-	-	-	-	0.00	31,000.00	31,000.00	-	804,000.00	766,820.36	37,179.64	
13	Riverbend Road Access- Hwy 37 & Shil Shol Estates		3209271545	114,377.29	13,450.13	100,927.16	13,450.13	-	-	-	-	-	-	-	-	-	3,000.00	3,000.00	-	461,000.00	360,072.84	100,927.16	
14	Twp Rd 544- Rge Rd 280 to Rge Rd 275		3209544275	43,740.00	-	43,740.00	-	-	-	-	-	-	-	-	-	-	-	-	-	66,000.00	22,260.00	43,740.00	
15	Rge Rd 225- Hwy 825 to Estate Way		3209252825	350,000.00	-	350,000.00	-	-	-	-	-	-	-	-	-	-	-	-	-	350,000.00	-	350,000.00	
16	Intersection - Hwy 825 & Rge Rd 224A		320925224A	-	19,666.57	(19,666.57)	-	-	-	-	19,666.57	-	-	-	-	-	-	-	-	3,721,200.00	107,321.08	3,613,878.92	
			4,757,110.03	518,919.06	4,238,190.97	40,205.81	459,046.68	-	-	-	19,666.57	-	-	-	0.00	421,000.00	421,000.00	-	3,878,700.00	459,046.68	3,419,653.32		
LOCAL ROAD RECONSTRUCTION																							
2017																							
17	Twp Rd 554 - From Rge Rd 251 to 252	RH1	3214554252	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
18	Cardiff Main Road from Discovery Ave to RR 251	RS1	3214554123	-	187,218.91	(187,218.91)	-	187,218.91	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
2016 Carry Forward:																							
19	Rge Rd 212- Hwy 38 to Hwy 644	CR5	3214212038	770,749.69	119,568.53	651,181.16	-	-	-	-	-	-	-	119,568.53	-	-	770,749.69	651,181.16	-	859,000.00	207,818.84	651,181.16	
20	Rge Rd 233- Hillsborough Heights to Twp 570		3214233570	626,761.64	33,200.37	593,561.27	-	33,200.37	-	-	-	-	-	-	-	-	209,000.00	209,000.00	-	722,000.00	128,438.73	593,561.27	
21	Twp Rd 570- Rge Rd 233 to Hwy 28		3214570233	912,206.90	43,287.34	868,919.56	-	43,287.34	-	-	-	-	-	-	-	-	-	-	-	1,000,000.00	131,080.44	868,919.56	
22	Intersection- Sturgeon Way / Hwy 825		3214825519	87,668.52	-	87,668.52	-	-	-	-	-	-	-	-	-	-	-	-	-	172,080.22	84,411.70	87,668.52	
23	Rge Rd 233- Twp Rd 572 to 573	CR2	3214233573	707,578.28	32,771.66	674,806.62	-	32,771.66	-	-	-	-	-	-	-	-	5,000.00	5,000.00	-	778,650.00	103,843.38	674,806.62	
24	Rge Rd 241- Cameron Park to Twp Rd 552	CR1	3214241552	2,655,532.88	512,970.68	2,142,562.20	-	13,976.30	-	498,994.38	-	-	-	-	-	-	-	-	-	2,881,000.00	738,437.80	2,142,562.20	
25	Twp Rd 572- Uly Lake Road to Rge Rd 233- Phase 1B (West 50%)	CR4	3214572235	478,794.85	183,345.19	295,449.66	-	183,345.19	-	-	-	-	-	-	-	-	35,000.00	35,000.00	-	564,000.00	268,550.34	295,449.66	
26	Rge Rd 225 - Estate Way		3214225825	-	1,800.00	(1,800.00)	-	-	-	-	-	-	-	-	-	1,800.00	-	(1,800.00)	-	2,355,000.00	1,893,783.10	461,216.90	
27	Intersection - Hwy 825 & Rge Rd 224A		321425224A	-	13,567.90	(13,567.90)	-	-	-	-	13,567.90	-	-	-	-	-	-	-	-	-	13,567.90	(13,567.90)	-
			6,239,292.76	1,127,730.58	5,111,562.18	-	493,799.77	-	-	498,994.38	13,567.90	-	-	119,568.53	1,800.00	1,019,749.69	898,381.16	-	9,331,730.22	3,569,932.23	5,761,797.99		
BRIDGE RECONSTRUCTION																							
2017 Pre-Engineering:																							
28	Bridge File 9433	BR1	320079433	50,000.00	-	50,000.00	-	-	-	-	-	-	-	-	-	-	50,000.00	50,000.00	-	50,000.00	-	50,000.00	
2016 Carry Forward:																							
29	Bridge File 72923 (part of Twp Rd 570 Job #3214570233)		320072923	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	9,478.11	(9,478.11)	
30	Bridge File 76039 (part of Rge Rd 233 Job #3214233570)		320076039	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	9,478.11	(9,478.11)	
31	Bridge File 76320		320076320	488,085.00	-	488,085.00	-	-	-	-	-	-	-	-	-	-	5,000.00	5,000.00	-	500,000.00	11,915.00	488,085.00	
32	Bridge File 76321		320076321	-	1,500.00	(1,500.00)	-	-	-	-	-	-	-	-	-	1,500.00	-	(1,500.00)	-	31,000.00	30,904.00	25,909.25	
33	Bridge File 9421		320079421	-	5,804.00	(5,804.00)	-	-	-	-	-	-	-	-	-	5,804.00	-	(5,804.00)	-	25,160.00	30,964.00	(5,804.00)	
			538,085.00	7,304.00	530,781.00	-			-	-	-	-	-	-	7,304.00	55,000.00	55,000.00	-	550,000.00	30,871.22	519,128.78		
ROAD REHABILITATION																							
2017																							
34	Twp Rd 554 from RR 251 to RR 252	RH1	3209554252	1,406,000.00	-	1,406,000.00	-	-	-	-	-	-	-	-	-	-	1,406,000.00	1,406,000.00	-	1,406,000.00	-	1,406,000.00	
2017 Pre-Engineering:																							
35	Twp Rd 564 from Hwy 28A to RR 231	RH4	320956428A	30,000.00	4,500.44	25,499.56	-	-	-	-	-	-	-	-	-	4,500.44	30,000.00	25,499.56	-	30,000.00	4,500.44	25,499.56	
36	Riverside Park- Subdivision Road Network	RH5	320080054	27,000.00	14,739.96	12,260.04	-	-	-	-	-	-	-	-	-	-	27,000.00	14,739.96	-	27,000.00	14,739.96	12,260.04	
37	Fort Augustus- RR 223 to Bowsdale Road	RH6	3209552222	44,000.00	13,921.70	30,078.30	-	-	-	-	-	-	-	-	-	13,921.70	44,000.00	30,078.30	-	44,000.00	13,921.70	30,078.30	
38	Pilon Creek Estates- Subdivision Road Network	RH7	320080055	24,000.00	4,913.20	19,086.80	-	-	-	4,913.20	-	-	-	-	-	-	-	-	-	24,000.00	4,913.20	19,086.80	
39	RR 232 - Pilon Creek Estates Access to Hwy 16	RH8	3209232545	97,500.00	8,188.60	89,311.40	-	-	-	8,188.60	-	-	-	-	-	-	97,500.00	8,188.60	-	97,500.00	8,188.60	89,311.40	
40	RR 245- Glenview Access to 195th Avenue to Glenview Place	RH9	3209245542	30,000.00	4,090.75	25,909.25	-	-	-	-	-	-	-	-	-	-	30,000.00	25,909.25	-	30,000.00	4,090.75	25,909.25	
41	Glenview Place to Glenview South- Subdivision Road Network	RH10	320080059	25,000.00	7,699.74	17,300.26	-	-	-	-	-	-	-	-	-	-	25,000.00	7,699.74	-	25,000.00	7,699.74	17,300.26	
42	Terrault Estates- Subdivision Road Network	RH11	320080066	70,800.00	4,714.30	66,085.70	-	-	-	-	-	-	-	-	-	-	70,800.00	4,714.30	-	70,800.00	4,714.30	66,085.70	
43	RR 242 (Grandview) from Twp Rd 554 to Schultz Drive	RH12	3209242553	64,000.00	3,525.51	60,474.49	-	-	-	-	-	-	-	-	-	-	64,000.00	60,474.49	-	64,000.00	3,525.51	60,474.49	
44	Cameron Park- Subdivision Road Network	RH13	320080062	100,000.00	4,135.80	95,864.20	-	-	-	-	-	-	-	-	-	-	100,000.00	95,864.20	-	100,000.00	4,135.80	95,864.20	
45	Hansen- Subdivision Road Network	RH14	320080063	20,000.00	4,353.90	15,646.10	-	-	-	-	-	-	-	-	-	-	20,000.00	4,353.90	-	20,000.00	4,353.90	15,646.10	
46	Glory Hills- Subdivision Road Network	RH15	320080064	162,000.00	8,402.52	153,597.48	-	-	-	-	-	-	-	-	-	8,402.52	162,000.00	153,597.48	-	162,000.00	8,402.52	153,597.48	
2016 Carry Forward:																							
47	Summerbrook	RH2	32008050	1,378,293.00	27,971.15	1,350,321.85	-	-	-	-	-	-	-	8,545.87	-	-	17,293.00	8,747.13	-	1,411,000.00	60,678.15	1,350,321.85	
48	Maple Ridge		32008036	95,303.52	17,719.65	77,583.87	-	-	-	-	-	-	-	-	-	-	-	-	-	606,839.00	529,255.59	77,583.41	
49	Grandview		32008025	-	1,366.56	(1,366.56)	-	-	-	-	-	-	-	-	-	1,366.56	-	(1,366.56)	-	606,000.00	540,582.60	65,417.40	
			3,573,896.52	130,243.78	3,443,652.74	-	37,144.93	-	-	13,101.80	-	-	-	8,545.87	71,451.18	1,996,093.00	1,916,095.95	-	4,724,139.00	1,213,702.76	3,510,436.24		



Legislation Text

File #: RFD-198-17, **Version:** 1

Sturgeon County Submission on Draft City Charters

That Council authorize the Mayor to sign and submit the letter as presented, on behalf of Council to the Minister of Municipal Affairs regarding the proposed City Charters for Edmonton and Calgary.

Request for Decision

Title	Sturgeon County Submission on Draft City Charters
Proposed Motion	That Council authorize the Mayor to sign and submit the letter as presented, on behalf of Council to the Minister of Municipal Affairs regarding the proposed City Charters for Edmonton and Calgary.
Administrative Recommendation	That Council submits the letter to the Minister of Municipal Affairs regarding City Charters.
Previous Council Direction	<p>January 24, 2017 – Motion 040/17 That Council authorize the Mayor to sign and submit the letter as presented to the Minister of Municipal Affairs regarding the “Continuing the Conversation” discussion paper.</p> <p>June 28, 2016 – Motion 236/16 That Council authorize the Mayor to sign and submit the letter as presented, behalf of Council, to the Honourable Danielle Larivee, Minister of Municipal Affairs regarding the <i>Modernized Municipal Government Act</i>.</p>
Report	<p><u>Background Information</u></p> <ul style="list-style-type: none"> After working with the Cities of Calgary and Edmonton since 2012, the Government of Alberta released proposed City Charters for each municipality on August 10, 2017. The Government is accepting public feedback on the proposed City Charter Regulation until October 10, 2017. The City Charters are comprised of three (3) elements: <ol style="list-style-type: none"> Framework Agreement for Charters (Signed October 2014). City Charter Regulation. Collaboration Agreement—Policy and Planning Tables. The Regulation enables Calgary and Edmonton to modify or replace certain provisions of the <i>Municipal Government Act</i> and other specific Provincial legislation (i.e. <i>Traffic Safety Act</i>) to better address the Cities’ needs.

- The Charters are 'enabling' in intent, so although provisions may exist within the Regulation to modify or replace certain aspects of the *MGA*, the City must first choose to do so, and then undergo their own processes while ensuring compliance with applicable Provincial legislation, prior to finalizing a decision through bylaw.
- Seeing as other Provincial legislation, like the *Growth Management Board Regulation* (yet to be released publicly) will still apply, risks to Sturgeon County will be, to a certain extent, limited based on what is presented within the City Charter Regulation.
- As Calgary and Edmonton utilize aspects of the Charter in the future, the Province may look to expand similar powers to other municipalities, which are essentially being piloted by Alberta's most populated centers. Examples could include *technology and assessments*, *weed control authority*, and more.
- A broader impact of regional significance may be the Collaboration Agreement, which includes Policy and Planning Tables (caucuses of Provincial and City representatives) that will look at Social Policy, Transportation, and Environment/Climate Change. This could create more of an impact to the County.
- For instance, the Edmonton Regional Growth Management Board has collaboratively developed integrated infrastructure and land-use plans and priorities, as have individual municipalities in partnership; it is unclear how regional stakeholders and their respective processes and plans will interface with a policy table of this kind, which has an added level of Provincial involvement, likely at a greater degree than what exists currently.
- In addition, a new infrastructure funding formula, tied to Provincial revenues, has been identified, which would eliminate Edmonton and Calgary's historical need to apply through traditional grant programs. Little information is available on this proposal, although it is generally understood that this new fiscal framework would only apply to Calgary and Edmonton.
- With this context in mind, Administration has prepared a response for Council's review and approval to submit as part of the public feedback exercise being conducted by the Provincial Government in response to City Charters.

External Communication

- None.

Relevant Policy/Legislation/Practices:

- *Municipal Government Act*, RSA 2000 C. M-26

Implication of Administrative Recommendation	<p><u>Strategic Alignment:</u></p> <p>Strong Local Governance and Regional Leadership – Advocating for Sturgeon County’s interests, and any unintended consequences to be considered in finalizing City Charters is consistent with providing effective leadership and management.</p> <p><u>Organizational:</u></p> <p>None.</p> <p><u>Financial:</u></p> <p>None.</p>
Alternatives Considered	<p>Council authorize the Mayor to submit the letter on behalf of Council, as amended.</p> <p>Council may choose not to respond to the proposal.</p>
Follow up Action	<p>1. Administration will work with the Mayor to submit the correspondence prior to September 29, 2017 (Intergovernmental Affairs, September 2017).</p>
Attachment(s)	<p>1. Draft Response to Minister Anderson (Attachment 1) 2. AAMDC City Charter Regulation Overview (Attachment 2) 3. Draft City Charter Regulation (Attachment 3) 4. Collaboration Agreement (Attachment 4)</p>
Report Reviewed by:	<p> Trevor Duley, Senior Advisor Intergovernmental Affairs</p> <p> Stephane Labonne, General Manager, Integrated Growth Division</p> <p> Peter Tarnawsky, County Commissioner-CAO</p>

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"> Consistent with neighborhood role (see MDP), master plans, policies 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Considers fiscal stability and sustainability 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Has a positive impact on regional and sub-regional cooperation 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" 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"> Compliance with Provincial and Federal regulations and/or legislation 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Ensure effective environmental risk management 	<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 checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Promotes and/or enhances residents' identification with Sturgeon County 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Enhances service provision through community partnerships 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Supports Sturgeon County's cultural history 	<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"> Does the proposal align with the Integrated Regional Growth Strategy (map/policies) pg. 26 MDP 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Considers cumulative costs and long-term funding implications 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Targets growth around current or planned infrastructure 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input 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 checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Positive impact on residents' quality of life 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Supports and promotes volunteer efforts 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Provides programs and services that are accessible to all residents 	<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 checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Staff have the knowledge, skills and capability to perform their jobs 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Streamlines operational processes and policies 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Promotes engagement and professional interaction with stakeholders 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Considers a cost-structure which allows Sturgeon County to remain competitive within a regional, national and global context 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

September 26, 2017

The Honourable Shaye Anderson
Minister of Municipal Affairs
132 Legislature Building
10800 - 97 Avenue
Edmonton, AB
T5K 2B6

VIA EMAIL

Email to: minister.municipalaffairs@gov.ab.ca

Subject: Response to Calgary and Edmonton City Charters

Minister Anderson:

Sturgeon County is pleased to see the Government of Alberta partner with municipalities to achieve mutual outcomes to the benefits of all Albertans, as exemplified recently with the release of the draft *City Charter Regulation* proposed for Calgary and Edmonton. We appreciate the opportunity to comment on the Regulation, following the same process the Government has undertaken with the overall *Modernized Municipal Government Act*.

Generally, Sturgeon County has no concern with the proposed Regulation, with the understanding, and hope that some of these changes may potentially be expanded to other municipalities in the future—driving enhanced administrative efficiencies, improved customer service, and better local decision-making for grassroots issues across Alberta. We are supportive of the notion that Alberta's two biggest cities are in a unique position to pilot some of these new powers, that they are now better legislatively-equipped to address some local challenges, and that they have a more defined role to play with items like Climate Leadership.

Outside of the regulatory framework, Sturgeon County encourages the Government of Alberta and the City of Edmonton to consider the broader regional significance of the Policy and Planning Tables, and their potential interfaces with adjacent municipalities, and within the overall Edmonton Metropolitan Region Growth Management Board context. For example, the Growth Management Board has worked collaboratively on developing integrated infrastructure and land-use plans and priorities, as have municipalities through joint-planning exercises; we support the Province taking a more active role in these discussions to ensure alignment, and reiterate that topics such as these 'have no borders.'

We are further supportive of a new infrastructure funding formula as a reliable source of municipal revenue for crucial infrastructure projects. We believe that once established, this new financial framework will benefit the residents of Calgary, Edmonton, and their broader metropolitan regions—and in doing so, the Province overall. However, we would reiterate that all of Alberta's municipalities need steady, reliable sources of revenue and that upon expiration of the Municipal Sustainability Initiative (MSI), this intent needs to continue—be it through renewed grant programs, or a broader financial framework.

Thank you again for the opportunity to comment; we appreciate your consideration and wish you luck in implementation.

Best Regards,

Tom Flynn – Mayor
Sturgeon County

cc.

The Honourable Joe Ceci, President of the Treasury Board & Minister of Finance

Mayor Don Iveson, City of Edmonton

Al Kemmere, AAMDC President

Sturgeon County Council

Peter Tarnawsky, Sturgeon County Commissioner - CAO

AAMDC CITY CHARTERS OVERVIEW DOCUMENT

The Alberta Association of Municipal Districts and Counties (AAMDC) has been strongly committed to the review of the Municipal Government Act (MGA) and has worked to find solutions for all of Alberta's municipalities throughout the legislative and regulatory review process.

The AAMDC has followed and supported, where possible, the discussion on city charters anticipating that their purpose would be to address the unique challenges that both Edmonton and Calgary may have as Alberta's largest cities. The following details the features of the City Charter Regulation released in August 2017.

TOPIC	CHANGE IN REGULATION
Administrative Efficiency	
<i>City Charters will modernize processes, remove obstacles to innovation and efficiency, provide greater autonomy for administrative decision-making, and ensure appropriate accountability mechanisms are in place.</i>	
Electronic Notices	Allows the Cities to send and receive information and documents, such as assessment and tax notices, electronically. Citizens will be required to opt-in to receive electronic documents.
Online School Support Declarations	Allows Calgary and Edmonton to use electronic means to deliver and receive school support declarations. Citizens will be required to opt-in to receive electronic documents.
Technology and assessments	Clarifies that technology, such as photographs, can be used when collecting or recording property data.
Allow continuous bylaws for supplementary assessment/tax, sub-class, and business assessment/tax	Grants the Cities the ability to make these bylaws continuous until the Cities choose to change them. New bylaws or amendments to the bylaws would still have to be passed by city council.
Community Organizations Property Tax Exemption Regulation timelines	Allows Cities to extend the exemption period for community organization tax exemptions to five years from the current three years.
Delegation of Powers	Allows council to delegate responsibilities to any person or group of people to ensure that councils focus on important municipal matters while reducing time spent on administrative tasks. Councils will still be required to debate and vote on all matters to pass bylaws, appoint the Chief Administrative Officer, and

TOPIC	CHANGE IN REGULATION
	adopt budgets, along with several other important council duties.
Tax Cancellation	Allows the councils of Calgary and Edmonton to delegate tax cancellation authority for sums of money less than an accumulated \$500,000 per year. Tax cancellation decisions that are in excess of \$500,000 per year must continue to be made by city council.
Affidavit evidence	Permits written sworn statements of fact (i.e. affidavits) as sufficient evidence for bylaw offences.
Assessment Review Board information disclosure timelines	In instances where the hearing date is set early, divide any additional time beyond the legislated minimum into two equal parts for the landowner and the city.
Catch-all assessment class	Amends the definitions for "residential" and "non-residential" property classes, making the non-residential property class the default
Bylaws and municipal purpose	Gives Calgary and Edmonton the flexibility to pass a bylaw for any of the broad municipal purposes identified in the Municipal Government Act
Bylaw fines	Allows the Cities to increase the maximum potential fine for serious bylaw offences to a maximum of \$100,000. This increase is only for offences where a \$10,000 fine would be an insufficient deterrent due to the potential profit that could result from committing the offence, or when a \$10,000 fine does not match the nature of the offence or the harm that the offence may cause to the public or an individual.
Municipal tribunal	Allows the Cities of Calgary and Edmonton to develop an administrative tribunal system to manage transit and parking tickets.
Financial administration	Allows the Cities to set their own operating budget requirements and processes, will be able to have a multi-year operating deficit, and will be able to set the financial year.
Regulating licensed premises	Gives the Cities the ability to pass bylaws varying the opening and closing hours of licensed establishments,

TOPIC	CHANGE IN REGULATION
	so long as they do not increase hours beyond those set by the Alberta Gaming and Liquor Commission.
Weed control authority and weed designation authority	Removes the requirement for minister approval for weed control activities under section 26(3) of the Weed Control Act, and to elevate the status of weeds or add weeds to the noxious weed list.
Assessment complaint period for non-residential and residential with more than 3 dwelling units	Allows the Cities to establish a 30-day assessment consultation period for owners of non-residential and residential properties with more than three dwelling units, during which these property owners will receive information and have the ability to discuss with a City representative and ask questions. This consultation period would be followed by a 30-day complaint period, during which the owner can submit a int.
Derelict and contaminated property sub-classing	Allows Calgary and Edmonton to define additional assessment subclasses for derelict and contaminated property
Supplementary assessments on land	When a property or portion of a property changes from farm land to another assessment class midway through the year, allows the Cities to reassess that parcel or portion of a parcel and tax it under its new classification for the rest of the tax year
Local Assessment Review Boards to award costs	Allows business tax complaints to continue to be heard by Local Assessment Review Boards
Allows Evidence and property inspections	Clarifies that the assessor may inspect properties following a complaint or inquiry, and present that evidence at Assessment Review Board hearings
Use of information from property owner where incorrect	Clarifies that the assessor is not required to use information from the property owner if it is believed to be incorrect.
Increasing and decreasing assessments	Clarifies that Assessment Review Boards have the ability to increase or decrease an assessment. Also, clarifies that a board may not alter an assessment that the board considers to be a reasonable approximation of market value.
Improvements used for manufacturing and processing operation	Clarifies that improvements are assessable if improvements are not primarily used for manufacturing and processing operations.

TOPIC	CHANGE IN REGULATION
Environmental reserve assessment	Clarifies that environmental reserve is assessed on a vacant parcel at the time of subdivision.
Supporting Community Well Being	
<i>City Charters are designed to work to improve the wellbeing of citizens in Edmonton and Calgary by supporting the development and maintenance of affordable housing stock to meet the needs of low and medium income households</i>	
Housing agreements to follow title	Allows for housing agreements to remain with the property during a land sale to ensure that the agreement continues and is assumed by the person buying the property.
Affordable housing loans	Allows the Cities to offer loans to individuals developers to incentivize the creation of affordable housing.
Smarter Community Planning	
<i>City Charters will enable smarter community planning within the cities by supporting diversified transportation networks, enabling thoughtful revitalization of existing neighbourhoods, and encouraging growth that meets local needs.</i>	
Variations to the Traffic Safety Act	<p>Gives Calgary and Edmonton the ability to vary the following components of the Traffic Safety Act within their borders:</p> <ul style="list-style-type: none"> Back-in angle parking Variable speed limit signage Cycling infrastructure Default maximum speed limits Yield to buses
Subdivision processes	Allows the Cities to determine their own requirements for subdivision an applications and matters that a subdivision authority must consider making a decision.
Facility setbacks	Allows the Cites to determine appropriate uses withi4 setbacks from landfills, waste storage sites, and wastewater treatment plants without seeking ministerial approval.
Statutory plans	Allows the Cities to create additional statutory plans and determine the contents of them. The Cities will be required to identify how these plans will interact with other statutory plans.

TOPIC	CHANGE IN REGULATION
Land use bylaws	Gives Calgary and Edmonton the authority to determine permitted uses across districts in their land use bylaws. The Cities will continue to be required to outline a process for development permits.
Definitions for schools, hospitals, and food establishments	Allows the Cities, in their land use bylaws, to modified the definition of “food establishments” to provide greater clarity, and to develop their own definitions for “hospitals” and “schools.”
Empowering Local Environmental Stewardship	
<i>City Charters will encourage Calgary and Edmonton to respond to environmental pressures with local solutions, including measures the provide greater community energy security, climate change mitigation and adaptation planning, and protection of the local physical environment.</i>	
Building code energy excellence	Gives the Cities the ability to establish requirements above and beyond existing building code standards, on issues where the building codes are silent, in order to meet environmental and energy conservation objectives
Clean energy loans	Gives Calgary and Edmonton the ability to provide loans to homeowners to fund energy efficiency or renewable energy upgrades in their homes. These loans will be tied to the property
Climate change mitigation and adaptation plans	Requires Calgary and Edmonton to develop climate change mitigation and adaptation plans to ensure the Cities are doing their parts to mitigate and address the impacts of climate change
Environment as it relates to land use as a matter for passing bylaws	Allows Calgary and Edmonton to pass bylaws regarding the environment as it relates to land use.
Environment in planning and development section of MGA	Provides the Cities with explicit authority to consider the environment in its land use planning decisions.

This section contains the table of contents and describes the general intent of the regulation.

APPENDIX

Municipal Government Act

CITY OF _____ CHARTER REGULATION

Table of Contents

- 1 Interpretation
- 2 Enactments continue to apply
- 3 Establishment of charter

Municipal Government Act

- 4 Modification of Act
- 5 Modification of regulations

Traffic Safety Act

- 6 Modification of Traffic Safety Act

Other Enactments

- 7 Modification of other Acts
- 8 Modification of other regulations

General

- 9 Publication requirement
- 10 Coming into force

Interpretation

1(1) In this Regulation,

- (a) “Act” means the *Municipal Government Act*;
- (b) “City” means the City of _____;
- (c) “municipality” means a municipality as defined in the Act.

(2) A reference to a “city” in a provision of an enactment that is modified by this Regulation is to be read as a reference to the City of _____.

Enactments continue to apply

2 Except as otherwise provided by this Regulation, all enactments that apply to a municipality continue to apply to the City.

Establishment of charter



	<p>3 The City of _____ Charter is established by this Regulation.</p> <p>Municipal Government Act</p> <p>Modification of Act</p> <p>4(1) This section modifies the Act as it is to be read for the purposes of being applied to the City.</p>
Environment as it relates to land use as a matter for passing bylaws	
<p><i>MGA Section 7 addresses the ability to pass bylaws.</i></p> <p><i>This provision expands the matters for which the cities can make bylaws, to incorporate a number of environmental matters.</i></p>	<p>(2) Section 7 of the Act is to be renumbered as section 7(1), and</p> <p>(a) in subsection (1),</p> <p>(i) the following is added after clause (h):</p> <p class="list-item-l1">(h.1) the well-being of the environment, including bylaws providing for the creation, implementation and management of programs respecting any or all of the following:</p> <p class="list-item-l2">(i) contaminated, vacant, derelict or under-utilized sites;</p> <p class="list-item-l2">(ii) climate change adaptation and greenhouse gas emission reduction;</p> <p class="list-item-l2">(iii) environmental conservation and stewardship;</p> <p class="list-item-l2">(iv) the protection of biodiversity and habitat;</p> <p class="list-item-l2">(v) the conservation and efficient use of energy;</p> <p class="list-item-l2">(vi) waste reduction, diversion, recycling and management;</p>
Bylaw fines	
<p><i>This provision increases the maximum allowable fine amount the cities can issue for serious bylaw</i></p>	<p>(ii) in clause (i),</p> <p>(A) subclause (ii) is to be read as follows:</p>

<p><i>violations.</i></p> <p><i>The increased maximum only applies to egregious offences as defined here.</i></p>	<p>(ii) for each offence, imposing imprisonment for not more than one year or a fine not exceeding</p> <p>(A) \$100 000, in the case of an offence that is designated as an egregious offence under subclause (ii.1), or</p> <p>(B) \$10 000, in the case of any other offence,</p> <p>or both;</p> <p>(B) the following is added after subclause (ii):</p> <p>(ii.1) the designation, in accordance with subsection (2), of offences that are egregious offences for the purposes of subclause (ii)(A);</p> <p>(b) the following is added after subsection (1):</p> <p>(2) The council may designate an offence as an egregious offence for the purposes of subsection (1)(i)(ii)(A) if, in the opinion of the council, a maximum fine of \$10 000 would be</p> <p>(a) insufficient to deter others from committing the offence, due to the amount of profit that could potentially be realized as a result of committing the offence,</p> <p>(b) insufficient, having regard to the magnitude or extent of harm that the offence causes or may cause to the public or any person, or</p> <p>(c) insufficient, having regard to the inherent nature of the offence.</p>
Regulating licensed premises	
<p><i>This provision enables the cities to reduce and/or stagger the opening and closing areas of licensed premises.</i></p>	<p>(3) In section 8 of the Act, the following is added after clause (d):</p> <p>(e) reduce or stagger the hours within the hours specified</p>

<i>Schedule 3 of the Gaming and Liquor Regulation sets the hours for businesses selling or providing alcohol.</i>	under Schedule 3 of the <i>Gaming and Liquor Regulation</i> (AR 143/96) during which liquor may be sold or provided in licensed premises.
Bylaws and municipal purpose	
<i>Sections 7 and 8 of the MGA identify the bylaws a municipality may pass.</i> <i>This section (8.1) allows the City to add to MGA's list of municipal bylaws.</i>	<p>(4) The following is added after section 8 of the Act:</p> <p>Bylaws may be passed for any municipal purpose</p> <p>8.1 Without restricting the generality of sections 7 and 8, the council may pass a bylaw for any municipal purpose set out in section 3.</p>
Delegation of powers	
<i>This section allows council to delegate responsibilities via resolution.</i>	<p>(5) In section 203 of the Act</p> <p>(a) subsection (1) is to be read as follows:</p> <p>Delegation by the council</p> <p>203(1) The council may by bylaw delegate any of its powers, duties or functions under this or any other enactment or bylaw to any person or individual unless an enactment or bylaw provides otherwise.</p>
Tax cancellation	
<i>This section ensures the total amount of tax cancellation that may be delegated to administration within the tax year does not exceed \$500,000.</i>	<p>(b) subsection (2)(d) is to be read as follows:</p> <p>(d) its power with respect to taxes under section 347, except where the total amount to be cancelled, reduced, refunded or deferred under section 347(1)(a), (b) and (c) by the City in a taxation year does not exceed \$500 000, and</p>
Financial administration (1 of 2)	
<i>MGA Sections 242 and 243 address operating budgets and deficits.</i> <i>Section 244 ensures deficits will be managed on a 4 year cycle.</i>	<p>(6) Sections 242 and 243 of the Act do not apply to the City.</p> <p>(7) Section 244 of the Act is to be read as follows:</p> <p>Financial shortfall</p> <p>244 The City may project an operating deficit but the budget for the following year must provide for expenditures to cover</p>

<p><i>MGA Sections 245 and 246 address capital budgets</i></p> <p><i>Section 247 will ensure the cities conduct annual budget reviews.</i></p> <p><i>Section 248(3) addresses expenditure restrictions under a Minister-established budget.</i></p>	<p>the deficit over the next 3 years.</p> <p>(8) Sections 245 and 246 of the Act do not apply to the City.</p> <p>(9) Section 247 of the Act is to be read as follows:</p> <p>Tax bylaws</p> <p>247 The City may not pass a property tax bylaw or business tax rate bylaw in respect of a year unless the annual budget for that year has been adopted by the council.</p> <p>(10) Section 248(3) of the Act does not apply to the City.</p>
<p>Clean energy loans and affordable housing loans</p>	
<p><i>Section 2.1(a) enables the City to give loans for energy conservation and efficiency.</i></p> <p><i>Section 2.1 (b) enables the City to give loans for affordable housing purposes.</i></p>	<p>(11) In section 264 of the Act,</p> <p>(a) in subsection (1),</p> <p>(i) the reference to “A municipality” is to be read as a reference to “The City”;</p> <p>(ii) clause (a) is to be read as follows:</p> <p>(a) the loan or guarantee is made under subsection (2), (2.1) or (3),</p> <p>(b) in subsection (2), the reference to “A municipality” is to be read as a reference to “The City”;</p> <p>(c) the following is added after subsection (2):</p> <p>(2.1) The council may make bylaws respecting the giving of loans and guarantees by the City, including, without limitation,</p> <p>(a) loans and guarantees to individuals for the purposes of ensuring or improving energy conservation or energy efficiency, or both, with respect to property, and</p> <p>(b) loans and guarantees for the purposes of developing affordable housing in accordance with Part 17.</p> <p>(2.2) A bylaw under subsection (2.1) that authorizes the giving of loans</p>

Section 2.2, 2.3, and 2.4 ensure transparency regarding the policies and procedures created for the purpose of providing loans and guarantees.

- (a) must set out the maximum amount of money that may be loaned to a person under the bylaw,
- (b) must set out, in general terms, the purpose for which money loaned under the bylaw is to be used,
- (c) must set out the minimum rate of interest, the maximum term and the terms of repayment applicable to loans under the bylaw,
- (d) must set out the source or sources of money that may be loaned to a person under the bylaw, and
- (e) must be advertised.

(2.3) A bylaw under subsection (2.1) that authorizes the giving of guarantees

- (a) must set out the maximum amount of a loan that may be guaranteed under the bylaw,
- (b) must set out, in general terms, the purpose or purposes for which money borrowed under a loan guaranteed under the bylaw is to be used,
- (c) must set out the minimum rate of interest or the method by which the rate of interest is to be calculated, the maximum term and the terms of repayment applicable to loans guaranteed under the bylaw,
- (d) must set out the source or sources of money to be used to pay the principal and interest owing under loans guaranteed under the bylaw, if the municipality is required to pay those amounts under the guarantee, and
- (e) must be advertised.

(2.4) The City must not give a loan referred to in subsection (2.1)(a) to an individual unless the individual has executed a mortgage under section 102 of the *Land Titles Act* in respect of the loan, and the City must register the mortgage against the certificate of title for the

Section 2.4 ensures that clean energy loans are tied to the property and passed on to future property owners.

	<p>property in respect of which the loan is given.</p> <p>(d) subsection (3) is to be read as follows:</p> <p>(3) Where the City intends to purchase gas from and become a shareholder of the designated seller within the meaning of section 30(1) of the <i>Gas Distribution Act</i>, SA 1994 cG-1.5 as it read on June 30, 1988, the City may make a loan to the designated seller as part of the capitalization of the designated seller by its shareholders.</p>
Financial Administration (2 of 2)	
<p><i>This section enables City Council to designate a financial year other than the calendar year.</i></p>	<p>(12) Section 269 of the Act is to be read as follows:</p> <p>Financial year</p> <p>269 The financial year of the City is the calendar year unless the council by resolution determines otherwise.</p>
Improvements for manufacturing and processing operations	
<p><i>This section gives direction to Assessment Review Boards on how manufacturing or processing operations are considered during an appeal.</i></p>	<p>(13) In section 291 of the Act, the following is added after subsection (2):</p> <p>(2.1) Subsection (2)(b) does not apply to any portion of a new improvement not required to carry on a manufacturing or processing operation.</p>
Use of information from property owner where incorrect (1 of 2)	
<p><i>MGA Section 294 addresses information gathering to help an assessor prepare property assessments and to help determine if the property is to be assessed.</i></p> <p><i>This provision enables assessors more effectively gather correct information about a property.</i></p>	<p>(14) Section 294 of the Act is to be read as follows:</p> <p>Right to enter on and inspect property</p> <p>294(1) After giving reasonable notice to the owner or occupier of any property, an assessor may at any reasonable time, for the purposes of carrying out the duties and responsibilities of an assessor under Parts 9 to 12 and the regulations,</p> <ul style="list-style-type: none"> (a) enter on and inspect the property, (b) request anything to be produced, and (c) make copies of anything necessary to the inspection.

Technology and assessments	
<p><i>These sections will enable the use of technology (e.g. digital photos) to collect assessment information.</i></p>	<p>(2) An inspection includes the use of technology, such as aerial photographs and any other method of collecting data in respect of a property as provided for by bylaw.</p> <p>(3) A bylaw referred to in subsection (2) must include a method of notifying owners and occupiers of property of the use of technology to inspect property.</p> <p>(4) Information about a property’s physical characteristics collected under this section and section 295 after the date referred to in section 289(2)(a) is admissible at an assessment complaint hearing.</p>
Use of information from property owner where incorrect (2 of 2)	
<p><i>This section will ensure the assessor can verify information after a complaint has been filed.</i></p>	<p>(15) The following is added after section 295 of the Act:</p> <p>Assessor not bound by information received</p> <p>295.1 An assessor is not bound by the information received under section 294 or 295 if the assessor has reasonable grounds to believe that the information is inaccurate.</p>
Define derelict and contaminated property	
<p><i>MGA Section 297 addresses property assessment and tax subclasses.</i></p> <p><i>Section 2.2 gives the cities authority to define subclasses for contaminated and derelict properties.</i></p>	<p>(16) In section 297 of the Act,</p> <p>(a) subsection (2.1) is to be read as follows:</p> <p>(2.1) Subject to subsection (2.4), the assessor must assign the sub-classes prescribed by the regulations to property in class 2.</p> <p>(b) the following is added after subsection (2.1):</p> <p>(2.2) The council may by bylaw</p> <p>(a) establish a sub-class for derelict property within class 2 and define “derelict” for the purposes of the bylaw, or</p> <p>(b) establish a sub-class for contaminated property within class 2 and establish</p>

<p><i>Section 2.3 ensures the definitions are applied equitably across the City</i></p> <p><i>Sections 2.5 and 2.6 outline requirements for applying a derelict or contaminated sub-class to a property.</i></p> <p><i>Section 2.7 limits the application of contaminated and derelict subclasses to municipally assessed lands.</i></p>	<p>(i) the characteristics or effects that amount to contamination for the purposes of the bylaw, and</p> <p>(ii) the levels of contamination above which a property is to be considered as contaminated for the purposes of the bylaw,</p> <p>or both.</p> <p>(2.3) A definition of “derelict” under subsection (2.2)(a) and any characteristics, effects or levels established by bylaw under subsection (2.2)(b) must apply generally across the City and must not be specific to sites or areas within the City.</p> <p>(2.4) If the council establishes a sub-class under subsection (2.2)(a) or (b), the assessor may, subject to subsections (2.5) to (2.7), assign that sub-class to a property in addition to or instead of assigning one or more of the sub-classes prescribed by the regulations to the property.</p> <p>(2.5) A sub-class for derelict property must not be assigned to a property unless the property meets the definition of “derelict” in the bylaw and has been unoccupied for at least one year.</p> <p>(2.6) A sub-class for contaminated property must not be assigned to a property unless there is evidence of contamination at or exceeding the level at which the property is to be considered as contaminated for the purposes of the bylaw.</p> <p>(2.7) A sub-class for derelict or contaminated property must not be assigned to designated industrial property or machinery and equipment.</p>
Catch-all assessment class (1 of 3)	
<p><i>This provision amends definitions for “residential” and “non-residential” assessment classes for the cities.</i></p>	<p>(c) subsection (4)(b) and (c) are to be read as follows, except for the purposes of section 359 and Division 5 of Part 9 of the Act:</p> <p>(b) “non-residential”, in respect of property, means</p>

Section (b) will make non-residential property class types the default property assessment class.

Section (c) defines residential property class types based on actual use, characteristics and the property's assessment condition date.

property that is not classed by the assessor as farm land, machinery and equipment or residential;

(c) “residential”, in respect of property, means

- (i) a parcel of land or a portion of a parcel of land currently used for permanent living accommodation,
- (ii) a vacant parcel of land where permanent living accommodations is the primary permitted use for that land assigned as a land use designation under a land use bylaw passed by a municipal council, or
- (iii) a parcel of land or a portion of a parcel of land where permanent living accommodations is a permitted or discretionary use assigned as a land use designation for that land under a land use bylaw passed by a municipal council if a development permit has been issued by the municipality and construction has commenced to build permanent living accommodations on the land,

but does not include

- (iv) a parcel of land or a portion of a parcel land on which industry, commerce or farming use currently takes place, or
- (v) a vacant parcel of land that has more than one primary permitted use assigned as a land use designation under a land use bylaw passed by the council.

(d) the following is added after subsection (4):

(5) Where a property has been assigned as

- (a) class 1- residential for purposes of section 353(2)(a), and
- (b) class 2- non-residential for purposes of section 353(2)(b),

	the assessment roll for that property must show both assessment classifications.
Supplementary assessments on land	
<p><i>MGA Section 316.1 addresses 'contents of assessment notices'</i></p> <p><i>MGA Part 10 deals with Taxation</i></p> <p><i>Sections 316.3, 316.4 and 316.5 will allow supplementary assessments to be charged when a farm property or portion of property changes to a non-farm assessment class.</i></p>	<p>(17) The following is added after section 316.1 of the Act:</p> <p style="text-align: center;">Division 4.1 Preparation of Supplementary Assessment for Previous Farm Land</p> <p>Bylaw</p> <p>316.2(1) If the City wishes to require the preparation of supplementary assessments for all or a part of a parcel of land that has ceased to be used for farming operations, the council must pass a supplementary assessment bylaw authorizing the assessments to be prepared for the purpose of imposing a tax under Part 10 in the same year.</p> <p>(2) A bylaw under subsection (1) must apply to all parcels of land or parts of parcels of land that have ceased to be used for farming operations.</p> <p>Supplementary assessment</p> <p>316.3(1) A supplementary assessment for all or a part of a parcel of land that has ceased to be used for farming operations must reflect the market value of that parcel of land or part of the parcel of land, as the case may be, minus the agricultural use value of the same area, multiplied by the pro rata factor.</p> <p>(2) For the purposes of subsection (1),</p> <ul style="list-style-type: none"> (a) the market value of the parcel of land or the part of the parcel of land as of the valuation date is to be determined in accordance with the regulations, (b) the agricultural use value is the assessment of the parcel of land or the part of the parcel of land that is used for farming operations as determined in accordance with the regulations, and (c) the pro rata factor is equal to the number of months in a year after the date on which the parcel of land or the part of the parcel of land ceased to be used for farming operations, and includes the whole of the first month in

	<p>which the parcel or part of the parcel ceased to be used for farming operations, divided by 12.</p> <p>Supplementary assessment roll</p> <p>316.4(1) Before the end of the year in which supplementary assessments are prepared under section 316.3, the City must prepare a supplementary assessment roll.</p> <p>(2) A supplementary assessment roll must show, for each assessed parcel of land, the following:</p> <ul style="list-style-type: none"> (a) the same information that is required to be shown on the assessment roll; (b) the date on which the parcel of land or part of the parcel of land ceased to be used for farming operations. <p>Supplementary assessment notices</p> <p>316.5(1) Before the end of the year in which supplementary assessments are prepared under section 316.3, the City must</p> <ul style="list-style-type: none"> (a) prepare a supplementary assessment notice for every assessed parcel of land shown on a supplementary assessment roll under section 316.4, and (b) send the supplementary assessment notices to the assessed persons. <p>(2) A supplementary assessment notice must show, for each assessed parcel of land, the following:</p> <ul style="list-style-type: none"> (a) the same information that is required to be shown on the supplementary assessment roll; (b) the notice of assessment date; (c) a statement that the assessed person may file a complaint not later than the complaint deadline; (d) information respecting filing a complaint in accordance with the regulations.
	Catch-all assessment class (2 of 3)
<p><i>These sections ensure that the</i></p>	<p>(18) Section 318 of the Act is to be read as follows:</p> <p>Preparation of equalized assessments</p>

<p><i>Charter definitions for “residential” and “non-residential” are not used for the purposes of equalized assessment.</i></p>	<p>318(1) The Minister must prepare annually, in accordance with the regulation, an equalized assessment for each municipality.</p> <p>(2) For the purposes of determining the equalized assessment of property that is taxable under section 317(a), only the assessment class for purposes of section 353(2)(b) is to be reflected in the assessment of property that is taxable.</p>
<p>Continuous bylaw (1 of 2)</p>	
<p><i>This provision enables cities to make the identified bylaws continuous rather than creating these bylaws annually.</i></p> <p><i>MGA section 297 addresses ‘Assigning assessment classes to property’. MGA section 313 addresses ‘supplementary assessment and tax bylaws’</i></p>	<p>(19) The following is added after section 325 of the Act:</p> <p>Continuous bylaws</p> <p>325.1 Bylaws enacted by the council under section 297 or 313 remain in force after the year in which they are enacted and apply in respect of subsequent years, until they are repealed by the council.</p>
<p>Catch-all assessment class (3 of 3)</p>	
<p><i>These sections ensure that the Charter definitions for “residential” and “non-residential” are not to be used for the purposes of equalized assessment.</i></p>	<p>(20) Section 329 of the Act is to be renumbered as section 329(1) and the following is added after subsection (1)</p> <p>(2) Where a property has been assigned as</p> <ul style="list-style-type: none"> (a) class 1- residential for purposes of section 353(2)(a) and (b) class 2- non-residential for purposes of section 353(2)(b), <p>the tax roll for that property must show both assessment classifications.</p> <p>(21) In section 359 of the Act, subsection (2) is to be read as follows:</p> <p>(2) In calculating the tax rate required to raise sufficient revenue to pay the requisitions, the City</p>

	<p>(a) must use the assessment classes in section 297(4), as if that section had not been modified by the <i>City of _____ Charter Regulation</i>, to determine the total assessment of all property on which that tax rate is to be imposed, and</p> <p>(b) may include an allowance for non-collection of taxes at a rate not exceeding the actual rate of taxes uncollected from the previous year's tax levy as determined at the end of that year.</p>
Continuous bylaw (2 of 2)	
<p><i>This provision enables cities to make the identified bylaws continuous rather than creating these bylaws annually.</i></p> <p><i>Sections 371 and 379 address business tax and supplementary business tax bylaws</i></p>	<p>(22) The following is added after section 369 of the Act:</p> <p>Continuous bylaws</p> <p>369.1 Bylaws enacted by the council under section 369(1), 371 or 379 remain in force after the year in which they are enacted and apply in respect of subsequent years, until they are repealed by the council.</p>
Local Assessment Review Boards to award costs (delay business tax complaints being heard by Composite Assessment Review Boards)	
<p><i>This provision allows for business tax complaints to be heard by Local Assessment Review Boards.</i></p> <p><i>Section 460.1 outlines the powers granted to assessment review boards.</i></p> <p><i>These sections remove references to 'business tax' so that Cities have time to make operational changes prior to 2019.</i></p>	<p>(23) Section 460.1 of the Act is to be read as follows:</p> <p>Jurisdiction of assessment review boards</p> <p>460.1(1) A local assessment review board has jurisdiction to hear complaints about any matter referred to in section 460(5) that is shown on</p> <p>(a) an assessment notice for</p> <p>(i) residential property with 3 or fewer dwelling units, or</p> <p>(ii) farm land,</p> <p>or</p> <p>(b) a tax notice other than a property tax notice.</p> <p>(2) Subject to section 460(14), a composite assessment review board has jurisdiction to hear complaints about any matter referred to in section 460(5) that is shown on an assessment notice for property other than property described in subsection</p>

	(1)(a).
Evidence and property inspections	
<p><i>These sections will ensure the assessor can verify information after a complaint has been filed.</i></p>	<p>(24) In section 465 of the Act, the following is added after subsection (3):</p> <p>(4) A document or thing produced pursuant to this section is admissible as evidence in the hearing of the complaint.</p> <p>(25) The following is added after section 465 of the Act:</p> <p>Order to allow entry and inspection</p> <p>465.1(1) Where, in the opinion of a panel hearing a complaint in respect of property lying within the municipal boundaries of the City, a person has unreasonably refused to allow or has interfered with an assessor's entry on or inspection of the property, the panel may order the owner or occupier of the property to allow the assessor to enter and inspect the property and may suspend the hearing until the entry has been allowed and the inspection is complete.</p> <p>(2) Information gathered during an inspection under subsection (1) is admissible as evidence in the hearing of the complaint.</p> <p>(3) Where an order under subsection (1) is not complied with within 30 days after being made, the panel may dismiss the complaint.</p>
Increasing and decreasing assessments	
<p><i>Section 1.1 allows ARBs to increase or decrease property assessments based on the information presented at a hearing.</i></p> <p><i>Section (5) prevents and ARB from altering an assessment if they consider it to be a reasonable approximation of market value.</i></p>	<p>(26) In section 467 of the Act,</p> <p>(a) the following is added after subsection (1):</p> <p>(1.1) For greater certainty, the power to make a change under subsection (1) includes the power to increase or decrease an assessed value shown on an assessment roll or tax roll.</p> <p>(b) the following is added after subsection (4):</p> <p>(5) An assessment review board must not alter any assessment that the board considers to be a reasonable approximation of market value.</p>

Assessment complaint period for non-residential and residential with more than 3 dwelling units	
<p><i>This provision allows the Cities to decide if they would like to use a 30 day consultation period plus a 30 day complaint period instead of the 60 day complaint period specified in the MGA, for non-residential and residential with more than 3 dwelling units only.</i></p> <p><i>These sections require that property owners are notified and have access to applicable assessment information</i></p>	<p>(27) The following is added before section 476.1 of the Act:</p> <p>Consultation process regarding assessment complaints</p> <p>476.01(1) This section applies only to assessments of</p> <ul style="list-style-type: none"> (a) non-residential property, and (b) residential property with more than 3 dwelling units. <p>(2) The council may by bylaw establish</p> <ul style="list-style-type: none"> (a) an assessment consultation period of 30 days between the valuation date and the date the assessment notice is sent, and (b) a complaint period of 30 days after the notice of assessment date. <p>(3) A bylaw made under subsection (2) must specify the notification process for the assessment consultation period and the information that an assessor may share with the assessed person during the consultation process, including, without limitation, information about the property.</p> <p>(4) An assessment notice sent in respect of a property must stipulate the date by which a complaint must be made, which must be 30 days after the notice of assessment date.</p> <p>(5) This section applies despite anything to the contrary in section 284(4), 309 or 316.1(1).</p>
Affidavit evidence (1 of 2)	
<p><i>This provision enables the use of affidavit evidence for bylaw offences to reduce the time an officer is removed from duty to present evidence in person.</i></p>	<p>(28) The following is added after section 557 of the Act:</p> <p>Affidavit evidence</p> <p>557.1(1) In this section,</p> <ul style="list-style-type: none"> (a) “parking enforcement system” means a system that is used to photograph a vehicle and identify the location of the vehicle using a global positioning system and record that data according to the date on which the photograph was taken;

<p><i>Section 4 ensures someone charged with a bylaw offence can review the bylaw officer's written statement before their appeal</i></p>	<p>(b) “photograph” means a photograph taken by a bylaw enforcement officer, but does not include a photograph taken as part of a parking enforcement system.</p> <p>(2) In any proceedings under which a person is charged with failing to comply with a provision of this Act, the <i>Traffic Safety Act</i> or a bylaw made under this Act or the <i>Traffic Safety Act</i>,</p> <p>(a) the evidence of a bylaw enforcement officer in respect of photographs taken for the purposes of establishing facts relating to that contravention may be given by affidavit,</p> <p>(b) an affidavit referred to in clause (a) must be sworn by the bylaw enforcement officer who took the photographs, and</p> <p>(c) an affidavit referred to in clause (a) is proof, in the absence of evidence to the contrary, as to the facts stated in the affidavit.</p> <p>(3) In any proceedings in respect of a charge in respect of a vehicle that has been parked in a manner that does not comply with a parking bylaw made under the <i>Traffic Safety Act</i>,</p> <p>(a) the evidence of a bylaw enforcement officer involved in the installation, operation, use or testing of a parking enforcement system and the issuance of a violation ticket in respect of that failure to comply may be given by affidavit, and</p> <p>(b) an affidavit referred to in clause (a) is proof, in the absence of evidence to the contrary, of the facts stated in the affidavit.</p> <p>(4) A copy of an affidavit made under this section must</p> <p>(a) be served on the defendant at that person’s address for documents at least 30 days before the trial date, and</p> <p>(b) contain the City’s address for documents,</p> <p>and the affidavit is deemed to have been received on the day it was sent.</p>
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<p><i>Sections 6 and 7 give someone charged with a bylaw offence the ability to request the bylaw officer attend the hearing and answer questions.</i></p> <p><i>Sections 8 and 9 outline how the written statements are shared with someone charged with a bylaw offence and how they are shared with the courts.</i></p>	<p>(5) An affidavit made under this section is not admissible in court unless the applicable requirements of this section have been met.</p> <p>(6) The defendant may notify the City of the defendant's intent to cross-examine the bylaw enforcement officer who made the affidavit.</p> <p>(7) A notice under subsection (6)</p> <ul style="list-style-type: none"> (a) must be sent to the City's address for documents as indicated on the copy of the affidavit sent by the City under subsection (4), and (b) must be received by the City no later than 14 days before the trial date. <p>(8) When the defendant makes an initial appearance to answer the summons or offence notice, the defendant must provide an address for documents, which must be</p> <ul style="list-style-type: none"> (a) an Alberta mailing address, or (b) an electronic mailing address. <p>(9) If the defendant fails to provide an address for documents, or if the defendant provides no notice to the City under subsection (6), a justice shall</p> <ul style="list-style-type: none"> (a) on application by a prosecutor, admit the affidavit referred to in this section in evidence, (b) prohibit the defendant from cross-examining the bylaw enforcement officer who made the affidavit, and (c) proceed to conduct the trial.
<p>Electronic notices (1 of 2)</p>	
<p><i>This provision enables the cities to send documents, disclose evidence, and receive evidence and information electronically.</i></p> <p><i>MGA section 608 addresses sending</i></p>	<p>(29) The following is added after section 608 of the Act:</p> <p>Bylaws for sending certain documents electronically</p> <p>608.1(1) Despite section 608, the council may by bylaw establish a process for sending assessment notices, tax notices and other notices, documents and information under Part 9, 10 or 11 or the regulations under Part 9, 10 or 11 by electronic</p>

<p><i>of documents</i></p> <p><i>Part 9, 10 and 11 of the MGA deal with property assessment and taxation.</i></p>	<p>means.</p>
<p>Online school support declarations (1 of 3)</p>	
<p><i>This section allows the cities to establish a process for sending school support notices electronically.</i></p>	<p>(2) The council may by bylaw establish a process for sending forms of notice under section 156(8) of the <i>School Act</i> by electronic means.</p>
<p>Electronic notices (2 of 2) AND Online school support declarations (2 of 3)</p>	
<p><i>These changes will allow the sending and receiving of documents via an electronic means such as an e-portal.</i></p> <p><i>Specifically, these provisions outline confidentiality and security requirements, notification requirements, and opt-in requirements.</i></p>	<p>(3) Before making a bylaw under this section, the council must be satisfied that the proposed bylaw includes appropriate measures to ensure the security and confidentiality of the documents and information being sent.</p> <p>(4) Before making a bylaw under this section, the council must give notice of the proposed bylaw in a manner council considers is likely to bring the proposed bylaw to the attention of substantially all persons that would be affected by it.</p> <p>(5) A bylaw under subsection (1) or (2) must provide for a method by which persons may opt to receive the notice, document or information by electronic means.</p> <p>(6) The sending by electronic means of any notice, document or information referred to in subsection (1) or (2) is valid only if the person has opted under the bylaw to receive it by those means.</p>
<p>Climate change mitigation and adaptation plans</p>	

These provisions require the cities to develop climate change mitigation and adaptation plans.

Section 615.4 outlines the items a climate change mitigation plan must address.

(30) The following is added after Part 16 of the Act:

Part 16.1 Climate Change Mitigation and Adaptation Plans

Definitions

615.3 In this Part,

- (a) “climate change adaptation plan” means a plan under section 615.4;
- (b) “climate change mitigation plan” means a plan under section 615.5;

Climate change mitigation plan

615.4(1) The City must, in accordance with this section, establish a plan for the purpose of addressing and mitigating the effects of climate change.

(2) A climate change mitigation plan must establish requirements for regular public reporting respecting

- (a) initiatives undertaken by the City for the purpose of
 - (i) improving the energy efficiency of City-owned buildings, facilities and fleets of vehicles,
 - (ii) developing and encouraging the development of renewable electricity, and
 - (iii) mitigating the effects of climate change,
- (b) the greenhouse gas emission levels of City owned buildings, facilities and fleets of vehicles,
- (c) any actions taken
 - (i) for a purpose referred to in clause (a), or
 - (ii) to reduce the emission levels referred to in clause (b),during the period to which the report relates, and any progress made during that period, and
- (d) the manner in which the City has taken matters referred to in clauses (a), (b) and (c) into account in making

Section 3 allows the cities to include additional items in their plans.

Section 5 requires regular plan reviews and updates.

decisions during the period to which the report relates.

(3) A climate change mitigation plan may contain any provisions or address any matters that the City considers necessary or desirable for a purpose referred to in subsection (1).

(4) A climate change mitigation plan must be adopted by a resolution of the council.

(5) A climate change mitigation plan must be reviewed no later than 5 years after it is established and at least once every 5 years thereafter.

(6) The results of a review must be advertised and public participation must be provided for in accordance with the City's public participation policy.

(7) On completion of a review, and after taking the public response into consideration, a climate change mitigation plan may be updated as the council considers appropriate.

(8) A climate change mitigation plan that is established or updated under this section must be published on the City's website or made publicly available in another manner that the City considers likely to bring it to the attention of substantially all residents of the City.

(9) The City must establish its first climate change mitigation plan on or before December 31, 2020.

Climate change adaptation plan

615.5(1) In this section,

- (a) "exposure" means the extent to which a system is exposed to significant climatic variations or other effects of climate change;
- (b) "risk" means the combination of the probability of an effect of climate change and the severity of its possible consequences;
- (c) "systems" includes human, animal and plant life, environmental ecosystems and resources, roadways, buildings and other infrastructure, human livelihoods, services and economic, social and cultural activities;

<p><i>Section 3 outlines what a climate change adaptation plan must contain.</i></p> <p><i>Section 4 outlines optional items for a climate change adaptation plan.</i></p>	<p>(d) “vulnerability” means the degree to which a system is susceptible to, and would be unable to cope with, climatic variations or other effects of climate change.</p> <p>(2) The City must, in accordance with this section, establish a plan for adapting to effects of climate change.</p> <p>(3) A climate change adaptation plan must</p> <p>(a) be based on an assessment of the exposure, risk, and vulnerability of systems within the City to effects of climate change over the short, medium and long term,</p> <p>(b) set out or summarize the assessment referred to in clause (a), and</p> <p>(c) identify actions that will be taken to address the effects referred to in clause (a).</p> <p>(4) Actions identified under subsection (3)(c) may include actions to be taken respecting</p> <p>(a) asset management,</p> <p>(b) use of climate resilient infrastructure,</p> <p>(c) stormwater management,</p> <p>(d) flood preparedness,</p> <p>(e) City-owned and City-operated energy and utility cables,</p> <p>(f) water and sanitation,</p> <p>(g) public safety,</p> <p>(h) health and social resilience,</p> <p>(i) biodiversity management,</p> <p>(j) invasive species, or</p> <p>(k) any other matter the council considers appropriate.</p> <p>(5) In addition to the matters referred to in subsection (3), a climate change adaptation plan may address any other matters as the council considers appropriate.</p>
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Section 7 requires regular plan reviews and updates.

- (6) A climate change adaptation plan must be adopted by a resolution of the council.
- (7) A climate change adaptation plan must be reviewed no later than 5 years after it is established and at least once every 5 years thereafter.
- (8) The results of a review must be advertised and public participation must be provided for in accordance with the City’s public participation policy.
- (9) On completion of a review, and after taking the public response into consideration, the council may update the climate change adaptation plan as the council considers appropriate.
- (10) A climate change adaptation plan that is established or updated under this section must be published on the City’s website or made publicly available in another manner that the City considers likely to bring it to the attention of substantially all residents of the City.
- (11) The City must establish its first climate change adaptation plan on or before December 31, 2020.

Statutory plans (1 of 3)	
<p><i>This section adds to the existing definition of a statutory plan to include additional statutory plans made by the cities via Charter authority.</i></p>	<p>(31) In section 616 of the Act, clause (dd) is to be read as follows:</p> <p>(dd) “statutory plan” means</p> <ul style="list-style-type: none"> (i) an intermunicipal development plan, (ii) a municipal development plan, (iii) an area structure plan, (iv) an area redevelopment plan, and (v) an additional statutory plan under section 635.1 <p>adopted by the City under Division 4;</p>
Environment in planning and development section of MGA	
<p><i>This section extends the planning and development part of the MGA to include environment.</i></p>	<p>(32) Section 617(b) of the Act is to be read as follows:</p> <p>(b) to maintain and improve the quality of the physical environment within which patterns of human settlement are situated within the boundaries of the City, including by promoting environmental sustainability and stewardship,</p>
Statutory plans (2 of 3)	
<p><i>These sections allow the cities to create new statutory plans as required and ensure the processes outlined in the MGA apply once a new type of statutory plan is created.</i></p>	<p>(33) The following is added after section 635 of the Act:</p> <p>Additional statutory plans</p> <p>635.1(1) The City may by bylaw adopt one or more additional statutory plans.</p> <p>(2) An additional statutory plan referred to in subsection (1) must</p> <ul style="list-style-type: none"> (a) indicate the name of the statutory plan, (b) describe the contents of the statutory plan, and (c) indicate how the statutory plan is consistent with the City’s other statutory plans.

<p><i>Section (h) requires the cities to notify nearby First Nation reserves and Metis Settlements about any new types of statutory plans.</i></p>	<p>(3) An additional statutory plan referred to in subsection (1) must be consistent with</p> <ul style="list-style-type: none"> (a) any intermunicipal development plan in respect of land that is identified in both the statutory plan and the intermunicipal development plan, (b) any municipal development plan, (c) any area structure plan in respect of land that is identified in both the statutory plan and the area structure plan, and (d) any area development plan in respect of land that is identified in both the statutory plan and the area development plan. <p>(34) Section 636(1)(h) is to be read as follows:</p> <ul style="list-style-type: none"> (h) in the case of an area structure plan or an additional statutory plan adopted by the City under section 635.1, where the land that is the subject of the plan is adjacent to an Indian reserve or Metis settlement, notify the Indian band or Metis settlement of the plan preparation and provide opportunities for that Indian band or Metis settlement to make suggestions and representations.
Land use bylaws	
<p><i>These sections enable the cities to prescribe permitted uses across multiple districts.</i></p>	<p>(35) In section 640 of the Act,</p> <p>(a) subsections (1) and (2) are to be read as follows:</p> <p>Land use bylaw</p> <p>640(1) A City land use bylaw may prohibit or regulate and control the use and development of land and buildings in the City in any manner the council considers necessary.</p> <p>(2) A City land use bylaw</p> <ul style="list-style-type: none"> (a) must divide the City into districts of the number and area the council considers appropriate; (b) must prescribe, except in respect of any direct

<p><i>Section 693 of the MGA is airport</i></p>	<p>control districts designated pursuant to section 641,</p> <p>(i) the use or uses of land or buildings that are permitted in one or more districts as specified in the bylaw, with or without conditions, or</p> <p>(ii) the use or uses of land or buildings that may, at the discretion of the development authority, be permitted in one or more districts as specified in the bylaw, with or without conditions,</p> <p>or both;</p> <p>(c) must establish a method of making decisions on applications for development permits and issuing development permits for any development, including provision for</p> <p>(i) the types of development permit that may be issued,</p> <p>(ii) applying for a development permit,</p> <p>(iii) processing an application for, or issuing, cancelling, suspending or refusing to issue, a development permit,</p> <p>(iv) the conditions that are to be attached, or that the development authority may attach, to a development permit, either generally or with respect to a specific type of permit,</p> <p>(v) how long any type of development permit remains in effect,</p> <p>(vi) the discretion that the development authority may exercise with respect to development permits, and</p> <p>(vii) any other matters necessary to regulate and control the issue of development permits that to the council appear necessary.</p> <p>(b) the following is added after subsection (2):</p>
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<p><i>vicinity regulations and 694 refers to other regulations made by the Lieutenant Governor in Council. Section 2.1 ensures that regulations under 693 and 694 prevail in the case of conflict or inconsistency.</i></p>	<p>(2.1) Despite subsections (1) and (2), in the event of a conflict or inconsistency between a land use bylaw respecting the development of buildings within a specified area around an airport and a regulation made under section 693, or between a land use bylaw and a regulation made under section 694 of the Act, the regulation prevails to the extent of the conflict or inconsistency.</p>
<p>Definitions for schools, hospitals, and food establishments</p>	
<p><i>This provision enables the cities to modify the definition of food establishment in the Subdivision and Development Regulation, and add definitions for “school” and “hospital”.</i></p> <p><i>The Subdivision and Development Regulation does not contain definitions for schools or hospitals, and uses the broad food establishment definition from the Food Regulation (“a place where food is handled”).</i></p>	<p>(2.2) The City may, in its land use bylaw, make any or all of the following modifications to the <i>Subdivision and Development Regulation</i> (AR 43/2002) for the purposes of applying that Regulation to the City:</p> <ul style="list-style-type: none"> (a) a modification to the definition of “food establishment” in the Regulation; (b) a modification adding a definition of “hospital” to the Regulation; (c) a modification adding a definition of “school” to the Regulation.
<p>Housing agreements to follow title</p>	
<p><i>This provision establishes that housing agreements are an interest in the land, and is binding on future owners of the property.</i></p> <p><i>These sections give general details and rules that apply to Affordable Housing Agreements.</i></p>	<p>(36) The following is added after section 651.2 of the Act:</p> <p>Affordable housing agreements</p> <p>651.3(1) The City may enter into an agreement with the registered owner of a parcel of land respecting one or more of the following:</p> <ul style="list-style-type: none"> (a) subject to subsection (3), the use and occupancy of residential housing units that are or will be located on the land; (b) the form of tenure of the residential housing units;

<p><i>These sections ensure the Affordable Housing Agreement will continue on the property after the land is sold.</i></p>	<ul style="list-style-type: none">(c) the availability of the residential housing units to classes of persons described in the agreement;(d) the administration and management of the residential housing units, including, without limitation, the manner in which the units are to be made available to persons within the classes referred to in clause (c);(e) amounts of rents, lease payments and sale prices that may be charged in respect of the residential housing units and the rates at which these may be increased over time. <p>(2) Subject to this section, the agreement may contain any other terms and conditions the parties consider necessary or appropriate.</p> <p>(3) An agreement under this section is unenforceable to the extent of any conflict with applicable use or density provisions of the City’s land use bylaw.</p> <p>(4) The term of an agreement under this section must not exceed the expected lifespan of the building, as agreed on by the parties and specified in the agreement at the time it is first entered into, or 40 years, whichever is shorter.</p> <p>(5) Any amendment to an agreement under this section must be agreed to in writing by the City and the person who, at the time of the amendment, is the registered owner of the parcel of land.</p> <p>(6) An agreement under this section creates an interest in favor of the City in the land that is the subject of the agreement, and the interest is deemed to be a condition running with and capable of being legally annexed to the land.</p> <p>(7) Despite the <i>Land Titles Act</i> or any other enactment, the City may register a caveat under the <i>Land Titles Act</i> in respect of an agreement under this section.</p> <p>(8) A caveat registered pursuant to subsection (7)</p> <ul style="list-style-type: none">(a) shall be registered against the certificate of title to the parcel of land<ul style="list-style-type: none">(i) that is the subject of the agreement, and
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	<p>(ii) that was issued to the person who entered into the agreement with the City, and</p> <p>(b) may be discharged only by the City or an order of a court.</p> <p>(9) Despite the <i>Land Titles Act</i> or any other enactment, after registration of a caveat under subsection (7) the agreement, including any amendments made in accordance with subsection (5), is binding according to its terms on all persons subsequently acquiring an interest in the parcel of land that is the subject of the agreement.</p>
Environmental reserve assessment	
<p><i>This provision clarified that environmental reserve is assessed on a vacant parcel at the time of subdivision.</i></p> <p><i>MGA Section 665(2)(c) addresses the creation of environmental reserve lands.</i></p>	<p>(37) In section 665 of the Act, the following is added after subsection (3):</p> <p>(4) For greater certainty, where a bylaw of the council requires that land be designated as environmental reserve, the designation becomes effective on the day the Registrar issues a new certificate of title for the land under subsection (2)(c).</p>
Statutory plans (3 of 3)	
<p><i>This provision includes additional statutory plans created via Charter authority in the list of planning bylaws requiring a public hearing prior to second reading.</i></p>	<p>(38) In section 692 of the Act, in subsection (1) the following is added after clause (d):</p> <p>(d.1) a proposed bylaw to adopt an additional statutory plan under section 635.1,</p>
Municipal tribunals (1 of 2)	
<p><i>This provision enables the cities to establish administrative tribunal systems to manage transit and parking bylaw offences.</i></p> <p><i>Section 708.53 gives the cities the</i></p>	<p>(39) The following is added after section 708.52 of the Act:</p> <p style="text-align: center;">Part 17.3 Administrative Penalties</p> <p>Purpose</p> <p>708.53 The purpose of this Part is to give the City the authority to process and resolve parking and transit</p>

power to issue administrative penalties for transit and parking offences.

Section 708.55 defines the items a municipality must address when creating a transit and parking enforcement framework.

contraventions of its bylaws using an administrative penalty system.

Definitions

708.54 In this Part,

- (a) “administrative penalties bylaw” means a bylaw establishing a system of administrative penalties as described in section 708.56;
- (b) “appellant” means a person who files an appeal;
- (c) “hearing officer” means a hearing officer appointed under the administrative penalties bylaw as a hearing officer;
- (d) “notice” means a notice of administrative penalty under section 708.57;
- (e) “tribunal” means the administrative tribunal established by bylaw made under this Part.

Division 1 Administrative Penalties

Authority to impose administrative penalties

708.55 The City may, in accordance with this Part, issue notices and require administrative penalties to be paid in respect of

- (a) a contravention of a bylaw made by the City pursuant to section 708.56(1),
 - (b) riding a transit vehicle without
 - (i) valid proof of payment, or
 - (ii) tendering payment,
- or
- (c) entering or remaining in a restricted fare area without valid proof of payment.

Bylaw must be passed

708.56(1) The City may issue notices and require administrative penalties to be paid only if it first passes an administrative penalties bylaw that

	<ul style="list-style-type: none">(a) establishes contraventions in respect of the parking of vehicles,(b) designates transit vehicles and restricted fare areas for the purposes of section 708.55,(c) establishes administrative penalty amounts for each contravention, which must not exceed \$1000, either<ul style="list-style-type: none">(i) as a combination of a base amount and an additional amount for one or more factors set out in the bylaw, or(ii) as a total amount,(d) designates the employees or a class of employees of the City who may issue notices subject to any conditions determined by the council, and provide for the means of identification of those employees,(e) sets the period within which a person may pay the administrative penalty or file an appeal, subject to section 708.61(2),(f) establishes an appeal tribunal consisting of hearing officers for the purposes of hearing appeals of administrative penalties,(g) provides for the appointment of hearing officers, including their qualifications,(h) provides for the manner and form for the filing of appeals,(i) establishes rules of procedure for the hearing of appeals, including procedures to allow the appellant<ul style="list-style-type: none">(i) to obtain all of the City's evidence with respect to the administrative penalty,(ii) to respond to the City's evidence,(iii) to answer all allegations made against the appellant,(iv) to attend the appeal in person if the appellant so
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Sub-section (2) outlines a number of optional items a city could include in their transit and parking enforcement framework.

Section 708.57 (2) outlines the information that must be shared when a transit or parking fine is issued.

requests and pays the requisite fee, and

(v) to be represented by a lawyer or other agent;

and

(j) establishes procedures to return the appeal fee, if any, to the appellant if the appellant's appeal is successful.

(2) An administrative penalties bylaw may also provide for the following:

- (a) factors that provide for additional amounts of administrative penalties under subsection (1)(c)(i);
- (b) an early payment discount for administrative penalties;
- (c) compassionate grounds on which a hearing officer is authorized to cancel a notice under section 708.71;
- (d) further information to be contained on a notice in addition to the information required under section 708.57(2);
- (e) alternative methods of service for the purposes of section 708.6(1)(d);
- (f) the charging of a single fee as may be required under section 708.66;
- (g) alternative administrative measures that a hearing officer may require in lieu of payment of an administrative penalty.

Notice of administrative penalty

708.57(1) A designated employee may complete and issue a notice of administrative penalty to a person against whom a designated bylaw contravention is alleged.

(2) A notice must set out the following information:

- (a) the provision of the bylaw the person has contravened;
- (b) a brief description of the nature of the contravention identified under clause (a);
- (c) the amount of the administrative penalty imposed;

<p><i>Section 708.59 requires the City to issue a fine within 2 years of the offence occurring.</i></p>	<ul style="list-style-type: none">(d) the date the notice is issued;(e) the date by which the administrative penalty must be paid or appealed;(f) a statement describing the right of a person on whom the administrative penalty is imposed to appeal the administrative penalty, how the appeal is to be made and the date by which the appeal must be filed;(g) any further information required by bylaw. <p>(3) A notice must be issued to a named person unless it is issued for a bylaw respecting the parking of a vehicle, in which case the notice must set out the vehicle's licence plate if it has one or, if it does not, the vehicle's identification number.</p> <p>(4) Where a designated employee serves a notice by personal delivery, the designated employee must, on request by the person served with the notice, produce identification provided by the City.</p> <p>Vehicle owner liable</p> <p>708.58 When a notice respecting the parking of a vehicle is delivered in accordance with section 708.6, the owner of the vehicle indicated in the records of the Registrar of Motor Vehicle Services under the <i>Traffic Safety Act</i> is liable to pay the administrative penalty set out in the notice.</p> <p>Limitation period</p> <p>708.59 A notice must not be issued more than 2 years from the date on which the contravention for which it is issued is alleged to have occurred.</p> <p>Delivery of notice of administrative penalty</p> <p>708.6(1) A notice must be delivered in one of the following ways:</p> <ul style="list-style-type: none">(a) by personal delivery;(b) if the notice is in respect of the parking of a vehicle, by leaving the notice on the vehicle;(c) by mailing a copy of the notice by regular mail to the person's address as shown on the records of the Registrar of Motor Vehicle Services under the <i>Traffic</i>
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Section 708.61 outlines how to pay or appeal a fine.

Section 708.63 sets rules for appointing hearing officers.

Safety Act or as shown in the records of an official of a jurisdiction other than Alberta who is registrar of motor vehicles or performs a function for that jurisdiction similar to the function that the Registrar of Motor Vehicle Services performs for Alberta;

(d) any other method of delivery provided for in the administrative penalties bylaw.

(2) Where a notice is left on a vehicle in accordance with subsection (1)(b), the notice is deemed to have been delivered to the vehicle owner of the vehicle on the day it is left.

(3) Where a notice is mailed to a person in accordance with subsection (1), that notice is, in the absence of evidence to the contrary, deemed to have been served on the person on the 7th day from the date of mailing, except that if the notice is mailed to an address outside Alberta, that notice is, in the absence of evidence to the contrary, deemed to have been served on the person on the 14th day from the date of mailing.

Responding to penalty notice

708.61(1) A person to whom a notice is delivered may, within the period set by the administrative penalties bylaw and in accordance with the instructions on the notice,

(a) pay the administrative penalty, or

(b) file an appeal.

(2) The period to respond to a notice under subsection (1) must not be less than 21 days after the date the notice is delivered in accordance with section 708.6.

Protection from prosecution

708.62 A person who pays an administrative penalty in respect of a contravention shall not be charged with an offence in respect of the same act or omission that is described in the notice.

Division 2 Administrative Tribunal

Establishment of tribunal

708.63(1) Where an administrative tribunal is established by an administrative penalties bylaw, the council shall appoint an

	<p>appropriate number of hearing officers.</p> <p>(2) A hearing officer appointment must</p> <ul style="list-style-type: none">(a) be for a term of not less than 3 years, and(b) establish the remuneration and benefits to be paid to the hearing officer for the duration of the term. <p>(3) A hearing officer is eligible to be reappointed.</p> <p>(4) Where the council is appointing hearing officers, it must consider appointments that</p> <ul style="list-style-type: none">(a) avoid perception of patronage or conflicts of interest or bias,(b) encourage diversity and competency, and(c) are likely to result in consistency in decision-making. <p>(5) The council shall not appoint a former City employee at any time before the expiry of one year after the person ceases to be employed by the City.</p> <p>(6) One hearing officer must be designated by the council as the chief hearing officer, for a term determined by the council.</p> <p>(7) The chief hearing officer may designate another hearing officer to be the deputy chief hearing officer to act during the chief hearing officer's absence or incapacity, and the deputy chief hearing officer has all of the powers of the chief hearing officer.</p> <p>(8) The chief hearing officer may</p> <ul style="list-style-type: none">(a) designate hearing officers to hear cases,(b) administer the tribunal, including supervising any staff allocated to the tribunal by the City,(c) appoint a clerk to assist with the chief hearing officer's administrative duties, and(d) report to the council on the activities of the tribunal. <p>(9) A hearing officer may resign from being a hearing officer by giving a written notice signed by the hearing officer that</p>
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	<p>includes the effective date of the resignation to</p> <ul style="list-style-type: none">(a) the chief hearing officer, in the case of a hearing officer other than the chief hearing officer, or(b) the chief administrative officer of the City, in the case of the chief hearing officer. <p>(10) Subject to subsection (12), where a hearing officer's term ends and the hearing office has not made a decision or an order in a matter fully heard by the hearing officer, the former hearing officer may, within 3 months after the end of the term, continue to make decisions and orders as if the former hearing officer were still a hearing officer, and such decisions and orders have the same effect as if made by a hearing officer.</p> <p>(11) Hearing officers are independent of the chief administrative officer and may not exercise any of the powers of hearing officers until they take the oath set out in section 2 of the <i>Oaths of Office Act</i>.</p> <p>(12) Hearing officers may not be dismissed except</p> <ul style="list-style-type: none">(a) by the chief hearing officer, in the case of a hearing officer other than the chief hearing officer, or(b) by the council, in the case of the chief hearing officer, <p>for conduct unbecoming a hearing officer.</p> <p>(13) It is conduct unbecoming a hearing officer for a hearing officer</p> <ul style="list-style-type: none">(a) to hear an appeal filed by an appellant to which the hearing officer has a familial or close personal relationship,(b) to perform work for the City as an employee or contractor other than as a hearing officer,(c) to receive any compensation from the City other than remuneration and benefits as a hearing officer,(d) to work in any other field or receive compensation that conflicts or appears to conflict with the responsibility to be an impartial hearing officer, or
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*These sections
define how the cities
must structure their
appeals.*

- (e) to otherwise act, or fail to act, in a way such that public confidence in the tribunal would be undermined if the person continued to hold the position of a hearing officer.

Staff

708.64 The City may designate staff to work for the tribunal.

Filing appeal

708.65 Where an appeal is filed, an appellant must ensure

- (a) the appeal is in the form and contains the content required by the administrative penalties bylaw,
 - (b) the appellant provides an address for service, which must be either
 - (i) a municipal mailing address in Alberta, or
 - (ii) an electronic mailing address,
- and
- (c) if required by the administrative penalties bylaw, the required fee is paid.

(2) Where an appeal does not meet the requirements of subsection (1), a hearing officer may, without a hearing, dismiss the appeal, or require the appellant to complete the appeal in accordance with the requirements of subsection (1) within a period of time set by the hearing officer.

(3) A hearing officer may dismiss an appeal without a hearing where

- (a) the notice of appeal is not substantially complete, including instances where the appellant has not provided an address for service,
- (b) the notice of appeal is not filed in time,
- (c) the filing fee is not paid, if it is required by the administrative penalties bylaw, or
- (d) the subject matter of the appeal is not properly before the tribunal.

	<p>Appeal fee</p> <p>708.66(1) The City may, by bylaw, establish a fee for filing an appeal, holding a hearing, or any other service related to an appeal.</p> <p>(2) The City must establish only one fee for any or all services provided under subsection (1).</p> <p>(3) The amount of the fee may not exceed \$50.</p> <p>Procedure on appeal</p> <p>708.67 Subject to this Part, an appeal must proceed in accordance with the procedures set out in the administrative penalties bylaw.</p>
<p>Affidavit evidence (2 of 2) -- affidavit evidence as it relates to municipal tribunals</p>	
<p><i>This provision enables the use of affidavit evidence for transit and bylaw infractions for the purpose of municipal tribunals.</i></p>	<p>Affidavit evidence</p> <p>708.68(1) In this section,</p> <p>(a) “parking enforcement system” means a system that is used to photograph a vehicle and identify the location of the vehicle using a global positioning system and record that data according to the date on which the photograph was taken;</p> <p>(b) “photograph” means a photograph taken by a bylaw enforcement officer, but does not include a photograph taken as part of a parking enforcement system.</p> <p>(2) Where permitted by bylaw under section 708.56(1), in a hearing of an appeal of an administrative penalty issued under section 708.55, the evidence of a designated employee</p> <p>(a) in respect of photographs taken, or</p> <p>(b) involved in the installation, operation, use or testing of a parking enforcement system,</p> <p>for the purposes of establishing facts relating to the contravention for which the administrative penalty was issued, may be given by affidavit.</p> <p>(3) An affidavit referred to in subsection (2) must be sworn by the designated employee who took the photographs.</p>

Section (5) ensures someone charged with a bylaw offence can review the bylaw officer's written statement before their appeal

Sections (7) and (8) allow the someone charged with a bylaw offence the ability to request the bylaw officer attend the hearing and answer questions

(4) An affidavit referred to in subsection (2) is, in the absence of evidence to the contrary, proof, in the absence of evidence to the contrary, as to the facts stated in the affidavit.

(5) A copy of an affidavit made for use under this section must

- (a) be served on the appellant at that person's address for service at least 30 days before the hearing date, and
- (b) contain the City's address for service,

and the affidavit is deemed to have been received on the day it was sent.

(6) An affidavit made under this section is not admissible in a hearing unless the applicable requirements of this section have been met.

(7) The appellant may notify the municipality of the appellant's intent to cross-examine the designated employee who made the affidavit.

(8) A notice under subsection (7) must be

- (a) sent to the municipality's address for service as indicated on the copy of the affidavit sent by the municipality under subsection (5), and
- (b) received no later than 14 days before the hearing date.

(9) If the appellant does not provide a notice to the municipality under subsection (8), and the hearing officer has not otherwise dismissed the appeal under section 708.65(3), a hearing officer shall

- (a) on application by a the city, admit the affidavit referred to in this section in evidence,
- (b) prohibit the appellant from cross-examining the designated employee who made the affidavit, and
- (c) proceed to conduct the hearing.

<p>Section 708.71 defines the types of decisions that can be made in relation to an appeal.</p>	<p>Failure to decide</p> <p>708.69 If an appeal is filed and not heard within 6 months and the delay is not caused by the appellant, the administrative penalty must be cancelled.</p> <p>Jurisdiction</p> <p>708.7(1) The tribunal may hear and decide all matters respecting procedure and jurisdiction relating to an appeal.</p> <p>(2) For greater certainty, the tribunal may not hear any matter relating to</p> <ul style="list-style-type: none">(a) an appeal filed after the deadline for filing an appeal,(b) the registration of a vehicle, or(c) the issuance of an operator’s licence. <p>(3) The tribunal is a “decision maker” for the purposes of section 11 of the <i>Administrative Procedures and Jurisdiction Act</i>.</p> <p>Decision re penalty</p> <p>708.71(1) After an appeal, the hearing officer must</p> <ul style="list-style-type: none">(a) order that the administrative penalty set out in the notice is due and payable to the municipality within the time determined by the hearing officer,(b) order that a reduced penalty is immediately due and payable to the municipality within the time determined by the hearing officer, if there are grounds for doing so in accordance with the administrative penalties bylaw,(c) cancel the penalty notice if, in the hearing officer’s opinion,<ul style="list-style-type: none">(i) the contravention did not occur as alleged,(ii) the notice does not comply with section 708.57 or any other requirement under this Part,(iii) a compassionate ground for cancellation authorized under the administrative penalties bylaw exists, <p>or</p>
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<p><i>Sections 708.72 and 708.73 give the cities the power to collect and enforce fines.</i></p>	<p>(d) order that an alternative administrative remedy is to be performed by a particular date, if the bylaw provides for an alternative remedy, failing which the administrative penalty must be paid by the date set by the hearing officer.</p> <p>(2) The decisions and orders of the tribunal must be issued in writing, and a copy must be given to the appellant and to the municipality.</p> <p>(3) Reasons of the tribunal may be issued orally or in writing.</p> <p>(4) A party to an appeal may ask the tribunal for written reasons at the time of the decision.</p> <p>(5) The chief hearing officer may publish decisions, orders and reasons of the tribunal in any manner the chief hearing officer considers appropriate.</p> <p>(6) No costs may be awarded against any person in respect of an appeal.</p> <p>Fee if appeal successful</p> <p>708.72(1) If the administrative penalties bylaw requires a person filing an appeal to pay a fee, the hearing officer must order the fee to be refunded if the appellant is successful in the appeal.</p> <p>(2) An appellant is successful in an appeal when</p> <p>(a) the circumstances in section 708.71(1)(c) or (d) have occurred, or</p> <p>(b) the administrative penalty is cancelled pursuant to section 708.69.</p> <p>Enforcement</p> <p>708.73(1) If an administrative penalty is not paid within 15 days after the date that it becomes due and payable to the City, the City has the right to enforce payment of the amount in default in accordance with this section.</p> <p>(2) The City may file a certificate of default in a court of competent jurisdiction and, once filed, the certificate is deemed to be an order of the court and may be enforced in the same manner as an order of the court.</p>
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<p><i>Section 708.75 ensures citizens have the right to challenge the parking and transit appeal body's decision in court.</i></p>	<p>(3) One certificate of default may be filed with the court in respect of 2 or more administrative penalties imposed on the same person.</p> <p>(4) If, after a certificate of default has been filed with the court, every penalty to which the certificate relates is paid in full, the City must</p> <ul style="list-style-type: none">(a) notify the court in writing, and(b) if a writ of enforcement has been filed with a sheriff, notify the sheriff in writing. <p>Restriction of services</p> <p>708.74 Notwithstanding anything in this Act, where a person has not paid an administrative penalty levied against that person, the Registrar of Motor Vehicle Services under the <i>Traffic Safety Act</i> may, in respect of that person, refuse to perform that function or service or to issue, renew or otherwise deal with any motor vehicle document or other document until the administrative penalty is paid.</p> <p>Judicial review</p> <p>708.75(1) An application for judicial review of a hearing officer's decision, act or order must be filed and served not later than 60 days from the date of the decision, act or order.</p> <p>(2) If an application for judicial review is made under subsection (1), the Court of Queen's Bench may stay the hearing officer's decision, act or order until the Court makes a decision on the application.</p> <p>(3) Notice of an application for judicial review of a decision referred to in subsection (1) must be given to</p> <ul style="list-style-type: none">(a) the tribunal, and(b) all parties to the hearing before the tribunal other than an applicant for the judicial review. <p>(4) If a potential applicant for judicial review of a tribunal decision makes a written request for materials to the tribunal for the purposes of the application, the tribunal must provide the materials requested within 21 days from the date on which the written request is served.</p>
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	<p>(5) Where a tribunal decision is the subject of an application for judicial review, the tribunal must, within 30 days from the date on which the tribunal is served with the application, forward to the clerk of the Court of Queen’s Bench the certified record of proceedings prepared under Part 3 of the <i>Alberta Rules of Court</i>.</p> <p>(6) All decisions of the Court of Queen’s Bench arising from judicial review proceedings relating to the tribunal’s decisions, acts and orders, including transcripts of oral decisions of the Court, must be served on the Minister by the applicant for judicial review.</p> <p>(7) No hearing officer is liable for costs by reason of or in respect of a judicial review under this Part.</p> <p>Funds collected from administrative penalties</p> <p>708.76 All funds collected from administrative penalties must be deposited in the City’s general revenue fund.</p> <p>Collection and use of information</p> <p>708.77 Any information that is collected by the City under this Part may be used by the City for any purpose referred to in section 3.</p>
Community Organization Property Tax Exemption Regulation timelines	
<p><i>This provision provides the cities the ability to extend the property tax exemption time limit specified in COPTER to a five-year period.</i></p>	<p>Modification of regulations</p> <p>5(1) This section modifies regulations under the Act as they are to be read for the purposes of being applied to the City.</p> <p>(2) In the <i>Community Organization Property Tax Exemption Regulation</i> (AR 281/98), in section 17, the following is added after subsection (3):</p> <p>(4) Despite subsection (3), the council may by bylaw waive the application requirement under subsection (1) in respect of a property for the number of consecutive taxation years specified in the bylaw, which must not exceed 5 consecutive taxation years.</p>
Assessment Review Board information disclosure timelines	
	<p>(3) In the <i>Matters Relating to Assessment Complaints</i></p>

<p><i>These sections ensure the complainant and the assessor have the same amount of time to prepare evidence for a hearing in cases where more than the minimum amount of time specified under the MGA is available.</i></p>	<p>Regulation (AR 310/2009),</p> <p>(a) the following is added before section 2:</p> <p>Disclosure period</p> <p>1.1(1) For the purposes of section 4(2)(a), the disclosure period is the period commencing on the day the clerk gives the notifications under section 3(c) and ending on the day that is 7 days before the hearing date.</p> <p>(2) Where the application of subsection (1) would result in a disclosure period consisting of an uneven number of days, the first half of the disclosure period, as referred to in section 4(2)(a), is to be lengthened by one day.</p> <p>(3) For the purposes of section 8(2)(a), the disclosure period is the period commencing on the day the clerk gives the notifications under section 7(d) and ending on the day that is 14 days before the hearing date.</p> <p>(4) Where the application of subsection (3) would result in a disclosure period consisting of an uneven number of days, the first half of the disclosure period, as referred to in section 8(2)(b), is to be lengthened by one day.</p> <p>(b) in section 4(2)(a), the portion preceding subclause (i) is to be read as follows:</p> <p>(a) the complainant must, before the first half of the disclosure period elapses,</p> <p>(c) in section 8(2)(a), the portion preceding subclause (i) is to be read as follows:</p> <p>(a) the complainant must, before the first half of the disclosure period elapses,</p>
<p>Subdivision processes</p>	
<p><i>Currently, the Subdivision and Development Regulation outlines the requirements to be contained in an application.</i></p> <p><i>This section allows the cities to vary</i></p>	<p>(4) In the <i>Subdivision and Development Regulation</i> (AR 43/2002),</p> <p>(a) the following is added after section 4(5):</p> <p>(6) Despite anything in this section, the City may, in its land use bylaw, vary or add to the subdivision application requirements set out in this section.</p>

<p><i>and/or add additional requirements.</i></p> <p><i>The Subdivision and Development Regulation also contains a list of considerations for subdivision approvals. This section allows the cities to add any other matter as a consideration.</i></p>	<p>(b) section 7 is to be read as section 7(1), and the following is added after subsection (1):</p> <p>(2) In addition to the considerations described in subsection (1)(a) to (i), the subdivision authority must consider any other matter provided for in the City’s land-use bylaw, for purposes of this section.</p>
<p>Facility setbacks</p>	
<p><i>These sections enable the Cities to determine the uses within setbacks from landfills, waste storage sites, and wastewater treatment plants without Ministerial approval.</i></p> <p><i>These provisions do not exempt the cities from liability regarding these decisions.</i></p>	<p>(c) section 12(5) is to be read as follows:</p> <p>(5) The City may by bylaw authorize a subdivision authority or a development authority to vary the requirements contained in subsections (2) to (4).</p> <p>(d) section 13(5) is to be read as follows:</p> <p>(5) The City may by bylaw authorize a subdivision authority or a development authority to vary the requirements contained in subsections (1) to (4).</p>
<p>Variations to the <i>Traffic Safety Act</i> (1 of 3)</p>	
<p><i>This provision enables the cities to tailor local operating rules and regulations.</i></p> <p><i>Any City street qualifies as a Highway under the Traffic Safety Act</i></p> <p><i>Section 3 will allow the cities to adjust speed limits as road conditions change.</i></p>	<p>Traffic Safety Act</p> <p>Modification of Traffic Safety Act</p> <p>6(1) This section modifies the <i>Traffic Safety Act</i> as it is to be read for the purposes of being applied to the City.</p> <p>(2) In section 13 of the <i>Traffic Safety Act</i>, the following is added after subsection (2):</p> <p>(3) Nothing in this Act prohibits the council from making a bylaw allowing for variable speed limit signage, as defined in the bylaw, with respect to a highway under its direction, control and management.</p> <p>(3) The following is added after section 13 of the <i>Traffic Safety Act</i>:</p> <p>Specific powers of the City</p> <p>13.1(1) Despite anything to the contrary in this Act or the</p>

<p><i>Section 13.1 will strengthen traffic rules to apply to cyclists in some specific instances and give Cities flexibility in addressing cycling infrastructure.</i></p> <p><i>Section 106.1 will strengthen a municipalities power set default speed limits for different areas of the City.</i></p>	<p>regulations, the council may make bylaws in respect of the following matters:</p> <ul style="list-style-type: none"> (a) the use of cross bike treatments, particularly when cyclists are exiting multi use pathways and entering a highway; (b) the use of cycle tracks on the left side of a highway beyond providing space for left turns; (c) the use of separate hand signals for cyclists; (d) signage requirements in respect of cyclists; (e) requirements for drivers to allow adequate space for cyclists; (f) parking adjacent to painted curbs. <p>(2) A bylaw made pursuant to subsection (1) must identify any provision of the Act and the regulations that the bylaw is modifying.</p> <p>(4) The following is added after section 106 of the <i>Traffic Safety Act</i>:</p> <p>Exception</p> <p>106.1(1) Despite section 106(1)(c), the council may by bylaw establish a speed limit for a highway located within an urban area that is different from the speed limit referred to in section 106(1)(c).</p> <p>(2) A bylaw made under subsection (1) must provide for the giving of public notice of a speed limit for a highway located within an urban area before the speed limit becomes effective.</p>
Building code energy excellence	
	<p style="text-align: center;">Other Enactments</p> <p>Modification of other Acts</p> <p>7(1) This section modifies those Acts referred to in this section as they are to be read for the purposes of being applied to the City.</p> <p>(2) In the <i>Safety Codes Act</i>, in section 66, the following is</p>

<p><i>This provision enables the cities to supplement existing safety code requirements in order to help achieve environmental objectives.</i></p>	<p>added after subsection (3):</p> <p>(4) Notwithstanding subsection (1), the City may make bylaws relating to environmental matters, including, without limitation, matters relating to energy consumption and heat retention, but only to the extent those bylaws are consistent with all regulations made under this section and section 65.01 and all codes declared in force by those regulations.</p>
<p>Online school support declarations (3 of 3)</p>	
<p><i>This provision enables the cities to deliver and collect school support declarations electronically.</i></p> <p><i>The School Act section 156 allows property to be taxed for school purposes if notice is given.</i></p> <p><i>MGA section 608.1 allows for electronic notice.</i></p>	<p>(3) In the <i>School Act</i>, in section 156, the following is added after subsection (8):</p> <p>(8.1) A form of notice required to be sent under subsection (8)(a) or (b) may be sent in accordance with a bylaw under section 608.1(2) of the <i>Municipal Government Act</i>.</p>
<p>Weed Control authority</p>	
<p><i>This provision allows the Cities to undertake weed control activities without the requirement of Ministerial approval.</i></p>	<p>(4) Section 26(3) of the <i>Weed Control Act</i> does not apply to the City.</p>
<p>Variations to the Traffic Safety Act (2 of 3)</p>	
<p><i>This provision enables the cities to tailor local operating rules and regulations.</i></p> <p><i>Section 42.1 will ensure city transit busses have the</i></p>	<p>Modification of other regulations</p> <p>8(1) This section modifies those regulations referred to in this section as they are to read for the purposes of being applied to the City.</p> <p>(2) In the <i>Use of Highway and Rules of the Road Regulation</i> (AR 304/2002),</p> <p>(a) the following is added after section 42:</p> <p>Yielding to transit buses</p> <p>42.1(1) A person driving a vehicle on a roadway shall, on overtaking a municipal transit bus, yield the right of</p>

	<p>required, and</p> <p>(b) no parking guidelines are visible on the roadway,</p> <p>a person may only park a vehicle with the vehicle's sides at an angle of between 30 and 60 degrees to the curb or edge of the roadway and</p> <p>(c) a wheel of the vehicle not more than 500 millimetres from the curb or edge of the roadway, and</p> <p>(d) the vehicle angled in the direction of travel authorized for the traffic lane that is adjacent to the lane on which the vehicle is parked.</p>
Weed designation authority	
<p><i>This provision allows the cities to elevate the status of or add weeds to the noxious and prohibited list without Ministerial approval.</i></p>	<p>(3) Section 9(4) of the <i>Weed Control Regulation</i> (AR 19/2010) does not apply to the City.</p>
Publication requirements	

<p><i>These sections will ensure the Cities inform their citizens when using a new power under the City Charters Regulation.</i></p>	<p style="text-align: center;">General</p> <p>Publication requirement</p> <p>9(1) All bylaws made under authority provided by this Charter must be published on the City’s website within 30 days after being passed.</p> <p>(2) A bylaw referred to in subsection (1) has no effect until after it is published.</p> <p>(3) When publishing a bylaw under subsection (1), the City must state on its website the date on which the bylaw is being published, and in the absence of evidence to the contrary that date is deemed to be the date the bylaw was published.</p> <p>(4) The title of a bylaw referred to in subsection (1) must include the words “Charter Bylaw”.</p> <p>(5) For greater certainty, this section does not apply in respect of a consolidation of bylaws under section 69 of the Act.</p>
<p style="text-align: center;">Coming into force</p>	

This provision specifies the coming into force date of this Regulation.

Coming into force

10(1) Subject to this section, this Regulation comes into force on January 1, 2018.

(2) Section 4(13) of this Regulation comes into force on the coming into force of section 24 of the *Modernized Municipal Government Act*.

(3) Section 4(16) of this Regulation comes into force on the coming into force of section 29 of the *Modernized Municipal Government Act*.

(4) Section 4(17) of this Regulation comes into force on the coming into force of section 45 of the *Modernized Municipal Government Act*.

(5) Section 4(18) of this Regulation comes into force on the coming into force of section 29 of the *Modernized Municipal Government Act*.

(6) Section 4(20) of this Regulation comes into force on the coming into force of section 29 of the *Modernized Municipal Government Act*.

(7) Section 4(22) to (25) of this Regulation comes into force on the coming into force of section 61 of the *Modernized Municipal Government Act*.

(8) Section 4(27) of this Regulation comes into force on the coming into force of section 1(25) of *An Act to Strengthen Municipal Government*.

(9) Section 4(29) of this Regulation comes into force on the coming into force of section 87 of the *Modernized Municipal Government Act*.

(10) Section 4(34) of this Regulation comes into force on the coming into force of section 1(56) of *An Act to Strengthen Municipal Government*.

(11) Section 7(3) of this Regulation comes into force on the

	<p>coming into force of section 87 of the <i>Modernized Municipal Government Act</i>.</p> <p>(12) Section 8(2)(b) of this Regulation does not come into force until the day specified in a bylaw of the City.</p>
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Collaboration Agreement

WHEREAS pursuant to a Memorandum of Understanding dated June 18, 2012, the parties agreed to develop a framework for working together in a manner characterized by consultation, collaboration, accountability and mutual respect;

AND WHEREAS pursuant to a Framework Agreement for Charters dated October 7, 2014, the parties agreed to ongoing collaboration and establishing a process for facilitating regular meetings that will promote strong working interaction on legislative and policy matters, initiatives which impact each other and a process for resolving disputes;

AND WHEREAS the parties have established working tables for Charter development and policy and planning groups for ongoing collaboration in three specific areas of mutual interests and wish to define their mandates, composition, relationships and other matters.

1. Scope

1.1 General scope

The three parties will work together to identify emerging issues that warrant a coordinated response, and will seek to align and optimize resources to meet common outcomes. The governments will commit to engage one another when possible on changes to legislation, programs, policies, alignment of funding, and other initiatives that may impact the other party. They will commit to coordinate advocacy with the federal government to provide perspectives on how federal policies can be best delivered at provincial and city levels.

1.2 City Charters planning table

There is hereby established the Elected Officials Group, which shall consist of the persons holding the following positions:

- (a) Minister of Municipal Affairs
- (b) Minister of Treasury Board and Finance
- (c) Mayor of The City of Calgary; and
- (d) Mayor of the City of Edmonton

Subsequent to the enactment of Charters the Elected Officials Group, supported by administration, shall continue as a liaison forum between the elected decision making bodies of the parties in respect of ongoing and emerging issues from the implementation of Charters as well as to oversee and coordinate the work of the policy and planning tables.

1.3 Policy and planning tables

Three initial policy and planning tables are to be established (Environment and Climate change; Social; Transportation). Sub-tables may be created to address specific topics as parties see fit. Furthermore, this does not preclude additional policy and planning tables from being formed as issues of mutual interest emerge.

2. Terms of the agreement

2.1 Membership

Each party will identify the most appropriate department or ministry representatives for membership on each of the policy and planning tables. Each party will bear its own costs, and provide the necessary staff and resources.

At least once per year, the Elected Officials Group will meet to review the progress and discuss current and emerging priorities for collaboration. This process will be supported by the Deputy Minister of Municipal Affairs and Chief Administrative Officer from each City.

2.2 Deliverables

Each policy and planning table will develop an annual work plan outlining its priorities, and an annual report to be submitted to the respective Minister, mayors, and the public. A Terms of Reference will be established by each table to determine the frequency of meetings, identify members, and clearly articulate roles, responsibilities, and expectations of each member.

2.3 Amendments

The agreement may be amended or changed by written mutual agreement – for example, adding or changing Policy and Planning Tables and their work.

2.4 Managing disagreements

Specific areas of disagreement will not preclude parties from advancing the broader interests embedded in the partnership, nor preclude bilateral agreements.

2.5 Evaluation

This agreement will be evaluated after one year, and adjustments will be proposed pending consensus among the parties based on lessons learned.

2.6 Termination

This Collaboration Agreement is intended to remain in force indefinitely. Any party may withdraw from this agreement by providing 60 days advance written notice to the other parties, and completing any outstanding work and/or reporting.

IN WITNESS WHEREOF this Agreement has been duly executed by the Parties this _____ day of _____, 2017.

His Worship Naheed K. Nenshi
Mayor of Calgary

His Worship Don Iveson
Mayor of Edmonton

Hon. Shaye Anderson
Minister of Municipal Affairs

Hon. Joe Ceci
President of Treasury Board
Minister of Finance



Legislation Text

File #: RFD-218-17, **Version:** 1


Sturgeon County Submission on Draft Growth Management Board Regulation

That Council authorize the Mayor to sign and submit the letter as presented on behalf of Council, to the Minister of Municipal Affairs regarding the proposed Growth Management Board Regulation.

Request for Decision

Title	Sturgeon County Submission on Draft Growth Management Board Regulation
Proposed Motion	That Council authorize the Mayor to sign and submit the letter as presented on behalf of Council to the Minister of Municipal Affairs regarding the proposed Growth Management Board Regulation.
Administrative Recommendation	That Council approve the submission package as presented and authorize the Mayor to send it to the Minister of Municipal Affairs on behalf of Council.
Previous Council Direction	January 24, 2017 – Motion 041/17 That Council authorize the Mayor to sign and submit the letter as presented on behalf of Council, to the Minister of Municipal Affairs regarding the Growth Management Board discussion paper.
Report	<p><u>Background Information</u></p> <ul style="list-style-type: none"> As part of the <i>Modernized Municipal Government Act</i>, the Government of Alberta mandates that Growth Management Boards (GMBs) be established for both the Calgary and Edmonton metropolitan regions. This new legislation replaces the existing framework for the Capital Region Board (CRB). At the December 8, 2016, Capital Region Board Meeting, the Minister of Municipal Affairs provided an update on the GMB Regulation proposed for each region, specifically around membership and mandate. At that point in time, the key take-aways were that the current CRB membership would be reduced from 24 to 13 municipalities and that its replacement, the new Edmonton Region GMB, would have a different mandate—including economic development, and the requirement to develop a Regional Servicing Plan. Following this presentation, the Ministry released a discussion paper on the proposal, to which Sturgeon County Council responded on January 24, 2017. In the spring, a draft version of the Regulation were workshopped with CAOs and then shared with the 13 Mayors of the GMB municipalities.

	<ul style="list-style-type: none"> The proposed 'Edmonton Metropolitan Region Board Regulation' and 'Calgary Metropolitan Region Board Regulation' were released for public comment on September 18, 2017. Administration has compiled and enclosed an analysis of the proposed Regulation (Attachment 2). Based on this analysis, a draft response has been prepared for Council's review and approval, consistent with Council's Advocacy Plan and previous Council correspondence to the Minister on this topic (Attachment 1). Although Municipal Affairs has allotted 60-days for feedback on all other MGA Regulations, the period for comment on this Regulation closes on October 2, 2017 (14-day period). <p><u>External Communication</u></p> <ul style="list-style-type: none"> None. <p><u>Relevant Policy/Legislation/Practices:</u></p> <ul style="list-style-type: none"> 2017 Sturgeon County Council Advocacy Plan <i>Municipal Government Act</i>, RSA 2000, c. M-26
Implication of Administrative Recommendation	<p><u>Strategic Alignment:</u></p> <p>Strong Local Governance and Regional Leadership – Advocating for Sturgeon County's, and the region's interests to be present within the "Edmonton Metropolitan Region Board Regulation" is consistent with providing effective leadership and management.</p> <p><u>Organizational:</u></p> <p>None.</p> <p><u>Financial:</u></p> <p>None.</p>
Alternatives Considered	Council authorize the Mayor to send the submission on behalf of Council, as amended.
Follow up Action	1. Administration will work with the Mayor to submit the correspondence prior to October 2, 2017 (Intergovernmental Affairs, September 2017).

Attachment(s)	<ol style="list-style-type: none"> 1. Proposed GMB Regulation Submission (Attachment 1) 2. Analysis of Edmonton Metropolitan Region Board Regulation (Attachment 2) 3. Proposed Edmonton GMB Regulation (Attachment 3) 4. Current Capital Region Board Regulation (Attachment 4)
Report Reviewed by:	<div data-bbox="532 296 868 405">  </div> <div data-bbox="532 405 1218 441"> <p>Trevor Duley, Senior Advisor, Intergovernmental Affairs</p> </div> <div data-bbox="532 489 803 598">  </div> <div data-bbox="532 598 1237 646"> <p>Stephane Labonne, General Manager, Integrated Growth</p> </div> <div data-bbox="557 724 812 825">  </div> <div data-bbox="532 825 1084 861"> <p>Peter Tarnawsky, County Commissioner-CAO</p> </div>

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"> Consistent with neighborhood role (see MDP), master plans, policies 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Considers fiscal stability and sustainability 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> Has a positive impact on regional and sub-regional cooperation 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" 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"> Compliance with Provincial and Federal regulations and/or legislation 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Ensure effective environmental risk management 	<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 checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Promotes and/or enhances residents' identification with Sturgeon County 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Enhances service provision through community partnerships 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> Supports Sturgeon County's cultural history 	<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"> Does the proposal align with the Integrated Regional Growth Strategy (map/policies) pg. 26 MDP 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Considers cumulative costs and long-term funding implications 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Targets growth around current or planned infrastructure 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input 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 checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Positive impact on residents' quality of life 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Supports and promotes volunteer efforts 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Provides programs and services that are accessible to all residents 	<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 checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Staff have the knowledge, skills and capability to perform their jobs 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Streamlines operational processes and policies 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Promotes engagement and professional interaction with stakeholders 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Considers a cost-structure which allows Sturgeon County to remain competitive within a regional, national and global context 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

September 26, 2017

The Honourable Shaye Anderson
Minister of Municipal Affairs
204 Legislature Building
10800 - 97 Avenue
Edmonton, AB
T5K 2B6

VIA EMAIL

Email to: minister.municipalaffairs@gov.ab.ca

Subject: Edmonton Metropolitan Region Board Regulation

Minister Anderson:

Thank you again for your Ministry's commitment to collaboration in developing the new regulation for the Edmonton Growth Management Board. While there has been much to celebrate in terms of regional collaboration of late, opportunities to improve intermunicipal relationships, planning coordination, and service-delivery to residents remains constant. Therefore, a positive framework to take advantage of such opportunities is crucial. Sturgeon County is generally supportive of the proposed Regulation that was released on September 18, 2017, as it is consistent with what the Ministry has articulated over the last several months, and generally equips the region to address said opportunities.

However, as you are aware—we would reiterate that a foundation of equitability is essential to ensure informed decision-making and that the interests of the entire region are considered. We are not confident that the proposed voting structure achieves this, and have previously suggested alternatives that we believe would establish a system of checks and balances that better enable equitability and lead to better decisions. There is still time to take advantage of this opportunity, and we urge the Ministry to reconsider such alternatives.

With respect to Board Mandate and Board Chair details, the enhanced flexibilities introduced within these sections of the Regulation will better enable the Board to manage its operations, which Sturgeon County appreciates. We also appreciate the intent to bring greater clarity to the Growth Management Board's relationship with non-members (i.e. departing CRB members with less than 5,000 population size), by suggesting the Board may develop policies to allow for the participation of non-members; and further, the recognition within Regulation that one of the outcomes of the Growth Plan is to conserve agricultural land.

Lastly, while requisitioning powers provide greater funding certainty to the Board for its operations, it is critical that as such powers are implemented, transparency and accountability for public dollars needs to be maintained. Combined with the new requirement for the Board to establish public engagement policies, we are optimistic that this will be achieved. The relationship that the Province maintains with the Board is vital—and Sturgeon County looks forward to new mechanisms at the Board to ensure municipal and provincial collaboration towards common goals—be it with respect to infrastructure planning, land-use planning, or other matters of mutual benefit. This collaboration starts with a shared commitment to funding—requisitioning powers cannot merely be a downloading of responsibility; we are confident that

the Government supports this notion, and will therefore continue to fund the Board's activities into the foreseeable future, to the level of \$2 million or more per year.

Thank you again for the opportunity to comment, we wish the Ministry the best in its implementation of the Regulation, once approved.

Warm Regards,

Tom Flynn
Mayor, Sturgeon County

cc.

Mr. Colin Piquette, MLA for Athabasca-Sturgeon-Redwater
Mr. Trevor Horne, MLA for Spruce Grove-St. Albert
Mr. Glenn van Dijken, MLA for Barrhead-Morinville-Westlock
Mr. Brad Pickering, Deputy Minister
Sturgeon County Council
Peter Tarnawsky, County Commissioner-CAO
Malcolm Bruce, Capital Region Board CEO

Sturgeon County Analysis of Edmonton Metropolitan Region Board Regulation

Topic	Current CRB Regulation	Proposed GMB Regulation	What Sturgeon County Requested
Board Mandate	<ul style="list-style-type: none"> Develop a Growth Plan, and resolve issues relative to the Plan. Implement policies for the sharing of costs for regional projects. 	<p>In addition to CRB Mandate:</p> <ul style="list-style-type: none"> Develop a Servicing Plan Strive towards consensus Promote long-term sustainability Environmentally responsible and efficient use of land Develop policies regarding coordination of regional infrastructure and service delivery Promote economic well-being Develop public engagement policies pertinent to the Growth Plan and Servicing Plan 	<p>✓ Supportive, but that GIS be removed</p>
Board Chair	<ul style="list-style-type: none"> Either the Minister appoints a Chair, or the Board selects a Chair from amongst its membership 	<p>In addition to CRB Board Chair Options:</p> <ul style="list-style-type: none"> May appoint a non-elected, non-voting, professional Chair 	N/A
Membership and Related Duties	<ul style="list-style-type: none"> 24 	<ul style="list-style-type: none"> 13 (Communities over 5000, and Counties that border Edmonton) Board may develop policies to allow for participation of non-members 	<p>✓ Clarity around how 'departing' CRB members interface with GMB members, and the Growth Plan</p>
Voting Powers	<ul style="list-style-type: none"> For a resolution to be approved, not fewer than 17/24 members, and not fewer than 75% of the collective member population must vote in support 	<ul style="list-style-type: none"> For a resolution to be approved, not fewer than 9/13 and 67% of the collective member population must vote in support 	<p>× Still creates inequity through Edmonton veto; alternative models should be explored.</p> <p>× Suggested 'triple majority' where land volume is considered, as well as population; or a simple 67% majority.</p>
Growth Plan	<ul style="list-style-type: none"> Develop a Growth Plan for the Minister's Approval, with specific components 	<ul style="list-style-type: none"> Develop a Growth Plan for the Minister's Approval every 10 years (and within 3 years of Regulation 	N/A


Sturgeon County Analysis of Edmonton Metropolitan Region Board Regulation


Topic	Current CRB Regulation	Proposed GMB Regulation	What Sturgeon County Requested
		<p>enactment), with the same specific components as the CRB Growth Plan, except there is no longer specific mention of:</p> <ul style="list-style-type: none"> ○ Regional Intermunicipal Transit Plan ○ Plan to coordinate GIS ○ Plan for Social/Affordable Housing <p>There is now further clarity specifying objectives to:</p> <ul style="list-style-type: none"> ○ Complement the desired scale of development and community visions across the region; ○ Best address the efficient and cost-effective growth of the region ○ Promote social well-being ○ Policies that address the conservation of agricultural lands 	
Servicing Plan	N/A	<ul style="list-style-type: none"> • Develop a Servicing Plan every 5 years (and within 2 years of Regulation enactment) that must: <ul style="list-style-type: none"> ○ List the services required to support development in the Growth Plan, which may include: transportation, regional transit, water/wastewater, solid waste, emergency services, and any 	N/A

Sturgeon County Analysis of Edmonton Metropolitan Region Board Regulation

Topic	Current CRB Regulation	Proposed GMB Regulation	What Sturgeon County Requested
		<p>other services determined by the Board, benefitting more than one member. (Essentially all things required for an ICF, except recreation).</p> <ul style="list-style-type: none"> ○ Growth Management Boards are exempt from doing ICFs with one another to the extent the Servicing Plan addresses these services. 	
Regional Evaluation Framework (REF)	<ul style="list-style-type: none"> • Statutory Plans need to be consistent with the Growth Plan, and will be evaluated against criteria to determine consistency. • Statutory Plans are subject to regional approval. 	<ul style="list-style-type: none"> • New Statutory Plans will need to be consistent with the Growth Plan and Servicing Plan, and will be evaluated against criteria for both. • Statutory Plans are subject to regional approval. 	N/A (Cross Reference Voting Powers)
Funding	N/A	<ul style="list-style-type: none"> • Requisition member municipalities for Board operating costs and capital costs where authorized by the Board 	N/A

LEGEND

 Outlines the sections of the *Municipal Government Act* that apply to growth management boards.

 Provides an explanation of the regulation's contents.

***NEW REGULATION**

For Discussion Purposes Only

EDMONTON METROPOLITAN REGION BOARD REGULATION

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To clarify what is intended by these terms wherever they occur in the Regulation.

Definitions

1 In this Regulation,

- (a) “Act” means the *Municipal Government Act*;
- (b) “Board” means the Edmonton Metropolitan Region Board continued under section 2;
- (c) “Edmonton Metropolitan Region” means the lands lying within the boundaries of the participating municipalities;
- (d) “Framework” means the Regional Evaluation Framework, including any amendments to the Framework, approved by the Minister under section 13;
- (e) “Growth Plan” mean an integrated growth management plan for the Edmonton Metropolitan Region, including any amendments to that plan, approved by the Minister under section 708.1 of the Act;
- (f) “Minister” means the Minister responsible for the Act;
- (g) “municipal agreement” means an agreement entered into by a participating municipality;
- (h) “participating municipality” means a municipality listed in the Schedule;
- (i) “representative” means a person appointed by a participating municipality under section 708.04 of the Act or designated under section 2(4) of this Regulation.
- (j) “Servicing Plan” means a plan to provide services referred to in section 17 on a regional basis;
- (k) “statutory plan” means
 - (i) a statutory plan as defined in section 616(dd) of the Act, or
 - (ii) an amendment to a statutory plan referred to in subclause (i).

Part 1

Edmonton Metropolitan Region Board

The Capital Region Board's corporate structure will continue under this new regulation. The formation of a new corporation would have required significant resources.

Continuation of Board

2(1) In accordance with section 708.02(1.2) of the Act, the Capital Region Board is continued under the name of the Edmonton Metropolitan Region Board.

(2) Each participating municipality may appoint a person to act in the representative's place in the event of the representative's temporary absence or temporary inability to act.

(3) A representative appointed under section 708.04 of the Act and subsection (2) must be a councillor of the participating municipality that is appointing the representative.

(4) Until a participating municipality appoints a representative under section 708.04 of the Act, the chief elected official of the participating municipality is designated as that municipality's representative.

Provides the Board with the flexibility to allow representatives to participate in meetings via teleconference, video conference, etc.

(5) If the representative of a participating municipality is unable to attend a meeting of the Board, the Board, on the request of the participating municipality, may provide for an alternative method of representation for the participating municipality at that meeting.

(6) Representatives appointed under section 708.04 of the Act are expected to represent the perspectives of their respective municipality during Board deliberations, but have a duty to act in the best interests of the Board when taking actions or making decisions.

Mandate of Board

3(1) The Board shall

- (a) strive towards consensus regarding matters before the Board,
- (b) promote the long term sustainability of the Edmonton Metropolitan Region,
- (c) ensure environmentally responsible land-use planning, growth management and efficient use of land,
- (d) develop policies regarding the coordination of regional infrastructure investment and service delivery,

Representatives are encouraged to work together to act in the best interest of the region.

The Board is not required to deliver services. Instead, the Board is intended to focus on improving service delivery and infrastructure investment in the region.

- (e) promote the economic well-being and competitiveness of the Edmonton Metropolitan Region, and
- (f) develop policies outlining how the Board shall engage the public on the Growth Plan and the Servicing Plan.

The Board is intended to ensure effective and efficient regional collaboration and coordinated decision making in the Edmonton region.

(2) In fulfilling its mandate, the Board shall further

- (a) prepare a Growth Plan,
- (b) prepare a Servicing Plan,
- (c) advise and make recommendations to the Minister regarding the implementation of the Growth Plan and the Servicing Plan,
- (d) facilitate the resolution of issues arising from the preparation and implementation of the Growth Plan and the Servicing Plan, and
- (e) develop and implement policies for the sharing of costs for regional projects of the Edmonton Metropolitan Region.

In carrying out its functions, a Board must act in accordance with any applicable *Alberta Land Stewardship Act* plans.

Chair of Board

4(1) Representatives appointed under section 708.04 of the Act or designated by section 2(4) shall elect from among them a Chair of the Board.

(2) Despite subsection (1), the Minister may by order appoint an interim Chair of the Board.

(3) If the Minister appoints an interim Chair, the term of the Chair elected under subsection (1) commences on the day after the expiry of the term of the interim Chair.

(4) The interim Chair does not have voting rights.

(5) The representatives appointed under section 708.04 of the Act or designated by section 2(4) may appoint a Chair that is not a representative appointed under section 708.04 of the Act or designated by section 2(4) in accordance with policies established by the Board.

(6) A Chair appointed under section 4(5) does not have voting rights.

To provide greater flexibility, the Minister has the authority to appoint an interim Chair. Given the corporate structure of the Capital Region Board is continuing it is unlikely this provision would be used.

This section provides the Board with the flexibility to appoint a professional chair.

A decision of the Board requires the support of nine municipalities representing 2/3 of the region's population. The proposed voting model reflects a balance between the principles of representation by population and that of one municipality one vote.

Ensures the Board can make decisions in an effective and efficient manner by ensuring that lack of attendance does not impede Board operations.

Participation in regional activities is not limited to membership on the Growth Management Board. This section provides the Board with the flexibility to determine how it wants to engage with non-member communities (including Indigenous Communities).

The Government of Alberta will provide funding to support the Board's operations, but costs are intended to be shared to reflect the shared benefit of the Board.

Additional powers and duties of the Board are provided for in legislation. These powers relate to bylaw making authority, financial matters and Ministerial powers.

On receiving a proposed growth plan from a growth management board, the Minister may by order approve the plan or reject it. A growth plan takes effect on the date specified by the Minister

Voting rights of representatives

5(1) Subject to section 708.03(2) of the Act and section 4(4) and (6) of this Regulation, each representative has one vote.

(2) If a decision of the Board is to be made by a vote, the decision must be supported by not fewer than 2/3 of the representatives from participating municipalities that collectively have at least 2/3 of the population in the Edmonton Metropolitan Region.

(3) Subject to section 2(5), if a representative is not present for a vote of the Board, or abstains from voting, the representative is deemed to have voted in the affirmative.

Power and duties of Board

6 The Board may

- (a) develop policies allowing for the participation of non-members,
- (b) requisition participating municipalities for operating costs related to the operations of the Board and capital costs where authorized by the Board, and
- (c) carry out any other functions and duties as the Minister directs.

Part 2 Preparation of Growth Plan

Preparation of Edmonton Metropolitan Region Growth Plan

7(1) The Board shall, within 3 years from the coming into force of this Regulation, prepare and submit to the Minister a proposed Edmonton Metropolitan Region Growth Plan.

The Growth Plan is a forward looking document that provides a framework for land-use planning in the region, and guidance on how the region will grow in a responsible and sustainable manner.

(2) The Board shall review the Growth Plan every 10 years, or earlier as determined by the Board, unless otherwise ordered by the Minister under section 708.24(2) of the Act.

The Growth Plan will result in responsible growth and sustainable development that will benefit current and future generations.

Objectives of Growth Plan

8 The objectives of the Growth Plan are

- (a) to promote an integrated and strategic approach to planning for future growth in the Edmonton Metropolitan Region,
- (b) to identify the overall development pattern and key future infrastructure investments that would
 - (i) best complement existing infrastructure, services and land uses in the Edmonton Metropolitan Region,
 - (ii) best complement the desired scale of development and community visions across the Edmonton Metropolitan Region,
 - (iii) best address efficient and cost effective growth and development, and
 - (iv) maximize benefits to the Edmonton Metropolitan Region,
- (c) to coordinate decisions in the Edmonton Metropolitan Region to sustain economic growth and ensure strong communities and a healthy environment, and
- (d) to promote the social, environmental and economic wellbeing and competitiveness of the Edmonton Metropolitan Region.

Contents of Growth Plan

9(1) Except as otherwise specified by the Minister, a proposed Growth Plan must contain the following:

- (a) a comprehensive, integrated regional land-use plan for the Edmonton Metropolitan Region that includes the following:
 - (i) population and employment projections;

- (ii) the identification of
 - (A) growth areas,
 - (B) land supply for residential, commercial and industrial purposes,
 - (C) agricultural lands,
 - (D) density of development,
 - (E) the development and location of infrastructure, and
 - (F) corridors for recreation, transportation, energy transmission, utilities and intermunicipal transit;
- (iii) policies regarding the planning for corridors for recreation, transportation, energy transmission, utilities and intermunicipal transit;
- (iv) policies regarding environmentally sensitive areas;
- (v) policies regarding the coordination of infrastructure planning and development among the participating municipalities;
- (vi) policies that address new settlement areas;
- (vii) policies that address the intensification of existing settlement areas;
- (viii) policies regarding the conservation of agricultural lands;
- (ix) specific actions to be taken by the participating municipalities to implement the Growth Plan.

(2) In preparing a proposed Growth Plan, the Board may also have regard to any matter relating to the physical, social or economic development of the Edmonton Metropolitan Region.

Part 3

Effect of Edmonton Metropolitan Region Growth Plan

Application of Part

10 This Part applies only after the Growth Plan takes effect.

Municipalities must not take actions that conflict with or are inconsistent with the growth plan. If a municipality does so, the Board can order the municipality to stop as the growth plan prevails over municipal statutory plans.

The Government of Alberta will work directly with the Board to increase alignment in policy development. However, the Growth Plan adopted by the Board is not binding upon the Government of Alberta.

Limitation of Plan

11 Despite anything to the contrary in this Regulation, the Growth Plan is of no effect to the extent it directs the Government of Alberta to expend funds, to commit to funding arrangements or to undertake particular actions or adopt particular policies or programs.

Part 4 Approval of Statutory Plans

Application of Part

12 This Part applies to a statutory plan only after a Regional Evaluation Framework is approved by the Minister under section 13.

Regional Evaluation Framework

13(1) The Edmonton Metropolitan Region Board shall prepare and submit to the Minister a Regional Evaluation Framework containing

- (a) criteria to be used to determine whether a statutory plan must be submitted for approval under section 14(1),
- (b) procedures for submitting statutory plans for approval under section 14(1), and
- (c) the criteria and procedures to be followed by the Board for the objective evaluation and approval of statutory plans in relation to the Growth Plan and the Servicing Plan.

(2) The Minister may, by order, approve, reject or amend a Framework.

(3) A framework has no effect until it is approved by the Minister.

(4) If the Board fails to provide a Framework, the Minister may, by order, establish a Framework.

(5) Subject to subsections (3) and (4), if the Minister establishes or approves a Framework, the Minister shall provide a copy of it to each participating municipality.

(6) The Framework is not a regulation within the meaning of the *Regulations Act*.

Participating municipalities must amend statutory plans, bylaws, and municipal agreements (where possible) to conform with the growth plan. Without the Board's approval, the statutory plan, or bylaw is deemed to be invalid.

A Regional Evaluation Framework is used to evaluate municipal plans to ensure they align with the vision and objectives of the Growth Plan.

Statutory plans that are approved prior to this regulation's enactment remain in full force and effect.

Approval of statutory plan

Municipalities are required to submit plans to the Board for approval to ensure consistent planning across the region.

14(1) Statutory plans to be adopted by a participating municipality that meet the criteria set out in the Framework must be submitted to the Board for approval.

(2) In accordance with the Framework, the Board may approve or reject a statutory plan.

(3) A statutory plan referred to in subsection (1) has no effect unless it is approved by the Board under subsection (2).

(4) Subject to an appeal or dispute resolution mechanism established under section 708.23(1) of the Act or as otherwise provided in the Framework, a participating municipality has no right to a hearing before the Board in respect of its approval or rejection of a statutory plan.

(5) Subject to section 708.23(1) of the Act, a decision of the Board under this section is final and not subject to appeal.

(6) This section applies only to statutory plans to be adopted by a participating municipality after the establishment of the Framework.

A growth management board must at its inception establish by bylaw an appeal mechanism or dispute resolution mechanism, or both, for the purposes of resolving disputes arising from actions taken or decisions made by the Board.

Part 5 Preparation of Edmonton Metropolitan Region Servicing Plan

Growth in the Edmonton region continues to generate increased demands for services and infrastructure. The Board will address these demands by coordinating service delivery in the region through the development of a Servicing Plan.

Servicing Plan

15(1) The Board shall, within 2 years from the coming into force of this Regulation, prepare a Metropolitan Region Servicing Plan for the Edmonton Metropolitan Region and file a copy with the Minister.

(2) The Board shall review the Servicing Plan every 5 years.

The Servicing Plan is intended to ensure the Board has considered servicing requirements for growth and that service delivery needs are addressed in the region.

Objectives of Servicing Plan

16 The objectives of the Servicing Plan are as follows:

- (a) to identify the services required to support the goals of, and to implement, the Growth Plan;
- (b) to support the optimization of shared services to enhance use of ratepayer dollars;
- (c) to facilitate orderly, economical and environmentally responsible growth in the Edmonton Metropolitan Region;

- (d) to coordinate planning and decisions regarding services among member municipalities to ensure the optimization of rate payer dollars.

The contents of a Servicing Plan are consistent with the requirements of Intermunicipal Collaboration Frameworks across the province.

Contents of Servicing Plan

17 The Servicing Plan must

- (a) list the servicing required to support the development outlined in the Growth Plan, which may include
 - (i) transportation, including regional transit,
 - (ii) water, waste water, and storm water,
 - (iii) solid waste,
 - (iv) emergency services, and
 - (v) any other services, identified by the board which benefit residents in more than one of the municipalities that are parties to the Servicing Plan,
- (b) for services to be provided on an intermunicipal basis, outline how each service will be
 - (i) intermunicipally delivered, including which municipality will lead delivery of the service, and
 - (ii) intermunicipally funded,
- (c) set the timeframe for implementing services to be provided on an intermunicipal basis,
- (d) contain other matters necessary to support the Growth Plan, and
- (e) contain any other matter the Minister considers appropriate.

Growth Management Boards are exempt from Intermunicipal Collaboration Frameworks to the extent to which mandatory contents of Intermunicipal Collaboration Frameworks are addressed by the Board.

Servicing is expected to be done in the most regionally effective and efficient manner.

Part 6 General Matters

To ensure the regulation remains current and reflective of the region, the regulation will be reviewed every 5 years.

Regulation review

18 This Regulation shall be reviewed every 5 years.

Participating municipalities must provide the growth management board with information that the Board requires. If a municipality does not provide the requested information, they may be subject to a fine of not more than \$10,000. This does not apply to information that is subject to any type of legal privilege.

– 11 –

Repeal

19 The *Capital Region Board Regulation (AR 38/2012)* is repealed.

Coming into force

20 This Regulation comes into force on _____.

Schedule Participating Municipalities

Membership is designed to ensure the Board is of manageable size – focused enough to ensure decisions are made in a timely fashion and large enough to achieve tangible outcomes.

- (a) City of Edmonton;
- (b) Town of Beaumont;
- (c) Town of Devon;
- (d) City of Fort Saskatchewan;
- (e) City of Leduc;
- (f) Leduc County;
- (g) Town of Morinville;
- (h) Parkland County;
- (i) City of St. Albert;
- (j) City of Spruce Grove;
- (k) Town of Stony Plain;
- (l) Strathcona County;
- (m) Sturgeon County.

Legislation Appendix

Compliance with ALSA Regional Plans

708.06 In carrying out its functions and in exercising its jurisdiction under this Part and other enactments, a growth management board must act in accordance with any applicable ALSA regional plans.

Conflict with ALSA Regional Plans

708.15 In the event of a conflict or inconsistency between a growth plan and an ALSA regional plan, the ALSA regional plan prevails to the extent of the conflict or inconsistency.

**For more information regarding ALSA please visit

<https://landuse.alberta.ca/Governance/ALSA/Pages/default.aspx>

Powers and Duties of Growth Management Boards

708.05(1) Except as provided for in the regulations under subsection (3), Divisions 3 and 4 of Part 15.1 and any regulations made under those Divisions apply with any necessary modifications in respect of a growth management board as if it were a regional services commission.

(2) Except as provided for in the regulations under subsection (3), Divisions 3 and 4 of Part 15.1 and any regulations made under those Divisions apply with any necessary modifications in respect of the representatives on a growth management board as if those representatives were directors of a regional services commission.

(3) The Minister may make regulations modifying any provision of Division 3 or 4 of Part 15.1 for the purpose of applying the provision to a growth management board or to the representatives on a growth management board.

Delegation

708.07(1) Subject to subsection (2), a growth management board may delegate any of its powers, duties or functions under this Part or any other enactment to a committee, official or employee of the growth management board.

- (2)** A growth management board may not delegate
- (a) the power to make bylaws;
 - (b) the power to borrow money;
 - (c) the power to adopt budgets;
 - (d) the power to approve financial statements;
 - (e) the power to appoint an auditor;
 - (f) the power to recommend the approval of a growth plan.

Bylaws

708.08(1) A growth management board may make bylaws respecting its conduct and affairs, including, without limitation, rules and procedures for dealing with matters before the growth management board.

(2) Unless the Minister directs otherwise, a bylaw made under subsection (1) does not come into force until it has been approved by the Minister.

(3) The Regulations Act does not apply to a bylaw made under subsection (1).

Actions must conform with growth plan

708.12(1) Despite any other enactment, no participating municipality shall take any of the following actions that conflict or are inconsistent with a growth plan:

- (a) undertake a public work, improvement, structure or other thing;
- (b) adopt a statutory plan;
- (c) make a bylaw or pass a resolution;

(d) enter into a municipal agreement.

(2) If a growth management board finds that a participating municipality has taken an action described in subsection (1)(a) that conflicts or is inconsistent with a growth plan, the growth management board may, by written notice to the participating municipality, order the participating municipality to stop the action within the time set out in the notice.

(3) If a participating municipality fails or refuses to comply with a notice under subsection (2), the growth management board may apply to the Court of Queen's Bench for an injunction or other order.

(4) The Court of Queen's Bench may grant or refuse the injunction or other order or may make any order that in the opinion of the Court is just in the circumstances.

Plan Prevails

Despite any other enactment, but subject to this regulation, a growth plan prevails in the event of a conflict or inconsistency between the growth plan and a statutory plan, bylaw, resolution or municipal agreement of a participating municipality.

Conformity with growth plan

708.14(1) The council of a participating municipality must amend every statutory plan and bylaw as necessary to conform with a growth plan no later than the date specified by the growth management board.

(2) If the council of a participating municipality fails to amend a statutory plan or bylaw in accordance with subsection (1), the statutory plan or bylaw is deemed to be invalid to the extent that it conflicts or is inconsistent with a growth plan.

(3) The Minister may, in respect of a municipal agreement entered into by a participating municipality that conflicts or is inconsistent with a growth plan, require the council of the participating municipality, to the extent possible under the terms of the municipal agreement,

- (a) to amend the municipal agreement so that it conforms to the growth plan, or
- (b) to terminate the municipal agreement.

(4) If the council of a participating municipality fails to amend or terminate a municipal agreement when required to do so by the Minister under subsection (3), the municipal agreement is deemed to be invalid to the extent that it conflicts or is inconsistent with the growth plan.

(5) Except as otherwise provided in the regulation establishing the growth management board of which the participating municipality is a member, section 708.13 and this section apply to statutory plans adopted, bylaws made, resolutions passed and municipal agreements entered into before or after the coming into force of that regulation.

General Matters

Matters before the Municipal Government Board

708.18(1) If

- (a) a matter relating to land within a growth region is appealed to the Municipal Government Board, or
- (b) the Municipal Government Board is considering an application for an annexation of land involving 2 or more participating municipalities, the Minister may by order direct the Municipal Government Board to defer its consideration of the matter or application.

(2) When the Minister makes an order under subsection (1), all steps in the appeal or application, as the case may be, are stayed as of the date of the order until the Minister

gives notice to the Municipal Government Board that the appeal or application may be continued.

(3) This section applies to an appeal or application commenced after the coming into force of the regulation establishing the growth management board (a) in respect of which the land referred to in subsection (1)(a) is part of the growth region, or (b) of which the participating municipalities referred to in subsection (1)(b) are members.

Limitation of actions

708.19 No cause of action arises as a result of

- (a) the enactment of this Part,
- (b) the making of a regulation, bylaw or order under this Part, or
- (c) anything done or omitted to be done in accordance with this Part or a regulation, bylaw or order made under this Part.

No remedy

708.2 No costs, compensation or damages are owing or payable to any person, and no remedy, including in contract, restitution or trust, is available to any person in connection with anything referred to in section 708.19.

Proceedings barred

708.21 No proceedings, including any proceedings in contract, restitution or trust, that are based on anything referred to in section 708.19, may be brought or maintained against any person.

No expropriation or injurious affection

708.22 Nothing done or omitted to be done in accordance with this Part or a regulation, bylaw or order made under this Part constitutes an expropriation or injurious affection for the purposes of the *Expropriation Act* or otherwise.

Ministerial orders

708.24(1) In addition to any other orders that the Minister may make under this Part, the Minister may make any one or more of the following orders:

- (a) an order providing for transitional matters related to the coming into force of this Part;
- (b) an order respecting the requisition of operating and capital costs of a growth management board;
- (c) subject to the regulations, an order respecting the management, duties and functions of a growth management board;
- (d) an order respecting the records to be kept by a growth management board and the manner in which they are to be kept and respecting which reports are to be submitted to the Minister;
- (e) an order providing for any other matter that the Minister considers necessary for carrying out the purposes of this Part.

(2) In addition to the orders the Minister may make under subsection (1), the Minister may by order take any action that a growth management board may or must take under this Part or a regulation under this Part.

(3) If there is a conflict or inconsistency between an order made by the Minister under subsection (2) and an action taken by a growth management board, the Minister's order prevails to the extent of the conflict or inconsistency.

(4) The *Regulations Act* does not apply to an order made under subsection (1)(c) or (d) or (2).

Transitional

708.25(1) The *Capital Region Board Regulation* (AR 38/2012), in addition to being declared valid under section 603.1, is deemed, on the coming into force of this section, to have been made under this Part.

(2) If there is a conflict or inconsistency between a provision of the *Capital Region Board Regulation* (AR 38/2012) as it read on the date of the coming into force of this section and a provision of this Part, the *Capital Region Board Regulation* (AR 38/2012) prevails to the extent of the conflict or inconsistency.

(3) For greater certainty but without limiting the generality of subsection (2), sections 708.011, 708.02(1) and 708.23 do not apply to the *Capital Region Board Regulation* (AR 38/2012).



Province of Alberta

MUNICIPAL GOVERNMENT ACT

CAPITAL REGION BOARD REGULATION

Alberta Regulation 38/2012

With amendments up to and including Alberta Regulation 39/2015

Office Consolidation

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Note

All persons making use of this consolidation are reminded that it has no legislative sanction, that amendments have been embodied for convenience of reference only. The official Statutes and Regulations should be consulted for all purposes of interpreting and applying the law.

(Consolidated up to 39/2015)

ALBERTA REGULATION 38/2012

Municipal Government Act

CAPITAL REGION BOARD REGULATION

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Schedule

Definitions

1 In this Regulation,

- (a) “Act” means the *Municipal Government Act*;
- (b) “Capital Region” means the lands lying within the boundaries of the participating municipalities;
- (c) “Capital Region Board” means the Capital Region Board established by section 2;
- (d) “Capital Region Growth Plan” means an integrated growth management plan for the Capital Region, including any amendments to that plan, approved by the Minister under section 13;
- (e) “Framework” means the Regional Evaluation Framework, including any amendments to the Framework, established by the Minister under section 21;
- (f) “Minister” means the Minister responsible for the Act;
- (g) “municipal agreement” means an agreement entered into by a participating municipality;
- (h) “participating municipality” means a municipality listed in the Schedule;
- (i) “representative” means a representative on the Capital Region Board;
- (j) “statutory plan” means
 - (i) a statutory plan as defined in section 616(dd) of the Act, or

- (ii) an amendment to a statutory plan referred to in subclause (i).

Part 1

Capital Region Board

Establishment of Board

2(1) The Capital Region Board is established.

(2) The Capital Region Board is a corporation consisting of

- (a) the participating municipalities, as represented by the persons appointed by the participating municipalities under subsection (3) or designated by subsection (5),
- (b) the persons appointed by the Lieutenant Governor in Council under subsection (7), and
- (c) if applicable, the interim chair appointed under section 4(2).

(3) Each participating municipality shall appoint

- (a) a person to represent the participating municipality on the Capital Region Board, and
- (b) a person to act in the representative's place in the event of the representative's temporary absence or temporary inability to act.

(4) A representative appointed under subsection (3) must be a councillor of the participating municipality that appointed that representative.

(5) Until a participating municipality appoints a representative under subsection (3), the chief elected official of the participating municipality is designated as that municipality's representative.

(6) If the representative of a participating municipality that is a town or village is unable to attend a meeting of the Capital Region Board, the Capital Region Board, on the request of the participating municipality, shall provide for an alternative method of representation for the participating municipality at that meeting.

(7) The Lieutenant Governor in Council may appoint one or more persons to represent the Government of Alberta on the Capital Region Board, but those persons do not have voting rights.

Mandate of Board**3** The Capital Region Board shall

- (a) prepare a proposed Capital Region Growth Plan in accordance with Part 2,
- (b) advise and make recommendations to the Minister regarding the preparation and implementation of the Capital Region Growth Plan,
- (c) facilitate the resolution of issues arising from the preparation and implementation of the Capital Region Growth Plan,
- (d) implement policies for the sharing of costs among the participating municipalities for regional projects of the Capital Region, and
- (e) carry out any other functions and duties as the Minister directs.

Chair of Board

4(1) The representatives appointed under section 2(3) or designated by section 2(5) shall elect from among themselves a chair of the Capital Region Board, whose term expires on the date the chair's current term as a councillor expires.

(2) Despite subsection (1), the Minister may by order appoint an interim chair of the Capital Region Board for a term specified by the Minister.

(3) If the Minister appoints an interim chair, the term of the chair elected under subsection (1) commences on the day after the day the interim chair's term expires.

(4) The interim chair does not have voting rights.

Voting rights of representatives

5(1) Subject to sections 2(7) and 4(4), each representative has one vote.

(2) If a decision of the Capital Region Board is to be made by a vote, the decision must be supported by not fewer than 17 representatives from participating municipalities that collectively have at least 75% of the population in the Capital Region.

(3) Subject to section 2(6), if a representative is not present when a vote of the Capital Region Board is taken, or abstains from voting, the representative is deemed to have voted in the affirmative.

Powers and duties of Board

6 Section 602.08 of the Act applies with any necessary modifications in respect of the Capital Region Board as if it were a regional services commission.

AR 38/2012 s6;39/2015

7 to 9 Repealed AR 39/2015 s3.

Part 2 Preparation of Capital Region Growth Plan

Preparation of Plan

10 The Capital Region Board shall, within the time and in the form and manner specified by the Minister, prepare and submit to the Minister a proposed Capital Region Growth Plan.

Objectives of Plan

11 The objectives of the Capital Region Growth Plan are

- (a) to promote an integrated and strategic approach to planning for future growth in the Capital Region;
- (b) to identify the overall development pattern and key future infrastructure investments that would
 - (i) best complement existing infrastructure, services and land uses in the Capital Region, and
 - (ii) maximize benefits to the Capital Region;
- (c) to co-ordinate decisions in the Capital Region to sustain economic growth and ensure strong communities and a healthy environment.

Contents of Plan

12(1) Except as otherwise specified by the Minister, a proposed Capital Region Growth Plan must contain the following:

- (a) a comprehensive, integrated regional land use plan for the Capital Region that includes the following:
 - (i) population and employment projections;
 - (ii) the identification of
 - (A) priority growth areas,

- (B) land supply for residential, commercial and industrial purposes,
- (C) agricultural lands,
- (D) buffer areas,
- (E) density of development, and
- (F) the development and location of infrastructure;
- (iii) the identification of corridors for recreation, transportation, utilities and intermunicipal transit;
- (iv) policies regarding environmentally sensitive areas;
- (v) policies for the co-ordination of planning and development among the participating municipalities;
- (vi) specific actions to be taken by the participating municipalities to implement the land use plan;
- (b) a regional intermunicipal transit network plan for the Capital Region that includes the following:
 - (i) the decision-making process to approve the regional intermunicipal transit network;
 - (ii) procedures for implementing the delivery of regional intermunicipal transit services;
 - (iii) provision for special transit services for persons with disabilities;
 - (iv) methods for reviewing and monitoring the regional intermunicipal transit network plan;
- (c) a plan to co-ordinate geographic information services for the Capital Region that includes the following:
 - (i) the protocols and the methods for collecting, storing and accessing data;
 - (ii) the protocols and the methods for compiling and analyzing information;
 - (iii) standardized terminology and standards for mapping capabilities for the participating municipalities;
- (d) a plan regarding social and market affordable housing requirements for the Capital Region that includes recommendations with respect to the following:

- (i) the general location of social housing;
- (ii) options to increase market affordable housing.

(2) In preparing a proposed Capital Region Growth Plan, the Capital Region Board may also have regard to any matter relating to the physical, social or economic development of the Capital Region.

13 and 14 Repealed AR 39/2015 s3.

Part 3

Effect of Capital Region Growth Plan

Application of Part

15 This Part applies only after the Capital Region Growth Plan takes effect.

Limitation of Plan

16 Despite anything to the contrary in this Regulation, the Capital Region Growth Plan is of no effect to the extent it directs the Government of Alberta to expend funds, to commit to funding arrangements or to undertake particular actions or adopt particular policies or programs.

17 and 18 Repealed AR 39/2015 s3.

Conformity with Plan

19(1) The council of a participating municipality shall amend every statutory plan and bylaw as necessary to conform with the Capital Region Growth Plan no later than the date specified by the Minister.

(2) If the council of a participating municipality fails to amend a statutory plan or bylaw in accordance with subsection (1), the statutory plan or bylaw is deemed to be invalid to the extent that it conflicts with the Capital Region Growth Plan.

(3) The Minister may, in respect of a municipal agreement entered into by a participating municipality that conflicts with the Capital Region Growth Plan, require the council of the participating municipality, to the extent possible under the terms of the municipal agreement,

- (a) to amend the municipal agreement so that it conforms to the Capital Region Growth Plan, or

(b) to terminate the municipal agreement.

(4) If the council of a participating municipality fails to amend or terminate a municipal agreement when required to do so by the Minister under subsection (3), the municipal agreement is deemed to be invalid to the extent that it conflicts with the Capital Region Growth Plan.

(5) This section applies only to statutory plans adopted, bylaws made and municipal agreements entered into after April 15, 2008.

Part 4

Approval of Statutory Plans

Application of Part

20 This Part applies to statutory plans only after a Regional Evaluation Framework is established by the Minister under section 21.

Regional Evaluation Framework

21(1) The Minister may by order establish a Regional Evaluation Framework containing

- (a) criteria to be used to determine whether a statutory plan must be submitted for approval under section 22(1),
- (b) procedures for submitting statutory plans for approval under section 22(1), and
- (c) the criteria and procedures to be followed by the Capital Region Board in evaluating and approving statutory plans.

(2) If the Minister establishes a Framework, the Minister shall provide a copy of it to each participating municipality.

(3) The Framework is not a regulation within the meaning of the *Regulations Act*.

Approval of statutory plans

22(1) Statutory plans to be adopted by a participating municipality that meet the criteria set out in the Framework must be submitted to the Capital Region Board for approval.

(2) The Capital Region Board may, in accordance with the Framework, approve or reject a statutory plan.

- (3) A statutory plan referred to in subsection (1) has no effect unless it is approved by the Capital Region Board under subsection (2).
- (4) Except as provided in the Framework, a participating municipality has no right to a hearing before the Capital Region Board in respect of its approval or rejection of a statutory plan.
- (5) A decision of the Capital Region Board under this section is final and not subject to appeal.
- (6) This section applies only to statutory plans to be adopted by a participating municipality after the establishment of the Framework.

Part 5

General Matters

Effect of Regulation on existing statutory plans

23 For greater certainty, except as provided in Parts 3 and 4 of this Regulation and Part 17 of the Act, all statutory plans of a participating municipality that were in effect on April 15, 2008 and have not been repealed before the coming into force of this Regulation remain in full force and effect.

Information must be provided

- 24(1)** A participating municipality must, when required in writing by the Capital Region Board to do so, provide the Capital Region Board with information about the participating municipality that the Capital Region Board requires.
- (2) A participating municipality that contravenes subsection (1) is guilty of an offence and liable to a fine of not more than \$10 000.
- (3) This section does not apply to information acquired by a participating municipality that is subject to any type of legal privilege, including solicitor-client privilege.

AR 38/2012 s24;SA 2013 c17 s12

Dispute resolution

25(1) A participating municipality may make a complaint in writing to the Capital Region Board if the participating municipality is of the view that there has been a breach of process, improper administration or discriminatory treatment by the Capital Region Board.

- (2) On receipt of a complaint under subsection (1), the Capital Region Board shall attempt to resolve the complaint informally with the participating municipality.
- (3) If a complaint cannot be resolved under subsection (2), the Capital Region Board may refer the matter to mediation.
- (4) If the parties are not able to resolve the matter through mediation, the Capital Region Board may refer the matter to arbitration under the *Arbitration Act*.

Matters before the Municipal Government Board

26(1) If under the Act

- (a) a matter relating to land within the Capital Region is appealed to the Municipal Government Board, or
- (b) the Municipal Government Board is considering an application for an annexation involving 2 or more participating municipalities,

the Minister may by order direct the Municipal Government Board to defer its consideration of the matter.

(2) When the Minister makes an order under subsection (1), all steps in the appeal or application, as the case may be, are stayed as of the date of the order until the Minister gives notice to the Municipal Government Board that the appeal or application may be continued.

(3) This section applies to an appeal or application commenced after April 15, 2008.

Limitation of actions

27 No cause of action arises as a result of

- (a) the enactment of this Regulation,
- (b) the making of an order under this Regulation, or
- (c) anything done or omitted to be done in accordance with this Regulation.

No remedy

28 No costs, compensation or damages are owing or payable to any person, and no remedy, including in contract, restitution or trust, is available to any person in connection with anything referred to in section 27.

Proceedings barred

29 No proceedings, including any proceedings in contract, restitution or trust, that are based on anything referred to in section 27 may be brought or maintained against any person.

30 Repealed AR 39/2015 s3.

Regulation prevails

31 In the event of a conflict between this Regulation and any other enactment, other than the Act, this Regulation prevails.

Ministerial orders

32(1) In addition to any other orders the Minister may make under this Regulation, the Minister may make any one or more of the following orders:

- (a) an order providing for transitional matters related to the coming into force of this Regulation;
- (b) an order respecting the requisition of operating and capital costs of the Capital Region Board;
- (c) an order respecting the management, duties and functions of the Capital Region Board;
- (d) an order respecting the records to be kept by the Capital Region Board and the manner in which they are to be kept and respecting which reports are to be submitted to the Minister;
- (e) an order providing for any other matter that the Minister considers necessary for carrying out the purposes of this Regulation.

(2) In addition to the orders the Minister may make under subsection (1), the Minister may by order take any action that the Capital Region Board may or must take under this Regulation.

(3) If there is a conflict between an order made by the Minister under subsection (2) and an action taken by the Capital Region Board, the Minister's order prevails.

(4) The *Regulations Act* does not apply to an order made under this Regulation.

Expiry

33 For the purpose of ensuring that this Regulation is reviewed for ongoing relevancy and necessity, with the option that it may be repassed in its present or an amended form following a review, this Regulation expires on November 30, 2018.

AR 38/2012 s33;SA 2013 c17 s12

Coming into force


34 This Regulation comes into force on April 1, 2012.

Schedule**Participating Municipalities**

- (a) Town of Beaumont;
- (b) Town of Bon Accord;
- (c) Town of Bruderheim;
- (d) Town of Calmar;
- (e) Town of Devon;
- (f) City of Edmonton;
- (g) City of Fort Saskatchewan;
- (h) Town of Gibbons;
- (i) Lamont County;
- (j) Town of Lamont;
- (k) City of Leduc;
- (l) Leduc County;
- (m) Town of Legal;
- (n) Town of Morinville;
- (o) Parkland County;
- (p) Town of Redwater;
- (q) City of St. Albert;
- (r) City of Spruce Grove;
- (s) Town of Stony Plain;

- (t) Strathcona County;
- (u) Sturgeon County;
- (v) Village of Thorsby;
- (w) Village of Wabamun;
- (x) Village of Warburg.



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Legislation Text

File #: RFD-214-17, **Version:** 1

Greystone Manor Surface Rehabilitation Project - Request for Funding

That Council approve a budget of \$178,688 for the engineering and construction of surface rehabilitation in Greystone Manor funded by the 8.11 Drainage Reserve.

Request for Decision

Title	Greystone Manor Surface Rehabilitation Project – Request for Funding
Proposed Motion	That Council approve a budget of \$178,688 for the engineering and construction of surface rehabilitation in Greystone Manor funded by the 8.11 Drainage Reserve.
Administrative Recommendation	Administration recommends that Council approve a budget of \$178,688 for the engineering and construction of surface rehabilitation in Greystone Manor to repair outstanding deficiencies that remain unfinished by the developer.
Previous Council Direction	<p><u>June 24, 2014</u></p> <p>Motion 216/14: That County Council approves an addition to the Transportation Subdivision Roads Capital program of \$468,555 funded by \$347,555 General Operating Reserves and \$121,000 Developer Contribution for the Major Drainage Rehabilitation of Greystone Manor Subdivision.</p> <p>Motion 217/14: That County Council awards the Construction for the “Greystone Manor Major Drainage Rehabilitation” project to Gabriel Construction (Alberta) Ltd.</p>
Report	<p><u>Background Information</u></p> <ul style="list-style-type: none"> • The country residential subdivision of Greystone Manor consisting of 73 lots was approved in December 2003 and endorsed in May 2007. • Ultimately failing to comply with the development agreement that was signed in March 2001 and amended in June 23, 2004, Administration issued a Stop Order in June 2012. • The developer appealed the order, and in its decision dated January 2013, Sturgeon County’s Subdivision and Development Appeal Board (SDAB) upheld the order subject to a few minor variances. • The developer appealed the SDAB’s decision to the Alberta Court of Appeal with no success. • During the second half of 2014, the developer sold all of the remaining properties registered in the name of VIP Developments to 1144328 Alberta Ltd. The latter was not prepared to take over the obligations of the developer as per the development agreement signed or address the remaining deficiencies in the subdivision.

- **Construction Completion Certificates (CCC)** were issued for the following:
 - Grading Improvements including grass swales – issued November 8, 2012;
 - Asphalt Overlay – issued July 19, 2012;
 - Offsite Sanitary Sewer – issued April 12, 2007;
 - Sanitary Lift Station – issued October 22, 2007;
 - Water Distribution – December 15, 2005;
 - Storm Drainage System – issued December 15, 2005;
 - Road Improvements – issued December 15, 2005;
 - Sanitary Sewer – issued December 15, 2005;
 - Landscaping (Inc. Entrance sign, entry way, storm pond) – issued March 10, 2009; and
 - Shallow Utilities (power, telephone, cable, natural gas) – issued April 14, 2006.
- No Final Completion Certificates have been issued as the developer failed to fulfill the warranty period obligations.
- The result of poor swale grades and inadequate swale design has resulted in drainage issues within the subdivision.
- Due to the imminent threat of private property damage, Sturgeon County took action in November 2013 by constructing a berm along the north-west corner of the subdivision.
- In order to address existing drainage issues in the subdivision, the County undertook a major overland drainage rehabilitation project in 2014. (See Motions 216/14 and 217/14 above). The remaining securities left by the developer were used to partly fund this project.
- Residents of the Greystone community formed a Home Owners Association in 2016 and reached out to both Councillors and Administration in 2017 requesting to discuss the following:
 - Roles and Responsibilities of the County in Greystone Manor to address outstanding deficiencies.
 - Current State / Status of Greystone Manor.
 - Future Plans for Greystone.
 - Plans for completing any (unfinished) work.
- A result of the discussions warranted that Administration conduct a formal investigation into the history of the development, as well as an onsite assessment of the development to compile an inventory of any outstanding obligation/deficiencies throughout the development resulting from the developer. The scope of the inspection included the following:
 - All surface work including roads, curb and gutter, streetlights, signage, landscaping, walkways, grading improvements (PULs, MRs, grass swales, etc.) and major storm drainage systems.
 - Determine any municipal improvements which were outstanding by the developer in accordance to the Development Agreement, and Approved drawings.
 - Compile a listing of all noted incompletions and deficiencies, separating builder damage from developer deficiencies.
 - Provide a cost to address all outstanding work/deficiencies.

- Opus Stewart Weir (OPUS) assisted in the onsite assessment of the subdivision on May 10, 2017 to document deficiencies related to the Development Agreement, as well as other notable public safety related concerns that require attention although considered outside of the developers responsibility.
- OPUS provided Administration with a detailed cost estimate and recommendation to address the noted deficiencies/outstanding developer obligations. A total of 80 separate deficiencies were documented.
- Attachments 1 and 2 include a map and report outlining the noted deficiencies, as submitted by OPUS in August 2017.
- Repair of the non-asphalt deficiencies are estimated at \$178,688.
- Repair of the asphalt deficiencies range between \$13,000 and \$330,000, depending on the option for pavement rehabilitation to be applied.
- Administration provided Council with a status update on Greystone Manor during an informal briefing on June 20, 2017.
- As committed, Administration undertook to address some of the 'low-hanging fruit' through our existing maintenance programs, recognizing some of the larger issues may require additional budget.
- Engineering Services facilitated a meeting with Municipal Services on June 28, 2017 to discuss some of the deficiencies and how they could be addressed through current maintenance programs as it relates to asphalt road work (crack sealing), removal of dead trees, etc.
- July 2017, Transportation Services responded by completing the required crack sealing throughout the local road network, addressing the noted asphalt deficiencies. Transportation Services has also committed to completing noted concrete deficiencies regarding sections of curb and gutter to be removed and replaced. The work is scheduled to be completed in fall of 2017.
- July 2017, Agricultural Services responded by removing dead, and sporadic tree growth throughout the community internally, addressing the noted landscaping deficiencies.
- The remaining noted deficiencies are planned to be addressed through contracted services as a Capital Project. Tendering and construction to be completed in 2018.

External Communication

None.





Internal Communication

- Collaboration between Integrated Growth and Municipal Services to complete a substantial portion of the work required through existing programs using internal resources.
- The proposed plan was referred to Financial Services for review and to provide option(s) to fund the project.

Relevant Policy/Legislation/Practices:

None.

Implication of Administrative Recommendation	<p><u>Strategic Alignment:</u></p> <p><u>Strong Local Governance and Regional Leadership</u> – Approval of the funding for this project would demonstrate an ability to fund unscheduled work that is of significant importance to Sturgeon County and its residents.</p> <p><u>Community Identity & Spirit</u> – Correcting this problem would demonstrate a commitment by Sturgeon County to the well-being of its residents.</p> <p><u>Planned Growth</u> – Correcting infrastructure deficiencies demonstrates Sturgeon County’s commitment to maintaining its municipal infrastructure assets.</p> <p><u>Maintain and Enhance Strong Communities</u> – Sourcing a solution to this problem demonstrates a commitment to the community that Sturgeon County is obligated to maintaining and updating existing infrastructure.</p> <p><u>Organizational:</u></p> <p>Engineering Services will administer this as a 2018 Capital Project.</p> <p><u>Financial:</u></p> <p>This Capital Project will be funded from Drainage Reserve. The available balance in the reserve is \$604,411.</p> <table><tr><th colspan="4">Estimated Costs</th></tr><tr><th>Engineering</th><th>Construction</th><th>Contingency</th><th>Total</th></tr><tr><td>\$20,200</td><td>\$144,080</td><td>\$14,408</td><td>\$178,688</td></tr></table> <ul style="list-style-type: none">• The above costs are Class “C” estimate (ie: +/- 10 – 15%).• Engineering design will determine a more detailed estimate.	Estimated Costs				Engineering	Construction	Contingency	Total	\$20,200	\$144,080	\$14,408	\$178,688
Estimated Costs													
Engineering	Construction	Contingency	Total										
\$20,200	\$144,080	\$14,408	\$178,688										
Alternatives Considered	<p>That Council does not approve funding to complete the noted deficiencies identified in Greystone Manor.</p>												
Implications of Alternatives	<p><u>Strategic Alignment:</u></p> <p><u>Strong Local Governance and Regional Leadership</u> – Not supporting approval of the funding for this project may demonstrate an inability to fund unscheduled work that is of significant importance to Sturgeon County and its residents.</p> <p><u>Community Identity & Spirit</u> – Demonstrates a lack of support for its residents.</p> <p><u>Maintain and Enhance Strong Communities</u> – Sturgeon County may be viewed as not promoting and protecting the safety of our residents and their property and Municipal Asset investments.</p>												

	<p><u>Organizational:</u></p> <p>The project budget was based on an estimate.</p> <p><u>Financial:</u></p> <p>Greystone Manor's municipal assets could further deteriorate therefore, requiring additional funding, effort, and resources to bring it up to an acceptable standard.</p>
Follow up Action	<ol style="list-style-type: none"> 1. Review engineering design. 2. Update Cost estimates for construction. 3. Project tender and award
Attachment(s)	<ol style="list-style-type: none"> 1. Map of Noted Deficiencies (Attachment #1) 2. Greystone Manor Deficiency Cost Estimate (Attachment #2)
Report Reviewed by:	<div>  <p>Brian Hartman - Manager, Engineering Services</p> </div> <div>  <p>Clayton Kittlitz - Manager, Current Planning & Development Services</p> </div> <div>  <p>Stephane Labonne - General Manager, Integrated Growth Division</p> </div> <div>  <p>Peter Tarnawsky - County Commissioner – CAO</p> </div>

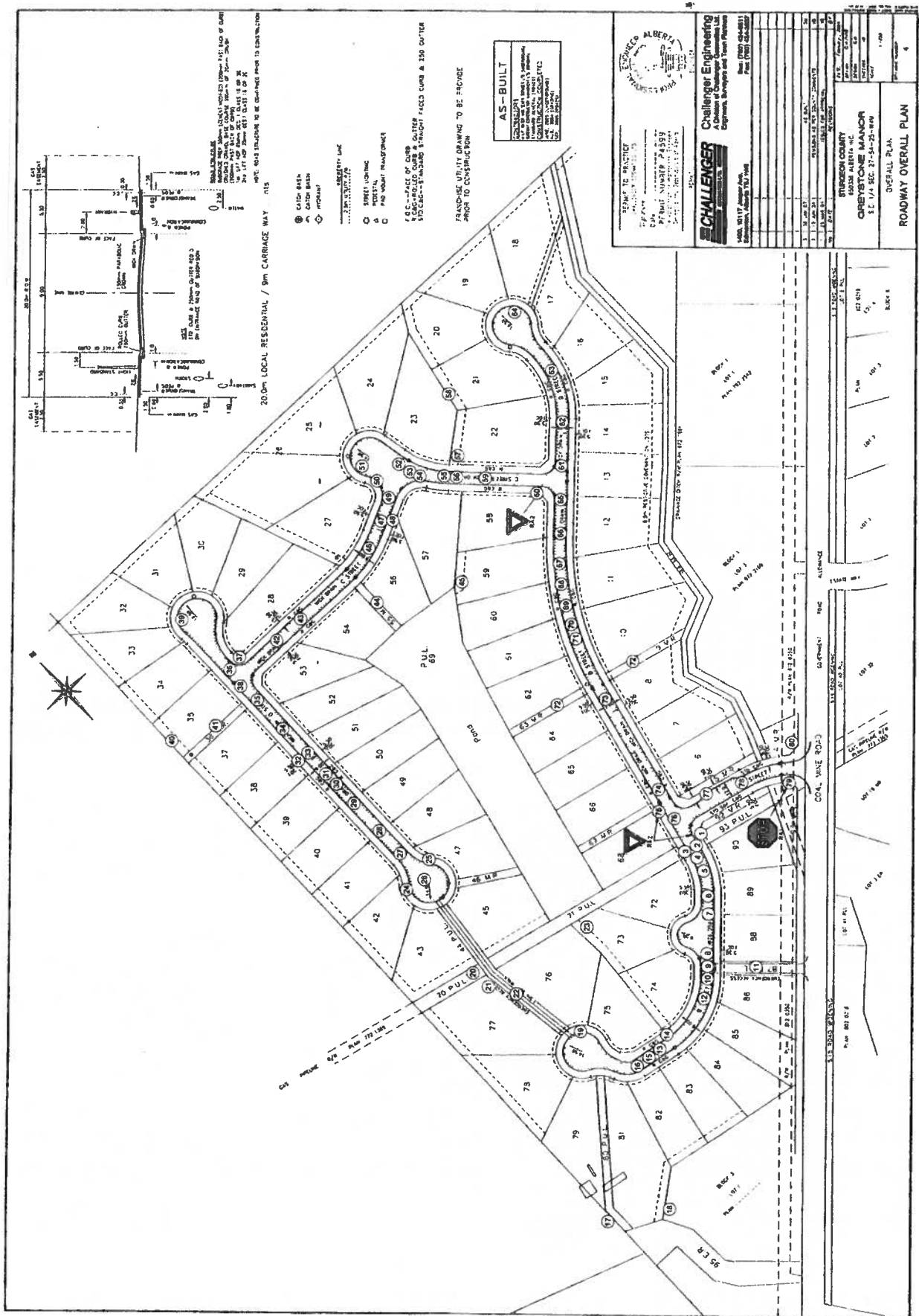
Strategic Alignment Checklist

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"> Consistent with neighborhood role (see MDP), master plans, policies 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Considers fiscal stability and sustainability 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> Has a positive impact on regional and sub-regional cooperation 	<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"> Compliance with Provincial and Federal regulations and/or legislation 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Ensure effective environmental risk management 	<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 checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Promotes and/or enhances residents' identification with Sturgeon County 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> Enhances service provision through community partnerships 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> Supports Sturgeon County's cultural history 	<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 type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> Does the proposal align with the Integrated Regional Growth Strategy (map/policies) pg. 26 MDP 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Considers cumulative costs and long-term funding implications 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> Targets growth around current or planned infrastructure 	<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"> Positive impact on residents' quality of life 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> Supports and promotes volunteer efforts 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Provides programs and services that are accessible to all residents 	<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"> Staff have the knowledge, skills and capability to perform their jobs 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> Streamlines operational processes and policies 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> Promotes engagement and professional interaction with stakeholders 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Considers a cost-structure which allows Sturgeon County to remain competitive within a regional, national and global context 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Attachment #1



Attachment #2

Greystone Manor Deficiency Cost Estimate (Rev 1, Aug 2017)

Item No.	Description	Recommendation	Unit	Quantity	Unit Price	Total	Comments
1	Regulatory Yield sign boxes and missing street identification blades (Greystone Drive)	Repair regulatory sign post, install new street ID on separate post.	LS	1	\$600	\$600	
11	87 PUL missing bollards at NW entrance (residents using for RV storage access)	Add bollards on north end. May require discussion with homeowner as bollards will limit access.	each	2	\$1,500	\$3,000	
14	Lot 73 and 74 back of lot swale not constructed	Recommend leaving swale on Lot 74 unconstructed to avoid disturbing established landscaping and fencing. Start concrete swale at lot line between 73 and 74. Construct concrete swale along entire back lot line of Lot 73. Include grading, base, topsoil and seed on remainder of drainage easement in cost per final meter.	LM	70	\$200	\$14,000	
17	80 MIA/PUL not constructed	80 MB between lots 73 and 81 is within 0.3m of approved lot grades. Width of MB to be graded, topsoiled, and seeded. Swale along back of lot included in Item 18.	m ²	660	\$15	\$9,900	
18	Back of lot 81 grass swale not constructed	Drawings indicate grass swale - Concrete swale recommended as per GMS5 along with ESC measures at ravine discharge location. Construct concrete swale along back of Lot 81 (2 locations). Include grading, base, topsoil and seed on remainder of drainage easement in cost per final meter.	LM	80	\$200	\$16,000	
20	PUL 70 and 71 grading and seeding	Grading and seeding to be completed along pipeline R/N; ensure positive drainage	m ²	2240	\$3	\$6,720	
22	PUL 44 drainage	Grass drainage swale to be constructed along one (south) side of driveway along lot 75 to accommodate drainage into PUL 71. (As per 44 PUL cross section detail on Aug #13)	LM	116	\$60	\$6,960	
23	Reference item #14. Catch basin constructed, swales not defined	As-built rim elevation of CB is 685.13 with invert at 682.99. Pond HWL is 684.5. There is 0.63m of freeboard from the high water level to the CB rim, indicating that the lot will not flood in a 1:100 year event. There does not appear to be a drainage easement registered on title that protects the catch basin. The easement width should be a minimum 7m wide to encompass the catch basin that is currently 4.5m from the property line. A gate to PUL 71 should be provided for access by the County for maintenance. Missing grade on discharge to pond should be added for safety.	LS	1	\$1,000	\$1,000	Cost for supply and installation of gate only. Concrete swale costs are included under item 14. Legal survey and plan registration for the drainage easement is included under engineering costs at the bottom of the spreadsheet.
37	Regulatory Yield sign leaning and missing street identification blades (Greystone Drive)	Repair regulatory sign post, install new street ID blades on separate post.	LS	1	\$500	\$500	
40	Reinforced matting bunching and swelling	Remove and replace where necessary. Install appropriate anchoring (see MPE Deficiency list attached)	LS	1	\$55,000	\$55,000	See attached deficiency estimate for Gabriel Construction
44	55 MB paving stones around storm manhole perimeter lifting and breaking away causing tripping hazard. Side slopes adjacent to lots 54 & 55 are incomplete and appear to be sluffing due to steep side slopes	Remove broken pavers and place gravel around the manhole perimeter. Side slopes need to be improved to 3:1 backslope. Topsoil and seed slopes.	LS	1	\$1,000	\$1,000	
45	Back of lot grass swale not constructed on Lot 59	Lot 59 back of lot swale to be constructed to ensure positive drainage into PUL 69	LM	40	\$60	\$2,400	
58	Grass swale at back of lot 20-22 Incomplete	Swale to be redefined (graded and seeded) to drain into catch basin on lot 22. This swale has been established on numerous occasions however, builders continue to stockpile within the easement	LM	140	\$60	\$8,400	
60	Regulatory Yield sign is installed too high, street ID blades installed on regulatory post	Lower regulatory sign, install street ID blades on separate post	LS	1	\$500	\$500	
64	Contractor paved over sanitary manhole	Cut pavement and raise manhole frame cover so it is flush with final lift of asphalt. Patch asphalt.	LS	1	\$2,000	\$2,000	
72	MR 63 and 9 Incomplete	MR 63 was surveyed and appears higher than the proposed lot grades but still provides positive drainage for the split lot grade configuration. No major grading is necessary. MR 9 matches proposed lot grades at the front of lot. One low area at approximately mid-lot may require 0.3m of fill to obtain positive grade to the back of lot. Grade, groom, install topsoil and seed accordingly.	m ²	800	\$15	\$12,000	
75	Regulatory Yield sign is too high	Lower regulatory sign and cut down post to proper height	LS	1	\$300	\$300	
79	STOP sign installed on concrete block	Regulatory stop sign to be permanently installed on brick wavy base and galvanneal post	LS	1	\$300	\$300	
80	Backslopes address sign not supplied/installed	Supply and install standard subdivision address sign	LS	1	\$2,000	\$2,000	
81	T-bollard missing at 55MB (boat launch)	Supply and install T-bollard	LS	1	\$1,500	\$1,500	
SUB-TOTAL (Supply and Installation)							\$34,080
Engineering and Project Management							
					Survey	\$1,800	Already completed for prelim design.
					Planning and Project Management	\$1,000	
					Detailed Design	\$4,500	
					Tendering	\$2,000	
					Construction Survey	\$2,500	One mobilization of survey crew to establish baseline for swale construction.
					Legal Survey and Plan Registration (Lots 72 and 73)	\$3,400	Assumes posts need to be re-established. If posts are there, fee can be reduced to \$2,900. Includes preparation of plan and registration at LTO.
					Construction Management	\$3,000	Assumes 14 hrs of field PM and 6 hrs of senior engineer.
					Contingency (10%)	\$3,400	
					TOTAL (Non-Asphalt Deficiencies)	\$179,680	

General Notes:

1. Lots 58-62 are very low and will require significant fill to meet required lot grades. Price has not been included above.
2. Estimate does not include engineering costs already incurred for initial inspection, deficiency list and cost estimate.



Legislation Text

File #: RFD-212-17, **Version:** 1

Asset Management Policy

That Council approve the Asset Management Policy as presented.

Request for Decision



Title	Asset Management Policy
Proposed Motion	That Council approve the Asset Management Policy as presented.
Administrative Recommendation	Administration recommends that Council approve the Asset Management Policy for implementation.
Previous Council Direction	<p>July 10, 2017 – Committee of the Whole Draft Asset Management Policy was presented to Council for feedback.</p> <p>December 13, 2016 – Motion 449/16 That Council approve the 2017 – 2019 Corporate Business Plan.</p> <p>October 11, 2016 – Motion 343/16 That Council direct Administration to extend the schedule of Phase I Asset Management: Policy Development to the middle of 2017.</p> <p>December 8, 2015 – Motion 395/45 That Sturgeon County Council approves the 2016-2018 Corporate Business Plan.</p>
Report	<p><u>Background Information</u></p> <ul style="list-style-type: none"> The Infrastructure Asset Management (AM) initiative has three (3) phases: <ul style="list-style-type: none"> Phase 1 – Policy and Plan; Phase 2 – Planning of Implementation; and Phase 3 – Implementation- Asset Gathering, including but not limited to: <ul style="list-style-type: none"> Develop a State of the Infrastructure Report by completing an inventory and condition assessment of all Sturgeon County infrastructure assets; Develop the desired level of service and determine the risk levels and infrastructure deficit associated with the inventory. Phase 1 is to be delivered by Engineering Services, in consultation with asset owner Departments.

- Phases 2 and 3 (implementation) will be undertaken by the Municipal Services Division.
- The purpose of having an Asset Management Policy and plan is to provide direction for consistent management of Sturgeon County's assets.
- **Phase 1 - Asset Management Policy (Complete)**
 - Opus Stewart Weir was contracted to facilitate the development, as well as draft the Asset Management Policy and Plan (Strategy).
 - The draft policy was developed in a series of "Policy Development Workshops" with key Departmental staff starting late in 2015, with further input from staff and the Senior Leadership Team (SLT).
- SLT has approved the draft policy, and staff are conducting further Department stakeholder engagement on the Asset Management Strategy.
- Upon acceptance, the Asset Management Policy and strategy will guide future strategic planning and budgeting decisions.
- **Phase 1 - Asset Management Strategy (Plan - Ongoing)**
 - The strategy is based on the results of a high-level Asset Management "Gap Assessment" and collaboration with County staff on AM practices regarding service delivery.
 - The Asset Management Strategy is still under development and will be presented to SLT in November upon completion.

External Communication

- Aside from tri-annual reporting, there has been no external communication during this project. Coordination and engagement with key internal stakeholders was required to achieve the milestones and deliverables. The primary Departments that were engaged were:
 - Senior Leadership Team
 - Engineering Services
 - Transportation Services
 - Fleet and Building Maintenance
 - Legislative Services
 - Information Services
 - Economic Development
 - Agriculture Services
 - Community Services
 - Financial Services
 - Current Planning and Development
 - Protective Services
 - Utility Services

	<p><u>Relevant Policy/Legislation/Practices:</u></p> <ul style="list-style-type: none"> • Sturgeon County # ADM-TCA-1: Tangible Capital Assets • ISO 55000 Asset Management, which is the first set of International Standards for Asset Management • Sturgeon County Corporate Business Plan • Sturgeon County Strategic Plan • Municipal Development Plan (MDP) • 2015 Sturgeon County Business Case for Asset Management
<p>Implication of Administrative Recommendation</p>	<p><u>Strategic Alignment:</u></p> <p><u>Strong Local Governance and Regional Leadership</u></p> <p>Strong local governance is demonstrated by considering fiscal stability and sustainability through effective asset lifecycle management.</p> <p><u>Planned Growth and Prosperity:</u></p> <p>Through effective Asset Management Condition Assessment reporting, Sturgeon County will be able to consider cumulative costs and long-term funding implications to assist in future budget planning.</p> <p><u>Operational Excellence:</u></p> <p>Sturgeon County's ability to deliver consistent and defined levels of service to all stakeholders in a cost-effective manner will improve through effective management of infrastructure assets.</p> <p><u>Organizational:</u></p> <p>The approval of the Asset Management Policy is an important first step in the development of an overall Asset Management Program. The policy will guide the framework for the future development of the Asset Management Program.</p> <p>The implementation of an Asset Management Program will be a coordinated activity in Sturgeon County to provide significant improvement in the operational activities associated with the operation and management of our infrastructure assets. The core benefits include:</p> <ol style="list-style-type: none"> 1. Improved risk management associated with our assets. 2. Improved financial performance of our assets. 3. Informed investment decisions when planning. 4. Compliance with legislated regulation as they apply to certain assets. 5. Improved organizational sustainability over time. 6. Improved Efficiency & Effectiveness at the operational and planning level. 7. Improved services. 8. Potential for increased access to funding. <p><u>Financial:</u></p> <p>None.</p>

Alternatives Considered	That Council not approve the policy.
Implications of Alternatives	Without this policy, there will be no guiding principles and procedures in place for a consistent, coordinated and strategic approach to Sturgeon County's Asset Management Program and outcomes will not be achieved.
Follow up Action	1. Use policy as reference for Asset Management implementation.
Attachment(s)	1. Asset Management Policy 2. Tangible Capital Assets Policy 3. Asset Management Presentation
Report Reviewed by:	 <p>Brian Hartman, Manager Engineering Services</p>  <p>Stephane Labonne, General Manager, Integrated Growth Division</p>  <p>Peter Tarnawsky, County Commissioner – CAO</p>

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"> Consistent with neighborhood role (see MDP), master plans, policies 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> Considers fiscal stability and sustainability 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> Has a positive impact on regional and sub-regional cooperation 	<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 type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> Compliance with Provincial and Federal regulations and/or legislation 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> Ensure effective environmental risk management 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" 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 checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Promotes and/or enhances residents' identification with Sturgeon County 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Enhances service provision through community partnerships 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Supports Sturgeon County's cultural history 	<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 type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> Does the proposal align with the Integrated Regional Growth Strategy (map/policies) pg. 26 MDP 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> Considers cumulative costs and long-term funding implications 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> Targets growth around current or planned infrastructure 	<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"> Positive impact on residents' quality of life 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> Supports and promotes volunteer efforts 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> Provides programs and services that are accessible to all residents 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" 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"> Staff have the knowledge, skills and capability to perform their jobs 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> Streamlines operational processes and policies 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> Promotes engagement and professional interaction with stakeholders 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> Considers a cost-structure which allows Sturgeon County to remain competitive within a regional, national and global context 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Asset Management Policy

Date Approved by Council:

County Commissioner:

1. Purpose

The Asset Management Policy describes the organization's intentions and directions for asset management. It describes the principles and framework to be adopted in applying asset management to achieve the organization's strategic objectives.

2. Revision History

<i>Approval Date</i>	<i>Revision Number</i>	<i>Modification</i>
<i>Year/Month/Date</i>	<i>1.0</i>	<i>New Document</i>

3. Persons/Areas Affected

This policy will affect all Sturgeon County staff, particularly:

- Senior Leadership Team
- Asset Management Committee
- Asset Management Coordinator
- Financial Coordinator
- Business Strategy Coordinator
- GIS Coordinator

4. Policy Statement

Council's mission and goal is to provide quality, cost-effective services, and infrastructure to meet the diverse needs of Sturgeon County, while improving competitiveness and sustainability.

This Asset Management Policy describes the organization's intentions, commitment, and directions for asset management. Asset management practices implemented in accordance with this policy will provide information for evidence-based decision-making which will drive quality, cost-effective services that can be sustainably delivered to the community.

This policy applies to those areas or business units within the County that manage tangible capital assets or asset systems that deliver services to the citizens of Sturgeon County.

This policy and related asset management procedures and practices integrate with, but do not replace, existing corporate strategic, business planning and budget management systems and processes already in place.

5. Definitions

- *Asset Management (AM)* - Co-ordinated activity of Sturgeon County to realize value from its assets. AM involves the balancing of costs, opportunities, and risks against the desired performance of assets, to achieve organizational objectives (balancing may need to be considered over multiple timeframes). AM enables Sturgeon County to examine the need for, and performance of, assets and asset systems at different levels and in conjunction with non-asset solutions. Additionally, it enables the application of analytical approaches towards managing assets over the different stages of their lifecycle.
- *Asset Management Policy (AM Policy)* - The Asset Management Policy describes Sturgeon County's intentions and directions for asset management. It describes the principles and framework adopted in applying asset management to achieve the organization's strategic objectives.
- *Asset Management Strategy (AM Strategy)* - Documented information that specifies: how Sturgeon County's objectives are converted into asset management objectives; the scope and role of the asset management system in supporting achievement of the asset management objectives; and a high-level overview for the approach to be used in developing asset management plans.
- *Asset Management System (AMS)* - Set of interrelated or interacting elements to implement the Asset Management Policy and the processes, tools, and guidance documents to achieve the asset management goals and objectives.
- *Asset Management Plan (AMP)* - A business-level plan developed for the management of infrastructure assets that combines multi-disciplinary management strategies (including technical and financial) over the lifecycle of the asset in the most cost-effective manner to deliver a specified level of service. It specifies the activities, resources and timelines required for individual assets (or asset groups) to achieve the organization's asset management objectives. A significant component of the plan is therefore a long-term program of works and cash flow projections for the activities. Key inputs for the capital renewal section within Asset Management Plans will come from supporting documents such as a Pavement Management, Bridge Management, and Fleet Management Plans. Each plan will vary in complexity depending on the asset group it pertains to.
- *Lifecycle costs* - Lifecycle costs refer to the total cost of ownership over the life of an asset. This may include but is not limited to capital costs, operating, maintenance and renewal costs, replacement costs, environmental costs, and user delay.

- *Tangible Capital Assets Policy (TCA Policy)* – Sturgeon County Policy number: ADM – TCA-1 exists for proper recording, tracking and assessment of all tangible capital assets.

6. Responsibilities

The County Commissioner will be responsible for the implementation and compliance of this policy.

The Senior Leadership Team (SLT) will be responsible for:

1. Administering the Asset Management Policy.
2. Establishing an Asset Management Governance structure, and assigning roles and responsibilities.
3. The implementation and continuous improvement of asset management procedures, practices, and systems.
4. Maintaining the necessary corporate capacity (including, but not limited to: resourcing, financial support, staff competencies, business processes, data and integrated information systems) to implement and improve the elements and practices of asset management to support the achievement of Sturgeon County's organizational objectives.

7. Principles

To attain Sturgeon County's goal of asset management, the following principles are to be applied to all elements, documents, procedures, tools, and practices of asset management within the County's asset management system:

- Corporate – take a comprehensive approach that looks at the “big picture” (i.e. the combined implications of managing all aspects rather than a compartmental approach). This includes the functional interdependencies and contributions of assets within asset systems and the different management of assets across all lifecycle phases.
- Systematic – take a methodical approach (i.e. formal, repeatable, and consistent) to the management of assets.
- Systemic – make asset investment decisions in an asset system context, not just to optimize the individual asset itself.
- Risk-based – manage asset risk associated with attaining levels of service and focusing resources, expenditures and priorities based on risk and associated cost/benefit.
- Optimal – make asset investment decisions based on trade-offs between the competing factors of service level (including asset performance), risk and cost.

- Sustainable – take a long-term, lifecycle-based approach in estimating asset investment and activities, thus developing effective asset management strategies for the long term.
- Integrated – coordinate the above principles to ensure the delivery of justified services and well-defined outcomes.
- Aligned – ensure that the asset management system complements the strategic objectives of the County, as well as other key business systems, legislation and regulation.

8. Procedures

The implementation and improvement plan for Sturgeon County's asset management practices will incorporate the following procedures;

- Make informed evidence-based decisions, articulate, and evaluate tradeoffs, document decision processes, and the basis for the decision outcome.
- Use lifecycle costing, identifying all revenues and costs (including operation, maintenance, replacement, and decommission), including additions and deletions, in the evaluation of options and trade-offs and all asset decision-making.
- Integrate corporate, financial, business, technical and budgetary planning for assets.
- Establish organizational accountability and responsibility for the quality, completeness, and currency of asset data including inventory, condition, use information, and performance.
- Consult with stakeholders where appropriate.
- Define and articulate service, maintenance and replacement levels, options, and outcomes.
- Use available resources effectively and optimize total life cycle costs of assets.
- Manage assets to be sustainable.
- Consider financial, environmental, and social sustainability goals.
- Minimize risks to users and risks associated with unplanned asset failures.
- Pursue best practice in asset management where appropriate and applicable to County needs.
- Report the performance of the County's asset management program and outcomes.
- A best practice for a time frame to review asset conditions will need to be completed during implementation of policy.

9. Outcomes

Implementation and adherence to this policy is expected to result in:

- Reduced risk of not investing in safe and reliable infrastructure at the most optimal times in an asset's lifecycle, potentially compromising the safety and service delivery provided by the County's infrastructure.
- Reduced risk of sub-optimal planning for growth, maintenance and replacement of existing assets and the development of new assets, potentially compromising the County's ability to provide expected levels of service.
- Reduced risk of conflicting departmental investment priorities, issues with the coordination of delivery of service, corporate inefficiencies, and lack of expenditure optimization.
- Reduced risk of inconsistency of capital plans with the community service needs identified in the asset management plans, increasing the infrastructure deferred work, or funding gap, compromising the alignment of infrastructure, financial, and land-use goals, and reducing the ability of the County to achieve a sustainable state of service delivery.

10. Cross Reference

This policy is aligned as applicable to the current versions of:

- ISO55000 Asset Management
- Sturgeon County Corporate Business Plan
- Sturgeon County Strategic Plan
- Sturgeon County # ADM-TCA-1: Tangible Capital Assets
- Municipal Development Plan (MDP)
- 2015 Sturgeon County Business Case for Asset Management

Tangible Capital Assets

Approved: 10/08/24

Resolution Number: 309/10

County Commissioner: 

Policy Statement:

Purpose:

Sturgeon County recognizes that through the proper recording, tracking and assessment of all tangible capital assets the following objectives will be achieved:

- Management and council will be provided with meaningful data which will assist to make informed decisions;
- Cost and risk management throughout the life cycle of each tangible asset including planning, acquisition, use, maintenance, and disposal or renewal;
- Asset optimization;
- Compliance with the Canadian Public Sector Accounting Standard 3150, relating to tangible capital assets.

The accounting policy for tangible capital assets is stated in the annual financial statements.



Asset Management Policy

Council Date: September 26, 2017

Main Presentation Points

1. High level overview of Asset Management – What it means for Sturgeon County
2. A look at the Asset Management Policy
3. Questions

What Is Asset Management (AM)

- Asset management (AM) is a **structured** approach to long-term management of assets to achieve a **desired** Level of Service.
- Asset Management is a business model. It's not something we do; it's the way we do everything.
- Most municipalities conduct AM as part of their operation ... but not in the most structured way.
- Asset Management provides significant opportunity to increase overall value, efficiency and benefit to the public.
- Long-term strategy for managing assets:
 - Lifecycle optimization
 - Reduced risk
 - Eliminate silo effect
- Long-term funding strategy:
 - Balance needs and revenue
 - Reduce competition for funds
 - Achieve sustainability
 - Plan for growth

Corporate Goal

- Infrastructure Asset Management was identified as a Corporate Initiative (Goal 1.2.B) in 2015 - 2016 Corporate Business Plan.
- To achieve this goal, the initiative was broken into three (3) phases:
 - o Phase 1 – Policy and Plan – Engineering Services
 - o Phase 2 – Planning of Implementation – Municipal Services
 - o Phase 3 – Implementation – Municipal Services

Asset Gathering, including but not limited to:

- 1) Develop a State of the Infrastructure Report by completing an inventory and condition assessment of all Sturgeon County infrastructure assets;
- 2) Develop the desired level of service and determine the risk levels and infrastructure deficit associated with the inventory.

Phase 1 - AM Policy and Strategy Update

Phase 1 was delivered by Engineering Services and Phases 2 and 3 by Municipal Services.

- The purpose of having an Asset Management Policy and plan in place is to provide overarching guiding principles and direction to manage County Infrastructure assets.
- SLT has reviewed and approved the Policy.
- COW presentation to Council July 10, 2017.
- Upon acceptance, the Asset Management Policy will guide future strategic Plans.

Phase 1 : Communication/ Financial

Phase I: Policy

- Communication during this project consisted of coordination and engagement with several internal stakeholders and was required to achieve the milestones and deliverables. The primary departments that were engaged were:
 - Senior Leadership Team
 - Engineering
 - Transportation
 - Fleet and Building Maintenance
 - Legislative Services
 - Information Services
 - Economic Development
 - Agriculture Services
 - Community Services
 - Finance
 - Current Planning and Development
 - Emergency Services
- The financial and human resource impacts will need to be determined as part of Phase 2 (Implementation).

AM Policy: Purpose and Statement

Policy Purpose

- The Asset Management Policy describes Sturgeon County's intentions and directions for asset management. It describes the principles and framework to be adopted in applying asset management to achieve the County's strategic objectives.

Policy Statement

- Council's mission and goal is to provide quality, cost-effective services and infrastructure to meet the diverse needs of Sturgeon County, while improving competitiveness and sustainability.
- The Asset Management Policy describes Sturgeon County's intentions, commitment and directions for asset management. Asset management practices implemented in accordance with this policy will provide information for evidence-based decision-making which will drive quality, cost-effective services that can be sustainably delivered to the community.
- This policy applies to those areas or business units within the County that manage tangible capital assets or asset systems that deliver services to the citizens of Sturgeon County.
- This policy and related asset management procedures and practices integrate with, but do not replace, existing corporate strategic, business planning and budget management systems and processes already in place.

AM Policy: Responsibilities

Responsibilities

- The County Commissioner will be responsible for implementation and compliance of this policy.
- The Senior Leadership Team (SLT) will be responsible for:
 1. Administering the Asset Management Policy.
 2. Establishing an Asset Management Governance structure, and assigning roles and responsibilities.
 3. The implementation and continuous improvement of asset management procedures, practices, and systems.
 4. Maintaining the necessary corporate capacity (including, but not limited to, resourcing, financial support, staff competencies, business processes, data and integrated information systems) to implement and improve the elements and practices of asset management to support the achievement of Sturgeon County's organizational objectives.

AM Policy: Principles

Principles

- To attain the County's goal of asset management, the following principles are to be applied to all elements, documents, procedures, tools, and practices of asset management within the County's asset management system:
 - Corporate
 - Systematic
 - Systemic
 - Risk-based
 - Optimal
 - Sustainable
 - Integrated
 - Aligned

AM Policy: Procedures

Procedures

- The implementation and improvement plan for Sturgeon County's asset management practices will incorporate the following procedures:
 - Make informed evidence-based decisions
 - Use lifecycle costing
 - Integrate planning for assets
 - Establish organizational accountability and responsibility
 - Define and articulate service, maintenance and replacement levels
 - Optimize total life cycle costs of assets
 - Manage assets to be sustainable
 - Consider financial, environmental and social sustainability goals.
 - Minimize risks
 - Pursue best practice
 - Better reporting on County's Assets

AM Policy: Expected Outcomes

Outcomes

- Implementation and adherence to this policy is expected to result in reduced asset risk in:
 - Investments
 - Planning
 - Maintenance
 - Replacement Programing
 - Service levels
 - Capital Budgeting

Summary

Questions?

Legislation Text

File #: INF-225-17, **Version:** 1

In-Camera - Economic Development Opportunity Verbal Update

*****In-Camera in accordance with Section 197 of the *Municipal Government Act******

1. That Council accept the "In-Camera - Economic Development Opportunity Verbal Update" as information.
2. That the content of the "In-Camera - Economic Development Opportunity Verbal Update" remain confidential as per Sections 16 and 25 of the *Freedom of Information and Protection of Privacy Act*.



Agenda Item: D.7

Agenda Item: D.7

Regular Council Meeting: September 26, 2017

Item: In-Camera – Economic Development Opportunity Verbal Update

*****In-Camera in accordance with Section 197 of the *Municipal Government Act******

Legislation Text

File #: INF-276-17, **Version:** 1

Mayor Flynn - Motion

Re: Development of Lands South of the Hamlet of Calahoo in Neighbourhood A

That Administration bring forward for consideration during the 2018 Budget deliberations, an evaluation of opportunities, challenges, and implications, as well as recommended planning approaches for development of lands south of the Hamlet of Calahoo in Neighbourhood A, in accordance with MDP Policy 1.A.b.



Regular Council Meeting: September 26, 2017

Item: Mayor Flynn – Motion
Re: Development of Lands South of the Hamlet of Calahoo
in Neighbourhood A

Motion following Notice of Motion

That Administration bring forward for consideration during the 2018 Budget deliberations, an evaluation of opportunities, challenges, and implications, as well as recommended planning approaches for development of lands south of the Hamlet of Calahoo in Neighbourhood A, in accordance with MDP Policy 1.A.b.

Background

On September 12, 2017, Mayor Flynn provided the above Notice of Motion to be introduced at the September 26, 2017 regular Council Meeting.

Legislation Text

File #: INF-277-17, Version: 1

Councillor Tighe - Motion

Re: Feasibility Report for Running a Potable Waterline to Lily Lake Area

That Council direct Administration to bring forward a feasibility report for running a potable waterline to the areas know as Lily Lake Area which includes 7 multi lot subdivisions with over 300 lots; to be added to the 2018 budget.



Regular Council Meeting: September 26, 2017

Item: Councillor Tighe – Motion
Re: Feasibility Report for Running a Potable Waterline to
Lily Lake Area

Motion following Notice of Motion

That Council direct Administration to bring forward a feasibility report for running a potable waterline to the areas know as Lily Lake Area which includes 7 multi lot subdivisions with over 300 lots; to be added to the 2018 budget.

Background

On September 12, 2017, Councillor Tighe provided the above Notice of Motion to be introduced at the September 26, 2017 regular Council Meeting.



Legislation Text

File #: INF-278-17, **Version:** 1

Councillor Tighe - Motion

Re: Public Availability of CAO Contract

That the CAO's contract be made available to the public and on the County's website to provide full transparency for all residents of Sturgeon County.



Regular Council Meeting: September 26, 2017

Item: Councillor Tighe – Motion
Re: Public Availability of CAO Contract

Motion following Notice of Motion

That the CAO's contract be made available to the public and on the County's website to provide full transparency for all residents of Sturgeon County.

Background

On September 12, 2017, Councillor Tighe provided the above Notice of Motion to be introduced at the September 26, 2017 regular Council Meeting.

Legislation Text

File #: INF-279-17, **Version:** 1

Councillor Tighe - Motion

Re: Options for 2018 Budget Regarding Enhanced RCMP Patrol

That Council direct Administration to bring forward options for the 2018 Budget regarding enhanced RCMP patrol that would be specifically for the *Criminal Code* acts that include, but are not limited to, break and enter and theft throughout the County.



Regular Council Meeting: September 26, 2017

Item: Councillor Tighe – Motion
Re: Options for 2017-18 Budget Regarding Enhanced
RCMP Patrol

Motion following Notice of Motion

That Council direct Administration to bring forward options for the 2018 Budget regarding enhanced RCMP patrol that would be specifically for the *Criminal Code* acts that include, but are not limited to, break and enter and theft throughout the County.

Background

On September 12, 2017, Councillor Tighe provided the above Notice of Motion to be introduced at the September 26, 2017 regular Council Meeting.

Legislation Text

File #: INF-262-17, **Version:** 1

Councillor Bokenfohr - Motion

Re: Council Request Process

That Administration bring forward a report evaluating a change to the Council Requests to allow Councillors, not Administration, to determine if Council Requests should be closed.



Regular Council Meeting: September 26, 2017

Item: Councillor Bokenfohr – Motion
Re: Council Requests Process

Motion following Notice of Motion

That Administration bring forward a report evaluating a change to the Council Requests to allow Councillors, not Administration, to determine whether a Council Request should be closed.

Background

On September 12, 2017, Councillor Bokenfohr provided the above Notice of Motion to be introduced at the September 26, 2017 regular Council Meeting.

Legislation Text

File #: INF-263-17, **Version:** 1

Councillor Bokenfohr - Motion

Re: Feasibility Study for Waterline to Calahoo and Alexander Reserve

That Council direct Administration to undertake a feasibility study for a waterline to Calahoo and Alexander Reserve, utilizing funding opportunities such as Green Municipal Funds and Water for Life as this is a growth area.



Regular Council Meeting: September 26, 2017

Item: Councillor Bokenfohr – Motion
Re: Feasibility Study for Waterline to Calahoo and Alexander Reserve

Motion following Notice of Motion

That Council direct Administration to undertake a feasibility study for a waterline to Calahoo and Alexander Reserve, utilizing funding opportunities such as Green Municipal Funds and Water for Life as this is a growth area.

Background

On September 12, 2017, Councillor Bokenfohr provided the above Notice of Motion to be introduced at the September 26, 2017 regular Council Meeting.

Legislation Text

File #: INF-275-17, **Version:** 1

Councillor Bokenfohr - Motion

Re: 100-year Anniversary Project for Rehabilitation of Neglected Cemeteries and Grave Sites

That Council direct Administration to undertake a feasibility study to rehabilitate neglected cemeteries (e.g. cleaning, signage, etc) as a one-time legacy project.



Regular Council Meeting:

September 26, 2017

Item:

Councillor Bokenfohr – Motion

Re: 100-year Anniversary Project for Rehabilitation of
Neglected Cemeteries and Grave Sites

Motion following Notice of Motion

That Council direct Administration to undertake a feasibility study to rehabilitate neglected cemeteries (e.g. cleaning, signage, etc) as a one-time legacy project.

Background

On September 12, 2017, Councillor Bokenfohr provided the above Notice of Motion to be introduced at the September 26, 2017 regular Council Meeting.

Legislation Text

File #: INF-280-17, **Version:** 1

Councillor Tighe - Motion
Re: Request for Presentation

WHEREAS, Sturgeon County Bylaw 1301/13 regulates the conduct of business in Council and Council Committee Meetings;

AND WHEREAS, section 81 of Bylaw 1301/13 provides that items initiated by elected officials shall be submitted to the Office of the County Commissioner or his designate in writing seven (7) business days prior to a regularly scheduled Council Meeting;

AND WHEREAS, section 85 of Bylaw 1301/13 provides that the addition of items to the prepared and circulated Agenda shall require the approval of the majority of Members at the Meeting;

AND WHEREAS, it appears that a municipal resident and ratepayer had:

- A. planned to make a presentation to Council at its next meeting scheduled on September 26, 2017; and
- B. had sought and received direction from the duly employed administration official from the County as to the manner and timing process for speaking to council at a meeting and was advised by the County official that the Council Agenda for September 26, 2017 was light on business and that Council would be able to hear a presentation; and
- C. had complied with the process and timelines outlined by the County official; and
- D. was subsequently advised that the directions provided by the County official were incorrect with the result that the municipal resident and ratepayer would not be allowed to make a presentation to Council.

AND WHEREAS, it is in the interest of Sturgeon County that its residents and taxpayers have confidence in the advice and information provided by County officials;

NOW, THEREFORE, BE IT RESOLVED AS A RESOLUTION OF THE COUNCIL OF STURGEON COUNTY AS FOLLOWS:

1. That the Agenda for the September 26, 2017 meeting of Council be amended to add that municipal resident and ratepayer Leonard T. Kozak be allowed to make a presentation to Council on the matters outlined in the Request Form submitted on September 14, 2017 namely information in relation to requests for:
 - A. Council to review the conduct of Mayor Flynn & Councillor Ferd Caron as per The Sturgeon Corporate Policy & Council Members Code of Conduct.
 - B. To outline concerns about the inconsistent and unfair manner in which Sturgeon County Administration has treated pre-existing property uses and has failed to comply with pre-existing land use agreements.
 - C. To review the conduct of the CAO of Sturgeon County in relation to the issues surrounding the RV Storage Yard, Camp Ground, Banquet Facility located on 54529 Range Road 243 Hwy 37 Range Road 243.



Regular Council Meeting: September 12, 2017

Item: Councillor Tighe – Motion
Re: Request for Presentation

Motion:

WHEREAS, Sturgeon County Bylaw 1301/13 regulates the conduct of business in Council and Council Committee Meetings;

AND WHEREAS, section 81 of Bylaw 1301/13 provides that items initiated by elected officials shall be submitted to the Office of the County Commissioner or his designate in writing seven (7) business days prior to a regularly scheduled Council Meeting;

AND WHEREAS, section 85 of Bylaw 1301/13 provides that the addition of items to the prepared and circulated Agenda shall require the approval of the majority of Members at the Meeting;

AND WHEREAS, it appears that a municipal resident and ratepayer had:

- A. planned to make a presentation to Council at its next meeting scheduled on September 26, 2017; and
- B. had sought and received direction from the duly employed administration official from the County as to the manner and timing process for speaking to council at a meeting and was advised by the County official that the Council Agenda for September 26, 2017 was light on business and that Council would be able to hear a presentation; and
- C. had complied with the process and timelines outlined by the County official; and
- D. was subsequently advised that the directions provided by the County official were incorrect with the result that the municipal resident and ratepayer would not be allowed to make a presentation to Council.

AND WHEREAS, it is in the interest of Sturgeon County that its residents and taxpayers have confidence in the advice and information provided by County officials;

NOW, THEREFORE, BE IT RESOLVED AS A RESOLUTION OF THE COUNCIL OF STURGEON COUNTY AS FOLLOWS:

1. That the Agenda for the September 26, 2017 meeting of Council be amended to add that municipal resident and ratepayer Leonard T. Kozak be allowed to make a presentation to Council on the matters outlined in the Request Form submitted on September 14, 2017 namely information in relation to requests for:

- A. Council to review the conduct of Mayor Flynn & Councillor Ferd Caron as per The Sturgeon Corporate Policy & Council Members Code of Conduct.
- B. To outline concerns about the inconsistent and unfair manner in which Sturgeon County Administration has treated pre-existing property uses and has failed to comply with pre-existing land use agreements.
- C. To review the conduct of the CAO of Sturgeon County in relation to the issues surrounding the RV Storage Yard, Camp Ground, Banquet Facility located on 54529 Range Road 243 Hwy 37 Range Road 243.

Background:

Councillor Tighe submitted the above Motion to Legislative Services on September 15, 2017, in accordance with Section 82 of Bylaw 1301/13, A Bylaw of Sturgeon County to Regulate the Proceedings of Council and Its Committees.