



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