



2018

First Tri-Annual Management Report



Presented June 12, 2018

Contents

Status Report as of April 30, 2018.....2

 Strong Local Governance and Regional Leadership 2

 Planned Growth and Prosperity 5

 Maintain and Enhance Strong Communities 8

 Respect the Natural Environment 10

 Operational Excellence..... 11

 Economic Development Tri-Annual Highlights..... 13

 Current Planning & Development Services Tri-Annual Highlights..... 16

Strong Local Governance and Regional Leadership

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

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

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

Strong Local Governance and Regional Leadership Performance Measures

Measure	2014	2015	2016	2017	2018	2018 Target
Percentage of Council decisions that are consistent with the strategic direction of Sturgeon County ¹	n/a	98%	96%	97%	95%	95%
Percentage of residents who are satisfied with the communication received by Sturgeon County* (measured biennially)	n/a	75%	n/a	76%	n/a	2019 next measures period
Percentage of debt limit utilized ² (based on 1.5x Revenue, per MGA)	35%	37%	35.8%	35.5%	n/a until Year-End	Below 67%
Expenditure Budget Variance ³	1.38%	0.91%	1.93%	2.89%	n/a until Year-End	+/- 3%
Total Debt to Tangible Capital Assets Values	8.54%	9.63%	10.67%	2.94%	n/a until Year-End	Less than 25%
General Operating Reserve Total Dollars ⁴ (Millions of Dollars)	\$2.73	\$4.03	\$4.26	\$4.59	n/a until Year-End	\$10
General Operating Reserve Balance as Percentage of Operating Revenue	5.97%	7.51%	7.53%	7.48%	n/a until Year-End	20%
Annual Assessment Audit Ratio ⁵ <ul style="list-style-type: none"> Residential Non-Residential 	1.004 0.965	0.993 1.015	0.989 1.006	0.988 1.021	n/a until March 2019	1.0 (0.95-1.05 acceptable)

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.

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	2014	2015	2016	2017	2018
Net Debt ⁶ (Millions of Dollars)	\$20.2	\$23.9	\$17	\$7.68	n/a until Year-End
• Less: Tax Prepayment	\$18.3	\$18.1	\$17.02	\$16.7	
• Net Asset or (Net Debt)	(\$1.9)	\$5.76	\$0.2	\$9.0	
Long Term Debt per Capita ⁷	\$1,271	\$1,560	\$1,482	\$1,596	n/a until Year-End
Expenditures per Capita ⁸	\$2,388	\$2,549	\$2,594	\$2,633	n/a until Year-End
Net Residential Municipal Property Taxes per Capita	\$607	\$682	\$699	\$664	\$685

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

Initiative	Department	Status	Comments
1.1.A) Sturgeon County Strategic Plan Review Review Sturgeon County's Strategic Plan in 2017	Business Strategy	On-Track	<ul style="list-style-type: none"> Reviewed the Strategic Plan with Council. Council reaffirmed the vision, mission and community outcomes and outlined an updated direction for the 2018-2027 plan. Updated Strategic Plan for approval by Council to be provided in the next reporting period.



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

Initiative	Department	Status	Comments
1.2.B) Joint Site Servicing Site Servicing as per agreement signed with the Town of Morinville.	Fleet and Building Services	On-Track	<ul style="list-style-type: none"> Tenders for joint highway access received during this reporting period. Work to resume on utility installation during the next reporting period dependent on weather.

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

⁸ The per capita formula for 2017 and 2018 utilizes Sturgeon County's most recent population figures from the 2016 federal census, which indicated 20,495 residents. 2014 to 2016 use 2011 federal census numbers of 19,578 residents. The Expenditures include Major Expenditures by Broad Function, as determined by Alberta Municipal Affairs within the categories of General Government, Protective Services, Transportation, Environment and Recreation.

Goal 1.3: Sturgeon County is a respected regional partner.

Initiative	Department	Status	Comments
Modernized Municipal Government Act (MMGA) The Municipal Government Act is the legislation that determines how a municipality is governed, funded and developed. With the approval of the MMGA in October 2017 by the Province of Alberta, the following Initiatives are required to meet the new legislation:			
1.3.A.1) Intermunicipal Collaboration Frameworks (ICF) Develop Intermunicipal collaboration frameworks with municipal neighbours as outlined by the modernized Municipal Government Act.	Community and Regional Planning	Caution	<ul style="list-style-type: none"> • Work completed on determining where an ICF is required with our 15 Municipal neighbours • Complete inventory of existing Inter-municipal agreements created. • Preliminary review of available information on Joint-planning, servicing and agreements that exist between various municipal neighbours. • Project plan to complete ICF's will presented to Council for endorsement by the end of June 2018
1.3.A.3) Three Year Operating Funding Plan Move to a 3-Year Operating Funding Plan.	Financial Services	On-Track	<ul style="list-style-type: none"> • For next reporting period staff will attend Municipal Affairs training session June 8 and completing project charter
1.3.A.4) Five-Year Capital Funding Plan Move to a 5-Year Capital Funding Plan.	Financial Services	On-Track	<ul style="list-style-type: none"> • For next reporting period staff will attend Municipal Affairs training session June 8 and completing project charter
1.3.A.5) Legislative Implementation Implement 39 legislative requirements as outlined by the Municipal Government Act Amendments Legislative Checklist (https://open.alberta.ca/publications/mga-amendments-checklist). These changes include 29 new or updated regulations that will impact Sturgeon County policy and procedures in the broad areas of Governance, Planning and Development, and Assessment and Taxation.	Legislative Services	On-Track	<ul style="list-style-type: none"> • Project Committee Meetings were held in February and April 2018 with the following work completed: <ul style="list-style-type: none"> ○ Review of new or updated regulations completed to identify what work needs to be completed for the Initiative. ○ Provided information to Council and Administration regarding requirements when holding "Closed Sessions" of Council Meetings. ○ Initial workshop with Council held regarding Code of Conduct Bylaw creation. ○ Public Participation Policy –Review of the Public Participation Policy completed and recommended amendments to be brought back to Council for approval.

Planned Growth and Prosperity

Community Outcome: We encourage varied and integrated enterprises that enhance our strong economic base, while balancing the needs of the community and natural environment.

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

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

Planned Growth and Prosperity Performance Measures

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

Planned Growth and Prosperity Indicators

Indicator	2014	2015	2016	2017	2018 YTD
Ratio of residential to non-residential assessment	61/39	58/42	55/45	54/46	n/a until 2019
Assessment Growth					
• Non-Residential	15.3%	8.7%	6.7%	2.7 %	n/a until 2019
• Residential	3.6%	3.3%	3.2%	2.0%	
• Linear	22.3%	4.7%	32.9%	19.8%	
• Machinery and Equipment	2.1%	5.4%	19.12%	-6.2%	
New Housing Starts	128	95	101	97	34
Building Permits (excludes housing)	408	383	289	231	61
Development Permits	442	368	337	406	141
Value of development permits (\$ Millions)	\$293.6	\$416.9	\$278.1	\$248.6	\$18.8

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 complete work on regional policies to guide the unique development opportunities in the Sturgeon Valley. This is pursuant to Edmonton Metropolitan Region Growth Plan 2.0.</p>	Community and Regional Planning	Caution	<ul style="list-style-type: none"> Tri-party planning (joint planning with Sturgeon County, City of Edmonton & City of St. Albert) was reinstated after pausing for the 2017 election. Review of Special Study Area draft policies was completed with City of Edmonton and City of St. Albert. At meeting on May 8th Further direction expected at June Tri-party Mayors' meeting to discuss process and timelines to obtain approval to adopt Sturgeon Valley Special Study Area polices in the Edmonton Metropolitan Region Board (EMRB) Growth Plan
2.2.C) Sturgeon County Agriculture Master Plan <p>With input from Sturgeon County's Agricultural Community, work with the Edmonton Metropolitan Region Board to develop the Regional Agriculture Master Plan. This will create a policy framework that will conserve and maintain a secure supply of prime agricultural lands, guide agriculture infrastructure investment, and diversify the agri-food production base and value-added growth of the agri-economy. The need for further Agricultural planning at a local level will be determined once the Regional Plan has been completed.</p>	Community and Regional Planning	On-Track	<ul style="list-style-type: none"> Contract awarded for the Agricultural Engagement Strategy. Several public sessions were held throughout Sturgeon County including: <ul style="list-style-type: none"> March 8: Open Forum 01 Fedorah Community Hall March 9: Focus Group Session - Ag-Tourism and Greenhouses March 15: Open Forum Session 02 RQB Community Hall March 21: Open Forum Session 03 Redwater Pembina Place March 22: Open Forum Session 04 Namao Community Hall April 11: Focus Group Session - Intensive Agriculture April 12: Focus Group Session - Large Scale Field Crops Work to continue on a final report from the information received.
2.2.D) Sturgeon County Infrastructure Master Plan <p>Develop a master plan to guide primary transportation and utility planning throughout the County</p>	Community and Regional Planning	On-Track	<ul style="list-style-type: none"> During the first reporting period, project scope was finalized, Requests for Proposal issued and contract awarded. Work to start with the Consultant along with communication plans and a briefing to Council provided.

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"> Phase II: Implementation <p>Implement the SRIS framework to adequately maintain and upgrade the various components of the rural road system within a defined budget. The primary goal is to continue to improve the characteristics of the existing system and to close the gap between service expectations and funding.</p>	Transportation Services	On-Track	<ul style="list-style-type: none"> Work continues on this initiative with the implementation of 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"> Geotechnical: Phase I <p>Work to secure an additional County-owned gravel pit to achieve substantial operating cost savings.</p>	Transportation Services	On-Track	<ul style="list-style-type: none"> Review of additional sites continue.
2.3.C) Infrastructure Asset Management <p>Under the guidance of the Asset Management Policy, develop a State of the Infrastructure Report by completing an inventory and condition assessment of all County infrastructure assets. Develop the desired level of service and determine the risk levels and infrastructure deficit associated with the inventory</p>	Municipal Services	On-Track	<ul style="list-style-type: none"> Work on culvert inventory and condition assessments continue

Maintain and Enhance Strong Communities

Community Outcome: We are committed to a safe, secure community, where our residents are respected and provided with access to opportunities.

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

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

Maintain and Enhance Strong Communities Performance Measures

Measure	2014	2015	2016	2017	2018	2018 Target
Overall quality of life in Sturgeon County* (measured biennially)	n/a	87%	n/a	90%	n/a	2019 next measures period
Sturgeon County is a place where residents feel safe and secure* (measured biennially)	n/a	89%	n/a	90%	n/a	2019 next measures period
Percentage of residents who both live and work in the community ⁹ (measured biennially)	n/a	31%	n/a	22%	n/a	2019 next measures period
Percentage of Assets fully depreciated ¹⁰	4.92%	5.40%	6.97%	7.08%	n/a until Year-End	Less than 15%

Goal 3.2: Sturgeon County residents have access to programs, services and infrastructure that contribute to their well-being and quality of life.

Initiative	Department	Status	Comments
3.2.A) Municipal Reserves, Parks and Open Spaces Master Plan • Phase II: Implementation The implementation of the Master plan includes defining service levels for the types of parks identified in the Open Spaces Master Plan, creation of a municipal reserve policy for Council, and defining the characteristics of non-contributing or underutilized open space as criteria for disposal.	Community Services	On-Track	<ul style="list-style-type: none"> Drafted park development levels of service by park typology Work to continue with reviewing the draft park development levels of service with Community Services Advisory Board and confirm levels of service for Community Associations
3.2.B) Capital Infrastructure Grant Program • Phase II: Implementation Using the Refinery Revenue Plan developed through Council and the Capital Grant program developed in phase I, implement the Capital grant program to support building recreation/infrastructure facilities for our residential communities.	Community Services	On-Track	<ul style="list-style-type: none"> Capital Grant Framework approved by Council April 10, 2018. Work will continue to finalize: <ul style="list-style-type: none"> Cost sharing requirements for small capital with Community Services Advisory Board Application requirements

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

¹⁰ 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"> Consultation held with Agriculture Services Board.

Community Identity and Spirit

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

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

Community Identity and Spirit Performance Measures

Measure	2014	2015	2016	2017	2018	2018 Target
Percentage of residents who would recommend Sturgeon County to others as a place to live ¹¹ (measured biennially)	n/a	89%	n/a	77%	n/a	2019 next measures period
Percentage of residents who volunteer for organizations within the region (measured biennially)	n/a	32%	n/a	32%	n/a	2019 next measures period
Percentage of respondents who indicate the Volunteer Appreciation Event helped increase their sense of belonging to the community	n/a	98%	92%	n/a ¹²	With 2 nd Triannual	90%
Percentage of respondents who indicate Family Fun Days helped increase their sense of belonging to the community	n/a	92%	95%	86%	With 2 nd Triannual	90%

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

Initiative	Department	Status	Comments
4.1.A) Sturgeon County Centennial Celebrations Plan festivities and branding to celebrate Sturgeon County Centennial in 2018.	Corporate Communications	On-Track	<ul style="list-style-type: none"> Communication and Marketing Plan completed and promotion underway for the Centennial. In the coming months will see participation in town parades, breakfast sponsorships and continued preparation for the Centennial event September 8, 2018.

¹¹ 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.

¹² 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	2014	2015	2016	2017	2018	2018 Target
Percentage of residents satisfied with land drainage and storm water management* (measured biennially)	n/a	54%	n/a	57%	n/a	2019 next measures period

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

Initiative	Department	Status	Comments
5.2.A) Tree Maintenance Program Create a Tree Maintenance Program to address pruning, hazardous tree removal and replacements. This will assist with prolonging the life of many trees and shrubs within Sturgeon County. It will also proactively address potential public safety hazards and ensure that future generations of Sturgeon County residents are able to enjoy the many benefits offered by trees and shrubs	Engineering Services	On-Track	<ul style="list-style-type: none"> Contract awarded Priority list of tree maintenance projects has been initiated and will continue to be provided to the contractor throughout the summer season and into the fall.

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

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	2014	2015	2016	2017	2018 YTD	2018 Target
<u>Overall satisfaction with Sturgeon County employees*</u> (measured biennially)		<u>70%</u>		<u>75%</u>		
<ul style="list-style-type: none"> County staff respond quickly to requests and concerns County staff are courteous County staff are knowledgeable County staff are accessible when you need them Your experience was fair regardless of outcome 	n/a	65% 87% 77% 72% 72%	n/a	71% 90% 78% 74% 71%	n/a	2019 next measures period
Sturgeon County Employee Engagement Index ¹³ (measured biennially)	78	83	n/a	76%	n/a	2019 next measures period
Staff turnover rate (Permanent FTE positions) ** New Method of measure	n/a	8.2%	7.7%	6.6%	n/a until Year-End	Minimize
Lost-time Claims	2	2	3	3	1	Minimize
Temporary Total Disability Days	7	10	100	15	2	Minimize
Severity Rate ¹⁴ <ul style="list-style-type: none"> Sturgeon County Industry Average 	3.5 18.3	5.0 21.8	100.0 ¹⁵ 18.7	5.0 18.6	2.0 13.1	Minimize
Occupational Health and Safety Audit Results ¹⁶	95% (Int.)	97% (Ext.)	97% (Int.)	99% (Int.)	n/a until Year-End	Successful Recertification (External)
Taxes Outstanding as a Percentage of Current Tax Levy	1.75%	1.44%	1.63%	1.58%	n/a until Year-End	2.3 % or less
Percentage of programmed Corporate Initiatives approved by Council completed within the current year (New Measure)	100%	61%	92%	100%	n/a until Year-End	85%

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

¹³ The overall rating for Sturgeon County Employee Engagement scored out of 100, compiled through a survey of Sturgeon County employees.

¹⁴ Calculated by the Average Total Disability days per loss time claim.

¹⁵ 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.

¹⁶ 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"> IT Governance Model Establishment of an Information Governance Model to ensure information technology meets the changing business needs	Business Strategy	Caution	<ul style="list-style-type: none"> Given the changes in leadership and vacancies in the organization, the schedule of developing and implementing an IS Governance framework has been delayed. Information Services has been actively working through other recommendations arising from the IS Strategic Plan.
6.1.C) Electronic Document Management Implement an improved information Management Program which ensures legislative and industry best practices are met.	Information Services	On-Track	<ul style="list-style-type: none"> Work to continue during the next reporting period to bring another group on line and continue to update and support others currently using the program.
6.1.E) Public Works Accreditation Achieve accreditation through the American Public Works Association (APWA). APWA accreditation is the mark of professionalism that indicates that a public works agency has made the commitment to continuous improvement in the delivery of public works operations and services in the community it serves. The process includes self assessment, improvement, evaluation and accreditation	Municipal Services	On-Track	<ul style="list-style-type: none"> Self Assessment work started through review and update of policies and procedures.
6.1.F) Process Review and Innovation Document and review Sturgeon County processes with an emphasis on waste reduction and continuous improvement	Business Strategy	On-Track	<ul style="list-style-type: none"> Developed training program and documentation Work to continue on launch plan for training piloting new tools.
6.1.G) Operational Review Work with external body to review select processes and provide recommendations to improve operational performance based on service identification, process documentation and gap analysis.	County Commissioner's Office	On-Track	<ul style="list-style-type: none"> Project charter and Request for Proposal for external consultant developed. Request for Proposal will be released, and contract awarded, start of project anticipated within the next reporting period.

Economic Development Tri-Annual Highlights

January to April 2018

Business Phone Inquiries

2018 YTD	2017 YTD
374	253

Business Engagement

Type	Actions
Broadband Engagement	Hosted three workshops – February 28 th (Sturgeon County), March 12 th (Morinville Fish & Game Clubhouse) and March 15 th (Whitson Contracting) with 25 stakeholders attending the workshops; between March 26 th and April 6 th , 25 Sturgeon County businesses were contacted and 13 individual stakeholder interviews took place; Sturgeon County Council, Morinville Council and the Sturgeon County Economic Development Board were engaged and interviewed by the consultants; draft report is expected during second Triannual period of 2018.
EMRB Energy Corridors Forum	Participated in a panel presentation, highlighting Sturgeon County's best practices when working with pipeline companies to 115 regional energy stakeholders who gathered for this full day event; other attendees included representatives from Alberta Energy, Alberta Infrastructure, Alberta Transportation, Chambers of Commerce, pipeline companies, municipalities, and other industry representatives.
Coffee Chat with Honourable Deron Bilious	Partnered with the Morinville and District Chamber of Commerce to provide an opportunity for local businesses to engage directly with the Minister of Economic Development and Trade.
Spring Drive Greenhouse Tour	Provided support to a group of greenhouses that started an online driving tour and listing for local greenhouses and related businesses; business engagement opportunities are intended to strengthen relationships with ag-tourism sector, leverage additional social media and web engagement, and encourage private businesses to lead initiatives.
Agriculture Sector Engagement	Assisted Sturgeon County's Community and Regional Planning Department with connecting with ag-businesses in Sturgeon County and attended Riviere Qui Barre Engagement session; currently providing comment back on initial consultant report; connections made at Riviere Qui Barre Engagement session to be reinforced outside of growing season.
Sturgeon County Mayor's State of The County Address	Promoted event via Start in Sturgeon e-newsletter and social media; attended event, networked with multiple business owners and representatives.

Type	Actions
National Industrial Symbiosis Program (NISP)	Hosted NISP Presentation on February 21 st to provide more information on the program and the Circular Economy to our region; approximately 25 local businesses attended the presentation. Due to the overwhelming response we received in support of the NISP program, Economic Development assisted with the coordination of full NISP workshop on April 17 th . Over 120 connections were made at the workshop alone, with many other potentials within the NISP database.
Heartland Stakeholder Event	Hosted 10 Subject Matter Expert's from ProNorth, Heritage, SIP and Villeneuve Airport; made introductions and provided great networking opportunities for our Sturgeon County businesses for procurement, business development, etc.; over 600 attendees participated in the overall Stakeholder Event.
Morinville & District Chamber of Commerce	Acted as alternates for ex-officio representation on the Board and provided updates on Economic Development activities, partnership opportunities and future planning; attended "business to business" events and monthly luncheons; currently working on partnership framework for a business education program.
Centralta Tourism Meeting	Attended the Centralta Tourism Society's strategic planning session; networked with attendees from Centralta Tourism Society's Board of Directors, regional municipalities, La Cite, Minister of Culture and Tourism Secretariat Francophone, ACFA, Societe Historique Francophone de l'Alberta and the Conseil de Developpement Economique de l'Alberta. Shared information with the Economic Development Department and the Economic Development Advisory Board regarding granting opportunities for Francophone initiatives.
Redwater Mayor's Business Breakfast	Attended event, networked with multiple business owners and representatives; connected with Women Building Futures and scheduled follow up meeting and tour for Economic Development Staff on June 28 th , 2018.
Informal Interactions and Awareness Campaign	<ul style="list-style-type: none"> • Made personal connections with over 20 businesses invested in Sturgeon County Industrial Parks (ProNorth and Sturgeon Industrial Park); distributed department information, business visitation information and Broadband call to action information. • provided Economic Development information and confirmed commitment to Culinary Cookout participation with two rural Sturgeon County businesses. • Met in person with a Pro-North business and made connections to NISP, procurement and Broadband Study. • Met in person with a ProNorth business and made connections to Sturgeon County procurement. • Met in person with a Legal Crossroads business and discussed development concepts and made connections with another local business. • Exchanged emails with a rural Sturgeon County agriculture/tourism business and provided connections to another agricultural business for the purpose of hosting visitors from the same ag sector in another part of the world.

Economic Development Online Activity *

In January 2018, Sturgeon County Economic Development consolidated the online accounts for *Start in Sturgeon* and *Sturgeon County Bounty*. Economic Development initially created the separate brands to differentiate the ag-tourism work and brand from the Economic Development work in other sectors.

To create efficiencies within our small department and promote the same value to all of our business sectors, the choice was made to consolidate both brands under Start in Sturgeon and support all businesses with one voice.

Media	2018 YTD	2017 YTD
Facebook Likes - Start In Sturgeon	299	253
Twitter Followers - Start in Sturgeon	558	494
Business Directory Listings	176	154
Website	2018 YTD	2017 YTD
www.startinsturgeon.ca		
Sessions	2606	2481
Unique Visitors	2189	1981
Page Views	6862	6974

Current Planning & Development Services Tri-Annual Highlights

January to April 2018

Housing Starts in Sturgeon County increased from 24 to 36 compared to last year at this time. The average value of those single family dwellings, however, decreased by over \$100,000. Industrial and Institutional building permit values have increased significantly from this time last year due, in part, to significant projects such as the Recreation Centre and an upgrade at Westmor Terminals.

Housing Starts

New Housing Starts	2018 YTD Count	2017 YTD Count
Single Family Dwelling	34	26
TOTAL	34	26

* With the new land use bylaw mobile and modular housing starts are no longer being tracked separately from Single Family dwellings.

Housing Starts Values

New Housing Starts	2018 YTD Values	2017 YTD Values
Single Family Dwelling	\$14,996,619	\$14,409,000
TOTAL	\$14,996,619	\$14,409,000

Building Permits

Description	2018 YTD Count	2017 YTD Count
Commercial	1	3
Industrial	13	4
Institutional	1	2
Residential	46	49
TOTAL	61	58

Building Permit Values

Description	2018 YTD Values	2017 YTD Values
Commercial	\$171,811	\$2,622,000
Industrial	\$13,447,849	\$2,500,000
Institutional	\$17,600,000	\$3,023,000
Residential	\$1,916,757	\$1,514,062
TOTAL	\$33,136,417	\$9,659,062

Development Permits

Description	2018 YTD Count	2017 YTD Count
Commercial	3	3
Home Based Business	83*	9
Industrial	3	6
Institutional	1	1
Residential	48	64
Recreational	0	0
Site Grading	3	0
TOTAL	141	83

*With the update of the Land Use Bylaw, 79 out of the 83 businesses renewed. New Home Based businesses were 4 of the 83.

Development Permit Values

Description	2018 YTD Values	2017 YTD Values
Commercial	\$738,000	\$1,254,000
Industrial	\$2,042,000	\$15,360,000
Institutional	\$2,780,000	\$525,000
Residential	\$13,258,886	\$16,690,512
Recreational	0	0
Site Grading	\$20,250	0
TOTAL	\$18,839,136	\$33,829,512

Single Lot Subdivisions & Compliance Activity

Description	2018 YTD Count	2017 YTD Count
Subdivision Applications	7	16
Endorsement Files	12	4
Lots Created	12	4
Compliances	28	35
New Enforcement Files	8	11

Report updates under development