



# 2018 1st Tri-Annual Management Report

June 12, 2018

# Overview

The Tri-Annual Management Report provides County Council with a report on the progress of the 2018-2020 Corporate Business Plan (195/15)

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 multi-year) that are scheduled in 2018:
  - 1 starts later in the year
  - 19 On-Track (Progressing on time and budget)
  - 3 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   | ●      |
| <i>Joint Site Servicing</i>   | ●      |
| Modernized Municipal Government Act<br><i>Intermunicipal Collaboration Frameworks</i> | ●      |
| Modernized Municipal Government Act<br><i>3 Year Operating Funding Plan</i>           | ●      |
| Modernized Municipal Government Act<br><i>5 Year Capital Funding Plan</i>             | ●      |
| Modernized Municipal Government Act<br><i>Legislative Implementation</i>              | ●      |

## Initiatives Not Started in 1st Reporting Period

- Comprehensive Risk Management Program
- Council Remuneration



# Strong Local Governance & Regional Leadership

Corporate Performance Measures and Indicators



| Measure   | 2016 | 2017 | 2018 YTD | 2018 Target |
|---|------|------|----------|-------------|
| Percentage of Council decisions that are consistent with the strategic direction of Sturgeon County | 96%  | 97%  | 95%      | 95%         |

| Indicator                                 | 2014  | 2015  | 2016  | 2017  | 2018  |
|---|-------|-------|-------|-------|-------|
| Net Residential Property Taxes per Capita | \$607 | \$682 | \$699 | \$664 | \$685 |

# Planned Growth and Prosperity



| Initiative   | Status |
|--|--------|
| Sturgeon Valley Area Master Plan                                     | ●      |
| Sturgeon County Agriculture Master Plan                              | ●      |
| Sturgeon County Infrastructure Master Plan                           | ●      |
| Sustainable Roads Improvement Strategy                               | ●      |
| Acquisition of Additional Gravel Pit<br><i>Geotechnical: Phase I</i> | ●      |
| Infrastructure Asset Management Plan                                 | ●      |

## Initiatives Not Started in 1st Reporting Period

- Growth Management Board

# Planned Growth and Prosperity

## Corporate Performance Measures



| Indicator  | 2014  | 2015  | 2016  | 2017  |
|--|-------|-------|-------|-------|
| Ratio of residential to non-residential assessment | 61/39 | 58/42 | 55/45 | 54/46 |

# Maintain and Enhance Strong Communities




| Initiative   | Status |
|--|--------|
| Municipal Reserves, Parks and Open Spaces Master Plan - Implementation | ●      |
| Capital Infrastructure Grant Program<br><i>Implementation</i>          | ●      |
| Road Use Agreement Program   | ●      |



# Community Identity and Spirit




| Initiative  | Status  |
|---|---|
| Sturgeon County Centennial Celebrations<br><i>Phase I: Planning</i> |  |



# Respect the Natural Environment



| Initiative               | Status  |
|--------------------------|---|
| Tree Maintenance Program |  |



# Operational Excellence



| Initiative                     | Status |
|--------------------------------|--------|
| IT Governance Model            | ●      |
| Electronic Document Management | ●      |
| Public Works Accreditation     | ●      |
| Process Review and Innovation  | ●      |
| Operational Review             | ●      |

# Operational Excellence

## Corporate Performance Measures



| Measure                         | 2014 | 2015 | 2016 | 2017 | 2018 YTD | 2018 Target |
|---------------------------------|------|------|------|------|----------|-------------|
| Lost-time Claims                | 2    | 2    | 3    | 4    | 1        | Minimize    |
| Temporary Total Disability Days | 7    | 10   | 154  | 15   | 2        | Minimize    |
| Severity Rate                   | 3.5  | 5.0  | 100  | 5.0  | 2        | Minimize    |
| • Sturgeon County               | 18.3 | 21.8 | 18.7 | 18.6 | 13.1     |             |
| • Industry Average              |      |      |      |      |          |             |

# Integrated Growth Update

## Significant Accomplishments:

- a) Cannabis Legalization -> Public engagement & initial Land Use Bylaw Amendments
- b) Agriculture engagement strategy-> providing local Agriculture community input into Edmonton Metropolitan Region Agriculture Master Plan
- c) Initiated Sturgeon County Infrastructure Master Plan project
- d) Reinstated Sturgeon Valley Special Study Area policy Tri-Party negotiations with City of St. Albert and City of Edmonton for submittal to EMRB.
- e) Significant Edmonton Metropolitan Region Board (EMRB) participation and representation:
  - i. Regional Agriculture Master Plan (Mayor & administrative representatives)
  - ii. Regional Servicing Plan (administrative representative)
  - iii. Edmonton Global monitoring and participation
  - iv. EMR Board, Executive Committee, Audit & Finance -> monitoring and Council briefing
- f) Annexation participation and representation:
  - i. St. Albert Annexation -> considering growth management opportunities (developer and municipal objectives) and responding to joint infrastructure planning opportunities
  - ii. City of Edmonton 66 Street Annexation
- g) Broadband Analysis Project joint initiative with the Town of Morinville
- h) Federal Funding -> Foreign Direct Investment Strategy and Implementation Plan
- i) National Industrial Symbiosis Program (over 120 local connections made)



# Integrated Growth Update

## Significant Accomplishments:

- j) ProNorth Industrial Park Drainage Study
- k) Local Roads Reconstruction Program Council Approval and project initiated.
- l) Council Workshop -> 2019 Capital Planning
- m) Contract Award for Road Rehabilitation Program (Schedule C) (\$1.5 Million in Road Rehabilitation)
- n) Villeneuve Drainage Project – RFP for final design closed and awarded.
- o) Alcomdale Water Line Installation
- p) RR 261a / Meadowview Drive site investigation report and remediation plan
- q) Revised Industrial Heartland Storm Water Outfall Construction

# Integrated Growth Update

## Upcoming Council Decisions and Activities:

- a) Land Use Bylaw Amendments:
  - i. Modernized Municipal Government Act
  - ii. Cannabis legislation
- b) Heartland Area Residents Task Force start up
- c) Agricultural Engagement Strategy - approve summary report and authorize next steps
- d) Sturgeon Valley Special Study Area -> approve area specific policies to be submitted to EMRB
- e) Foreign Direct Investment Engagement
- f) Pembina Engagement – Road proclamation; tour discussions underway for potential of June or September (calendar dependent)
- g) Edmonton International Airport engagement with Council
- h) Meadowview Drive and RR 261A – approve remediation plan
- i) Street Lighting Policy – In DRAFT stage
- j) St. Albert Annexation negotiations
- k) Intermunicipal Collaboration Framework – project plan and County representation

# Integrated Growth Update

## **Upcoming Projects:**

- a) Land Use Bylaw - 1 year review and update
- b) Intermunicipal Collaboration Frameworks
- c) Edmonton Metropolitan Region Board – Regional Context Statement Framework
- d) Foreign Direct Investment Study
- e) County Bounty (Centennial support)
- f) Start in Sturgeon Website Refresh
- g) Business visitation program reboot (formal and informal)
- h) Lot Grading Policy and Procedures updates – in progress, currently in DRAFT format.

## **Challenges to 2018-2020 Corporate Business Plan and/or 2018 Operations:**

- a) Emergent priorities of Council and Organization
- b) Demands of the organization for other department initiatives
- c) Organizational change
- d) Communication to residents regarding delay in refinery revenue and impact on program delay for Capital Projects.

# Municipal Services Update

## Accomplishments:

- a) Community Association Grant Program allocations on April 10
- b) Community Celebration of Excellence on April 18
- c) Seniors' transportation pilot project- Medically At-Risk Drivers announced April 25
- d) Emergency Services/Fire crews continue to maintain ten (10) minute "Chute Times";
- e) Enforcement Services continues to maintain call back of eight (8) hours for Request For Services
- f) Traffic enforcement continues as a priority
- g) Graduated fifteen (15) National Fire Protection Association 1001 Level II Firefighters
- h) Transportation Safety Excellence, Spring thaw incident free
- i) Snow clearing service levels were achieved as per Snow Clearing Policy
- j) Successful roll out of an improved spring thaw preparedness plan
- k) Sanitary Bylaw 1408/18 approved
- l) Namao Ridge / Grandview / Sturgeon Heights Waterline Feasibility Study

# Municipal Services Update

## **Upcoming Council Decisions and Activities:**

- a) Second and third reading of Off Highway Vehicles (OHV) Bylaw
- b) First Reading of updated Traffic Safety Bylaw
- c) Road Use Bylaw
- d) Gibbons bulk water management
- e) Update of the Council Committees Bylaw – Transportation Taskforce stakeholder working group

## **Upcoming Projects and Operations:**

- a) Cardiff Park Rehabilitation and Improvement Strategy (Conceptual Design Report)
- b) Tree Maintenance Program (Continual throughout 2018 summer/fall season)
- c) Inclusive Community Services summer program options
- d) Cardiff Public Utility Lots Public Engagement
- e) Sturgeon Industrial Park (SIP) Transfer Station Upgrade
- f) Villeneuve Lagoon Rehabilitation
- g) Summerbrook Pump Station
- h) 2018 Fire Cadet Program
- i) Regional Emergency Management Partnership - continued collaboration (SREMP)
- j) Spring Grass/Wildland Fire Season
- k) Managing involvement in Community Events/Parades/Bike Rodeos
- l) Improved gravel spread and paved road patching processes



# Municipal Services Update

## **Challenges to 2018-2020 Corporate Business Plan and/or 2018 Operations:**

- a) Secondment to develop on line registration platform
- b) Special event collaborations
- c) Significantly reduced spring thaw period
- d) Highway 2 & Cardiff Road waterline relocation project
- e) H2S Odour Management Plan

# Corporate Support Update

## **Significant Accomplishments:**

- a) 2017 Year End Audit
- b) Maximizing Office Space Resource
- c) Audio & Video Collection Policy
- d) 2017 Assessment Audit
- e) 60 Casual/temp Employees recruited
- f) Managers/Supervisors/Lead Hands Trained in “Incident Investigation”

## **Upcoming Council Decisions and Activities:**

- a) Centennial Celebrations
- b) Audit Firm Selection
- c) Council Remuneration Review

# Corporate Support Update

## Upcoming Projects:

- a) Sturgeonservices.ca Portal Launch
- b) Imex Software Replacement (Fire Permits, Program Registration & Animal Licensing)
- c) Budget 2019
- d) Annual Security Audit
- e) Year Five of Cyclical Assessment

# County Commissioner's Office Update

## **Significant Accomplishments:**

- a) CAO – GM Recruitment, revitalization of SLT and providing leadership to Organization during time of transition
- b) Developed the Project Charter and Request for Proposal for the Operations Review
- c) Organized and facilitated four Council Strategic Planning workshops to determine Council's priorities (one full-day and three half-day sessions)
- d) Organized and conducted training for new Subdivision Appeal Board members and refresher for Administration
- e) Worked with several departments to develop department-level performance measures
- f) Drafted the Process Review and Innovation Framework

## **Upcoming Council Decisions and Activities:**

- a) Approval of the Strategic Plan
- b) Code of Conduct Bylaw
- c) Subdivision Appeal Board Bylaw
- d) Assessment Review Board Bylaw
- e) Designated Officer Bylaw

# County Commissioner's Office Update

## **Upcoming Projects:**

- a) Operations Review - Vendor selection in June
- b) Policies and procedures online (part of MMGA Implementation)
- c) Development of the 2019-2021 Corporate Business Plan
- d) Strategic Plan Implementation
- e) Pilot the Process Review and Innovation framework

## **Challenges to 2018-2020 Corporate Business Plan and/or 2018 Operations:**

- a) Vacancies and getting new staff up to speed
- b) Leadership changes
- c) Schedule of the Operations Review – potentially aggressive